

2015

City of Colorado Springs

Annual Budget

October 6, 2014



photo by Kevin League

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City Leadership

In 2011, the citizens of the City of Colorado Springs voted for its first strong mayor in the new Council–Mayor form of government.

Mayor's Office

Bach, Steve Mayor



Steve Bach
Mayor

Mayor's Executive Team

Bach, Steve	Chief Economic Vitality Officer
Carey, Peter	Police Chief
Cox, Steve	Chief of Staff
Massey, Wynetta	City Attorney
Riley, Christopher	Fire Chief

Department Heads

Aubrey, Cindy	Chief Communications Officer
Easton, Travis	Director, Public Works
Gallagher, Daniel	Aviation Director
Johnson, Sarah	City Clerk
Kane II, HayDen W.	Presiding Municipal Court Judge
Palus, Karen	Director, Parks, Recreation and Cultural Services
Skinner, Kara	Chief Financial Officer
Sullivan, Mike	Director, Human Resources
Valentine, Richard	Interim Chief Information Officer
Wysocki, Peter	Director, Planning and Development

Budget Staff

Canfield, Katie	Analyst II
Miles, Mike	Senior Analyst
Moore, Charae	Budget Manager
Vetter, Nina	Senior Analyst

City Council



Colorado Springs City Council

Front Row (from left to right):

Council Member Jan Martin, At-Large

Council Member Val Snider, At-Large

Council Member Andy Pico, District 6

Council Member Helen Collins, District 4

Back Row (from left to right):

Council President Pro-Tem Merv Bennett, At-Large

Council Member Don Knight, District 1

Council Member Jill Gaebler, District 5

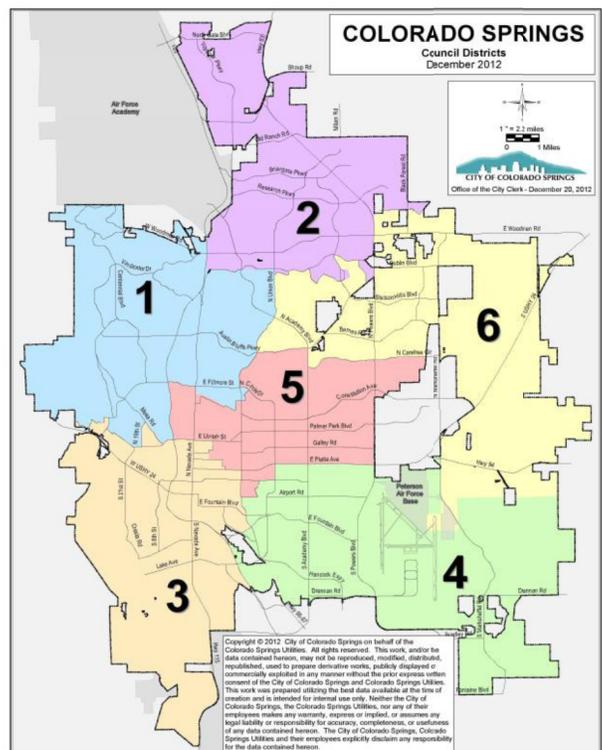
Council President Keith King, District 3

Council Member Joel Miller, District 2

City Council's Direct Report

Denny Nester, City Auditor

Council District Map



October 6, 2014

Dear Honorable President, Members of City Council and Citizens of Colorado Springs,

This is to present to you a **balanced 2015 budget** for the City of Colorado Springs – a strategically- driven financial plan that devotes the use of our financial resources to core services and infrastructure investments. Central to our success is remaining focused on **Jobs, Transforming City Government** and **Building Community**.

You and I can be proud to represent such a **resilient City** organization and community. Together, we **responded** to, and **rebuilt** - after **three natural disasters** in two years – the Waldo Canyon Fire, the Black Forest Fire and last September’s historic rains.

Since the 2012 Waldo Canyon Fire, a remarkable 80% of the homes destroyed in Mountain Shadows have been rebuilt or are under construction. The City provided mutual aid to the County for the Black Forest Fire by quickly deploying 125 police officers, assisting in evacuations and traffic control, as well as 34 firefighters in 8 companies fighting the fire. We mobilized rapidly, helping save lives and property.

Finally, the impact of historic rains last September was lessened due to our continuing accelerated investment in **stormwater mitigation - \$46 million in two years**. Through all three events, we developed stronger working relationships with Colorado Springs Utilities, Regional Building, our military partners, the County and State, outlying municipalities and other key agencies and nonprofits organizations.

The 2015 budget builds upon the great progress we have made these past three years:

- Turning back on **3,500 streetlights**
- Bringing back and maintaining **275 acres of neighborhood parks**
- **Increasing the General Fund Transit budget every year**
- Reestablishing evening, weekend and holiday bus service, extending service to Powers Boulevard, the VA Clinic, and the El Paso County Citizen’s Service Center
- **Opening** and staffing a **new fire station** – Station 21 in Stetson Hills
- **Adding 42 firefighters, 66 police officers and 28 community service officers**
- A smooth transition to **outsourced City fleet** services– no public safety concerns about quality or responsiveness - which is **expected to save** up to **\$4 million** over 5 years and reduce legacy costs
- In 2012 reaching an **all-time high** in **emergences reserves** which enabled us to fund a number of urgent Waldo Canyon fire **flood mitigation projects** as well as **critical road repairs** needed after an exceptionally tough 2013/2014 winter. The City team accomplished all this within existing resources and without asking voters for any new taxes.

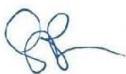
In line with the City's Strategic Plan, breakthrough strategies with real measurable outcomes provide the roadmap for success in 2015. The **2015 General Fund Budget** is **\$259 million**, 3% higher than the 2014 General Fund Budget. While the total General Fund Budget has increased, the **percentage** of the budget **dedicated** to **Salaries**, has **decreased** from 55% in 2010 before I took office to 50% for 2015, and the **percentage** of the budget **dedicated** to **Benefits** has **decreased** from 19% in 2010 to 17% for 2015 despite significant, mandated healthcare cost increases due to the Patient Protection and Affordable Care Act (PPACA). Through the budget process, we again challenged our departments to find operational savings and maximize the use of other funding sources to allow us to allocate more resources for the highest-priority needs of the community.

This City's dedicated Professional Staff enabled us to find **\$3.96 million** in **efficiencies** in the 2015 General Fund Budget to fund another **20 police officers**, improvements to the City's **information technology** network and data center – critical to all City service delivery, increased frequency of **bus service**, the **Acacia Park Ice Rink** and Hub, and pay for performance for City employees - to ensure that we fairly reward our high-performing employees. Across all funds of the City, including \$64 million in anticipated grant funds, we are excited to move forward on the design for a **new Pikes Peak Summit House**, the development of **Venezia Park**.

The 2015 Budget provides the foundation for continuing work on improving the **business climate** and, therefore, supporting primary jobs creation – better City responsiveness, fewer regulations and lower fees, and positive city appearance. However, we remain challenged to make significant progress with a **\$1.3 billion backlog of capital improvement needs** across the community. If we are to be a successful City, we must look and function like one. We must stop kicking the can down the road by deferring **holistic** capital improvement needs. For example, we should be resurfacing 10% of our streets each year; instead we are only able to complete 2%. We must replace more playing fields with artificial turf to avoid increasingly unaffordable water bills. And, we must replace functionally obsolete public safety facilities.

Our **best option** to fund capital needs is to substantially **grow the** economy, generating more sales tax on which we depend so heavily. Unfortunately, forecasts do not indicate that will happen soon enough. In the coming weeks, I will propose to you a **path forward** to fund our highest priority needs. Together, the **City**, with its **talented** and **dedicated workforce**, and the **community**, with **passionate** and **forward-thinking citizens**, has made tremendous progress these past three years. With implementation of the 2015 Budget - a balanced, sound, priorities-based financial plan - we can build upon such success and **positively shape** the **City's future**.

Sincerely,



Steve Bach
Mayor

2015 BUDGET HIGHLIGHTS

What are our PRIORITIES?

- ✓ Keeping our citizens safe
- ✓ Improving the business climate
- ✓ Investing in the City's infrastructure & assets
- ✓ Building community
- ✓ Providing excellent customer service

\$259M

2015 General Fund Budget

195
square miles

over 450,000
residents



REVENUE:

57%

Sales & Use Tax

35%

Fines, Charges
for Services,
Etc.

8%

Property
Tax

+20 POLICE OFFICERS



**Pikes Peak Summit House
Acacia Park Ice Rink
Venezia Park Development**

Increasing
frequency of



BUS SERVICE



**Fire Safety &
Business/
Development
Inspections**

\$11M

IN THE GENERAL
FUND FOR CAPITAL
IMPROVEMENT
PROJECTS

(\$3.96M)

In efficiencies found across the General Fund redeployed to fund high-priority needs

**A customer-service oriented,
performance-driven organization**

- ✓ Additional Planning Customer Service Support
- ✓ Pay for Performance
- ✓ IT infrastructure

CITY OF COLORADO SPRINGS

2014 ACCOMPLISHMENTS

EXPANDED BUS SERVICE



- ✓ Sunday & Holiday Service
- ✓ Powers Boulevard weekday service
- ✓ Downtown to El Paso County Citizens' Service Center service
- ✓ Service to the Veterans Administration clinic



NEW
Mountains
Shadows Park
Playground

Received grant funding
and began work on
improving the
INCLINE

Completed flood
mitigation at
Camp Creek &
North Douglas Creek



Completed more than 4
miles of additional bike
lanes that were missing
connections



Received \$400,000
in wildfire
mitigation grants



Organized
SKYFALL -
A mass casualty
response exercise

- ~1,000 personnel
- 46 agencies

**INVESTED AN
ADDITIONAL
\$2M IN CRITICAL
STREET REPAIRS**



**Hired 26
Police
Officers**

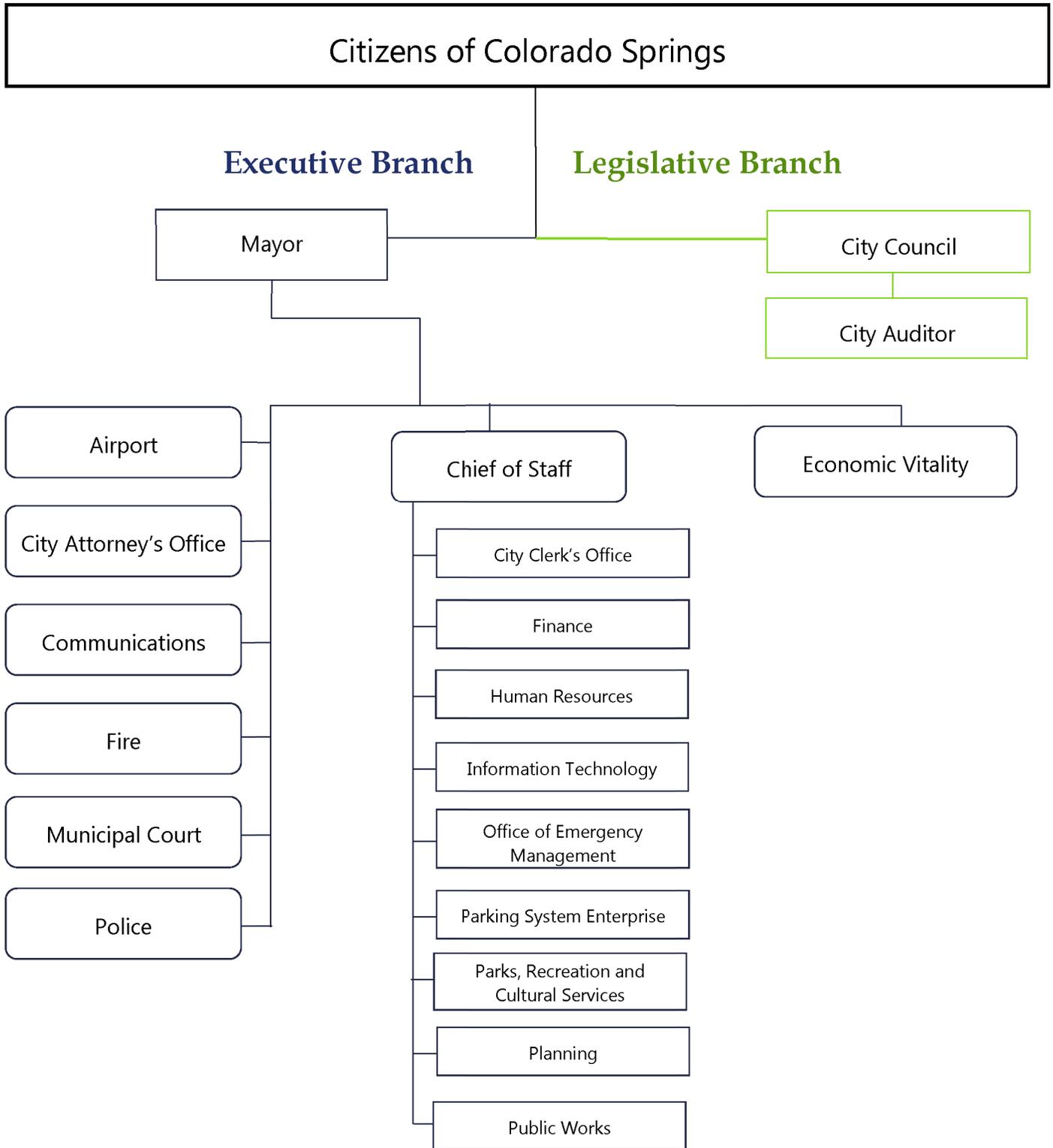
THANK YOU
To our volunteers!
~100,000 volunteer hours
so far this year

Launched
Online legislative
management solution



CITY OF COLORADO SPRINGS

City Organizational Chart



As of August 29, 2014

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Springs at a Glance

FORM OF GOVERNMENT

Council-Mayor:

Nine-member Council (three Council members elected at-large, and six elected by district), and a popularly elected Mayor as the City's chief executive.

DEMOGRAPHICS

Population: 457,912 (2015 est.)

College Population¹: 40,211 (2014)

Median Age²: 34.9 (2010)

Median Household Income¹: \$53,747 (2013)

Unemployment Rate³: 6.7% (July 2014)

Ethnicity²:

- White (80.7%)
- Hispanic American/Latino (16.3%)
- Black/African American (6.5%)
- American Indian/Alaska Native (0.8%)
- Asian (2.8%)
- Native Hawaiian/Pacific Islander (0.3%)
- Other (4.3%)
- Two or more races (4.8%)

Average # of Days of Sunshine⁴: 257

Average Annual Precipitation⁵: 16.2 inches

Serious Crimes per Thousand Population:

45.6 per 1,000 (Year 2012) compared to 2012 national average of 50.6 for cities with a population of 250,000-499,999; crimes include murder, sexual assault, robbery, aggravated assault, burglary, larceny, and auto theft

Elevation: 6,035 feet

LAND USE

Area in Square Miles: 194.87 (2013)

Street Lane Miles⁶: 7,431 (2013)

Parkland Acres: 16,331 (2013)

Sources:

- ¹ Colorado Springs Regional Business Alliance Just the Facts (www.coloradospringsbusinessalliance.com)
- ² American FactFinder (2014). Hispanics may be of any race, so also are included in applicable race categories
- ³ United States Department of Labor Bureau of Labor Statistics
- ⁴ National Weather Service Weather Forecast Office, 30-year average (2012)
- ⁵ Climate-Zone.com/climate/united-states/Colorado/colorado-springs/
- ⁶ The Streets Division began recording street miles as lane miles in 2008/2009 rather than centerline
- ⁷ Pikes Peak Association of REALTORS (www.ppar.com/statisticssummary)

ECONOMICS

Sales Tax Rate:

City (2.5%); County (1.23%); State (2.9%); Pikes Peak Rural Transportation Authority (1.0%)

City Property Tax Rate:

4.279 mills (2014 mill rate levied for taxes payable in 2015)

Median Sales Price of Existing Home⁷:

\$230,000 (August 2014)

Property Taxes Paid on a \$212,000 House in School District 11:

\$1,033 total, City share is \$72 (for taxes payable in 2014)

Key Industries¹:

- Aerospace/Defense/Homeland Security
- Clean Technology
- Customer Support/Financial Services/ Back Office
- Data Storage, Software IT
- Healthcare
- Higher Education
- Manufacturing
- Medical Innovation & Technology
- National Nonprofits
- Sports & Sports Related Organizations

COMMUNITY

Major Attractions:

- Cave of the Winds
- Cheyenne Mountain Zoo
- Garden of the Gods
- Pikes Peak – America's Mountain
- Pro Rodeo Hall of Fame & American Cowboy Museum
- Sky Sox Minor League Baseball
- United States Air Force Academy
- United States Olympic Committee Headquarters and Training Center

Community Profile

History



General William Jackson Palmer founded Colorado Springs in 1871, envisioning a resort community always in view of Colorado's famous Pikes Peak. Within seven years, the Antlers Hotel was built; and by 1918, the renowned Broadmoor Hotel was constructed.

Beginning in the late 1800s, Colorado Springs became a natural health destination for tuberculosis patients because of the nearly 300 days of sunshine a year, natural mineral springs, and dry mountain air.

Throughout its history, Colorado Springs has been a popular tourist destination due to its surrounding natural beauty and magnificent climate. Some of the more visited sightseeing attractions in and around Colorado Springs include Garden of the Gods, Pikes Peak – America's Mountain, United States Olympic Headquarters and Training Center, Cheyenne Mountain Zoo, United States Air Force Academy, and The Broadmoor Hotel.

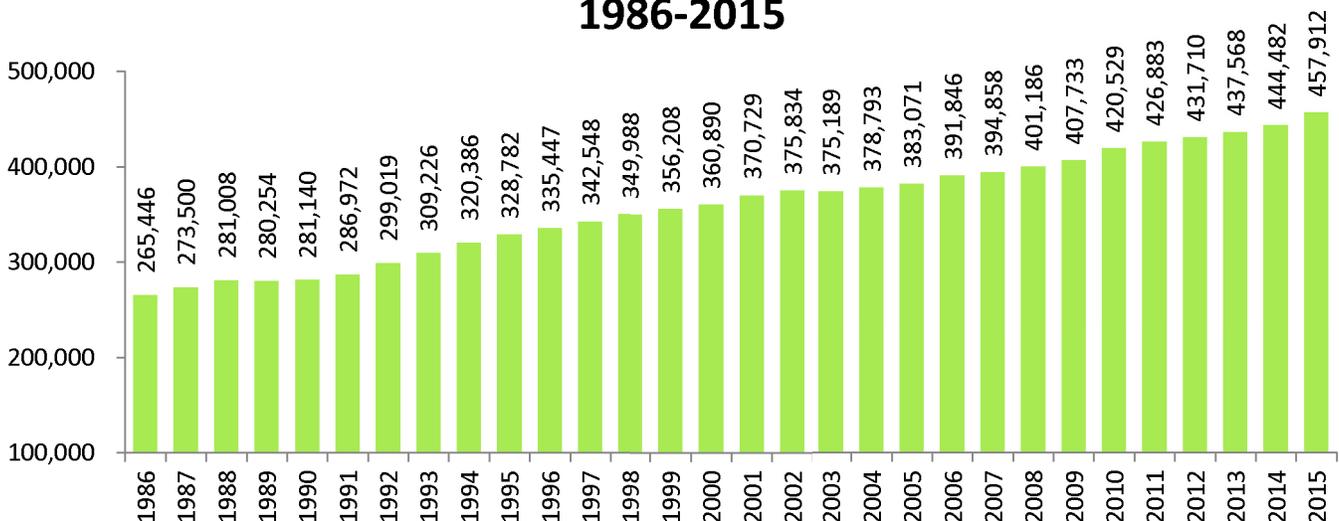
Population

Colorado Springs is located at the foot of Pikes Peak, 70 miles south of Denver. With a land area of 194.87 square miles and a 2015 estimated population of 457,912, Colorado Springs is the State's largest city in terms of area and second only to Denver in population.

The population of Colorado Springs has grown dramatically since the 1980s, increasing 72.5% from 1986 to the estimated 2015 population.



Colorado Springs Population 1986-2015



Local Economy

The economic base has become quite diversified with a mix of military installations, defense contracting, healthcare, software development, semiconductor manufacturing, telecommunications, data centers, religious and nonprofit associations, and tourism.

Area military installations are a significant factor in the local economy, constituting over 20% of all employment. Five major military installations are in the city: Fort Carson, Schriever and Peterson Air Force Bases, Cheyenne Mountain Air Station, and the United States Air Force Academy.

The spectacular climate makes it a choice location for software development, semiconductor manufacturing, data centers, and telecommunications. The Insurance industry is the second largest employer in the City.

Top Ten Private Sector Employers (Excluding School Districts)

- Lockheed Martin Corporation
- Progressive Insurance Company
- The Broadmoor Hotel
- United Services Automobile Association (USAA)
- Verizon Business
- Atmel Corporation
- Northrop Grumman Corporation
- Compassion International
- Colorado College
- Intelligent Software Solutions, Inc.

Source: Colorado Springs Regional Business Alliance (June 2014)

Education

There are nine public school districts serving Colorado Springs with over 100 public elementary, middle, junior, and senior high schools. There are also more than 50 private, parochial, and charter schools.

In addition, Colorado Springs has more than 50 vocational and two-year schools, colleges, and universities. Below is a list of the City's largest colleges and universities.

Largest Post-Secondary Schools in the City

School	Students
1. Pikes Peak Community College	14,741
2. University of Colorado at Colorado Springs	9,321
3. United States Air Force Academy	4,528
4. Colorado Technical University	2,947
5. Colorado College	2,008
6. Regis University	1,900
7. Nazarene Bible College	909
8. University of Phoenix	727
9. Intellitec College	569
10. Everest College	500

Source: Colorado Springs Regional Business Alliance (June 2014)

Government Finance Officers Association Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Colorado Springs
Colorado**

For the Fiscal Year Beginning

January 1, 2014

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Colorado Springs, Colorado, for its annual budget for the fiscal year beginning January 1, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

2014-2018 Strategic Plan



City of Colorado Springs

Jobs ➔ Transforming Government ➔ Building Community

Mayor's Office
City of Colorado Springs
February 2014

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Introduction

2013 Highlights

Vision and Mission; Assumptions & Guiding Principles

Venn Diagram: Summary of Goals & Objectives

Catalyst Projects

Core Strategic Plan

Strategic Plan Roles



INTRODUCTION

Colorado Springs, a City of over 400,000 people, has grown into a place where people want to live, work and vacation, building on its foundations of natural beauty, hard-working individuals, a health and wellness-focused culture, and friendly, generous, community-oriented spirit.

Colorado Springs is unique – our proximity to outdoor amenities, focus on health, extensive parks, trails and open spaces, strong sense of community, together with a western heritage and military and Olympic legacy, defines Colorado Springs.



In the last five years, our community has faced difficult challenges – fires, flooding, economic downturns. However, the spirit of Colorado Springs, embodied by our sense of community, compassionate nature, and collaborative neighborhoods, keeps the City strong.

We recognize that the services we provide and the positive changes we strive for are enhanced through our partnerships within the community. Our volunteers, community groups, economic development partners, local businesses, and visitor's associations, as well as input from our citizens help to shape our strategies, our priorities and our services.

The 2014-2018 Strategic Plan prioritizes our services, determines resource allocation, and fosters the way we do business to further the goals of the community and build upon the City of Colorado Springs' high quality of life.

The Strategic Plan aims to drive economic growth through strategies that increase the job base and residential/living options in the City, enhance public safety through proven techniques and new, innovative approaches, and join community efforts to work together to maintain and improve upon our City's best assets – our parks, recreational amenities, entrepreneurial spirit and desire to help those in need.

Throughout the Strategic Plan, the City seeks to continually transform City government and City services through encouraging employees to find creative and innovative ways of accomplishing more within resource constraints, and leveraging technology and community partnerships to drive a higher performing City government.

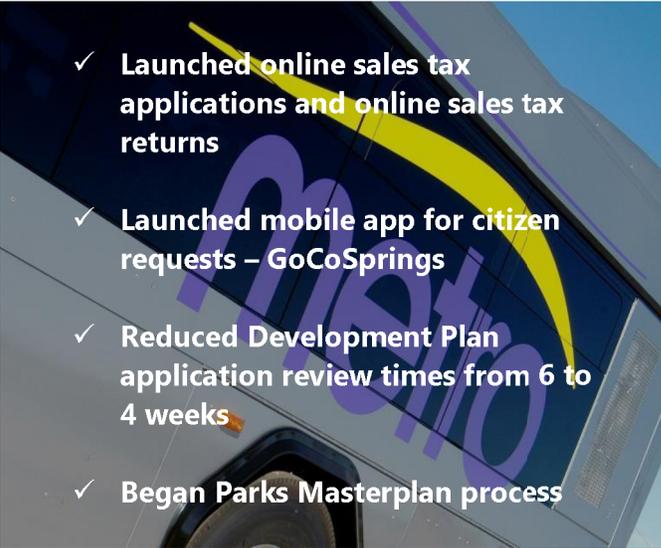
The resources the City needs to improve the quality of life for all exist beyond the walls of City government. Only a collaborative community can build a stronger future for Colorado Springs. The goals, objectives, and strategies laid out in this plan seek to leverage Colorado Springs' community spirit and resources, to do just that – build a stronger community together!

2013 CITY HIGHLIGHTS

Continuous improvement of customer service

Opened Fire Station 21

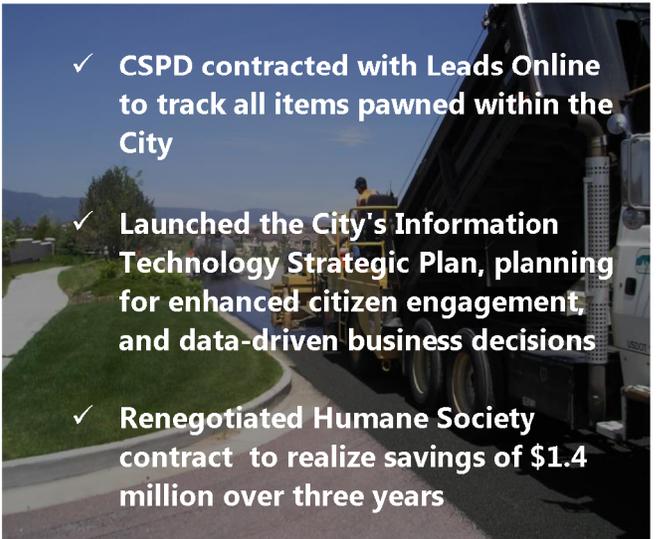
Instituted evening bus service

- 
- ✓ Launched online sales tax applications and online sales tax returns
 - ✓ Launched mobile app for citizen requests – GoCoSprings
 - ✓ Reduced Development Plan application review times from 6 to 4 weeks
 - ✓ Began Parks Masterplan process

Innovation and reinvention of core functions to deliver maximum community value per tax dollar spent

Invested ~\$9M in two major stormwater projects

Outsourced fleet maintenance (\$4M in savings over 5 years)

- 
- ✓ CSPD contracted with Leads Online to track all items pawned within the City
 - ✓ Launched the City's Information Technology Strategic Plan, planning for enhanced citizen engagement, and data-driven business decisions
 - ✓ Renegotiated Humane Society contract to realize savings of \$1.4 million over three years

Celebrating and connecting community, working with other Front Range elected officials in reaching mutual goals, and achieving community partnerships to enhance City services

Opened Pikes Peak for cyclists

City for Champions Proposed & State Funding Approved

- 
- ✓ Partnered with health organizations & private organizations to conduct Clinic Days
 - ✓ Partnered with REI and RMFI to build Section 16 Trail
 - ✓ Together with Fort Carson, the City entered into an agreement with Armed Forces Service Corp to continue serving injured service members at Fort Carson's Warrior Transition Battalion

VISION AND MISSION

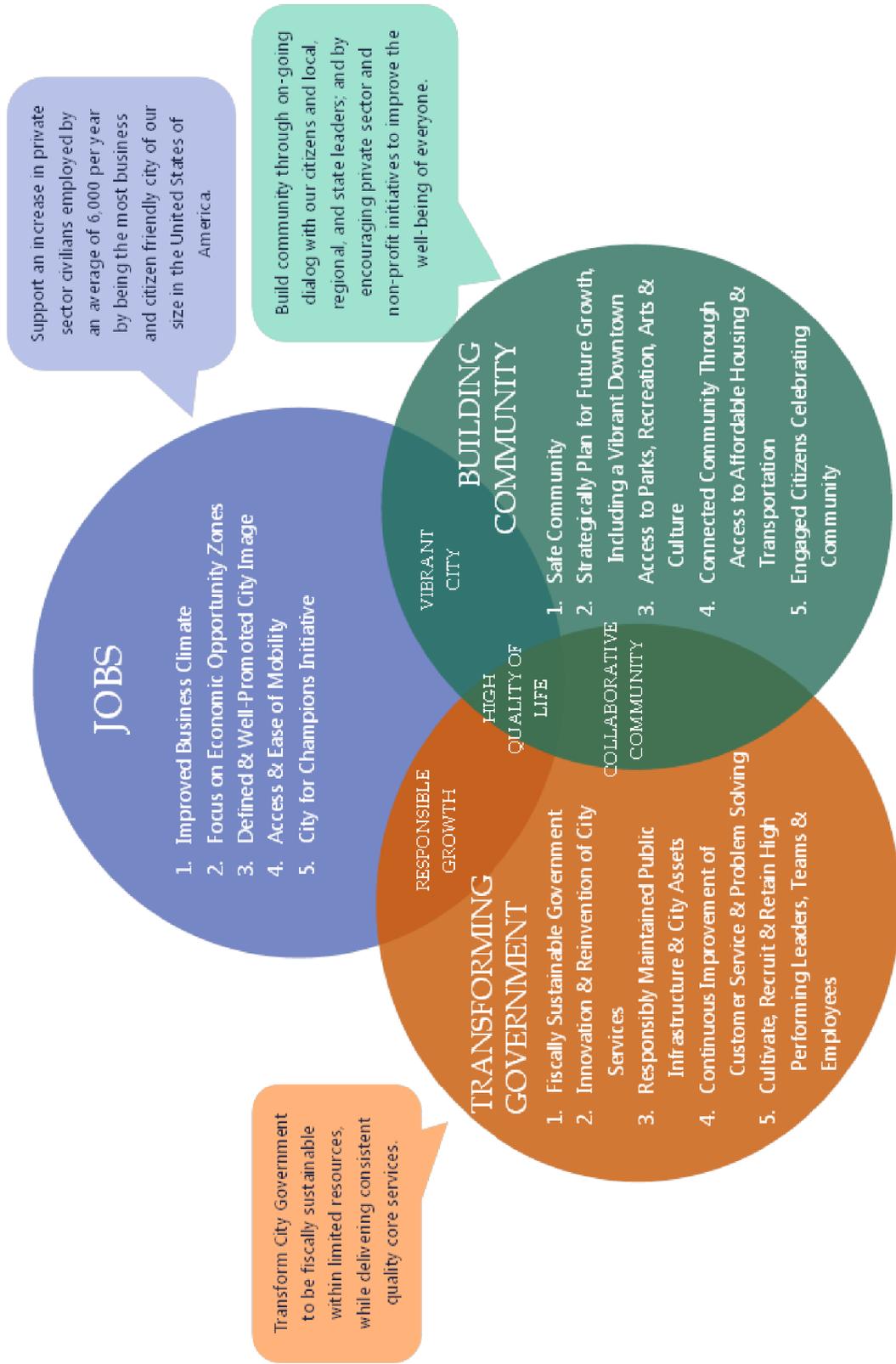
Vision: With America the Beautiful as our heritage, hard work as our foundation, and Western optimism as our guide, Colorado Springs will be a successful city where people love to live, work and vacation.

Mission: As stewards of the public trust, we will serve the people of Colorado Springs with core services effectively, efficiently and courteously with the wise use and management of our resources.



ASSUMPTIONS AND GUIDING PRINCIPLES

1. A safe community remains the number one priority for the City.
2. Economic growth and the resulting increase in revenue growth will be the driving force to the City's long-term fiscal sustainability. Targeted, performance-based incentives and catalyst projects will spur economic growth. Commercial and residential infill will positively affect revenues and provide density needed for more efficient service delivery.
3. With the current combined revenue streams from all funds, and their prescribed uses, it will be daunting to achieve the level of public services the community desires unless revenues increase substantially or we can find ways to repurpose existing revenues and rethink how the City provides its services.
4. Colorado Springs' competitive advantages are in the City's stunning natural environment, advanced education opportunities, recreational amenities, history of health, wellness and active lifestyles, growing arts scene, strong ties to amateur and elite sport, and tradition of service to community and country. Preserving and enhancing the unique features of Colorado Springs will continue to make Colorado Springs an attractive destination for visitors, draw prospective employers and inspire growth of new industries.
5. All of our citizens and visitors are valued and will benefit from successful implementation of the strategic plan. The City must work diligently to build trust and engage citizens so that they become ambassadors. Working with citizens, business community leaders, employees and other governmental entities is essential to success.



CATALYST PROJECTS

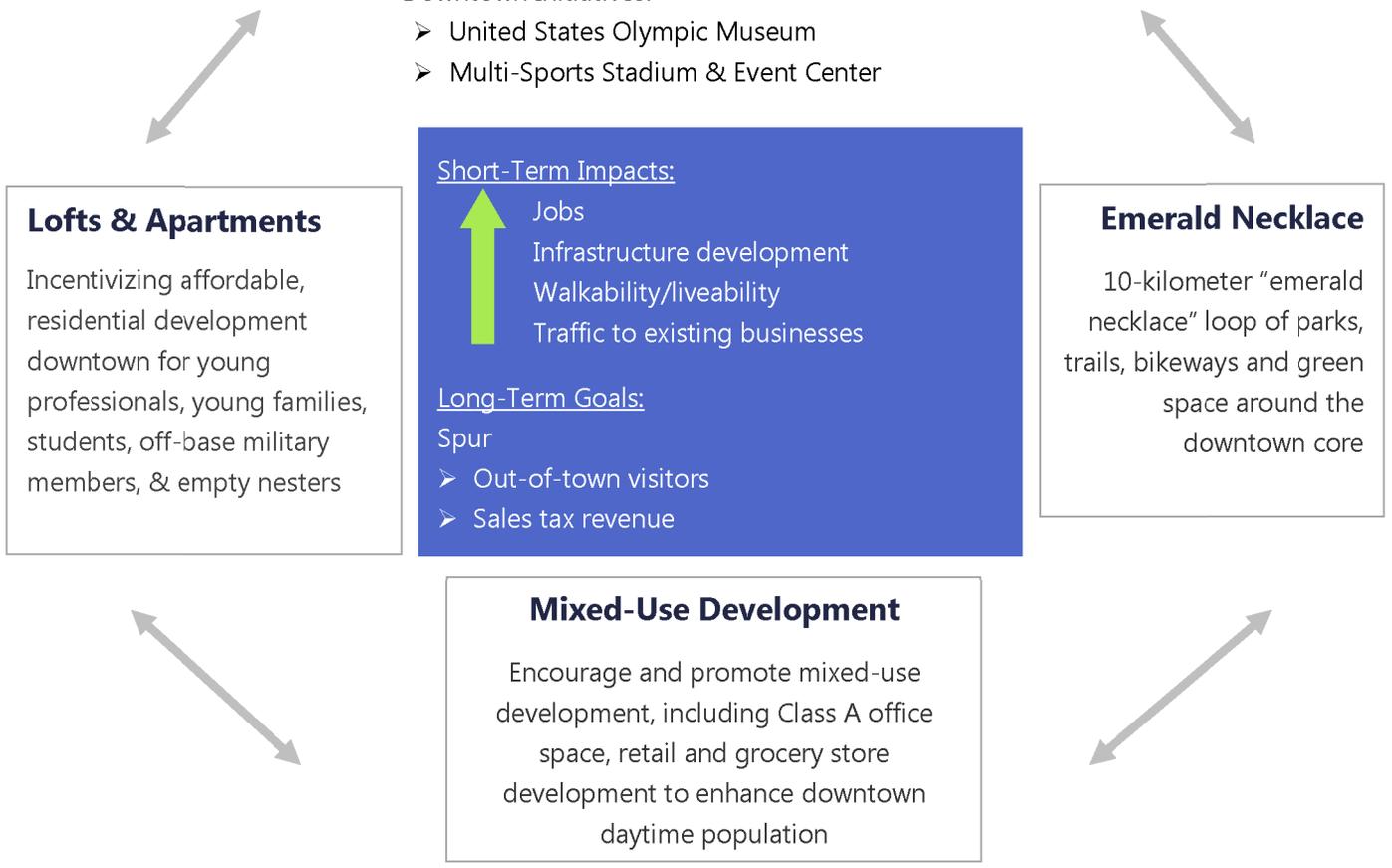
What projects stimulate further development, enhance the quality of life for all citizens, promote our surrounding natural beauty, build on our engaged community? What lays the foundation for the future of Colorado Springs?

A VIBRANT, LIVEABLE, ACTIVE DOWNTOWN



Downtown Initiatives:

- United States Olympic Museum
- Multi-Sports Stadium & Event Center



Colorado Spring’s greatest assets – parks, trails, our Olympic heritage, entrepreneurial spirit, and active, engaged citizens – can be leveraged to drive a more vibrant downtown. However, the four priority projects for downtown, shown above, depend on each other to drive the desired short-term impacts and long-term goals.

Through Economic Vitality initiatives, and partnering with local development agencies, developers, community groups, and business associations, the City will work to further these downtown priority projects that will cultivate a vibrant, walkable, active downtown.

CATALYST PROJECTS (continued)

Key Development Opportunities & Strategies

The City of Colorado Springs has a substantial amount of vacant land available and prime for development; to leverage these opportunities to generate economic growth and build community, the City has identified key areas and strategies for development

Key Opportunities for Development

Airport Office Park

Create an aeronautical zone to provide tax incentives for aviation industry growth, increasing jobs, airline traffic and driving business growth in the area

Banning Lewis Ranch

Master Plan Banning Lewis Ranch to promote fiscally sustainable development with a job-housing balance including mixed use development, to create a liveable and walkable community

South Academy & North Nevada Economic Opportunity Zones (EOZs)

Apply EOZ task force recommendations, and work extensively with the community to determine job-generating strategies that build more cohesive, economically thriving quarters

Copper Ridge

Promote high-end retail area on a regional, high-traffic corridor to provide a higher quality of life, stem sales tax leakage and increase jobs and further development in the area

Interquest Parkway Area

Incentivize additional industrial park development to leverage recent growth; transportation connectivity and proximity to housing provides job-housing balance

The City's Approach to Infill

Infill – Incentivizing Urban Villages & Live, Work, Play Communities

Where appropriate, the City will seek to encourage development of Urban Villages or Live, Work, Play Communities in areas that are currently underdeveloped, by promoting:

- Medium density development
- Mixed-use zoning
- Utilization of existing infrastructure
- Expansion of existing trails, open spaces, parks
- Initiatives of entrepreneurs/new businesses, and creative arts

These development projects and concepts provide opportunities for the City to transform the City's sprawl into networks of communities, with a greater diversity in retail, entertainment and living options, building neighborhoods, creating more jobs, with liveable and walkable communities that enhance Colorado Springs as a desired place to live, work and vacation.

CORE STRATEGIC PLAN

Goal 1: Jobs



1.1 Improved Business Climate

- A. Enhance and promote business retention and expansion through performance-based incentives, issue resolution, Rapid Response and improving information readily available to potential businesses on the City's website
- B. Streamline development review processes, and evaluate regulations, fees and rules related to business development
- C. Conduct an active local industry visitation program and implement a City-wide "ambassador program" to incorporate business community relationships across all departments and further assist businesses in understanding City processes and gaining important information and contacts
- D. Encourage local business development, startups and entrepreneurialism through collaboration with existing economic development partners including universities, incubators, business associations, and venture capital investors
- E. Create an online business hub for permits, applications and licenses to improve the ease of doing business with the City and to easily track progress of applications
- F. Invest in tourism and tourism-related marketing through cooperative relationships with the CVB and other tourism-driving organizations

1.2 Focus on Economic Opportunity Zones (EOZs) (Downtown, North Nevada/UCCS Corridor, South Academy)

- A. Establish a stakeholder task force to conduct SWOT analyses to determine impediments to redevelopment in Economic Opportunity Zones and develop strategies for mitigating these impediments
- B. With the stakeholder task force, craft a vision and redevelopment strategy for each EOZ and define specific outcomes
- C. Identify anchor projects that stimulate infill development and realize the vision in each EOZ
- D. Actively market and promote redevelopment of EOZ areas by reaching out to developer and broker communities
- E. Consider public and public-private funding options for implementing recommendations of the redevelopment strategy

1.3 Defined and Well-Promoted City Image

- A. Support and contribute to CVB & Regional Business Alliance efforts to ensure consistent messaging through a multi-media marketing plan that highlights the City's amenities, natural resources, recreational opportunities and attractions
- B. Attract a health conscious, active and creative community through promoting, supporting and collaborating on events with downtown associations, local businesses, and community/neighborhood associations, in downtown and in other areas of the community
- C. Improve the City's overall first impression and appearance by reducing blight, and addressing aging and underutilized buildings and incentivize development efforts near our City's Gems and Gateways
- D. Promote City success stories by proactively reaching out to local newspaper and broadcast media and through social media
- E. Improve streetscapes and maintenance and care of medians and rights-of-way, prioritizing the City's Gateway and Gem corridors

1.4 Access and Ease of Mobility

- A. Continue to develop and promote Colorado Springs airport as affordable, convenient, and the preferred choice for air travelers, with direct flights to cities across the United States
- B. Define economic growth and development objectives for the City that defines a long-term vision and image for the City and strategically invest resources through the budget process and throughout the year in transportation, streets, infrastructure, transit and economic vitality to support the desired growth plan
- C. Develop a long-term, multi-modal transportation plan (bike trail, bus, roads, etc) that connect key points of the City, attractions, jobs, housing and retail
- D. Enhance transportation corridors' aesthetics, road quality, and bike lane accessibility
- E. Collaborate with PPRTA and PPACG to maximize funding for transportation improvements

1.5 City for Champions Initiative

- A. Pursue supplemental funding for the City for Champions initiative through the Regional Tourism Act of the Colorado Office of Economic Development and International Trade
- B. Conduct public meetings to inform citizens regarding the project and its impact on the community
- C. Work with stakeholders to establish an advisory board to oversee development of all four City for Champions projects
- D. Collaborate with all contributing partners to finalize a financing plan
- E. Provide leadership and support of the implementation of the City for Champions initiatives

Goal 2: Transforming Government



2.1 Fiscally Sustainable Government

- A. Through the annual budget process, maximize the use of existing resources, and establish partnerships between City departments to overcome resource constraints
- B. Develop funding strategies to address the backlog of needs (capital, rolling stock, etc.)
- C. Inform citizens regarding current pension unfunded liabilities and champion pension reform
- D. Enhance priority-based budgeting to further realize efficiencies and enhance services
- E. Institute a 5-year CIP program with annual updates

2.2 Innovation and Reinvention of City Services

- A. Form an Optimization Committee to employ private sector/non-governmental, as well as other successful city strategies to realize efficiencies, suggest alternative service delivery models, and drive employee ingenuity and career satisfaction
- B. Implement cross-departmental process improvement that looks at the intent of our processes, the flow of our processes, and makes improvements to increase efficiency and improve customer service
- C. Expand citizen access to services and information through mobile-enabled technologies
- D. Increase the number of documents available on the City website and enhance searchability to increase transparency

2.3 Responsibly Maintained Public Infrastructure and City Assets

- A. Develop a plan to address ongoing and deferred maintenance of facilities and infrastructure, including implementation of a 5-year Capital Improvement Plan with citizen involvement
- B. Reassess use of City facilities/space to maximize utilization, eliminate ineffective space, optimize utility usage, and ensure safety and security in City buildings
- C. Enhance infrastructure development standards to provide a high return on investment, focusing on low-impact, low-energy approaches to reduce long-term maintenance and operating costs
- D. Review existing landscaping standards for City-owned property (i.e. right of ways) to implement a cohesive landscaping strategy

2.4 Continuous Improvement of Customer Service & Problem Solving

- A. Develop customer service standards and train employees on customer service problem solving skills
- B. Improve citizen access to City services and information through enhanced website tools, increased available information
- C. Develop a centralized citizen-information call system (i.e. 311)
- D. Convert applications to electronic format for easy customer/client access and develop website, real time customer feedback
- E. Use available data to develop informative performance measures and improve decision-making processes

2.5 Cultivate, Recruit, & Retain High Performing Leaders, Teams & Employees

- A. Develop initial succession planning structure and program; encourage continuous leadership/career development training opportunities
- B. Establish a strategic plan support team to facilitate implementation and communication of strategic plan goals, and enhance cross-department collaboration
- C. Increase regular and timely communication of short-term and long-term City strategies and ideas to all levels of employees
- D. Enhance soft benefits to employees to increase employee productivity and employee satisfaction
- E. Introduce the beginnings of a Talent Management approach, using talent cross-departmentally and maximizing existing resources; HR serves as facilitator and 'Talent Broker'—departments bring needs and HR looks inside first for development opportunities

Goal 3: Building Community



3.1 Safe Community

- A. Improve citizen safety by reaching and maintaining the authorized and recommended level of personnel at Fire and Police, and increasing emergency preparedness for both staff and the community through emergency management training, planning and exercises
- B. Use innovative streetlight technology to increase public safety
- C. Enhance mutual aid relationships and interoperability among public safety agencies
- D. Allocate resources and collaborate with private enterprise to address critical safety infrastructure needs (bridges, stormwater, fire station, etc.)
- E. Make targeted investments in declining neighborhoods to improve housing quality, increase business activity, employment, and access to transit, stimulating the creation of safer neighborhoods

3.2 Strategically Plan for Future Growth, Including a Vibrant Downtown

- A. Emphasize infill and redevelopment in maturing neighborhoods
- B. Analyze all successful city funding models to recommend and develop funding models for long-term capital improvements and revitalization projects
- C. Conduct a needs assessment of land uses to determine future development needs and implement strategies accordingly that supports and encourages development of diverse populations
- D. Improve public safety in and image of the downtown area
- E. Ensure that land use policies encourage high density and mixed-use development in downtown and foster high quality development citywide

3.3 Access to Parks, Recreation, Arts and Culture

- A. Develop a new Parks and Recreation System Masterplan, which will include accessibility, future development and funding strategies
- B. Develop a comprehensive Parks marketing plan, that increases communication to citizens and visitors on the variety of Park's amenities, highlighting historical significances
- C. Enhance connectivity between existing trails, parks, bike paths, historical sites, and City attractions, and improve lighting and safety
- D. Enhance the Public Art program to address funding, parameters, evaluation, selection and maintenance
- E. Continue to foster arts and culture through promoting creative industries, providing opportunities for local artists to display their works, and supporting entertainment events

3.4 Connecting Community Through Access to Affordable Housing & Transportation

- A. In partnership with the Continuum of Care’s homeless assistance services, convene private and non-profit partners and homeless service providers to create a community plan for addressing homelessness
- B. Continue fair housing education, training and outreach, particularly among landlords
- C. Invest resources to increase the number of affordable housing units with a focus on serving the special needs of homeless, disabled, large families and elderly
- D. Strategically use grant funding and maintain healthy reserves to ensure long term sustainability of affordable, and effective transit services
- E. Prioritize and incentivize housing projects near transit in order to lower the combined cost of housing and transportation for households and build more walkable communities

3.5 Engaged Citizens Celebrating Community

- A. Develop a new citizens academy program to educate citizens on the array of City services and encourage emerging leaders to apply for seats on City advisory boards and committees
- B. Continue the Spirit of the Spring’s Celebrate and Connect program to honor outstanding contributions of citizens and community leaders and supporting local events that celebrate community
- C. Create a new City-wide volunteer program to continue to expand volunteerism
- D. Encourage civic engagement by City leaders, including authoring key works for professional publications and attending professional association events
- E. Strategically use social media to increase engagement

STRATEGIC PLAN ROLES

The City plays a vital role in shaping Colorado Springs' future; the resources, expertise, and community awareness that are essential to accomplishing the strategies laid out in this plan exist in this community, beyond just the walls of City government.



How do we partner with the vast networks and resources that exist in our community to lay the foundation for more jobs, a smarter, transformed City government, and a stronger community?

The coordinated work of our citizens, existing economic development partners, local businesses, community groups, and regional associations and partners, as well as the City, builds a stronger community together.

Recognizing this, the City and these partners will serve in one or more of the following five roles while implementing the Strategic Plan. As the City develops its Implementation Plan, the City will identify its role(s) for each individual strategy.

- Manager - lead implementation of the strategy through changes to policy and/or procedures, implementation/funding of programs, with partnership and support of stakeholders
- Convener - organize and bring together key stakeholders, funding sources, and interested parties to shape the strategy and create a plan for implementation that may or may not directly involve City resources
- Champion - advocate for policy and program changes that are not under the direct control of the City and proactively educate and advise citizens and other stakeholders of how existing policies/practices/programs affect City operations and citizens' quality of life
- Catalyst - lead the implementation of key projects/programs or implement changes to City practices/policies that seek to further the long-term goals of the strategy and act as a driver of change
- Strategic Partner - assist the business community, business associations, and other local and regional partners in furthering goals that require collaboration of many entities from different sectors to affect change

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2014 Breakthrough Strategies Progress

Owner	Strategy	Measurable Outcome	Goal	Q3 2014 Status (through mid-September)	Highlights (Q2 & Q3)
Airport	Complete a comprehensive review of existing operating practices to realize a sustainable 15% reduction in operating expenses	Lower the Airport's operating budget by 15%	Transforming Government	Ongoing	The airport has lowered operating costs by 13% thus far.
Airport	Lower the annual debt service now paid by Air Carriers serving COS through an aggressive refinancing strategy	Reduce Debt Service by at least 25%	Transforming Government	100%	The airport lowered annual debt service by 55%
Airport	Retain, recapture and expand air service to an affordable, sustainable level	Up-gauge in aircraft and increased passenger travel over 2013	Jobs	50%	With the exit of the Dulles flight in September, there will be a reduction of seats in the market
Airport	Stabilize and lower the airlines' cost per enplanement	Below \$8.98 for 2014	Jobs	Ongoing	The projected year-end CPE is \$7.60
Attorney	Reduce outside counsel costs by 10%	Reduce outside counsel costs by 10%	Transforming Government	100%	The City Attorney's Office has reduced outside counsel costs by greater than 10% through Q3
Attorney	Continuously improve service to legislative, judicial and executive branches, City departments, and enterprises	Customer Satisfaction Surveys	Transforming Government	Ongoing	The City Attorney's Office continuously works to improve customer service. The Litigation Division consistently exceeds expectations on their case satisfaction surveys. The Prosecution Division has implemented an online discovery request form and now offers defense counsel the opportunity to receive discovery via email.
Attorney	Proactively advise and educate each department and enterprise on employment law and management practices	Number of employee cases filled with the court reduced	Transforming Government	n/a	The Employment Div. has provided several Employment Law trainings to City supervisors and managers: at various City locations. The Prosecution Division conducted a state wide training course in cooperation with State of Colorado Liquor Enforcement Division and the Metro Area Liquor Investigators regarding Administrative Hearings – Show Cause and Disciplinary proceedings. The Prosecution Division conducted an in-service training for members of the Colorado Springs Police Department – Code Enforcement Division.
Attorney	Review Municipal Court fees, pleas practices, and review potential for incentives for quick paying tickets	Implement any recommended changes	Transforming Government	n/a	n/a
Auditor	Support the Council, Mayor, CEO of Colorado Springs Utilities by aligning every audit with associated strategic organizational goals, objectives and risks through the 2014 Annual Audit Plan	Audit Plan complete	Transforming Government	100%	Launched a change in our time reporting and project management processes, and the office productivity has increased 45% over this time last year, with 16 reports issued to date where 11 had been issued last year year-to-date.
Auditor	Refine audit processes to addresses the highest risk areas and improve efficiency and effectiveness of audit resources and results	Standard work papers updated	Transforming Government	n/a	Updated reporting process for continuous improvement in efficiency and effectiveness.
Auditor	Develop and utilize a Post Audit Survey of the audit experience for City and Colorado Springs Utilities staff, and develop a survey for Executives and Council to complete	Create, distribute & analyze results	Transforming Government	Yes	Post-audit survey is being used at the completion of each audit. Executive management surveys are being done informally at this time.
Clerk	Create educational materials and revise application forms to aid licensees in understanding the requirements for their license and the penalties for noncompliance, while increasing licensing enforcement activities	Publish materials & update forms; increase license enforcement through coordination with other depts.	Jobs	Ongoing	In process - waiting for Council action regarding adjusting current business license types and requirements
Clerk	Conduct a thorough review of all business license types and requirements to ensure they are relevant and meeting the needs of the city	Complete review and make recommendations	Jobs	100%	Recommendations made to Council
Clerk	Improve customer service through enhanced online services, call routing and continued streamlining of office procedures to improve efficiency	10% reduction in in-person visits to Clerk's office	Transforming Government	25%	Instituted new office procedures to improve efficiencies

Owner	Strategy	Measurable Outcome	Goal	Q3 2014 Status (through mid-September)	Highlights (Q2 & Q3)
Clerk	Implement a City wide records retention and management system to ensure proper record retention including training designated personnel in each department to assist with the implementation and management of the City's records	Increase in number of searchable documents; increase in number of departments complying with record retention program	Transforming Government	n/a	This is a fourth quarter action item
Communications	Promote City success stories by proactively reaching out to local newspaper and television stations and through social media	Increased number of positive City-related stories in the media	Jobs	Ongoing	Active promotion of positive news stories by Communications increased positive stories from 111 in first quarter to 187 positive stories in second quarter - Stories highlighted City events, projects and activities mainly in public safety, public works, parks. Communications increased Twitter followers by 600 in second quarter. Facebook increased 117 followers in second quarter.
Communications	Broaden and strengthen coalitions around key topics; Expand the City's use of social media to inform citizens of the City's projects and events, and to receive real-time feedback from citizens	Increased engagement with citizens and community groups regarding key city issues and events	Building Community	Ongoing	Implemented blog-style writing to share more positive news stories on City events and departments to expand reach to residents through the city's website and social media.
Economic Vitality & Housing	Develop a collaboration strategy with Springs Utilities, Regional Business Alliance and other economic development organizations that leverages each organization's core competencies	Written plan developed	Jobs	Ongoing	Continue to work with CSU and RBA as part of the EV office's work plan
Economic Vitality & Housing	Establish business/community friendly permitting process for Special Events and measure economic impact	Develop economic impact model	Jobs	Ongoing	On-going
Economic Vitality & Housing	Build a robust web presence as a touch-point for prospective businesses and to communicate activities to the broader community	Increase in downtown after-work events	Jobs	Ongoing	Working on improving communication towards prospective businesses through implementation of the new website
Economic Vitality & Housing	Convert all applications to electronic format for easy customer/client access and develop a section on website for real time customer feedback	Application forms on website	Transforming Government	Ongoing	On-going
Economic Vitality & Housing	Develop a formal application process with objective criteria for selecting affordable housing projects to be funded with CDBG and/or HOME grant funds	Increased number of projects tied directly to addressing established community needs	Building Community	Ongoing	Continue working on affordable housing strategic and financial plans
Finance	Evaluate opportunities to refinance existing obligations	Refinance existing obligations as appropriate	Transforming Government	75%	Assisted the Airport with the refinancing of its Series 2002 bonds. Currently in the process of refinancing the Briargate GID Series 2003 Bonds to realize at least \$1M present value savings to district property owners
Finance	Reengineer long-term financial planning and projections for revenues and expenses	Changes proposed for long-term planning and projections	Transforming Government	50%	Through the budget process, adjusting long-term projections to ensure reliable and accurate long-term planning
Finance	Develop a policy on funding for maintenance of City facilities and infrastructure, review building requirements, contract language and warrantee requirements	Reduction in emergency City facility repairs	Transforming Government	Ongoing	Currently working on analyzing the conditions of all of our facilities. Developed preliminary 5-year facilities maintenance plan
Finance	Complete a transition for outsourcing Fleet	Contract implemented	Transforming Government	100%	Contract implemented; meeting budget projections and savings projections
Finance	Provide proactive contract and financial oversight to ensure contract compliance and efficient use of taxpayer funds	Realize first year savings in the Fleet Maintenance Contract	Transforming Government	Ongoing	Contract implemented; meeting budget projections and savings projections

Owner	Strategy	Measurable Outcome	Goal	Q3 2014 Status (through mid-September)	Highlights (Q2 & Q3)
Fire	Improve Community Health through monthly neighborhood health clinics, and expand partnerships with area hospitals and health care providers, including opening a health clinic, developing a Community Assistance Referral and Educational team (CAREs) to assist seniors in independent living	Progress made on opening clinic and CAREs developed	Transforming Government	51% 911 call reduction from seniors in CAREs; 2 immunization clinics that administered 106 flu shots; screened 628 people for blood pressure/sugar, held 8 clinics addressing audiology and oral health, increased community partnerships to 26 entities.	1) CAREs: Proclamation from County commissioners for work with Pikes Peak Elder Abuse Task Force Coalition. 2) Truck Academy held for the 7 CSFD truck companies, - approximately 160 firefighters, on structural firefighting with an emphasis on roof operations. This training enhances the ability of truck company personnel to assess and make decisions on tactics and risk related to fires, such as the one at the Drake Power Plant.3) In July 2014, the Governor's office adopted the CSFD's CAREs program as the state's pilot for "Super Utilizers" of the Medicaid population 4) Firefighter Jeff Martin was awarded the Non-Physician Provider of the Year award by the Colorado Coalition of the Medically Underserved
Fire	Improve citizen safety through maintaining level of public safety personnel in the Fire Department at authorized strength	Achieve 98% of authorized strength; ensure staffing levels meet SAFER grant	Building Community	97.0% of authorized strength as of 9/29/14	5) The AMR contract began 4/1/14. 6) On May 3, participated in full scale Airport Exercise that included 40 plus agencies to include local fire departments, law enforcement agencies, EMS responders, military bases, hospitals, and volunteer organizations. 7) Graduated 19 trainees from the CSFD Training Academy on July 11, 2014 8) Reduction of approximately 67% in Code 3 emergent vehicle accidents within the CSFD since required safe driver training taken in Q1 2014
Fire	Improve Wildfire Suppression and Mitigation through additional training and increased mitigated acreage	Increase wildfire training hours and acres mitigated by 5%	Transforming Government	Training Hours 3,705 (-28%); Acres Mitigated 1,309.6 (+19.4%)	9) Awarded \$400K Wildfire Risk Reduction grant and \$30K from Allstate
HR	Implement the second phase of transforming the City's customer service culture by developing next-tier customer service standards and training employee customer service problem solving skills	Standards developed & targeted training conducted	Transforming Government	50%	Customer Service Training has been provided to all City employees with a focus on Creating Great Customer Conversations. Customer Service standards have been included in all employee's 2014 Performance Appraisals
HR	Implement the new medical plan that saves the City money, while providing more robust options to employees	Robust medical plan implemented	Transforming Government	100%	For the 2014 plan year, the City issued an RFP for nearly all benefit plan elements and selected a new, larger network with greater discounts, decreasing costs for both employees and the City. The City also made minor changes to plan design and structured 2014 medical plan premiums to incentivize employees to choose the consumer driven health plan, which is designed to result in lower costs for employees and the City, as employees make more price and quality conscious health care choices. We are continuing this strategy for 2015.
HR	Implement a fiscally sound, robust merit-pay program that is aligned with the City's compensation philosophy and rewards employee's contributions to business performance	Merit pay program implemented	Transforming Government	100%	Implemented the program in first quarter; civilian employees received increases based on performance
HR	Enhance the Employee Reward and Recognition Program based on 2013 first-year experience to identify employee/manager needs not covered previously and implement cost-effective solutions to increase program effectiveness	Feedback collected & changes implemented	Transforming Government	25%	Enhancements have been made to include an award which presents cost savings to the City
HR	Review the City's property and casualty insurance coverage across all business lines to ensure an appropriate balance of policy costs and covered risks	Changes implemented to target an insurance cost reduction of 10%	Transforming Government	100%	Cancelled/modified two primary liability policies and applied savings to the PEL.

Owner	Strategy	Measurable Outcome	Goal	Q3 2014 Status (through mid-September)	Highlights (Q2 & Q3)
HR	Assess the City's liability exposure to determine whether legislative or policy changes need to be enacted	Assessment completed and recommendations made to City management	Transforming Government	100%	Completed January 2014 with Resolution 6.14 reinstating Limitations on Damages provided in the Colorado Governmental Immunity Act.
HR	Add an Americans with Disabilities Act (ADA) Coordinator to manage ADA improvements and requests for services citywide	Create new ADA compliant policies and procedures	Transforming Government	100%	Coordinator hired Q1. Self evaluation began in Q2 - developing policies in Q3
IT	Establish an Enterprise Architecture Practice with the purpose of increasing the business return on technology investments by creating and managing a road map of technology change necessary to deliver services	Improve quality of service delivery	Transforming Government	25%	
IT	Establish and Implement a strategic technology sourcing strategy with the purpose of ensuring that the city achieves the greatest possible level of service quality for a given cost	Reduction in budgeted personnel	Transforming Government	25%	
IT	Establish a comprehensive Information Security Program with the purpose of protecting the organization and its ability to perform its mission by ensuring the confidentiality, integrity, and availability of information, and compliance	Information Security Program established	Transforming Government	10%	
IT	Establish a citizen engagement program to improve accessibility and transparency of city government	New City website and Legislative Management launched	Building Community	75%	Granicus Legistar software launched for meeting agenda prep, video recording and minutes; new City website launched in Beta mode. New City website still in beta mode but progress being made to fully move content and functionality.
Finance	Track and analyze utility usage citywide to identify opportunities for reducing utility usage	Identification of high priority opportunities	Transforming Government	50%	In the process of analyzing current utility costs and usage across the City
Municipal Court	Minimize risk through securing and implementing new commercial off-the-shelf (COTS) vendor-supported case management system (CMS)	Transition to a new CMS	Transforming Government	25%	The Court received City IT support for rebuilding our current case management system, Justice Information System (JIS). The Court owns the source code utilized in JIS, and anticipates significant savings on the rebuild and licensing fees as compared to purchasing a commercial off-the-shelf (cots) product. The Court has a scope of work for data migration and has been coordinating with City IT to complete this project in the next 4-8 months. The Court is currently researching Criminal Justice Information Service (CJIS) compliant data center facilities to meet our data center hosting requirement.
Municipal Court	Develop internal repository (intranet capability) for Court's e-administrative policies and procedures	Internal repository created and implemented	Transforming Government	n/a	Because of the legislative changes that significantly impacted court operations, virtually all of our policies and procedures have been changed. These policies and procedures are still being deployed and implemented. It is anticipated that an internal repository be operation by the end of Q1 2015.
Municipal Court	Enhance connectivity and data exchange capability among Court's CMS and other justice-related records and document management systems	Improved connectivity and realized efficiencies in operations	Transforming Government	75%	The Court collaborated with CSPD to complete the electronic connectivity necessary for the e-citation project. This electronic connectivity will allow all summons and complaints filed with Municipal Court to be filed electronically. This will significantly improve efficiency by eliminating the current scanning process and file management and creating the Court's first "paper on demand" file for approximately 30% of the caseload.
OEM	Increase the level of emergency preparedness to ensure the safety of the community during natural and human-caused disasters	Conduct 4 exercises for city staff per year	Building Community	100%	Conducted Full Scale Exercise - "Skyfall" - with more than 1,000 City employees, local and military partners, and hospitals. Held training for Emergency Management Group (EOC), Logistics Workshop/TTX, US Pro Challenge EOC Exercise

Owner	Strategy	Measurable Outcome	Goal	Q3 2014 Status (through mid-September)	Highlights (Q2 & Q3)
OEM	Build community resiliency through direct interaction with the public	Conduct 12 interactive community preparedness events per year	Building Community	75%	Held 3 community meetings, with over 500 participants. Coordinated Sky Sox Preparedness Night, participated in AspenPointe employee fair and USAA National Preparedness Month Fair.
Parking	Continue to support the downtown renaissance by collaborating in economic development projects aimed at enhancing the downtown Economic Priority Zone to include additional streetscape projects as well as public-private ventures/partnerships for additional residential and/or office development	Projects identified & under development	Building Community	Ongoing	Identified the BlueDot Residential project slated completion early 2015. Began construction of the 2014 streetscape project surrounding the Pioneers Museum.
Parking	Continue to support the Downtown Safe Committee by participating and supporting the committee's goals to include projects such as improved lighting, additional cameras, and implementation of a CSPD substation	Implement projects identified by the committee	Building Community	50%	Construction is under way for the street-scape project to install brick pavers, LED lights and planters on the three blocks surrounding the Pioneer Museum. Started design work for the streetscape in collaboration with the BlueDot project team
Parks - Cemetery	Increase the Cemetery Enterprise's market share in the community	Achieve 25% of market share in El Paso County	Transforming Government	On-going	Measured in Q4
Parks - Cemetery	Reduce the maintenance cost per site at the two City Cemeteries	Maintenance cost of \$16.75 per site	Transforming Government	75%	Current maintenance costs at \$16.09 per site
Parks - Cultural Services	Preserve the Pioneers Museum through phase III of the exterior restoration project	Grant and matching funds secured & construction begins	Building Community	50%	Selected contractor and finalized schedule, completion planned for Sept 30.
Parks - Cultural Services	Build relationships and seek funding for an exhibition/cultural exchange program with our sister institution in Fujiyoshida, Japan	Plan for exchange program in place	Building Community	0%	Project on indefinite hold due to construction at Fujiyoshida Museum
Parks - Cultural Services	Continue with fundraising and sustainability effort for each of the Cultural Services facilities to supplement city appropriation and maintain current program levels	Support groups provide \$400,000 in funding	Building Community	50%	\$25,900 El Pomar Grant allows for museum exhibit space renovation
Parks - Forestry	Enhance customer service and address priority urban forest needs that are outstanding through contracted services	Remove 93 large diameter trees & stumps; perform 109 prunes	Transforming Government	Over 100 trees removed and approximately 200 trees pruned	Significant projects include ATB Park and the Village 7 scheduled pruning,
Parks - Forestry	Seek alternative funding sources, grant opportunities and volunteer programs to support restoration, mitigation and management efforts	Increased forest restoration and mitigation completed without General Fund monies	Transforming Government	Approximately 50 acres of forest restoration work completed	Received \$100,000 in grants through Colorado State Forest Service for work in North Cheyenne Canyon. Partnered with Mile High Youth Corps for restoration projects. Partnered with CSFD and CSU for Grant Funding. Continued to utilize 2013 grant funds received for the DNR for restoration work in Red Rock Canyon.
Parks - Forestry	Expand maintenance services to native rights of ways, medians and GEM areas by contracting mowing services and redefining existing staff roles to increase efficiencies	Expanded mowing completed, trimming & liter/trash removed; sustainable landscape treatment completed at four intersections	Building Community	n/a	The funding for this project has been reserved until end of summer water needs are determined.
Parks - Golf Enterprise	Increase Golf Enterprise fund balances to ensure long-term sustainability and on-going maintenance of City golf courses	Increased contribution to each fund balance - target of \$20,000 at Patty Jewett, and \$10,000 at Valley Hi	Transforming Government	Ongoing	Both golf courses are currently ahead of last years revenue with the majority of our revenue season to come.
Parks - Golf Enterprise	Be a self-sustaining enterprise and still provide quality, affordable golf services to the residents and visitors of the City of Colorado Springs	Average green fee revenue per 9-hole round at 85% or higher of rack rate of \$14.50	Building Community	Ongoing	Current Green Fee revenue per round at Patty Jewett is \$14.84/round and \$14.49 at Valley Hi. Both are well ahead of the 85% goal.

Owner	Strategy	Measurable Outcome	Goal	Q3 2014 Status (through mid-September)	Highlights (Q2 & Q3)
Parks - Operations & Development	Continue to outsource and implement community partnerships to provide park maintenance services	Increase adopted sites by 10%, increase contracted services by 5%	Transforming Government	Contracted areas increased by 5%	Additional area contracted at Memorial Park, Turf to native contracted for Centennial medians. 100% of all flowerbeds available through the Springs in Bloom program were adopted in 2014
Parks - Operations & Development	Improve recreational safety through conversion of playground surfaces from engineered wood products and/or sand to poured-in-place rubberized surface	4 playgrounds replaced; 20,000 SF of playground surfacing rubberized	Building Community	100%	Playgrounds constructed at Monument Valley park and Memorial Park. Playgrounds at Golden Hills Park, Mountain Shadows Park, Penstemon Park and Shooks Run South Park are completed.
Parks - Operations & Development	Apply guidelines and recommendations of completed Parks, Trails and Open Space Master Plan to the design and development principles utilized in the management of the park system	Assessment completed	Building Community	Ongoing	
Parks - Operations & Development	Improve irrigation of parks by renovating aging irrigation systems and infrastructure and implementing smart controllers	50% of irrigation systems matched precipitation rates; 20 clocks upgraded	Building Community	100%	As irrigation systems were activated for summer season precip rates were addressed. A total of 45 'smart controllers' have been installed.
Parks - Operations & Development	Reduce irrigated water use with landscape conversion in parks and streetscapes	Water use reduced	Transforming Government	Plans developed for additional turf removal	Turf removed on Centennial medians, several park areas. Seven acres of turf at Ford Frick Park and Memorial Park removed and the areas have been overseeded.
Parks - Pikes Peak	Explore public and private funding opportunities for the design, development and construction of a new Summit House	Design and NEPA process started	Building Community	Ongoing	Received approval from USFS to proceed with design and complex and begin NEPA Process June-2014. NEPA Consultant selected and work on Summit EA process to begin Oct 2014
Parks - Pikes Peak	Maintain an average operational cost per visitor that is fair and equitable in relation to the expenditures of the Enterprise necessary for long-term sustainability	Operational cost of \$17 per visitor	Building Community	75% complete	
Parks - Recreation & Admin	Continue to expand partnerships and alternative operational models within the Recreation and Administrative Services Division to increase and enhance services provided to the community	Meet or exceed Department's 2013 level of partnership development by 10%	Transforming Government	75%	Continued efforts throughout the Department to expand programs and services have resulted in a substantial number of new and in-process partnerships.
Parks - Recreation & Admin	Continue to enhance volunteerism within the Parks, Recreation and Cultural Services Department	Meet or exceed Department's goal of 200,000 hours of volunteer service	Building Community	n/a	Key volunteer projects have included Spruce Up the Springs events along the Pikes Peak Greenway and in Ute Valley Park.
Planning & Development	Identify and amend codes that unintentionally create potential barriers to becoming the "most business friendly city" in the nation	Proposals for code regulation changes submitted	Jobs	50%	Code Scrubs Committee reinstated. Possible code changes identified.
Planning & Development	Conduct proactive public outreach and education programs and implement systematic code enforcement inspections to improve compliance and abatement of zoning and sign violations	Public outreach program and inspection system in place	Jobs	90%	Zoning enforcement officer hired and plan developed for systemic zoning enforcement
Planning & Development	Coordinate implementation of Economic Opportunity Zones programs and policies for redevelopment of the North Nevada Blvd. and South Academy Blvd. corridors	Implementation plans & policies set	Jobs	75%	Infill and Redevelopment Committee formed. Awaiting hiring of EOZ manager
Planning & Development	Identify and analyze all City-owned assets; work with facilities and IT to maximize space utilization and eliminate ineffective space	Analysis and recommendations completed on maximizing City-owned assets	Jobs	90%	
Police	Enhance responsiveness to citizens by expanding the role of Community Service Officers (CSO)	Increase CSO hours by 75%; increase number of reports taken in person; further develop investigative efforts	Transforming Government	100%	Scheduled hours have increased 90% from 2013 to 2014; Program has expanded to the Investigations Division; Specialized Enforcement Division; and Metro Vice, Narcotics, and Intelligence Division; CSPD's CSO Program was highlighted in the Office of Community Oriented Policing's May 2014 newsletter as a model for achieving effective patrol services.

Owner	Strategy	Measurable Outcome	Goal	Q3 2014 Status (through mid-September)	Highlights (Q2 & Q3)
Police	Implement Phase I recommendations of Patrol Efficiency Study while maintaining authorized strength	Gain capacity of 12 police officers and 2 sergeants; increase authorized strength by 26 positions; host academy class of 48 recruits	Building Community	75%	CSPD began its 63 rd Recruit Academy class in April 2014; 48 recruits were hired - 26 of these recruits will fill the new positions created by the increase in authorized strength; The start times of two shifts have been adjusted to allow officers to be more available to answer calls for service - Data is still being collected to evaluate the impact of this change.
Police	Utilize strategic analysis to identify and implement tactics to address public disorder downtown and improve public safety and code enforcement in crime hotspots Citywide	Survey results on perception of safety	Building Community	50%	CSPD surveyed the residents of an apartment community within the Sand Creek Division. Of the 169 respondents, 56% felt unsafe or very unsafe in their neighborhoods at night; compared to 25% that felt unsafe or very unsafe during the day. Respondents identified nighttime problems of drug dealing, loitering, shorts fired in the neighborhood, traffic concerns, excessive drinking/drunken people and loud music from vehicles. CSPD was awarded a Justice Assistant Grant to implement a Crime Free Multi-Housing Program within various apartment communities.
PW - City Engineering	Apply asset management technology to identify City and CSU projects by area to determine if efficiencies can be made by combining projects or project features	Create maps for project analysis	Transforming Government	Ongoing	Unfunded future projects have been mapped.
PW - City Engineering	Improve delivery of Capital Projects through development of quality control processes, design standards and a shelf list of shovel ready projects	Decrease pre-construction process by 6 months	Building Community	Ongoing	Plans for Delta Drive Bridge and El Morro Bridge are 95% complete and will be bid in 2015
PW - City Engineering	Enhance stakeholder participation in Capital Projects through social media, surveys and public meetings	Increased stakeholder participation	Building Community	Ongoing	The stakeholder/public involvement meetings for the Camp Creek watershed wrapped up in April 2014 with a report of the recommended alternatives. The Public Involvement process used for Camp Creek will be used as an example for larger high profile projects. Staff is working on project information pages for integration into the new city web site. Citizens will be able to read project information, provide input, review press releases and check schedules for all public works projects.
PW - Stormwater	Ensure compliance with the MS4 permit as required by federal mandates	Successfully comply with the MS4 permit	Transforming Government	n/a	
PW - Streets	Improve snow control operations by re-evaluating snow and ice procedures, and implementing improved processes to create a better experience for the motoring public.	Improve snow control operations	Building Community	100%	The City Streets Division employed slide-in liquid tanks and a leased semi-tanker, all of which are equipped to pre-treat roadways in advance of a storm. Implemented team plowing procedures where plow units are teamed up in echelon; increased the usage of more modern deicers; granular and liquid. Maintenance Operations now follow a cycle process to more efficiently and effectively address the infrastructure needs of the City.
PW - Streets	Improve communications with citizens through various forms of media to include regularly updated website and social media outlets	Improve communications with citizens	Building Community	100%	Utilized social media for communicating up to the minute information regarding snow responses, road closures, drainage pipe repairs, and other roadway related issues. Streets is now utilizing social media to quickly get messages to the public. Management will also be participating in a pre-season media event put on by Communications.
PW - Streets	implement resurfacing planning processes that will enable improved identification and organization of future resurfacing programs	Resurfacing planning process in place	Jobs	Ongoing	

Owner	Strategy	Measurable Outcome	Goal	Q3 2014 Status (through mid-September)	Highlights (Q2 & Q3)
PW - Traffic Engineering	Increase funding for small traffic projects to improve safety and mobility, due to decrease in PPRTA funding for these type of projects	Increase in small projects completed that address traffic safety	Jobs	Ongoing	The mid-block crossing safety improvement has been completed at Discovery canyon School, and a traffic pole has been relocated on Austin Bluffs at UCCS to improve traffic flow. The W. Colorado Ave. Traffic Analysis has been completed to identify corridor needs for investment and redevelopment per the Westside Action Plan. Various traffic studies are underway, to include 19th at Uintah and Platte at Nevada. Additional projects are planned for 2014 to address neighborhood parking issues, congestion, and crash mitigation. City Staff has used this fund to address small intersection issues such as median removal to correct sight distance issues at intersections. The money is funding three important studies to improve traffic flow that are being provided by consultants. All three studies are underway and will be complete soon.
PW - Traffic Engineering	Study and prioritize recommendations from Bike Master Plan	Implement bike mobility priorities per the Bike Master Plan	Jobs	Ongoing	The public process is on-going. The team is currently working towards the identification of the Top 10 Corridors with next steps identifying projects within these corridors. The Regional Non-Motorized Transportation Plan, headed by PPACG has been delayed and is not complete. However, the process has recommended 10 Major Bike Corridors and an addition Ten Bike Corridors within the City of Colorado Springs. Staff has used these recommendations to develop the bike projects for Year 2015 to be funded with PPRTA Bike Lane Funds and City Bike Excise Tax Funds.
PW - Traffic Engineering	Analyze the viability and explore funding options for the replacement of all or part of the City's streetlights	Realize on-going utility savings through retrofit of streetlights	Transforming Government	Ongoing	City Staff is using private funding to increase LED lighting along Pikes Peak Avenue from Cascade to Nevada to reduce electric costs and provide better lighting for Downtown security cameras. All new project street lights are now planned to be LED lighting. As part of the street light budget, CSU has replaced old mercury vapor lights (the most wasteful) with LED lights. City Staff continues to work with CSU Staff to find a way to reduce the Street Light Budget as a result of LED usage. This has not been accomplished yet.
PW - Transit	Continue to implement recommendations of Transit Solutions Team through downsizing buses when appropriate as part of a scheduled replacement cycle	Increased efficiencies and fuel savings	Transforming Government	n/a	Transit is in process of procuring replacement vehicles.
PW - Transit	Implement a competitive process for allocating elderly and disabled specialized transportation funding	Improved service at a lower cost per rider	Transforming Government	n/a	Organized the 21st Annual Bike to Work Day Event with a record participation of 1,047 people and added a new location on the Southeast side of the City
PW - Transit	Add Sunday bus and ADA para-transit service	Increased ridership and improved connection to jobs	Building Community	100%	
PW - Transit	Add Powers Boulevard corridor bus and ADA para-transit weekday service	Increased ridership and improved connection to jobs	Building Community	100%	Completed route 12 phase 1 bus stop ADA improvements creating easier access for Transit customers
PW - Transit	Complete additional mobility improvements through grant funding and regional partnerships	Increased accessibility	Building Community	100%	Launched new weekday bus service from the Downtown Terminal to the El Paso County Citizens Service Center on May 19, 2014, also serving the new Veterans Administration Clinic; Organized the 21 st Annual Bike to Work Day Event; Completed Black Forest Park and Ride providing 215 parking spaces for citizens to carpool/vanpool reducing the overall emission of pollutants and greenhouse gases; Created the digital Disabled Reduced Fare Authorization Card; Completed bus stop spacing analysis and bid package for the bus stop standardization project improving system efficiency and safety for Transit customers; Coordinating with PPACG on the development of the 2040 Transit Plan/Specialized Transportation Plan; Continuing collaboration and coordination with the Colorado Department of Transportation's Division of Transit and Rail to reestablish intercity bus service from Colorado Springs to Denver

City Council Strategic Plan



Colorado Springs City Council 2015 Strategic Plan

To provide for the future of the City, City Council maintains a strategic plan which prioritizes goals for the City Council and establishes measurable outcomes. The plan process considers public input and is provided to the Mayor for consideration in the development of the 2014 municipal administrative budget. (Colorado Springs' City Charter Article III, 3-10.(c))

Mission: As stewards of the public trust, we serve the people of Colorado Springs with core services effectively, efficiently, and courteously with the wise use and management of our resources.

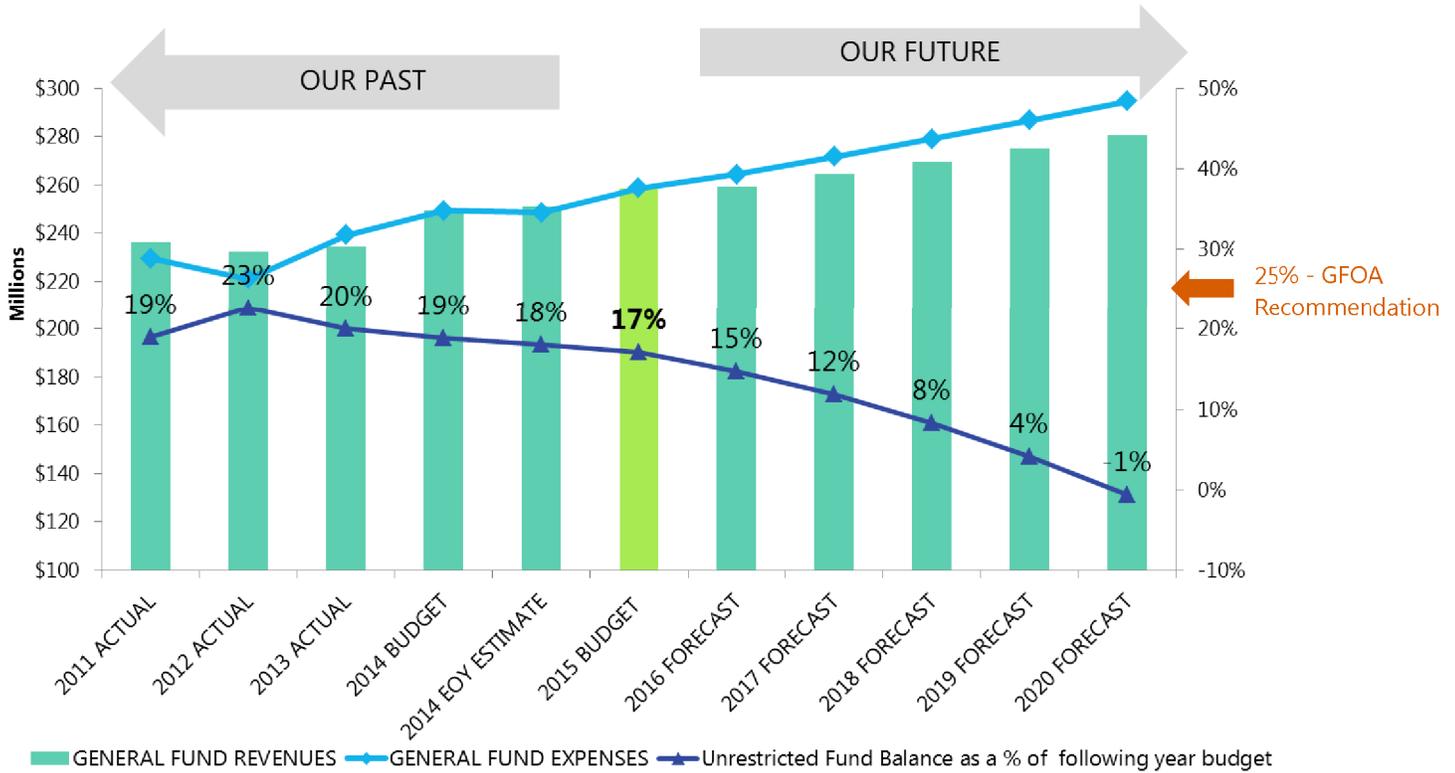
Focus Areas	Objectives	Initiatives	Measurable Outcomes
Economic Growth	Improve Colorado Springs' Business-Friendly Climate	Identify and revise business-related City Code and ordinances to improve customer focus, expedite processes, and eliminate barriers.	Conduct one focus group per calendar quarter to identify barriers to economic development.
	Facilitate Economic Growth	Identify and implement specific changes within Council's purview that attract and retain jobs; improve the business climate city-wide or in specific areas of the City.	Partner with Regional Business Alliance (RBA) or other business development organization(s) by participating in 10 business outreach events in 2015.
		Proactively engage in the federal BRAC (Base Realignment and Closure) process, with the goal of defending and expanding the military presence in the Pikes Peak region.	Participate actively in citizen groups engaged in BRAC process.
	Encourage Responsible and Innovative Land Use	Provide leadership for a steering committee to review the Comprehensive Plan and provide citizen input to City Council concerning the plan.	Convene a Comprehensive Plan Steering Committee in 2015.
		Focus on and engage with citizens on the Banning-Lewis property and master plan.	Provide quarterly update reports to Council on progress at Banning-Lewis.
		Encourage infill and develop job creation policies with a priority on West Colorado Avenue, Economic Opportunity Zones and Downtown.	Explore and recommend a role for "rapid response" teams to support infill development projects.
Responsible Government	Engage in Regional Partnerships that Improve Results and Leverage Collaboration	Facilitate interagency cooperation to support the development of collaborative wildfire mitigation and response plans.	Meet and collect feedback from representatives of regional agencies involved in fire mitigation and response.
		Lead and support the development of Intergovernmental Agreements.	Provide input and guidance to staff involved in development of IGAs.
	Exercise Sound Financial Stewardship	Review and direct municipal government audit function and deliverables to measure trends, efficiencies, effectiveness, and improvement opportunities.	Create work plan for Audit Committee for 2015 and report to Council.
		Complete the funding and establishment of the Colorado Springs Health Foundation.	Ensure foundation is operable with sound financial controls in place within 90 days of funding.
	Deliver Effective & Efficient Government by Collaborating and Communicating among City Departments	Continue to define and establish legislative role of City Council and identify complementary Charter changes.	Convene a staff and councilmember leadership task force to meet quarterly in 2015 and identify five or more opportunities for collaboration.
Quality Community	Seek and Engage in Opportunities for Regional Collaboration	Continue to engage with community and regional stakeholders to implement realistic and effective regional stormwater solutions.	Implement outcomes of selected stormwater solution.
	Increase Citizen Outreach & Engagement in Local Government	Evaluate existing City Council Boards, Commissions and Task Forces to ensure effectiveness and citizen participation; revise and restructure to ensure robust citizen input.	Invite each board or commission to present at a Council work session.
		Continue to promote citizen engagement and involvement; leverage new technology tools and Boards & Commissions involvement.	Document impact of City Council engagement program launched in 2014.
	Develop Policies Compatible with our Quality of Life	Amend City Code and revise landscape regulations to better consider Colorado Springs' natural climate.	Assemble a Council committee to review and evaluate landscape requirements. Report to Council in 2015.

City Council Strategic Plan DRAFT 051214 Work Session

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THE GENERAL FUND FINANCIAL FORECAST

General Fund Expenses are projected to grow faster than revenues



In 2012, the City carried the largest historical unrestricted fund balance in the General Fund to ensure the City had sufficient reserves in the event of emergencies; in 2013 and 2014 the City relied on the fund balance to fund crucial, one-time needs resulting from fire, flooding and a harsh winter. The Government Finance Officers Association (GFOA) recommends that the City of Colorado Springs carry a 25% unrestricted fund balance.

Looking beyond 2015, the City's General Fund financial forecast shows that expenditures are projected to exceed revenue annually, resulting in the need to draw increasingly from the fund balance to fund on-going operational needs of the City.

EXPENDITURES are projected to increase ~2.8% annually

REVENUES are projected to increase ~2.0% annually

YOUR CITY'S FINANCIAL FORECAST

GENERAL FUND FORCEAST ASSUMPTIONS

Revenue Assumptions:

- Revenue growth – 2.0% annually
- Loss of \$3,000,000 in revenue beginning in 2016 from the loss of WalMart/Sam's Club

Expenditure Assumptions:

- Pension Costs growth – 3.0%
- Healthcare Costs growth – 6.1%
- Operating/Capital Outlay – 3.0%
- All Other Compensation – 2.0%
- Expenditure growth weighted for an annual growth rate of 2.8%

RISKS

Sales & Use Tax Revenue is primarily dependent on the level of local economic activity, consumer confidence, tourist activity, and inflationary growth.

Local Employment Drivers: the City's economic health depends on strong local employment, which is driven by several primary employers and military installations; several trends including force reductions, use of defense contractors, as well as employers seeking Drug Free workplaces, could impact our local economic health, and therefore revenue in 2015.

Healthcare Costs: the City undertook several plan design changes to mitigate increased costs; however, actual healthcare costs for the City in 2015 depends largely on volume and costs of claims – the City will continue to encourage responsible medical plan use.

Deteriorating Infrastructure: the City has deferred investment in our infrastructure and assets, including streets, bridges, drainage channels, intersections and parks facilities and trails. The City is unable to fully fund these needs within existing revenue streams.

OPPORTUNITIES

Deteriorating Infrastructure: the City has the opportunity in 2015 to find a financially responsible approach of addressing the backlog of infrastructure and asset needs.

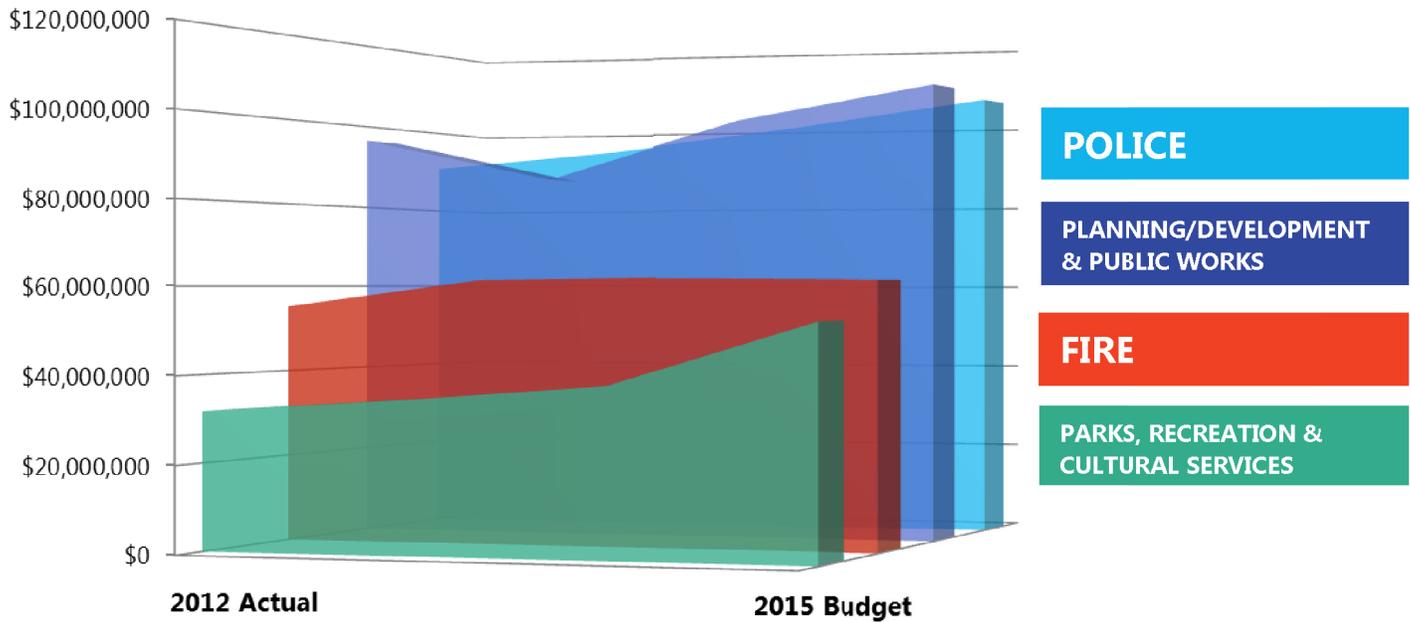
The Transforming City Government Committee analyzes the City's current processes and policies to find efficiencies and improve effectiveness.

Improved Business Climate: the City continues to leverage partnerships in the community and strategically implement incentives to strengthen our local economy.

Cable Franchise Agreement: the City's renewal process of existing Cable Franchise Agreements provides the City with an opportunity to restructure the agreements to provide more revenue to compensate the City for the adverse impact to the City's infrastructure from cable operations.

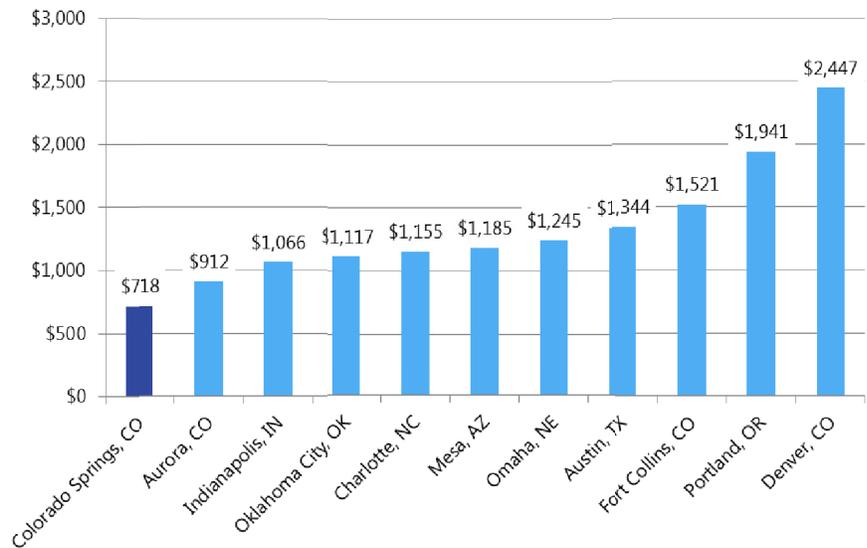
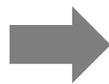
Citizen's Overview - 2015 Budget

2015 All Funds



Total Governmental Funds Expenditure per Capita (FY 2013)

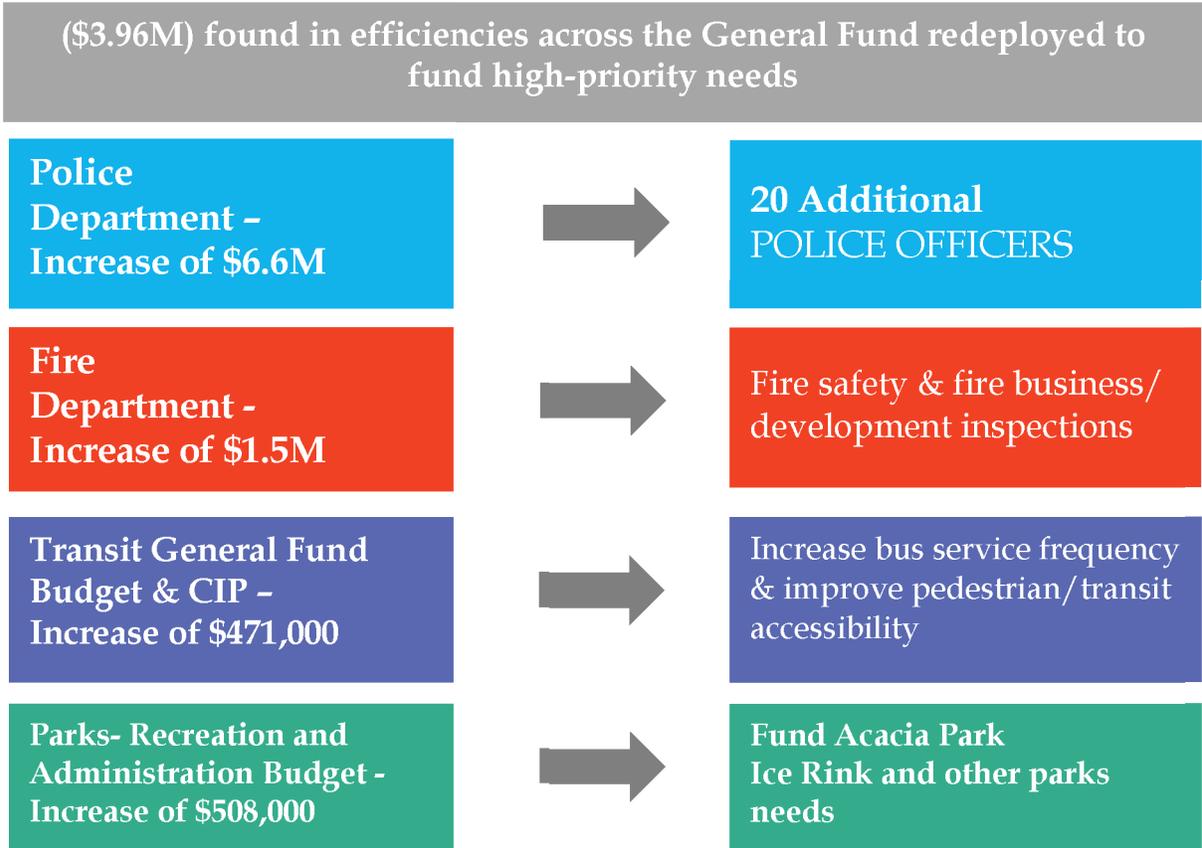
Across all governmental funds of the City, the City of Colorado Springs spends less annually per capita than all comparable cities



Citizen's Overview - 2015 General Fund Budget

\$258,695,842

Budgeted Expenditures



The Budget Process started in February of 2014, when the Strategic was updated

To create a balanced 2015 budget, the City:

- ➔ Challenged departments to find operational savings
- ➔ Maximized use of other funding sources (non-General Fund)
- ➔ Strategically used a one-time draw from fund balance to fund critical, time-sensitive, one-time costs

High Priority Needs

We made tough decisions in the 2015 budget process and within current revenue streams were unable to fund all of the City's high priority needs. If revenue comes in higher than expected we would be able to address some of the unfunded operational needs detailed in the Expenditure Overview or some of the following unfunded capital needs:

- ✓ Public Safety - \$46M
- ✓ Infrastructure - \$1.0B
- ✓ Parks - \$180M
- ✓ Other - \$110M

Total Unfunded Needs - \$1.3B

Citizen's Overview - 2015 General Fund Budget

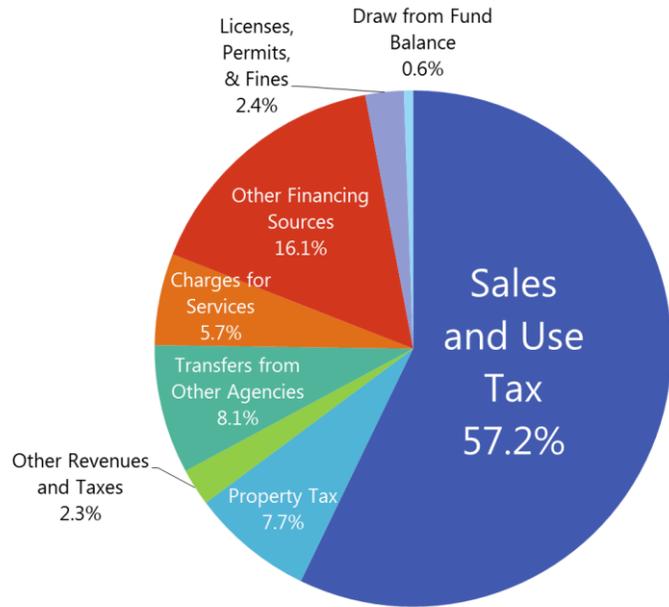
\$147,855,000

Budgeted Sales & Use Tax Revenues

\$147,855,000: Sales and Use Tax Revenue is the largest source of revenue for the City

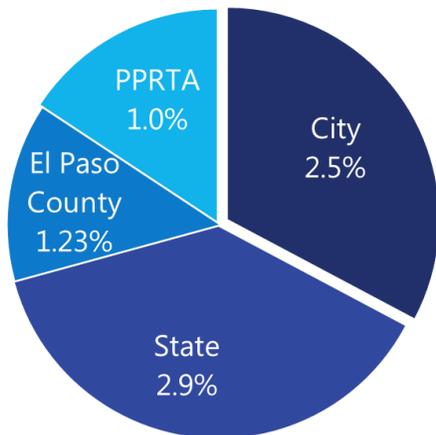
2015 General Fund Revenues by Type

- 4.4% - projected 2015 growth in sales and use tax revenue over 2014 year-end projections
- 5.1% - average growth rate sales tax in years where revenue was increasing (from 1996-2013)
- 3 - number of statistical models used, along with past trends to forecast sales and use tax revenues
- 1:1 - the odds the City assumes of meeting or exceeding the sales and use tax projection



The Total Local Sales Tax Rate is:

7.63%



The City's portion is:

2.5% of the Sales Tax Rate

2.0% General Fund (City operations)

0.1% TOPS (Parks)

0.4% PSST (Fire, Police)

Citizen's Overview - 2015 General Fund Budget

\$19,811,225

Budgeted Property Tax Revenues

Only
7%
Of your property
tax bill is
designated for the
City



What does your property tax fund?

Library \$68 4.000 mills	County \$130 7.714 mills	School District #11 \$747 44.264 mills
		
City \$72 4.279 mills	Southeast Water District \$16 0.940 mills	

Total Property Tax
\$1,033
 with a tax rate of
 61.197 mills

Note: This example is for taxes payable in 2014 and assumes a home with market value of \$212,000 in School District #11 and assumes no Special District mill levy. Other districts have different mill levies.



Property Tax
Revenues
accounts for only
8% or
\$19,811,225
of General Fund Revenues

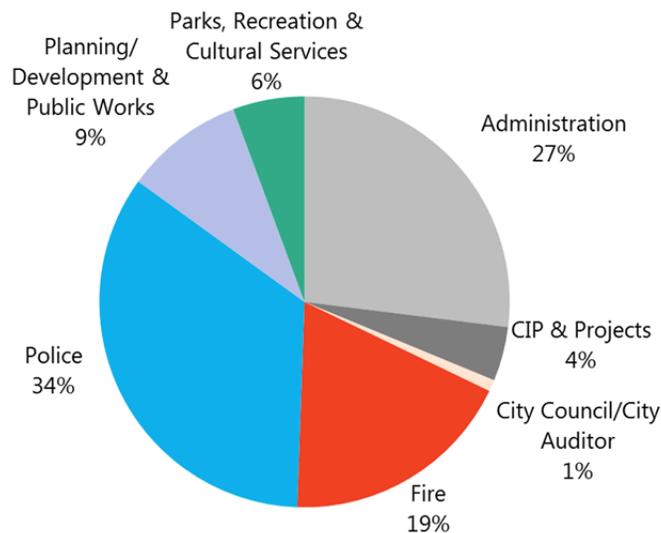
2015 GENERAL FUND EXPENDITURES

\$258,695,842

Department	2013 Actual	2014 Budget	2014 Amended Budget	2015 Budget (Oct 6)	2015 Budget - 2014 Amended Budget
Administration	\$83,157,360	\$78,140,113	\$78,140,113	\$80,784,615	\$2,644,502
Positions	209.15	202.15	202.15	203.00	0.85
City Council/City Auditor	\$2,066,687	\$2,326,193	\$2,326,193	\$2,340,889	\$14,696
Positions	19.00	19.00	19.00	19.00	0.00
Fire	\$42,177,060	\$46,082,755	\$46,082,755	\$47,688,981	\$1,606,226
Positions	373.25	376.25	376.25	379.50	3.25
Parks, Recreation & Cultural Services	\$12,205,357	\$15,246,551	\$15,246,551	\$14,603,610	(\$642,941)
Positions	59.75	60.75	60.75	72.25	11.50
Planning/Development & Public Works	\$23,829,586	\$25,083,422	\$27,083,422	\$24,295,128	(\$2,788,294)
Positions	205.50	210.50	210.50	210.00	(0.50)
Police	\$79,366,509	\$82,412,022	\$82,412,022	\$88,982,619	\$6,570,597
Positions	774.50	801.50	801.50	824.50	23.00
General Fund Expenditures	\$242,802,559	\$249,291,056	\$251,291,056	\$258,695,842	\$7,404,786
General Fund Employees	1,641.15	1,670.15	1,670.15	1,708.25	38.10

The 2015 Administration Budget includes
~\$11M in Capital Improvement Projects

2015 General Fund Expenditures by Department



2015 GENERAL FUND EXPENDITURES

\$258,695,842

Category	2013 Actual	2014 Budget	2014 Amended Budget	2015 Budget (Oct 6)	2015 Budget - 2014 Amended Budget
Salaries/Benefits/Pensions	\$155,127,411	\$165,287,285	\$165,268,072	\$172,871,150	\$7,603,078
Operating	52,597,640	57,740,832	60,056,261	60,182,431	126,170
Capital Outlay	2,840,677	3,701,948	4,261,732	4,244,067	(17,665)
CIP	9,325,133	10,860,472	10,204,472	11,033,257	828,785
Projects	3,582,305	980,000	780,000	0	(780,000)
Debt Services	7,847,350	7,843,450	7,843,450	7,843,450	0
Internal Services Charges	11,482,043	2,877,069	2,877,069	2,521,487	(355,582)
General Fund Expenditures	\$242,802,559	\$249,291,056	\$251,291,056	\$258,695,842	\$7,404,786

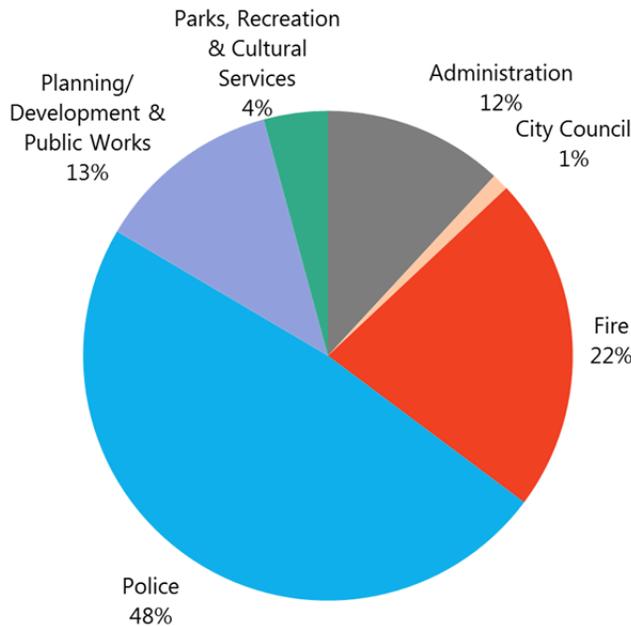
The General Fund contributes **~\$11M to Capital Improvement Projects**, but the City leverages other funds for a total investment of **~\$90M** in the City's infrastructure & assets

During 2014 the City added ~\$2M to the budget to address critical pothole and street repair needs

A majority of the increased 2015 budget is in salaries and benefits – make strategic new hires, including 20 police officers and to accommodate healthcare cost increases and pay for performance

2015 GENERAL FUND EXPENDITURES \$258,695,842

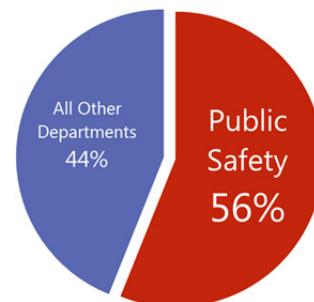
2015 General Fund Employees by Department



The Public Safety Sales Tax (PSST) requires General Fund Public Safety budget allocations, including the Police and Fire Departments, the Office of Emergency Management, as well as the Police and Fire functions of Fleet, IT and Radio **be at least 47.65% of General Fund; in 2015 it is 56%**



All General Fund Expenses



Summary of Department Budgets and Authorized Positions

Department	2012 Actual Expenditures & Authorized Positions	2013 Actual Expenditures & Authorized Positions	2014 Budget (Jan 1) & Authorized Positions	* 2014 Amended Budget & Authorized Positions	2015 Budget (Oct 6) & Authorized Positions	2015 Budget - * 2014 Amended Budget
Administration						
Admin. Serv. & Innovation	\$260,542 1.00	\$218,679 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00
City Attorney	\$3,185,963 41.00	\$3,947,522 42.00	\$4,873,873 43.00	\$4,873,873 43.00	\$4,834,794 41.50	(\$39,078) (1.50)
City Clerk	\$660,812 8.00	\$674,270 8.00	\$686,478 8.00	\$686,478 8.00	\$713,372 8.00	\$26,894 0.00
Communications	\$292,055 3.30	\$365,748 4.00	\$418,162 4.00	\$418,162 4.00	\$387,554 3.00	(\$30,608) (1.00)
Economic Vitality	\$778,511 5.00	\$805,516 6.00	\$944,327 6.00	\$951,927 6.00	\$763,963 4.00	(\$187,964) (2.00)
Finance	\$3,186,023 36.25	\$2,980,540 36.75	\$3,103,025 34.75	\$3,103,025 34.75	\$3,341,245 34.75	\$238,220 0.00
Fleet	\$0 0.00	\$0 0.00	\$11,159,365 4.00	\$11,159,365 4.00	\$11,614,717 4.00	\$455,352 0.00
Human Resources	\$1,299,744 14.15	\$1,626,817 17.40	\$1,840,584 18.40	\$1,840,584 18.40	\$2,053,234 20.25	\$212,650 1.85
Information Technology	\$8,023,558 48.00	\$8,216,030 53.00	\$9,769,822 44.00	\$10,869,822 44.00	\$12,581,562 51.00	\$1,711,740 7.00
Mayor's Office	\$698,552 6.00	\$590,743 6.00	\$627,652 5.00	\$627,652 5.00	\$645,975 5.00	\$18,323 0.00
Municipal Court	\$3,308,613 36.00	\$3,315,746 36.00	\$3,665,733 35.00	\$3,665,733 35.00	\$3,403,128 31.50	(\$262,605) (3.50)
General Costs	\$22,210,291	\$28,178,918	\$18,490,101	\$18,238,501	\$19,046,878	\$808,377
Internal Service Charges	\$11,847,821	\$11,482,043	\$2,877,069	\$2,877,069	\$2,521,486	(\$355,583)
SCIP Debt / CIP / Projects	\$13,313,280	\$20,754,788	\$19,683,922	\$18,827,922	\$18,876,707	\$48,785
City Council						
City Auditor	\$1,237,096 17.00	\$1,275,702 14.00	\$1,382,935 14.00	\$1,382,935 14.00	\$1,372,807 14.00	(\$10,128) 0.00
City Council	\$760,321 4.25	\$790,985 5.00	\$943,258 5.00	\$943,258 5.00	\$968,081 5.00	\$24,823 0.00
Fire						
Fire	\$40,299,276 368.75	\$41,734,265 369.75	\$45,514,186 371.75	\$45,514,186 371.75	\$47,033,479 374.00	\$1,519,294 2.25
OEM	\$414,554 3.50	\$442,795 3.50	\$568,570 4.50	\$568,570 4.50	\$655,502 5.50	\$86,932 1.00
Parks						
Parks	\$12,715,104 57.00	\$12,205,357 59.75	\$15,246,551 60.75	\$15,246,551 60.75	\$14,603,610 72.25	(\$642,941) 11.50
Planning and Public Works						
Planning & Development	\$2,152,291 20.00	\$1,840,127 18.00	\$2,010,153 19.00	\$2,010,153 19.00	\$2,009,092 20.00	(\$1,061) 1.00
Public Works	\$21,699,513 196.50	\$21,989,459 187.50	\$23,073,268 191.50	\$25,073,268 191.50	\$22,286,035 190.00	(\$2,787,233) (1.50)
Police						
Police	\$75,692,316 770.00	\$79,366,509 774.50	\$82,412,022 801.50	\$82,412,022 801.50	\$88,982,619 824.50	\$6,570,597 23.00
Total General Fund	\$224,036,237	\$242,802,559	\$249,291,056	\$251,291,056	\$258,695,842	\$7,404,785
Authorized Positions	1,635.70	1,641.15	1,670.15	1,670.15	1,708.25	38.10

* 2014 Amended Budget as of 8/14/2014

Summary of General Fund Unfunded Operations Requests

Requesting Division	Description	Unfunded Amount	# of FTE Requested
Administration			
City Attorney	E-Discovery Paralegal	\$77,733	1.00
City Attorney	Position Reclassification	29,668	
Fleet Management	Vehicle Replacement (partially funded - \$249,128)	1,239,128	
HR	Use of iPads	2,600	
HR	HR Interns	5,000	
HR	FMLA coverage	5,000	
HR	HR Service Delivery Model	16,900	5.00
HR	HR Core Functions (partially funded - \$75,000 and 1.00 FTE)	494,164	3.00
HR	Harassment Training	11,000	
HR	ADA Conference	1,600	
Municipal Court	Increase In Operating Costs (partially funded - \$40,000)	102,161	
Administration Subtotal		\$1,984,954	9.00
Fire			
Fire	Squad 11	201,557	
Fire	4th Battalion	182,000	
Fire	Inspections Personnel (partially funded - \$90,147)	137,755	1.00
Fire	HR Recruiter	73,852	1.00
Fire	Finance Analyst	44,175	1.00
Fire	Public Safety IT Team	135,123	4.00
Fire	HazMat Detection Equipment	150,000	
Fire	Fire IT Projects	750,000	
Fire	Operational Increases (partially funded - \$290,267)	748,288	
Fire Subtotal		\$2,422,750	7.00
Parks			
Cultural Services	Public Art Master Plan	50,000	
Forestry	Wildland Urban Interface	500,000	
Forestry	Paint and Chemical	8,000	
Park Operations	South Slope	12,600	
Park Operations	Operational Changes	77,579	
Recreation & Administration	Revised Background Check Process for Employees and Volunteers	27,065	
Recreation & Administration	Refrigeration Plant Deferred Maintenance - Sertich Ice Center	21,000	
Recreation & Administration	Furniture & Maintenance at Hillside/Otis Park	16,000	
Parks Subtotal		\$712,244	0.00

Summary of Department Budgets and Authorized Positions

Requesting Division	Description	Unfunded Amount	# of FTE Requested
Planning and Public Works			
Land Use Review	Office Specialist	31,806	0.50
Land Use Review	Waterwise Program	100,000	
Land Use Review	Operational Costs	11,524	
City Engineering	Stormwater Quality Operating	43,000	
City Engineering	Update Engineering Design Specifications	100,000	
City Engineering	Manager/Supervisor Training	50,000	
City Engineering	Increase in Operating Budget	12,233	
Streets	Emergency Drainage Mitigation	500,000	
Traffic Engineering	Hire an Assistant Traffic Engineer	117,092	1.00
Transit	Additional Transit Service (partially funded - \$220,000)	1,201,000	
Planning and Public Works Subtotal		\$2,166,655	1.50
Police			
Police	False Alarm Program	70,500	
Police	Public Safety IT	338,800	3.64
Police	Ops Sup Study	60,000	
Police	Prisoner Watch	65,000	
Police	Leads Online	5,602	
Police	LIMS & DIMS	45,000	
Police	Canine Unit (partially funded - \$25,500)	35,500	
Police	Overtime Funding (partially funded - \$867,148)	1,293,742	
Police Subtotal		\$1,914,144	3.64
Total of Unfunded Requests		\$9,200,747	21.14

2015 General Fund Expenditure Summary

	2013 Actual	2014 Budget (Jan 1)	2014 Amended (as of 8/14/14)	2015 Budget (Oct 6)	2015 Budget - 2014 Amended Budget	Main reason for change
Administration						
Administrative Services & Innovation						
Innovation and Sustainability						
Salaries/Benefits/Pensions	\$204,663	\$0	\$0	\$0	\$0	
Operating	14,016	0	0	0	0	
Capital	0	0	0	0	0	
Total Innovation & Sustainability	\$218,679	\$0	\$0	\$0	\$0	
FTE - budgeted	0.00	0.00	0.00	0.00	0.00	
City Attorney						
Salaries/Benefits/Pensions	\$3,733,324	\$4,547,392	\$4,547,392	\$4,533,037	(\$14,355)	
Operating	210,894	326,480	324,696	293,757	(30,939)	
Capital	3,304	0	1,784	8,000	6,216	
Total City Attorney	\$3,947,522	\$4,873,873	\$4,873,873	\$4,834,794	(\$39,078)	Decrease due to elimination of positions
FTE - budgeted	42.00	43.00	43.00	41.50	(1.50)	Eliminated 0.5 Legislative Counsel and 1.0 Legal Secretary
City Clerk						
Salaries/Benefits/Pensions	\$599,947	\$620,962	\$620,962	\$656,282	\$35,320	
Operating	74,323	65,516	65,516	57,090	(8,426)	
Capital	0	0	0	0	0	
Total City Clerk	\$674,270	\$686,478	\$686,478	\$713,372	\$26,894	Net increase for funding of existing positions and election/judge expenses
FTE - budgeted	8.00	8.00	8.00	8.00	0.00	
Communications						
Salaries/Benefits/Pensions	\$292,466	\$323,062	\$323,062	\$326,454	\$3,392	
Operating	56,030	69,900	69,900	60,900	(9,000)	
Capital	17,252	25,200	25,200	200	(25,000)	Decrease due to removal of 2014 one-time equipment purchase
Total Communications	\$365,748	\$418,162	\$418,162	\$387,554	(\$30,608)	
FTE - budgeted	4.00	4.00	4.00	3.00	(1.00)	Transfer 2.00 FTE to Cable Franchise Fund (Admin. Tech. & Video Production Spec), transfer 1.00 FTE from Cable Franchise Fund (Lead Communications Spec.)
Economic Vitality						
Salaries/Benefits/Pensions	\$359,471	\$555,248	\$555,248	\$238,868	(\$316,380)	Decrease due to transfer of 2.0 positions to Parks, Recreation and Cultural Services, transfer of 1.0 position to Housing, the elimination of the funding for the Chief Economic Vitality Officer position, and the addition of 1.0 Senior Economic Vitality Specialist
Operating	204,398	122,731	122,731	95,359	(27,372)	
Capital	0	0	0	0	0	
Total Economic Vitality	\$563,869	\$677,979	\$677,979	\$334,227	(\$343,752)	
FTE - budgeted	6.00	6.00	6.00	3.00	(3.00)	Transfer 2.00 FTE to Parks, Recreation and Cultural Services (Spirit of the Springs Specialist and Analyst II, Financial), transfer 1.0 FTE (Community Initiatives Manager) to Housing, eliminate 1.0 FTE (Chief Economic Vitality Officer), add 1.00 FTE (Senior Economic Vitality Specialist)
Housing						
Salaries/Benefits/Pensions	\$0	\$0	\$0	\$128,770	\$128,770	Transfer 1.0 FTE (Community Initiatives Manager) from Economic Vitality
Operating	241,647	266,348	273,948	300,966	27,018	
Capital	0	0	0	0	0	
Total Housing	\$241,647	\$266,348	\$273,948	\$429,736	\$155,788	
FTE - budgeted	0.00	0.00	0.00	1.00	1.00	Transfer 1.0 FTE (Community Initiatives Manager) from Economic Vitality
Total Economic Vitality	\$805,516	\$944,327	\$951,927	\$763,963	(\$187,964)	
FTE - budgeted	6.00	6.00	6.00	4.00	(2.00)	
Finance						
Salaries/Benefits/Pensions	\$2,786,941	\$2,879,923	\$2,879,923	\$2,914,994	\$35,071	
Operating	193,599	223,102	223,102	416,251	193,149	
Capital	0	0	0	10,000	10,000	
Total Finance	\$2,980,540	\$3,103,025	\$3,103,025	\$3,341,245	\$238,220	Increase due to accounting change for contracted sales tax auditing services (revenue offset)
FTE - budgeted	36.75	34.75	34.75	34.75	0.00	

2015 General Fund Expenditure Summary

	2013 Actual	2014 Budget (Jan 1)	2014 Amended (as of 8/14/14)	2015 Budget (Oct 6)	2015 Budget - 2014 Amended Budget	Main reason for change
Fleet Management						
Salaries/Benefits/Pensions	\$0	\$360,100	\$360,100	\$374,120	\$14,020	
Operating	0	9,799,265	9,799,265	9,991,469	192,204	Increase for fuel cost and operating expenditures (revenue offset); decrease due to final lease payment in 2014 for Police vehicles
Capital	0	1,000,000	1,000,000	1,249,128	249,128	Increase for replacement of Police vehicles
Total Fleet Management	\$0	\$11,159,365	\$11,159,365	\$11,614,717	\$455,352	
FTE - budgeted	0.00	4.00	4.00	4.00	0.00	
Human Resources						
Human Resources						
Salaries/Benefits/Pensions	\$995,118	\$1,072,177	\$1,072,177	\$1,226,980	\$154,803	Increase due to addition of 2.00 FTE (1.00 Benefits Spec., 1.00 Admin. Tech. transfer from IT)
Operating	76,547	72,075	72,075	\$76,613	4,538	
Capital	799	500	500	\$2,700	2,200	
Total Human Resources	\$1,072,464	\$1,144,752	\$1,144,752	\$1,306,293	\$161,541	
FTE - budgeted	11.00	11.00	11.00	13.00	2.00	Increase due to addition of 2.00 FTE (1.00 Benefits Spec., 1.00 Admin. Tech. transfer from IT)
Risk Management						
Salaries/Benefits/Pensions	\$300,773	\$401,244	\$401,244	\$427,877	\$26,633	
Operating	31,601	46,005	46,005	74,705	28,700	Increase for the purchase of software to track issues, generate reports, and analyze data
Capital	0	0	0	0	0	
Total Risk Management	\$332,374	\$447,249	\$447,249	\$502,582	\$55,333	
FTE - budgeted	4.00	5.00	5.00	5.00	0.00	
Occupational Health Clinic						
Salaries/Benefits/Pensions	\$178,898	\$184,072	\$184,072	\$179,848	(\$4,224)	
Operating	43,081	64,510	64,510	64,510	0	
Capital	0	0	0	0	0	
Total Occupational Health Clinic	\$221,979	\$248,582	\$248,582	\$244,358	(\$4,224)	
FTE - budgeted	2.40	2.40	2.40	2.25	(0.15)	
Total Human Resources	\$1,626,817	\$1,840,584	\$1,840,584	\$2,053,234	\$212,650	
FTE - budgeted	17.40	18.40	18.40	20.25	1.85	
Information Technology						
Salaries/Benefits/Pensions	\$4,677,944	\$4,734,962	\$4,734,962	\$4,993,987	\$259,025	
Operating	2,401,373	3,587,720	4,137,720	5,824,429	1,686,709	Increase in Telecommunication Services, hosted IT services, and temporary employment
Capital	1,136,713	1,447,141	1,997,141	1,763,146	(233,995)	
Total IT	\$8,216,030	\$9,769,822	\$10,869,822	\$12,581,562	\$1,711,740	
FTE - budgeted	53.00	44.00	44.00	51.00	7.00	Increase due to addition of 8.00 FTE (2.00 Network Admin. II, 1.00 Sys. Admin. II, 1.00 ITSM Coordinator, 1.00 IT Tech. Architect, 2.00 Sr. Bus. Analyst, 1.00 Sr. Tech. Analyst), decrease due to transfer of 1.00 FTE to HR (Office Specialist)
Mayor's Office						
Salaries/Benefits/Pensions	\$537,092	\$553,802	\$553,802	\$567,125	\$13,323	Increase for Mayor salary adjustment per Charter 13-20(a) - effective at the start of the next term
Operating	53,651	73,850	73,850	78,850	5,000	
Capital	0	0	0	0	0	
Total Mayor's Office	\$590,743	\$627,652	\$627,652	\$645,975	\$18,323	
FTE - budgeted	6.00	5.00	5.00	5.00	0.00	

2015 General Fund Expenditure Summary

	2013 Actual	2014 Budget (Jan 1)	2014 Amended (as of 8/14/14)	2015 Budget (Oct 6)	2015 Budget - 2014 Amended Budget	Main reason for change
Municipal Court						
Salaries/Benefits/Pensions	\$2,554,035	\$2,868,233	\$2,868,233	\$2,598,618	(\$269,615)	Decrease due to elimination of 3.50 FTE
Operating	761,711	797,500	797,500	804,510	7,010	
Capital	0	0	0	0	0	
Total Municipal Court	\$3,315,746	\$3,665,733	\$3,665,733	\$3,403,128	(\$262,605)	
FTE - budgeted	36.00	35.00	35.00	31.50	(3.50)	Eliminate 2.00 FTE (Court Clerk), eliminate 2.50 FTE (Courtroom Assistants), add 1.00 FTE (Records Analyst/Admin. Tech.)
City Council						
City Auditor						
Salaries/Benefits/Pensions	\$1,212,050	\$1,277,678	\$1,277,678	\$1,303,550	\$25,872	Increase for existing positions, decrease due to leaving Auditor II position vacant 1/2 of year
Operating	63,652	105,257	105,257	69,257	(36,000)	Decrease due to decrease in Utilities audit schedule
Capital	0	0	0	0	0	
Total City Auditor	\$1,275,702	\$1,382,935	\$1,382,935	\$1,372,807	(\$10,128)	
FTE - budgeted	14.00	14.00	14.00	14.00	0.00	
City Council						
Salaries/Benefits/Pensions	\$347,449	\$463,234	\$463,234	\$468,200	\$4,966	
Operating	443,536	480,024	480,024	\$499,881	19,857	Increase due to the new council member's expenses, increase due to fees and memberships
Capital	0	0	0	\$0	0	
Total City Council	\$790,985	\$943,258	\$943,258	\$968,081	\$24,823	
FTE - budgeted	5.00	5.00	5.00	5.00	0.00	
Fire						
Fire						
Salaries/Benefits/Pensions	\$38,911,482	\$41,853,689	\$41,853,689	\$43,317,803	\$1,464,114	Net change to fund existing positions, pay for performance, increase in closed sworn pension plan payments, addition of 2.25 FTE, increase for sworn overtime
Operating	2,013,238	2,598,191	2,598,191	2,623,783	33,592	Increase due to added operating for Fire Prevention Inspector II, increase for utility rate increases
Capital	809,545	1,062,306	1,070,306	1,091,893	21,587	
Total Fire	\$41,734,265	\$45,514,186	\$45,514,186	\$47,033,479	\$1,519,294	
FTE - budgeted	369.75	371.75	371.75	374.00	2.25	Add 1.00 FTE (Fire Inspector II), add 1.00 FTE (Office Specialist), add 0.25 FTE (Fire & Life Safety Educator)
Office of Emergency Management						
Salaries/Benefits/Pensions	\$387,120	\$487,454	\$487,454	\$601,187	\$113,733	Increase to fund 1.00 FTE (Recovery Coordinator)
Operating	55,675	54,315	54,315	54,315	0	
Capital	0	26,801	26,801	0	(26,801)	
Total Emergency Management	\$442,795	\$568,570	\$568,570	\$655,502	\$86,932	
FTE - budgeted	3.50	4.50	4.50	5.50	1.00	Add 1.00 FTE (Recovery Coordinator)
Parks						
Cultural Services						
Salaries/Benefits/Pensions	\$1,104,951	\$1,201,477	\$1,201,477	\$1,230,294	\$28,817	Increase to fund conversion of hourly employees to regular full-time positions due to policies of the Affordable Care Act
Operating	370,690	496,184	496,184	521,752	25,569	Increase to fund building security service costs, new store management costs and other operating needs
Capital	0	0	0	0	0	
Total Cultural Services	\$1,475,641	\$1,697,660	\$1,697,660	\$1,752,046	\$54,386	
FTE - budgeted	10.00	10.00	10.00	12.00	2.00	Add 1.00 FTE (Maintenance Technician), add 1.00 FTE (Administrative Technician)
Forestry						
Salaries/Benefits/Pensions	\$637,195	\$667,628	\$667,628	\$583,122	(\$84,506)	Net change to fund existing positions
Operating	285,317	584,685	584,685	584,685	0	
Capital	0	0	0	0	0	
Total Forestry	\$922,512	\$1,252,313	\$1,252,313	\$1,167,807	(\$84,506)	
FTE - budgeted	8.00	8.00	8.00	8.00	0.00	

2015 General Fund Expenditure Summary

	2013 Actual	2014 Budget (Jan 1)	2014 Amended (as of 8/14/14)	2015 Budget (Oct 6)	2015 Budget - 2014 Amended Budget	Main reason for change
Park Operations						
Salaries/Benefits/Pensions	\$1,371,637	\$1,514,124	\$1,514,124	\$1,502,888	(\$11,236)	
Operating	3,303,061	5,204,261	5,204,261	4,094,589	(1,109,672)	Decrease due to transfer of water costs to CTF
Capital	11,130	0	0	0	0	
Total Park Operations	\$4,685,828	\$6,718,385	\$6,718,385	\$5,597,477	(\$1,120,908)	Add 1.50 FTE (Planning II, GIS Analyst) to convert hourly employees to regular full-time positions due to policies of the Affordable Care Act, transfer 1.00 FTE (Administrative Technician) from Recreation and Administration
FTE - budgeted	17.50	17.50	17.50	20.00	2.50	
Recreation & Administration						
Salaries/Benefits/Pensions	\$3,022,559	\$3,183,125	\$3,183,125	\$3,673,180	\$490,055	Increase to fund conversion of hourly employees to regular full-time positions due to policies of the Affordable Care Act, increase to fund transfer of 2.00 FTE (Financial Analyst II, Spirit of the Springs Specialist) from Economic Vitality, increase to fund addition of 1.00 FTE (Senior Office Specialist)
Operating	2,076,299	2,394,068	2,394,068	2,412,100	18,032	
Capital	22,518	1,000	1,000	0	\$508,087	
Total Recreation & Administration	\$5,121,376	\$5,578,193	\$5,578,193	\$6,086,280		Add 5.00 FTE (Senior Office Specialist, Recreation Assistant, Maintenance Technician II, Office Specialist, Recreation Assistant) to convert hourly employees to regular full-time positions, due to policies of the Affordable Care Act, transfer 2.00 FTE from Economic Vitality (Financial Analyst III, Spirit of the Springs Specialist), add 1.00 FTE (Senior Office Specialist)
FTE - budgeted	24.25	25.25	25.25	32.25	7.00	
Total Parks	\$12,205,357	\$15,246,551	\$15,246,551	\$14,603,610	(\$642,941)	
FTE - budgeted	59.75	60.75	60.75	72.25	11.50	
Planning and Public Works						
Land Use Review						
Salaries/Benefits/Pensions	\$1,360,380	\$1,497,277	\$1,497,277	\$1,555,250	\$57,973	Increase due to the addition of 1.00 FTE (Planning Assistant)
Operating	81,826	61,746	61,746	116,348	54,602	
Capital	0	0	0	0	0	
Total Land Use Review	\$1,442,206	\$1,559,023	\$1,559,023	\$1,671,598	\$112,575	
FTE - budgeted	14.00	15.00	15.00	16.00	1.00	Add 1.00 FTE (Planning Assistant)
Real Estate Services						
Salaries/Benefits/Pensions	\$377,553	\$404,490	\$404,490	\$323,277	(\$81,213)	Decrease to remove a special position fully funded by CSU (revenues also decrease the corresponding amount)
Operating	20,368	46,640	46,640	\$14,217	(32,423)	Decrease due to removal of one-time funding
Capital	0	0	0	\$0	0	
Total Real Estate Services	\$397,921	\$451,130	\$451,130	\$337,494	(\$113,636)	
FTE - budgeted	4.00	4.00	4.00	4.00	0.00	
Total Planning & Development	\$1,840,127	\$2,010,153	\$2,010,153	\$2,009,092	(\$1,061)	
FTE - budgeted	18.00	19.00	19.00	20.00	1.00	
Public Works						
City Engineering						
Salaries/Benefits/Pensions	\$4,282,280	\$4,856,745	\$4,823,945	\$4,873,877	\$49,932	
Operating	862,459	632,148	664,948	751,676	86,728	Increase due to one-time funding for Cartegraph software upgrade
Capital	0	0	0	0	0	
Total City Engineering	\$5,144,739	\$5,488,893	\$5,488,893	\$5,625,553	\$136,660	
FTE - budgeted	50.00	53.00	53.00	53.00	0.00	

2015 General Fund Expenditure Summary

	2013 Actual	2014 Budget (Jan 1)	2014 Amended (as of 8/14/14)	2015 Budget (Oct 6)	2015 Budget - 2014 Amended Budget	Main reason for change
Streets						
Salaries/Benefits/Pensions	\$6,367,872	\$6,776,639	\$6,776,639	\$6,594,122	(\$182,517)	Decrease in seasonal employment
Operating	2,951,521	2,647,992	4,647,992	\$2,370,305	(2,277,687)	Decrease for removal of one-time 2014 funding for pothole repairs, decrease in operating expenditures
Capital	14,928	70,000	70,000	\$10,000	(60,000)	Decrease due to reduced expenses for capital items
Total Streets	\$9,334,321	\$9,494,631	\$11,494,631	\$8,974,427	(\$2,520,204)	
FTE - budgeted	94.00	94.00	94.00	94.00	0.00	
Traffic Engineering						
Salaries/Benefits/Pensions	\$2,699,965	\$2,792,855	\$2,792,855	\$2,618,995	(\$173,860)	Decrease due to elimination of 2.00 FTE, decrease due to transfer to Operating to fund School Safety Program at projected revenue level
Operating	1,066,340	1,441,856	1,441,856	991,235	(450,621)	Decrease due to removal of 2014 one-time funding, decrease due to budget reduction
Capital	6,735	0	0	0	0	
Total Traffic Engineering	\$3,773,040	\$4,234,711	\$4,234,711	\$3,610,230	(\$624,481)	
FTE - budgeted	35.50	35.50	35.50	34.00	(1.50)	Eliminate 1.50 FTE (50 Senior Office Specialist and 1.00 Traffic Technician II positions)
Transit						
Salaries/Benefits/Pensions	\$572,373	\$674,904	\$674,904	\$672,643	(\$2,261)	
Operating	3,148,462	3,180,130	3,180,130	\$3,403,183	223,053	Increase headway frequency on one bus route
Capital	0	0	0	\$0	0	
Total Transit	\$3,720,835	\$3,855,034	\$3,855,034	\$4,075,826	\$220,792	
FTE - budgeted	8.00	9.00	9.00	9.00	0.00	
Total Public Works	\$21,972,935	\$23,073,268	\$25,073,268	\$22,286,035	(\$2,787,233)	
FTE - budgeted	187.50	191.50	191.50	190.00	(1.50)	
Police						
Salaries/Benefits/Pensions	\$73,579,321	\$76,584,790	\$76,598,377	\$82,435,803	\$5,837,426	Increase due to addition of 23.00 FTE positions (18.00 Police Officers, 5.00 Police Sgt., 1.00 Police Lieutenant) and the elimination of 1.00 (Office Specialist), net change to fund existing positions, pay for performance, increase in closed sworn pension plan payments
Operating	4,969,435	5,758,232	5,744,645	6,438,816	694,171	Increase Towing Services (revenue off-set), increase purchase of ballistic vests & wearing appare, Increase Contracts & Special Projects
Capital	817,753	69,000	69,000	108,000	39,000	Increase machinery and apparatus
Total Police	\$79,366,509	\$82,412,022	\$82,412,022	\$88,982,619	\$6,570,597	
FTE - budgeted	774.50	801.50	801.50	824.50	23.00	Add of 20.00 FTE positions (Police Officer) as part of implementing the second phase of the Patrol Staffing efficiency study, convert 2.00 Grant Funded positions to General Fund Positions, convert Civilian PIO position to Sworn PIO position (Lieutenant), add 1.00 Arson position
General Costs						
Salaries/Benefits/Pensions	\$1,659,721	\$1,950,000	\$1,950,000	\$1,950,000	\$0	
Operating	26,519,197	16,540,101	16,288,501	17,096,878	808,377	Increase due to election expenses, health programs, legal defense account
Capital	0	0	0	0	0	
Total General Costs	\$28,178,918	\$18,490,101	\$18,238,501	\$19,046,878	\$808,377	
SCIP Debt Service	7,847,350	7,843,450	7,843,450	7,843,450	0	
Internal Service Charges	11,482,043	2,877,069	2,877,069	2,521,486	(355,583)	Decrease due to lower allocation to Radio Communication to allow for the use of the fund balance in the Radio Fund
General Fund CIP	9,325,133	10,860,472	10,204,472	11,033,257	828,785	Increase in the contribution to CIP
General Fund - Projects	3,582,305	980,000	780,000	0	(780,000)	Decrease for one-time capital projects
Contribution to Fund Balance	0	0	0	0	0	
General Fund Budget Total	242,786,035	249,291,056	251,291,056	258,695,842	7,404,785	
FTE	1,641.15	1,670.15	1,670.15	1,708.25	38.10	
Reconciliation to CAFR	(3,535,883)	0	0	0	0	
General Fund Total Expenditures	239,250,152	249,291,056	251,291,056	258,695,842		

2015 PSST Fund Expenditure Summary

Public Safety Sales Tax (PSST) Fund						
	2013 Actual	2014 Budget (Jan 1)	2014 Amended (as of 8/14/14)	2015 Budget (Oct 6)	2015 Budget - 2014 Amended Budget	Main reason for change
Fire						
Salaries/Benefits/Pensions	\$10,520,033	\$10,523,582	\$10,523,582	\$11,806,686	\$1,283,104	Increase due to addition of 12.00 Firefighter positions (previously funded by SAFER Grant) to staff Fire Station 21
Operating	1,436,248	1,283,063	1,283,063	1,510,450	227,387	Redistribution to increase operating for equipment, supplies, property, plant, and equipment; training, facilities maintenance, services
Capital	659,309	265,038	265,038	237,953	(27,085)	
Capital Projects	2,989,035	2,550,000	2,550,000	0	(2,550,000)	Decrease for one-time capital projects
Total	\$15,604,625	\$14,621,683	\$14,621,683	\$13,555,089	(\$1,066,594)	
FTE -- budgeted	85.50	89.50	89.50	101.50	12.00	Add 12.00 Firefighter positions (previously funded by SAFER Grant) to staff Fire Station 21
Police						
Salaries/Benefits/Pensions	\$12,393,587	\$13,731,469	\$13,731,469	\$13,464,375	(\$267,094)	Decrease for Salary and Benefits for Current Positions
Operating	1,223,119	1,333,339	1,333,339	1,236,065	(97,274)	Decrease due to efficiencies realized
Capital	86,400	1,096,000	1,096,000	281,500	(814,500)	Decrease due to removal of 2014 one time funding
Total	\$13,703,106	\$16,160,808	\$16,160,808	\$14,981,940	(\$1,178,868)	
FTE -- budgeted	117.00	127.00	127.00	127.00	0.00	
Fund Total	\$29,307,731	\$30,782,491	\$30,782,491	\$28,537,029	(\$2,245,462)	
FTE	202.50	216.50	216.50	228.50	12.00	

2015 Enterprise Funds Expenditure Summary

Enterprise Funds	2013 Actual	2014 Budget (Jan 1)	2014 Amended (as of 8/14/14)	2015 Budget (Oct 6)	2015 Budget - 2014 Amended Budget	Main reason for change
Airport						
Salaries/Benefits/Pensions	\$7,839,250	\$7,536,976	\$7,536,976	\$7,450,395	(\$86,581)	Decrease due to elimination of 5.00 FTE, increase to fund existing positions
Operating	5,764,075	6,513,171	6,403,171	6,667,626	264,455	Increase to fund maintenance of buildings and infrastructure to attract a new revenue producing lease
Capital	120,216	72,245	72,245	277,180	204,935	Increase to fund deferred replacement of equipment
Debt Service	2,280,930	3,999,258	3,999,258	2,427,450	(1,571,808)	Decrease due to refunding and retiring of debt
CIP Projects	3,859,421	150,000	260,000	150,000	(110,000)	Decrease in CIP to remove one-time amendment
PFC - SIB Loan Payments and CIP	2,052,372	1,805,221	1,805,221	1,789,136	(16,085)	Decrease in Payment and CIP
CIP Projects - Other	1,961,211	2,302,855	2,302,855	2,105,576	(197,279)	Decrease in Other CIP
Total	\$23,877,475	\$22,379,726	\$22,379,726	\$20,867,363	(\$1,512,363)	
FTE -- budgeted	121.00	96.00	96.00	91.00	(5.00)	Net decrease of 5.00 FTE
Cemeteries						
Salaries/Benefits/Pensions	\$492,939	\$491,252	\$491,252	\$539,077	\$47,825	Net change to fund existing positions, increase to fund additional seasonal temporary
Operating	695,409	754,324	754,324	808,065	53,741	Increase to fund increased costs of maintenance of grounds, lawn and buildings, utility rate
Capital	7,300	65,059	65,059	35,000	(30,059)	Increase, and other operational needs
Total	\$1,195,648	\$1,310,635	\$1,310,635	\$1,382,142	\$71,507	Decrease to remove 2014 one-time equipment purchases
FTE -- budgeted	6.00	6.00	6.00	6.00	0.00	
Development Review Enterprise						
Salaries/Benefits/Pensions	\$804,042	\$1,198,906	\$1,198,906	\$1,132,918	(\$65,988)	Increase due to addition of 3.5 FTE, decrease to transfer out of DRE to the General Fund Land Use Review for fees collected by DRE but associated with General Fund Land Use Review work (move from salaries/benefits/pensions to operating)
Operating	352,219	399,938	399,938	\$792,916	392,978	Increase to transfer out of DRE to the General Fund Land Use Review for fees collected by DRE but associated with General Fund Land Use Review work (move from salaries/benefits/pensions to operating)
Capital	9,410	5,979	5,979	\$12,405	6,426	
Total	\$1,165,671	\$1,604,823	\$1,604,823	\$1,938,239	\$333,416	
FTE -- budgeted	11.00	11.00	11.00	14.50	3.50	
Memorial Health System						
Salaries/Benefits/Pensions	\$1,160,755	\$440,793	\$440,793	\$10,000	(\$430,793)	Decrease due to replacement benefit agreement (RBA) payments no longer supported by this fund
Operating	6,346,974	1,699,857	1,699,857	5,702,112	4,002,255	Increase for transfer to Colorado Springs Health Foundation
Capital	0	0	0	0	0	
Total	\$7,507,729	\$2,140,650	\$2,140,650	\$5,712,112	\$3,571,462	
FTE -- budgeted	0.00	0.00	0.00	0.00	0.00	
Parking System						
Salaries/Benefits/Pensions	\$475,252	\$555,753	\$555,753	\$580,311	\$24,558	
Operating	1,020,392	1,236,648	1,236,648	1,216,447	(20,201)	
Capital	0	20,000	20,000	20,000	0	
Debt Service	1,055,674	1,057,876	1,057,876	1,066,326	8,450	
CIP Projects	2,278,522	440,000	440,000	1,759,000	1,319,000	Increase to fund CIP projects
Total	\$4,829,840	\$3,310,277	\$3,310,277	\$4,642,084	\$1,331,807	
FTE -- budgeted	7.50	8.50	8.50	8.50	0.00	
Patty Jewett Golf Course						
Salaries/Benefits/Pensions	\$671,465	\$724,497	\$724,497	\$743,798	\$19,301	
Operating	1,174,813	1,239,419	1,239,419	1,245,291	5,872	
Capital	104,880	94,600	94,600	168,500	73,900	Increase to fund purchase of equipment and replace roof
Total	\$1,951,158	\$2,058,516	\$2,058,516	\$2,157,589	\$99,073	
FTE -- budgeted	8.00	8.00	8.00	7.50	(0.50)	

2015 Enterprise Funds Expenditure Summary

	2013 Actual	2014 Budget (Jan 1)	2014 Amended (as of 8/14/14)	2015 Budget (Oct 6)	2015 Budget - 2014 Amended Budget	Main reason for change
Pikes Peak - America's Mountain						
Salaries/Benefits/Pensions	\$1,193,235	\$1,366,260	\$1,366,260	\$1,443,351	\$77,091	
Operating	1,359,471	1,777,149	1,777,149	2,156,765	379,616	Increase to fund early payoff of existing loan
Capital	76,922	51,905	51,905	150,500	98,595	Increase to fund replacement of two vehicles and fund Wi-Fi at Gift Shops
CIP Projects	712,991	1,200,000	1,200,000	1,500,000	300,000	Increase to fund continued design of the Summit House
Total	\$3,342,619	\$4,395,314	\$4,395,314	\$5,250,616	\$855,302	
FTE - budgeted	19.00	19.00	19.00	19.00	0.00	
Valley Hi Golf Course						
Salaries/Benefits/Pensions	\$290,668	\$316,563	\$316,563	\$342,039	\$25,476	
Operating	725,619	854,708	854,708	811,192	(43,516)	Decrease in operational costs to account for projected decrease in revenue
Capital	35,235	102,200	102,200	0	(102,200)	Decrease to remove 2014 one-time equipment purchases
Total	\$1,051,522	\$1,273,471	\$1,273,471	\$1,153,231	(\$120,240)	
FTE - budgeted	3.00	3.00	3.00	3.50	0.50	

2015 Support Services and Special Revenue Funds Expenditure Summary

	2013 Actual	2014 Budget (Jan 1)	2014 Amended (as of 8/14/14)	2015 Budget (Oct 6)	2015 Budget - 2014 Amended Budget	Main reason for change
Support Services Fund						
Fleet Management						
Salaries/Benefits/Pensions	\$4,493,518	\$500,000	\$500,000	\$0	(\$500,000)	Eliminate one-time draw for pay out of severance packages in 2014
Operating	10,107,116	0	0	1,391,413	1,391,413	Increase for transfer to other funds for final payout of fund balance to City and Colorado Springs Utilities
Capital	1,074	0	0	0	0	
Total	\$14,601,708	\$500,000	\$500,000	\$1,391,413	\$891,413	
FTE -- budgeted	68.00	0.00	0.00	0.00	0.00	
Office Services Fund						
Salaries/Benefits/Pensions	\$577,295	\$589,798	\$589,798	\$590,984	\$1,186	
Operating	1,073,680	1,168,499	1,168,499	1,167,374	(1,125)	
Capital	0	0	0	0	0	
Total	\$1,650,975	\$1,758,297	\$1,758,297	\$1,758,358	\$61	
FTE -- budgeted	9.00	9.00	9.00	9.00	0.00	
Radio Communications Fund						
Salaries/Benefits/Pensions	\$575,273	\$660,533	\$660,533	\$453,074	(\$207,459)	Decrease due to elimination of 2.00 FTE (1.00 Comm. Specialist, 1.00 Field Engineer)
Operating	1,301,386	1,223,742	1,223,742	1,045,652	(178,090)	Decrease due to PPRCN Contract Loss
Capital	0	0	0	0	0	
Total	\$1,876,659	\$1,884,275	\$1,884,275	\$1,498,726	(\$385,549)	
FTE -- budgeted	8.00	8.00	8.00	6.00	(2.00)	Eliminate 2.00 FTE positions (1.00 Comm. Specialist, 1.00 Field Engineer)
Special Revenue Funds						
TOPS						
Salaries/Benefits/Pensions	\$559,690	\$623,193	\$623,193	\$693,441	\$70,248	Increase to fund conversion of hourly employee to a regular full-time position due to policies of the Affordable Care Act, increase to fund addition of 1.00 FTE (Water Conservation Specialist)
Operating	328,581	36,940	36,940	57,259	20,319	Increase to fund operating needs of Water Conservation Specialist
Capital	28,088	0	0	0	0	
CIP Projects	6,574,641	3,946,527	3,946,527	7,754,464	3,807,937	Increase to fund multiple new projects
Total	\$7,491,000	\$4,606,660	\$4,606,660	\$8,505,164	\$3,898,504	
FTE -- budgeted	7.50	7.50	7.50	9.00	1.50	Add 0.50 FTE (Planning II, GIS Analyst) to covert hourly employees to regular full-time positions due to policies of the Affordable Care Act, add 1.00 FTE (Water Conservation Specialist)
CTF						
Salaries/Benefits/Pensions	\$2,774,553	\$3,076,716	\$3,102,401	\$3,332,652	\$230,251	Increase to fund conversion of hourly employee to a regular full-time position due to policies of the Affordable Care Act
Operating	1,046,980	1,244,272	1,218,587	2,613,936	1,395,349	Increase to fund larger share of water costs in 2015, above the \$2,286,703 budgeted in General Fund
Capital	53,806	0	0	0	0	
CIP Projects	344,219	0	0	221,500	221,500	Increase to fund projects in 2015
Total	\$4,219,558	\$4,320,988	\$4,320,988	\$6,168,088	\$1,847,100	
FTE -- budgeted	31.00	33.00	33.00	37.00	4.00	Add 4.00 FTE (2.00 Senior Maintenance Technician II, Natural Resources Technician, Skilled Maintenance Technician II) to covert hourly employees to regular full-time positions due to policies of the Affordable Care Act

2015 Internal Services Funds Expenditure Summary

	2013 Actual	2014 Budget (Jan 1)	2014 Amended (as of 8/14/14)	2015 Budget (Oct 6)	2015 Budget - 2014 Amended Budget	Main reason for change
Internal Services Funds						
Claims Reserve (502-7750)						
Salaries/Benefits/Pensions	\$192,662	\$210,417	\$210,417	\$219,501	\$9,084	
Operating	743,622	789,583	789,583	780,499	(9,084)	
Capital	0	0	0	0	0	
Total	\$936,284	\$1,000,000	\$1,000,000	\$1,000,000	(\$0)	
FTE - budgeted	2.50	2.45	2.45	2.50	0.05	
Employee Benefits Self-Insurance (504-9895,9896)						
Salaries/Benefits/Pensions	\$227,795	\$276,659	\$276,659	\$277,174	\$515	
Operating	29,097,535	32,204,336	32,204,336	33,703,821	1,499,485	Increase due to medical plan cost increase
Capital	0	0	0	0	0	
Total	\$29,325,330	\$32,480,995	\$32,480,995	\$33,980,995	\$1,500,000	
FTE - budgeted	4.30	4.30	4.30	4.25	(0.05)	
Workers' Compensation (503-7720, 7730, 7740)						
Salaries/Benefits/Pensions	\$598,010	\$644,756	\$644,756	\$671,675	\$26,919	
Operating	4,061,460	7,355,244	7,355,244	7,328,325	(26,919)	
Capital	0	0	0	0	0	
Total	\$4,659,470	\$8,000,000	\$8,000,000	\$8,000,000	\$0	
FTE - budgeted	7.92	8.35	8.35	8.50	0.15	

2015 SIMD Funds Expenditure Summary

	2013 Actual	2014 Budget (Jan 1)	2014 Amended (as of 8/14/14)	2015 Budget (Oct 6)	2015 Budget - 2014 Amended Budget	Main reason for change
Special Improvement Maintenance Districts (SIMD) Funds						
Briargate SIMD						
Salaries/Benefits/Pensions	\$429,554	\$438,427	\$438,427	\$452,922	\$14,495	
Operating	360,052	523,225	523,225	469,533	(53,692)	
Capital	6,642	15,000	15,000	10,000	(5,000)	
Total	\$796,248	\$976,652	\$976,652	\$932,455	(\$44,197)	
FTE - budgeted	5.00	5.00	5.00	5.00	0.00	
Colorado Gateway SIMD						
Salaries/Benefits/Pensions	\$0	\$0	\$0	\$0	\$0	
Operating	1,426	8,120	8,120	8,130	10	
Capital	0	0	0	0	0	
Total	\$1,426	\$8,120	\$8,120	\$8,130	\$10	
FTE - budgeted	0.00	0.00	0.00	0.00	0.00	
Norwood SIMD						
Salaries/Benefits/Pensions	\$237,492	\$293,130	\$293,130	\$300,375	\$7,245	
Operating	205,476	644,775	644,775	558,600	(86,175)	
Capital	7,114	12,000	12,000	12,000	0	
Total	\$450,082	\$949,905	\$949,905	\$870,975	(\$78,930)	
FTE - budgeted	4.00	4.00	4.00	4.00	0.00	
Old Colorado City SIMD						
Salaries/Benefits/Pensions	\$47,087	\$60,001	\$60,001	\$63,736	\$3,735	
Operating	41,348	37,545	37,545	36,695	(850)	
Capital	0	35,000	35,000	35,000	0	
Total	\$88,435	\$132,546	\$132,546	\$135,431	\$2,885	
FTE - budgeted	1.00	1.00	1.00	1.00	0.00	
Platte Avenue SIMD						
Salaries/Benefits/Pensions	\$0	\$0	\$0	\$0	\$0	
Operating	6,339	40,100	40,100	45,100	5,000	
Capital	0	0	0	0	0	
Total	\$6,339	\$40,100	\$40,100	\$45,100	\$5,000	
FTE - budgeted	0.00	0.00	0.00	0.00	0.00	
Stetson Hills SIMD						
Salaries/Benefits/Pensions	\$136,175	\$137,943	\$137,943	\$134,030	(\$3,913)	
Operating	123,900	187,575	187,575	189,775	2,200	
Capital	2,510	4,000	4,000	4,000	0	
Total	\$262,585	\$329,518	\$329,518	\$327,805	(\$1,713)	
FTE - budgeted	1.00	1.00	1.00	1.00	0.00	
Woodstone SIMD						
Salaries/Benefits/Pensions	\$0	\$0	\$0	\$0	\$0	
Operating	31,230	49,600	49,600	51,400	1,800	
Capital	0	0	0	0	0	
Total	\$31,230	\$49,600	\$49,600	\$51,400	\$1,800	
FTE - budgeted	0.00	0.00	0.00	0.00	0.00	
Total of SIMD Funds	\$1,636,345	\$2,486,441	\$2,486,441	\$2,371,296	(\$115,145)	
FTE	11.00	11.00	11.00	11.00	0.00	

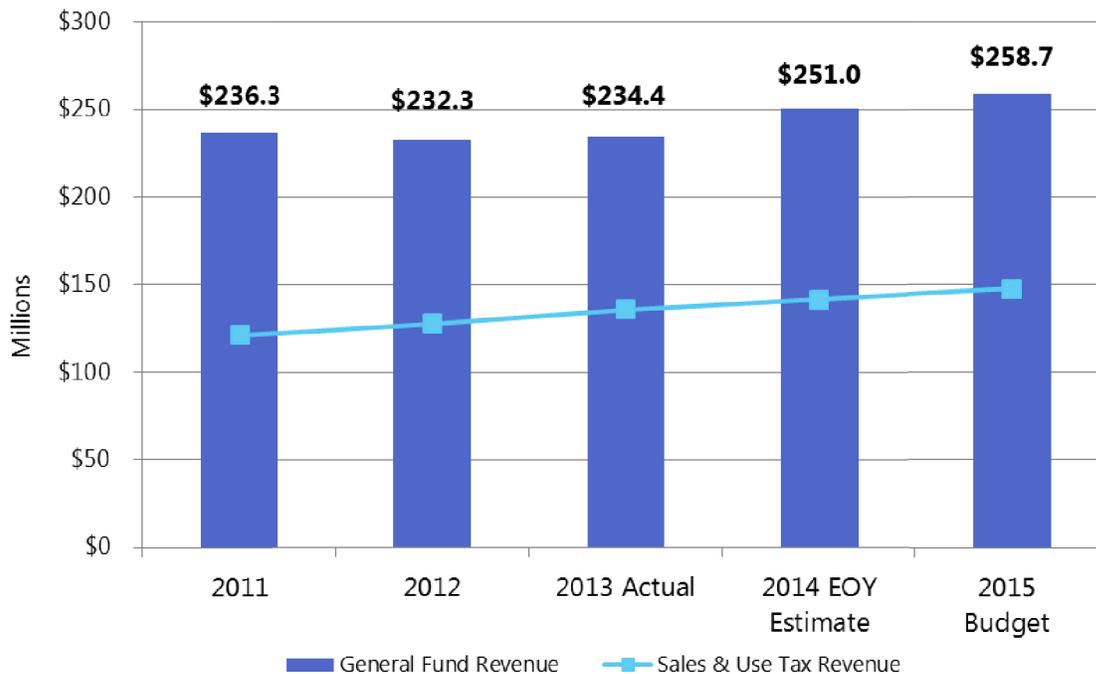
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2015 GENERAL FUND REVENUES \$258,695,842

Revenue Type	2013 Actual	2014 Budget	2014 EOY Estimate	2015 Budget (Oct 6)	2015 Budget - 2014 Budget	2015 Budget - 2014 EOY Estimate
Sales & Use Tax	\$136,035,592	\$142,100,000	\$141,600,000	\$147,855,000	\$5,755,000	\$6,255,000
Property Tax	19,259,094	19,682,000	19,805,000	19,811,225	129,225	6,225
Other Taxes	2,662,164	2,643,278	2,935,200	3,047,406	404,128	112,206
Licenses and Permits	1,265,518	1,030,260	1,170,260	1,236,762	206,502	66,502
Intergovernmental	20,283,144	19,856,832	20,875,355	20,887,930	1,031,098	12,575
Charges for Services	13,199,978	17,744,843	17,492,685	14,860,190	(2,884,653)	(2,632,495)
Fines	3,858,395	4,364,103	5,024,006	4,956,073	591,970	(67,933)
Miscellaneous	2,435,988	2,828,906	3,158,825	2,974,242	145,336	(184,583)
Other Financing Sources	38,816,177	37,280,834	37,153,834	41,567,014	4,286,180	4,413,180
Draw from Fund Balance	0	1,760,000	1,760,000	1,500,000	(260,000)	(260,000)
Reconcile to CAFR*	(3,442,450)	0	0	0	0	0
General Fund Revenue	\$234,373,600	\$249,291,056	\$250,975,165	\$258,695,842	\$9,404,786	\$7,720,677

*Reconciliation is due to the elimination of payments between funds in the CAFR and treatment of capital leases.

General Fund Revenues History



2015 PROPERTY TAX REVENUES

\$19,811,225

Property Tax

Represents only

8% of total General Fund revenues



Since 1990, the City's property tax mill levy has been **reduced 9 times**

El Paso County Road & Bridge Levy

The El Paso County Road and Bridge mill levy (for which the City receives half of the revenue) has been reduced over time. In 2008, the mill levy was reduced to 0.330 and has remained at that level since. The City's share of the revenue from the El Paso County Road and Bridge mill levy was impacted greatly by this mill levy reduction – from 2008 to 2009, the Road and Bridge mill levy revenue decreased by \$2,205,888. For the 2015 budget, the Road and Bridge mill levy revenue is projected to be \$760,355.

2015 SALES & USE TAX REVENUES

\$147,855,000

\$147,855,000: Sales and Use Tax

Revenue is the largest source of revenue for the City

4.4% projected 2015 growth in sales and use tax revenue over 2014 year-end projections

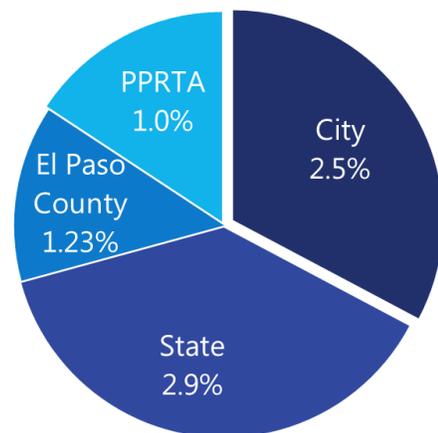
5.1% average growth rate sales tax in years where revenue was increasing (from 1996-2013)

3 number of statistical models used, along with past trends to forecast sales and use tax revenues

1:1 the odds the City assumes of meeting or exceeding the sales and use tax projection

The Total Local Sales Tax Rate is:

7.63%



The City's portion is:

2.5%

 of the Sales Tax Rate

2.0% General Fund (City operations)

0.1% TOPS (Parks)

0.4% PSST (Fire, Police)

2015 GENERAL FUND OTHER REVENUES

Other Taxes Revenue \$3,047,406

includes occupational tax on establishments selling alcoholic beverages and specific ownership taxes imposed by the State. In 2015, the City is projecting 3.8% growth over 2014 year-end projections.

MAJOR NON-TAX REVENUE SOURCES

Licenses and Permits \$1,236,762

includes revenue from City-issued licenses and permits (such as medical marijuana licenses and liquor licenses, and sales tax licenses).

Intergovernmental Revenue \$20,887,930

includes state imposed excise taxes on gasoline and special fuels – Highway Users Tax Fund, and the El Paso County Road and Bridge mill levy.

Charges for Services \$14,860,190

include charges and fees for specific City services (i.e. plan review fees, park field rentals) and reimbursement from other organizations for provision of services.

Fines \$4,956,073

includes fines from general violations, parking meter violations, and traffic violations, which are projected to increase 13.6% over the 2014 Budget, largely due to the implementation of e-citations.

Other Financing Sources \$41,567,014

includes Utilities Surplus Revenue of \$32,479,000, as well as reimbursements from Grants, the Gift Trust Fund, and sale of property.

The 2015 Budget includes a one-time draw from fund balance of \$1,500,000 to fund one-time, critical operational and capital needs for IT infrastructure and security, and police equipment. The 2015 budgeted draw from the General Fund will reduce the projected 2015 unrestricted fund balance to \$45M (which represents 17% of the following year's budget).

Taxpayer's Bill of Rights (TABOR) Calculation

The revenue limitation provisions of the State TABOR and the City Charter continue to impact the City's fiscal condition. TABOR essentially establishes an annual City revenue cap. Any City revenue subject to the cap received above the annual revenue cap must be refunded to local taxpayers or can be retained upon voter approval.

Under TABOR, the annual growth formula is applied to either previous year's actual revenue or to the previous year's TABOR revenue limit, whichever is less. During periods of economic downturn and lagging City revenue collections, City revenue can fall below the TABOR revenue limit for that year. In that event, the TABOR growth formula for the next fiscal year is applied to the actual revenue amount, not the higher TABOR limit. Thus, the TABOR limit is ratcheted down. In subsequent years, when the economy and City revenue rebound, the TABOR formula increase is applied to the lower previous year's actual revenue. The City's 2015 projected revenue is \$3.9 million less than the projected TABOR limit for 2015.

While the calculation of the annual TABOR revenue cap appears to be relatively straightforward, it is difficult as data for both of the growth components is not available until well after the start of the fiscal year in question. Specifically, the Denver/Boulder/Greeley Consumer Price Index (CPI) figure is not available until early spring of the fiscal year to which it is to be applied. Similarly, the data for the local growth component is not available from the County Assessor until August of the year to which it is to be applied. Thus, in preparing the budget for the next year, it is necessary to forecast the CPI and local growth. Generally, the annual TABOR revenue cap is calculated through the application of the percentage change in the CPI and local growth for the previous calendar year to actual City revenue for the previous year. Local growth is the net change in the market value of construction expressed as a percent of all taxable and nontaxable property on the assessment rolls plus the value of new annexations.

For the 2015 growth formula, the percentage change in the CPI is projected to be 2.82% and local growth is expected to be 2.0%. Thus, the combined formula increase for 2015 is projected to total 4.82%.

Five-Year TABOR Limit

City of Colorado Springs 2010 – 2014 Projected TABOR & City Charter Revenue Limits					
Revenue					
Fiscal Year	Total Eligible Revenue	TABOR Limit		Over (Under) Limit	
2011	\$219,003,001	\$220,243,003		(\$1,240,002)	
2012	\$224,984,209	\$229,208,999		(\$4,224,790)	
2013	\$226,427,567	\$228,130,957		(\$1,703,390)	
2014 est.	\$237,901,921	\$237,264,016		\$637,905	
2015 proj.	\$244,824,413	\$248,700,855		(\$3,876,442)	
Revenue Limitation Estimates					
Fiscal Year	Inflation	Local Growth		Limit	
2011	1.87%	+	1.01%	=	2.87%
2012	3.69%	+	0.97%	=	4.66%
2013	1.94%	+	1.28%	=	3.22%
2014 est.	2.77%	+	2.01%	=	4.79%
2015 proj.	2.82%	+	2.00%	=	4.82%

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Economic Overview

Economic Overview

The Mayor and City Council support proactively enhancing the local business climate, retaining existing businesses and jobs, and bringing new companies and industries to Colorado Springs. The City of Colorado Springs has a portfolio of economic development programs. Economic development agreements primarily are executed with criteria that they must be performance-based agreements.

The following sections display the City’s portion of shared revenue or direct payments provided for economic development efforts through Urban Renewal Areas, Economic Development Partners, Economic Development Programs, and other Economic Development Agreements.

Urban Renewal Areas

City Council approved eight Urban Renewal Areas (URAs) in the City: City Auditorium, CityGate, Copper Ridge, Gold Hill Mesa, Ivywild Neighborhood, North Nevada Avenue, Southwest Downtown, and Vineyard Property. All eight have Tax Increment Financing (TIF) agreements in place for property tax sharing. Tax increment financing (TIF) is a method of using tax collections within a designated area to finance public infrastructure improvements or other improvements. Infrastructure improvements may include upgraded on-site drainage systems and adjacent intersection, roadway capacity, and pedestrian improvements, etc. Currently, only the North Nevada Avenue, Copper Ridge, and Ivywild Neighborhood URAs have additional sales tax sharing agreements.

Property Tax TIF

This funding comes from the additional new property tax revenue generated from the increased assessed value of the new development. Only the increment of increased tax revenue collected is shared.

Sales Tax TIF

City Council approved Resolution No. 46-06, dated April 11, 2006, adopting guidelines for the use of sales tax revenue to promote economic activity, job creation, and assist urban renewal area projects. This funding comes from a portion of the new sales tax revenue generated from the new retail businesses that locate within the designated boundaries.

	2012	2013	2014	2015
<u>Property Tax Revenue*</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
City Auditorium URA	\$1,137	\$1,085	\$1,104	\$1,162
CityGate URA	369	865	808	583
Copper Ridge at Northgate URA	2,874	2,971	21,406	32,590
Gold Hill Mesa URA	13,704	15,433	19,176	22,494
Ivywild Neighborhood URA	0	904	1,578	5,162
North Nevada Avenue URA	60,216	62,718	69,951	73,455
South Central Downtown URA (Lowell project) [†]	13,010	12,886	0	0
Southwest Downtown URA	0	4	0	0
Vineyard Property URA	0	0	6,060	6 060

* Property tax revenue is collected by the El Paso County Treasurer and disbursed directly to the URA.

† The South Central Downtown URA has reached the end of its lifespan and no longer produces an increment.

Shared Sales Tax Revenue**	2012 Actual	2013 Actual	2014 Budget	2015 Budget
Copper Ridge at Northgate URA	\$0	\$0	\$0	\$375,000
Ivywild Neighborhood URA	0	0	50,000	40,000
North Nevada Avenue URA	2,422,334	2,923,002	3,060,000	3,500,000

** Sales tax revenue is collected by the City's Sales and Use Tax Division. The revenue is disbursed directly to the URA and budgeted in the General Cost section.

Economic Development Partners

Prior to 2015, the City of Colorado Springs partnered with the following four organizations to support regional economic development efforts in the arts/cultural and business environments:

Colorado Springs Regional Business Alliance (pk: Economic Development Corporation and Greater Colorado Springs Chamber of Commerce) is a privately-funded organization whose sole purpose is to provide primary employers with complementary, comprehensive relocation and expansion services. The Business Alliance is focused on the attraction, retention, and creation of quality jobs for the region. It is the only organization that actively works to bring into our region the primary employers who import wealth and jobs. The success of our primary employers is the key to our economic vitality, the future of our community, and the preservation of our quality of life in the entire region.

Colorado Springs Technology Incubator (CSTI) is a non-profit organization dedicated to helping entrepreneurs accelerate the growth and success of their startup companies, and in the process, creates more jobs and wealth in the region. CSTI provides strategic counsel, operational guidance, business services and resources to its start-up clients including: business planning, executive mentoring, investor relations, financial forecasting, competitor analysis, business networking, market research, training courses, and affordable facilities.

Cultural Office of the Pikes Peak Region (COPPeR) serves as the lead organization for centralizing and coordinating information about cultural services in the community. COPPeR maintains a comprehensive community arts and cultural web site, PeakRadar.com, in efforts to build cultural participation in the region, foster sustainability of the region's cultural arts industry, advocate for the region's cultural vitality, leverage cultural assets to promote positive regional brand and image, and foster authenticity by celebrating aspects unique to our region's heritage and future. Cultural elements of a community continue to be paramount in workforce availability. National studies continue to show an upward trend indicating that young professionals move to "cool" communities first and then seek employment. Local companies convey that they are successful in recruiting specialized talent but struggle to retain these employees because their young people "can't get plugged-in" to Colorado Springs. COPPeR helps to bridge this gap.

Small Business Development Center (SBDC) is one of the 14 Colorado Small Business Development Centers. The Colorado SBDC Network is a partnership between the Federal Small Business Administration (SBA) and the State of Colorado. The SBDC is dedicated to helping small businesses in the region achieve their goals of growth, expansion, innovation, increased productivity, management improvement and success. In partnership with the University of Colorado Springs (UCCS) and the City, the SBDC provides one-on-one business counseling and training to business startups and ongoing businesses. The major objective is to foster the successful growth and development of small businesses that result in a positive economic impact.

Expenditures	2012 Actual	2013 Actual	2014 Budget	2015 Budget
Colorado Springs Regional Business Alliance (pka: Economic Development Corporation and Colorado Springs Chamber of Commerce)*	70,000	70,000	70,000	0
Colorado Springs Technology Incubator (CSTI)*	50,000	25,000	10,000	0
COPPeR**	39,000	39,000	43,000	0
Innovations In Aging – Aging in El Paso County	0	0	20,000	0
Small Business Development Center (SBDC)*	50,000	50,000	55,000	0
Annual Expenditures	\$209,000	\$184,000	\$198,000	\$0

* Funding prior to 2013 was budgeted in the General Cost section.

** Funding for 2013-2014 was budgeted from the City's share of the Lodgers and Automobile Rental Tax (LART).

Note: City payment of funds to the agencies was contingent upon each agency submitting a formal request, outline of use of funds, and necessary supporting documentation.

Economic Development Programs

Economic Development Programs are available to all companies that meet certain criteria and proceed with a formal agreement with the City. These programs include the Alternative Rate of Tax Exemption for Manufacturing Equipment, Business Personal Property Tax, and the issuance of Private Activity Bonds.

Alternative Rate of Tax Exemption for Manufacturing Equipment

City Council authorized this program by Resolution No. 22-09, dated January 27, 2009. This program offers a payment based upon a sliding scale of City sales tax rates for purchases of equipment and machinery used in manufacturing operations during a calendar year. The alternate tax rate applies to annual purchases exceeding \$5 million and decreases to zero tax on purchases over \$20 million. These payments are dependent upon the company's annual purchases of machinery and equipment, and the budget estimate may vary significantly so a supplemental appropriation may be necessary once the actual dollar amounts are known.

Alternative Tax Agreement Payments	2012 Actual	2013 Actual	2014 Budget	2015 Budget
Manufacturing company	\$0	\$0	\$43,500	\$93,500

Business Personal Property Tax Agreements

City Council reauthorized this program by Resolution No. 203-04, dated September 28, 2004. The Business Personal Property Tax (BPPT) Agreement program is only available to primary employer companies. A primary employer is a business entity that derives at least 50% of its principal source of gross annual income from the sale of products or services outside of El Paso County. In addition, the company must create at least 10 new jobs and have over \$1 million in business personal property value over the term of the agreement. Businesses pay personal property taxes to the City on equipment used to conduct business, such as large machinery, computer equipment, desks and furniture. The payments are based upon 50% of City taxes paid on investments of \$1 to \$5 million and 90% on investments exceeding \$5 million. The term for a standard BPPT agreement is 4 years and requires the company to create at least 10 new jobs in addition to the investment. If the company meets the investment criteria and creates at least 100 jobs, the company is then eligible for a 10-year agreement. A 10-year agreement may be extended an additional 5 years (for a maximum total of 15 years) if the company invests over \$75 million and hires over 500 employees.

There are several companies with BPPT agreements.

Description	2012 Actual	2013 Actual	2014 Budget	2015 Budget
Payments	\$177,366	\$134,939	\$200,000	\$300,000

Commercial Aeronautical Zone (CAZ)

On April 8, 2014, City Council adopted Ordinance No. 14-22 amending City Code to establish a limited sales and use tax exemption within a Commercial Aeronautical Zone (CAZ). Specifically, sales and use tax is exempt within the zone on aircraft parts used or consumed in the manufacture, maintenance, repair or overhaul of aircraft. The goal of the CAZ is to encourage new businesses to hangar aircraft, fuel, and conduct maintenance operations at the Colorado Springs Airport, thereby increasing the number of skilled and highly-paid aircraft mechanic and aeronautic engineering jobs in Colorado Springs, as well as expanding the World War II aviation museum’s collection of aircraft and attracting jobs associated with the collection.

Private Activity Bonds

On April 28, 1998, El Paso County Board of County Commissioners and City Council jointly adopted Private Activity Bond procedures by Resolution No. 98-247, General 69 and Resolution No. 72-98. Private Activity Bonds (PABs) are a form of tax-exempt financing in which the City or County acts as the issuer. The advantage of PABs is financing through the City or County provides funds at lower-than-market interest rates because bond proceeds are exempt from Federal and State income tax. There is no financial risk to the City or County since the bond debt is repaid by the entity requesting the PAB and financings do not constitute a debt or financial obligation of the City or County. The City has not issued any PABs since 2007.

Economic Development Agreements

The City has specific performance based Economic Development Agreements (EDAs), which are negotiated based upon economic impact analyses. The current EDAs are listed below:

Payments Based On Sales and Use Tax Revenue	2012 Actual	2013 Actual	2014 Budget	2015 Budget
Agilent Technologies	\$0	\$248,570	\$20,000	\$20,000
Bal Seal Engineering	0	0	500,000	10,000
Lowe’s	0	0	50,000	50,000
Mining Exchange	7,422	41,741	55,000	75,000
Wal-Mart	0	0	50,000	50,000

SkyWest Airlines Use Tax Agreement

In 2004, City officials worked with SkyWest Airlines representatives to secure an aircraft maintenance center and flight crew base in Colorado Springs. City Council approved an EDA based upon the City Use Tax paid by SkyWest on purchases of aircraft parts. The City retains a maximum of \$40,000 annually in Use Tax from SkyWest’s qualifying purchases of aircraft parts; any Use Tax collected by the City in excess of \$40,000 the company keeps under the EDA. SkyWest may apply for exemption under the new CAZ.

United States Olympic Committee (USOC) Certificate of Participation (COP) Payment

In August 2009, the City Council approved an EDA that kept the United States Olympic Committee (USOC) in Colorado Springs for the next 30 years. The EDA included funding of improvements for the USOC headquarter building, the National Governing Bodies building and the Olympic Training Center (OTC).

USOC COP Payment	2012 Actual	2013 Actual	2014 Budget	2015 Budget
Scheduled payment	\$1,621,675	\$1,658,875	\$1,700,275	\$1,739,650

Utility Usage Agreements

In 2006, City Council approved two 10-year EDAs with two companies (a medical imaging manufacturing company and an insurance company), which established local regional headquarters in Colorado Springs. Under these EDAs, the City provides a payment to the company based upon their electric and natural gas utility usage. These agreements:

- Do not involve any sharing of existing revenue;
- Target new utility revenue generated directly from the company;
- Establish the payment on a use and percentage basis, which therefore reduces the City's risk (if revenue collections underperform) since the payment is not tied to a specific annual amount; or
- Minimize financial risk since the payment is strictly performance-based, and payments are made only after revenue is collected.

Payments Based On Utility Usage *	2012 Actual	2013 Actual	2014 Budget	2015 Budget
Manufacturing company	\$202,584	\$107,219	\$200,000	\$200,000
Insurance company regional headquarters	<u>116,141</u>	<u>194,042</u>	<u>110,000</u>	<u>110,000</u>
Annual Payments	\$318,725	\$301,261	\$310,000	\$310,000

* Actuals are for the previous year utility usage.

For information about the local economy and Southern Colorado Economic Forum's *Quarterly Updates and Estimates* (QUE), please contact the:



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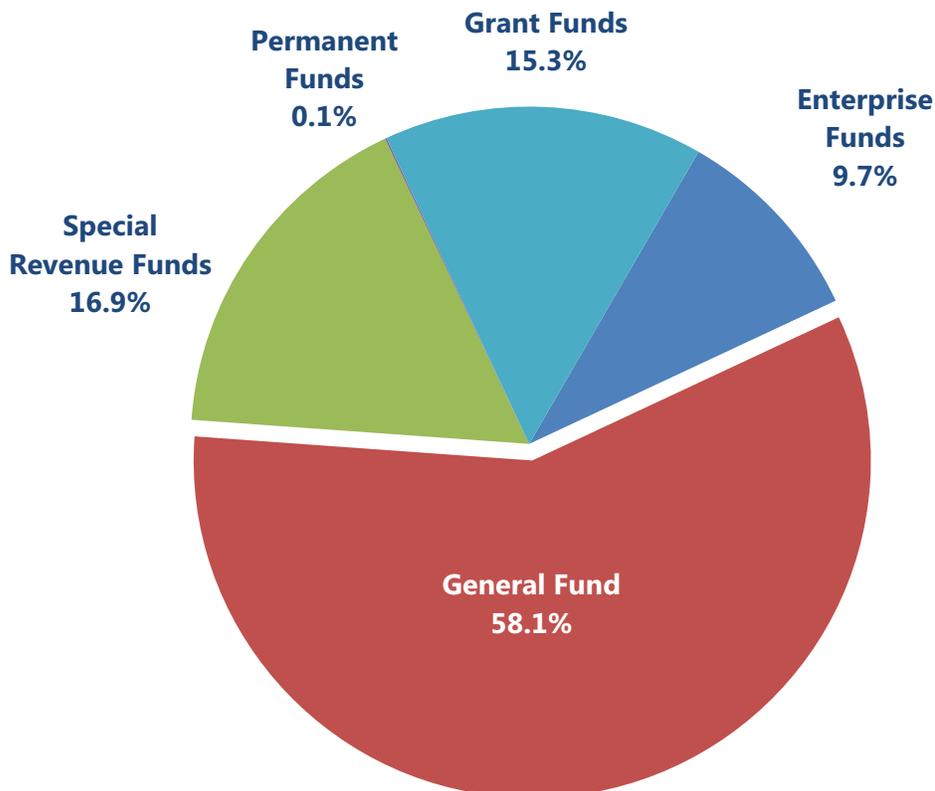
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All Funds Summary

2015 All Funds Expenditures

Fund	Amount
General Fund	\$258,695,842
Special Revenue Funds	75,031,241
Enterprise Funds	43,103,376
Airport	20,867,363
Cemeteries	1,382,142
Development Review	1,938,239
Memorial Health System	5,712,112
Parking System	4,642,084
Patty Jewett Golf Course	2,157,589
Pikes Peak – America's Mountain	5,250,616
Valley Hi Golf Course	1,153,231
Permanent Funds	336,500
Grant Funds	67,920,000
All Funds Total	\$445,086,959

Note: The total of the Internal Services Funds is \$47,629,492. A portion of this is allocated in the General Fund and Enterprise Funds.



Fund Balance Summary

Fund	Est. Funds Available for Appropriation 1/1/14	Revenue 2014 Est.	Expenditures 2014 Est.	Est. Funds Available for Appropriation 1/1/15	Revenue 2015 Budget	Expenditures 2015 Budget	Est. Funds Available for Appropriation 1/1/16
GENERAL FUND	48,751,715	248,780,165	245,175,235	52,356,645	257,195,842	258,695,842	50,856,645
Funds Available for Appropriation 1/1/15 excludes TABOR emergency reserve of \$7,545,241.							
SPECIAL REVENUE FUNDS							
<i>Parks</i>							
Ballfield CIP	133,306	100,000	100,000	133,306	100,000	100,000	133,306
Briargate SIMD	230,936	838,102	976,652	92,386	840,592	932,455	523
Colorado Avenue Gateway SIMD	10,342	3,011	8,120	5,233	3,064	8,130	167
Conservation Trust (CTF)	907,933	4,662,000	3,820,988	1,748,945	4,420,000	6,168,088	857
Nor'wood SIMD	495,769	679,436	949,905	225,300	679,775	870,975	34,100
Old Colorado City SIMD	71,132	103,362	132,546	41,948	100,588	135,431	7,105
Platte Avenue Sec. & Maint. SIMD	81,560	9,205	40,100	50,665	9,172	45,100	14,737
Public Space & Dev. (PLDO)	4,870,407	800,000	0	5,670,407	1,200,000	6,800,000	70,407
Stetson Hills SIMD	134,804	285,240	329,518	90,526	285,364	327,805	48,085
Street Tree	107,532	2,000	12,000	97,532	2,000	12,000	87,532
Therapeutic Recreation	4,289	300	0	4,589	300	100	4,789
Trails, Open Space & Parks (TOPS)	1,692,302	7,230,000	4,606,660	4,315,642	7,335,000	8,505,164	3,145,478
Woodstone SIMD	105,145	18,837	49,600	74,382	18,834	51,400	41,816
<i>Planning and Public Works</i>							
Arterial Roadway	1,206,949	250,000	250,000	1,206,949	250,000	250,000	1,206,949
Banning Lewis Ranch (BLR)	1,144,953	231,000	6,625	1,369,328	343,000	10,625	1,701,703
Bicycle Tax	94,419	95,000	95,000	94,419	95,000	97,850	91,569
Subdivision Drainage	2,187,720	2,000,000	2,000,000	2,187,720	4,000,000	4,000,000	2,187,720
<i>Public Safety</i>							
Public Safety Sales Tax (PSST)	6,202,741	28,601,784	30,782,491	4,022,034	29,652,000	28,537,029	5,137,005
<i>Administration</i>							
Cable Franchise	288,002	998,000	998,000	288,002	941,000	941,000	288,002
City-funded CIP	294,410	11,007,472	11,007,472	294,410	11,189,257	11,189,257	294,410
Gift Trust	3,605,422	1,900,000	1,900,000	3,605,422	1,900,000	1,900,000	3,605,422
Lodgers & Auto Rental Tax (LART)	31,104	4,000,000	3,953,312	77,792	4,161,000	4,148,842	89,950
ENTERPRISE FUNDS							
Airport	23,269,872	21,771,603	22,379,726	22,661,749	21,721,874	20,867,363	23,516,260
Cemeteries	347,347	1,273,715	1,310,635	310,427	1,390,792	1,382,142	319,077
Development Review	1,332,128	1,611,102	1,604,823	1,338,407	1,759,438	1,938,239	1,159,606
Memorial Health System (MHS)	0	5,792,112	2,140,650	3,651,462	5,712,112	5,712,112	3,651,462
Parking System	5,762,146	4,649,278	3,310,277	7,101,147	4,674,977	4,642,084	7,134,040
Patty Jewett Golf Course	546,381	2,075,118	2,058,516	562,983	2,173,770	2,157,589	579,164
Pikes Peak - America's Mtn	5,846,351	3,695,314	4,395,314	5,146,351	4,750,616	5,250,616	4,646,351
Valley Hi Golf Course	350,379	1,153,596	1,273,471	230,504	1,150,842	1,153,231	228,115
INTERNAL SERVICE FUNDS							
Claims Reserve Self-Insurance	0	1,000,000	1,000,000	0	1,000,000	1,000,000	0
Employee Ben Self-Insurance	0	32,480,995	32,480,995	0	33,980,995	33,980,995	0
Office Services	209,666	1,758,297	1,758,297	209,666	1,758,358	1,758,358	209,666
Radio	619,240	1,884,275	1,884,275	619,240	1,058,726	1,498,726	179,240
Support Services – Fleet	1,891,413	0	500,000	1,391,413	0	1,391,413	0
Workers' Compensation	0	8,000,000	8,000,000	0	8,000,000	8,000,000	0

Fund Balance Summary

Fund	Est. Funds Available for Appropriation 1/1/14	Revenue 2014 Est.	Expenditures 2014 Est.	Est. Funds Available for Appropriation 1/1/15	Revenue 2015 Budget	Expenditures 2015 Budget	Est. Funds Available for Appropriation 1/1/16
PERMANENT FUNDS *							
C. D. Smith Trust	0	75,000	75,000	0	75,000	75,000	0
Cemetery Endowment	0	250,000	250,000	0	250,000	250,000	0
Trails, Open Space & Prk Mnt.	0	11,500	11,500	0	11,500	11,500	0
GRANT FUNDS *							
Airport Grants	0	16,000,000	16,000,000	0	14,000,000	14,000,000	0
Grants	0	30,000,000	30,000,000	0	50,000,000	50,000,000	0
CDBG	0	2,660,055	2,660,055	0	2,500,000	2,500,000	0
Emergency Shelter Act Grant (ESG)	0	203,084	203,084	0	170,000	170,000	0
Home Investment Partnership	0	1,474,882	1,474,882	0	1,250,000	1,250,000	0
HOPE III	0	240	240	0	0	0	0

In most cases, the 2014 Revenue and Expenditures are equal to the 2014 Budget amount; however, in certain cases, an end-of-year estimate is used to account for revenue adjustments or supplemental appropriations.

* For Permanent and Grant Funds, any amount of fund balance is restricted and therefore not available for appropriation - as such the amount is shown as zero.

Overview of 2015 Budgets for All Funds

The overview includes a fund balance summary and description of the City's funds, how funds interact, basis of accounting, and changes to the adopted budget. The fund balance summary indicates the beginning and ending fund balances available for appropriation as well as 2015 budgets by specific fund.

The budget document focuses primarily on the General Fund because it is the largest fund. The 2015 General Fund Budget is \$258,695,842, which is 58.6% of the total funds.

Another significant type of fund is the Special Revenue Funds. The 2015 Special Revenue Funds budgets total \$75,031,241, which is 17.0% of the total funds.

The Grants Funds budget totals \$67,920,000, which is 15.4% of the total funds for 2015.

For 2015, Enterprise Funds budgets total \$39,208,664, which is 8.9% of the total funds. The balance of the total funds is comprised of the 2015 Permanent Funds budgets, which total \$336,500.

The total of all these funds is \$441,192,247.

City Services Overview

The City of Colorado Springs is a home-rule city, organized under provisions of the Colorado constitution. For 2012, the City of Colorado Springs changed from a Council-Manager form of government to a Council-Mayor form of government. As a result, a full-time mayor has replaced the City Manager. The City provides a full range of municipal government services to an estimated 2015 population of 451,000 residents. The services include:

- Administrative Services including the Mayor's office
- City Council and Internal Audit
- Fire protection
- Police protection
- Parks, Recreation and Cultural Services
- Planning and Development and Public Works

Also, the City owns and operates enterprise activities including:

- Airport
- Cemeteries
- Development Review
- Memorial Health System
- Patty Jewett Golf Course
- Parking System
- Pikes Peak – America's Mountain
- Valley Hi Golf Course

Fund Structure

City revenue is designated and set aside in funds. The funds of the City of Colorado Springs are organized according to Generally Accepted Accounting Principles (GAAP). For revenue and expenditure budgets for each fund, refer to the All Funds Summary table.

Basis of Accounting and Accounting Structure

Types of Accounting

The General Fund, Special Revenue Funds, Capital Improvements Program Funds, and certain Trust Funds are maintained on a modified accrual basis, which records revenue when measurable and available. Expenditures are generally recorded when the liability is incurred. Enterprise Funds, Internal Services Funds, and certain Permanent Funds are maintained on an accrual basis, which records revenue at the time earned and expenses when incurred.

Basis of Budgeting

The budget is prepared in a manner consistent with the Colorado Revised Statutes. All funds are included within the budget along with the programs supported. However, unlike the financial basis of reporting, the City's budget is prepared completely on a modified accrual basis.

Annual Budget Process and Budget Controls

In accordance with City Charter, Section 4-40(i), the Mayor presents a balanced budget to City Council on or before the first Monday in October in each year.

In accordance with City Charter, Section 7-30(a), the City Council shall, upon receipt of the budget, adopt the budget with or without amendment. In amending the budget, the Council may add or increase programs or amounts and may delete or decrease any programs or amounts, except amounts required by law or for debt service obligations or for estimated cash deficit.

As part of the annual budget cycle, budgets are adopted for all funds of the City. Budgetary controls are maintained for all funds of the City in conformance with the City Charter and Code to assure fiscally sound management.

After the annual appropriations ordinance is approved, with approval from the Chief Financial Officer, budget can be transferred within an appropriating department; however, transfers between appropriating departments or funds require City Council approval. Also, after the annual appropriations ordinance is approved, the Mayor may propose amendments to the annual appropriations ordinance. Such supplemental appropriation requests are transmitted to City Council for approval.

An encumbrance accounting system is used to assist in accomplishing budgetary control.

PUBLIC SPACE AND DEVELOPMENT (commonly referred to as PLDO)

2014 Budget: \$0 **2015 Budget:** \$6,800,000

Purpose

Provide for the development of parks and open space in new subdivisions.

Revenue source

In lieu of land dedication, the developer may pay an amount equal to 4% of the land into this fund.

Designated expenditure

Acquisition or development of parks, recreational or similar purposes in the designated area. For 2015, the expenditure is for the Venezia Park project.

STETSON HILLS SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2014 Budget: \$329,518 **2015 Budget:** \$327,805

Purpose

Provide for the maintenance of certain public improvements of general benefit to the residents of the district.

Revenue source

Assessments against the real property in the district.

Designated expenditure

Maintenance expenses of specific improvements as identified by the advisory committee in consultation with the Parks, Recreation and Cultural Services staff. Council approves the budget for the district.

STREET TREE

2014 Budget: \$12,000 **2015 Budget:** \$12,000

Purpose

Assure a regular program of planting and care of new trees in previously underdeveloped lots.

Revenue source

Owner and developer fees collected at the time a building permit is issued along with a City match.

Designated expenditure

Purchase and installation of good quality trees.

THERAPEUTIC RECREATION

2014 Budget: \$0 **2015 Budget:** \$100

Purpose

Provide therapeutic recreation events, program activities, and facilities within the Pikes Peak Region.

Revenue source

Undesignated gifts

Designated expenditure

Therapeutic recreation events, programs, activities and facilities within the Pikes Peak Region.

TRAILS, OPEN SPACE AND PARKS (TOPS)

Mission

To provide a means of acquiring and preserving new open space and providing parks and trails for recreational purposes on any public sites within the city and areas within the immediate vicinity.

Overview

The Trails, Open Space, and Parks (TOPS) revenue is generated from a 0.1% sales and use tax adopted by voters in April 1997, extended by voters in 2003, and set to expire in 2025. The majority of funds are designated for open space purchases and associated maintenance, development and maintenance of trails, and development of new parks. For 2014, TOPS revenue is projected to be \$7,230,000, of which \$125,000 is

estimated interest; however, only \$4,606,660 is appropriated for operating and specific projects. The remaining \$2,623,340 million is available but cannot be spent without additional appropriation. As allowed in the TOPS ordinance, 3% of TOPS revenue is allocated for program administrative expenses and 6% is allocated for Maintenance Expenses. The remaining funds are allocated 20% for Park Acquisition and Development, 20% for Trails Acquisition, Development and Maintenance, and 60% for Open Space Acquisition. However, based on voter approval at the April 2013 election, the Parks category can now be used for Park Maintenance as well. Starting in 2013, the structure of TOPS changed from Project budgeting to a combination of Operating and Projects. Because positions are paid from this fund, the accounting change was necessary to reflect actual expenditures more accurately.

Administrative and Maintenance Costs

Provisions of the ordinance allocate 3% for administrative costs and 6% for maintenance of trails, open space and parks.

Open Space Acquisition

Funding for open space acquisition and preservation will receive a minimum of 60% of revenue collected over the lifetime of the tax. The revenue may be used to acquire real property in El Paso and neighboring counties and associated leases, development rights, water and water storage rights, mineral and fuel resource rights, and right-of-way and easements and to protect ecosystems, natural resources and landmarks, and visual geological and biological surface features, etc. Once acquired, properties may not be sold. Funding may also be used to manage, patrol, improve, and maintain acquired areas.

Trails Land Acquisition, Development and Maintenance

Funding for trails land acquisition, development, and maintenance will receive a maximum of 20% of revenue collected over the lifetime of the tax.

Parkland Acquisition, Development, and Maintenance

Funding for new parkland acquisition and development will receive a maximum of 20% of revenue collected over the lifetime of the tax. Based on voter approval at the April 2013 election, this category can now be used for maintenance as well as acquisition and development.

Budget Summary	2012 Actual	2013 Actual	2014 Budget	2015 Budget
Operating	\$2,359,842	\$916,359	\$660,133	\$750,700
Projects	1,396,973	6,574,641	3,946,527	7,754,464
Total	\$3,756,815	\$7,491,000	\$4,606,660	\$8,505,164

WOODSTONE SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2014 Budget: \$49,600

2015 Budget: \$51,400

Purpose

Provide for the maintenance of certain public improvements of general benefit to the residents of the district.

Revenue source

Assessments against the real property in the district.

Designated expenditure

Maintenance expenses of specific improvements as identified by the advisory committee in consultation with the Parks, Recreation and Cultural Services staff. Council approves the budget for the district.

Special Revenue Funds - overseen by Public Safety

PUBLIC SAFETY SALES TAX (PSST)

Mission

Provide a dedicated source of revenue to fund public safety operating and capital improvement needs.

Overview

In November 2001, City voters approved ballot question B4 which authorized a City Sales and Use Tax rate increase of 0.4% to fund public safety operating and capital improvement needs. As approved by voters, all revenue from the 0.4% tax is placed in a dedicated fund (Public Safety Sales Tax Fund) and is not used to replace any local funds already budgeted for public safety operations. In conjunction with the approval of the 2002 Public Safety Sales Tax Fund (PSST) budget, Council also adopted a ten-year plan for the fund that presented multiyear projections to achieve the purpose and intent of ballot question B4.

Budget Summary	2012 Actual	2013 Actual	2014 Budget	2015 Budget
Uses of Funds				
Salaries/Benefits	\$21,004,887	\$22,913,620	\$24,255,051	\$25,271,061
Operating	2,196,873	2,659,367	2,616,402	2,746,515
Capital Outlay	630,921	745,709	1,361,038	519,453
CIP	637,416	2,989,035	2,550,000	0
Total	\$24,481,037	\$27,029,008	\$30,782,491	\$28,537,029
Personnel				
Uniformed FTE	148.00	148.00	158.00	170.00
Civilian FTE	69.00	54.50	58.50	58.50
Total Positions	217.00	202.50	216.50	228.50

Expenditure Overview

For 2015, \$29.65 million in PSST revenue is projected. Given the volatility of sales and use tax revenue, and to help protect against any revenue shortfalls and unforeseen fiscal events, a fund balance target of at least 16.67% is maintained. For 2015, a contribution to the fund balance of \$1.1 million is included, building the available fund balance to 17.3% of revenue. Overall, there is \$28.5 million available for appropriation in 2015.

For 2015, PSST funding for the Fire Department totals \$13.6 million. The funding is used for uniformed and civilian staffing, operating, and equipment expenses, including 12 additional Fire Fighters added for 2015.

For 2015, PSST funding for the Police Department totals \$15.0 million. All of the funding is used for uniformed and civilian staffing, operating, and equipment expenses. This includes projects and equipment, and other ongoing expenditures and one-time capital outlay.

In 2013, all PSST funds associated with other City departments (10.00 positions in Information Technology, and 5.50 total positions in Human Resources, Finance, Procurement and Fleet) were moved to the General Fund and Fleet Fund, and the PSST funds now go toward specific Fire and Police Department needs.

**City of Colorado Springs
Public Safety Sales Tax Fund
Ten-Year Plan 2015 - 2024**

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
	Budget	Projected								
FTE Employees										
Sworn	170.00	170.00	170.00	170.00	170.00	170.00	169.00	169.00	168.00	168.00
Civilian	58.50	58.50	58.50	58.50	58.50	58.50	58.50	56.50	56.50	54.50
Total FTE Employees	228.50	228.50	228.50	228.50	228.50	228.50	227.50	225.50	224.50	222.50
Beginning Fund Balance	\$4,022,034	\$5,137,005	\$6,384,787	\$7,249,846	\$8,130,157	\$9,028,064	\$9,943,928	\$10,878,110	\$11,830,976	\$12,802,898
Revenue										
Sales & Use Tax	\$29,577,000	\$30,168,540	\$30,771,911	\$31,387,349	\$32,015,096	\$32,655,398	\$33,308,506	\$33,974,676	\$34,654,170	\$35,347,253
Interest	75,000	137,231	152,286	155,394	158,502	161,672	164,906	168,204	171,568	174,999
Total Fund Revenue	\$29,652,000	\$30,305,771	\$30,924,197	\$31,542,743	\$32,173,598	\$32,817,070	\$33,473,412	\$34,142,880	\$34,825,737	\$35,522,252
Expenditures										
Fire										
Salaries and Benefits	\$11,806,686	\$12,054,142	\$12,494,720	\$12,745,617	\$13,000,529	\$13,260,540	\$13,525,751	\$13,796,266	\$14,072,191	\$14,353,635
Operating Expenses	1,510,450	1,510,450	1,540,459	1,571,472	1,602,907	1,634,965	1,667,664	1,701,017	1,735,038	1,769,738
Capital Outlay	237,953	237,953	242,712	247,566	252,518	257,568	262,719	267,974	273,333	278,800
Public Safety CIP	0	0	0	0	0	0	0	0	0	0
Fire total	\$13,555,089	\$13,802,545	\$14,278,091	\$14,564,655	\$14,855,954	\$15,153,073	\$15,456,134	\$15,765,257	\$16,080,562	\$16,402,173
Sworn FTE	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00
Civilian FTE	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50
Police										
Salaries and Benefits	\$13,464,375	\$13,872,014	\$14,288,175	\$14,716,820	\$15,158,325	\$15,515,668	\$15,882,819	\$16,224,480	\$16,608,290	\$16,963,755
Operating Expenses	1,236,065	1,232,465	1,232,465	1,232,465	1,261,413	1,232,465	1,200,277	1,200,277	1,164,963	1,164,963
Capital Outlay	281,500	150,965	260,408	148,492	0	0	0	0	0	0
Support Services CIP	0	0	0	0	0	0	0	0	0	0
Police total	\$14,981,940	\$15,255,444	\$15,781,048	\$16,097,777	\$16,419,738	\$16,748,133	\$17,083,096	\$17,424,757	\$17,773,253	\$18,128,718
Sworn FTE	85.00	85.00	85.00	85.00	85.00	85.00	84.00	84.00	83.00	83.00
Civilian FTE	42.00	42.00	42.00	42.00	42.00	42.00	42.00	40.00	40.00	38.00
Total Fund Expenditures	\$28,537,029	\$29,057,989	\$30,059,138	\$30,662,432	\$31,275,691	\$31,901,206	\$32,539,230	\$33,190,014	\$33,853,815	\$34,530,892
Fund Balance Contribution (Draw)	\$1,114,971	\$1,247,782	\$865,059	\$880,311	\$897,907	\$915,864	\$934,182	\$952,866	\$971,923	\$991,361
Ending Fund Balance	\$5,137,005	\$6,384,787	\$7,249,846	\$8,130,157	\$9,028,064	\$9,943,928	\$10,878,110	\$11,830,976	\$12,802,898	\$13,794,259
Fund Balance % of Revenue	17.32%	21.07%	23.44%	25.78%	28.06%	30.30%	32.50%	34.65%	36.76%	38.83%

Special Revenue Funds - overseen by the Administration Department

CABLE FRANCHISE

Mission

To provide support for the City and the Southern Colorado Educational Television Consortium (SCETC) with educational and governmental programming services, operations, facilities and equipment, and expenditures for telecommunications and information technology, operations, facilities, and equipment.

Overview

In July of 2000, City Council approved Ordinances 00-118 and 00-119 establishing the terms, fees, compensation, conditions, and other matters of franchise between the City and Adelpia Communications and WideOpen West. On November 7, 2000, Colorado Springs voters approved Measures 2A and 2B to grant nonexclusive franchise agreements to Adelpia Communications and WideOpen West (WideOpen West's financial circumstances precluded the company from initiating the infrastructure required to offer cable service in Colorado Springs). As of August 1, 2006, control of the Adelpia cable system serving Colorado Springs was finalized when Adelpia was transitioned to Comcast. According to the terms of the franchise agreement, Comcast assumed the obligations of the franchise and the franchise remains unmodified and in full force and effect. In November 2006, Colorado Springs voters approved Measure 2A to grant a nonexclusive franchise agreement to Falcon Broadband; and in April 2007, voters approved Measure E to grant a nonexclusive franchise agreement to Porchlight Communications. However, effective July 15, 2009, Porchlight is no longer a cable provider. In accordance with the Comcast franchise agreement, the SCETC will receive 20% of the funds; and the City will apply its share towards information technology and communication needs. The SCETC will receive 10% of the funds from Falcon.

2014 Cable Franchise Grant		
Revenue		
Subscriber revenue		\$ 941,000
	Total Revenue	\$941,000
Expenditures		
City information technology strategic needs		\$ 381,087
Southern Colorado Educational Television Consortium(SCETC)		185,473
SpringsTV implementation equipment and staffing		374,440
	Total Expenditures	\$941,000

Revenue Overview

Subscriber rate is \$1.20 per month for Comcast and \$1.53 for Falcon.

Expenditure Overview

City Information Technology Strategic Needs **\$381,087**

Support of the City's information technology strategic needs. These funds service existing lease payments related to the acquisition and implementation of systems, contribute to server upgrades, annual software maintenance fees, enhanced functionality, and other strategic projects.

Southern Colorado Educational Television Consortium Share **\$185,473**

Provided for the SCETC to continue operating the network and production truck to cable cast from remote sites for increased learning/educational opportunities.

SpringsTV **\$374,440**

Five positions are funded along with operational costs to allow SpringsTV to meet programming and equipment requirements in addition to the resources required for live broadcasting and department program requests.

LODGERS AND AUTOMOBILE RENTAL TAX (LART)

Total Anticipated Revenues from LART: \$4,161,000

Event Name	Total LART Expenditures	Cash	In-Kind	For Profit/Nonprofit
City Sponsored Events by Resolution				
Colorado Springs Balloon Classic	\$45,000	\$13,000	\$32,000	For Profit
Bicycle Week - Starlight Spectacular	2,000		2,000	Nonprofit
Folk Art Festival	2,000		2,000	For Profit
Pikes Peak Hill Climb Fan Fest	6,000		6,000	Nonprofit
Pikes Peak Hill Climb	100,000	100,000		Nonprofit
Pikes Peak or Bust Rodeo Parade	5,500		5,500	Nonprofit
Rocky Mountain State Games 2015	33,000	25,000	8,000	Nonprofit
Sertoma Street Breakfast	2,050		2,050	Nonprofit
Downtown Cultural Festival	1,000		1,000	Nonprofit
Festival of Lights Parade	11,450	7,000	4,450	Nonprofit
Fallen Firefighter Memorial	6,300		6,300	Nonprofit
Veterans Day Parade	11,150	6,000	5,150	Nonprofit
Colorado Springs Philharmonic Summer Symphony Series	122,000	104,000	18,000	Nonprofit
10% Contingency	34,745			
Subtotal for City Sponsored by Resolution	\$382,195	\$255,000	\$92,450	
Tourism				
Pikes Peak Triple Crown of Running	\$1,950		\$1,950	Nonprofit
Pikes Peak Cycling USA Pro Cycling Challenge	145,000	120,000	25,000	Nonprofit
Spree Racing (CS Half Marathon & 5K)	21,000		21,000	For Profit
Colorado International Tattoo	50,000	50,000		Nonprofit
Rocky Mountain Women's Film Institute	8,000	8,000		Nonprofit
Adrenaline Lacrosse Showcase and Shootout	24,000	24,000		Nonprofit
Sk-8 Strong	10,500	8,000	2,500	Nonprofit
COPPeR (Cultural Office of Pikes Peak Region)	40,000	40,000		Nonprofit
Pikes Peak Airstrip Attack	8,000	8,000		For Profit
Fine Arts Center	60,000	60,000		Nonprofit
Community Ventures	15,200	15,200		Nonprofit
Community/Heritage Events				
Pikes Peak Celtic Festival	\$8,000	\$8,000		Nonprofit
Colorado Springs Saint Patrick's Day Parade	4,000		4,000	Nonprofit
Pikes Peak or Bust Rodeo	20,000	20,000		Nonprofit
Acacia Park Ice Rink	24,000	24,000		Nonprofit
What If...Festival of Innovation and Imagination	8,000	8,000		Nonprofit
Territory Days	7,500		7,500	Nonprofit
KRCC Blues Under the Bridge	4,000	4,000		Nonprofit
Pikes Peak Art Festival	2,500		2,500	Nonprofit
Friends of Pikes Peak Pickleball	10,920	10,585	335	Nonprofit
10% Contingency	46,165			
Subtotal for Tourism/Community/Heritage Events	\$518,735	\$407,785	\$64,785	
Total of All LART Events (Resolution/Tourism)	\$900,930	\$662,785	\$157,235	
Economic Development/Capital Improvement				
Convention and Visitors Bureau (2/3 of total revenue)	\$2,773,332	\$2,773,332		Nonprofit
Small Business Development Center	55,000	55,000		Nonprofit
Pikes Peak, Summit House	150,000	150,000		Nonprofit
Total for LART Economic Development /Capital Improvement	\$2,978,332	\$2,978,332	\$0	
Transfer to General Fund for 50% in-kind nonprofit discount	\$269,580			
Total LART Expenditures	\$4,148,842	\$3,641,117	\$157,235	
2015 Amount Available to be Appropriated	\$12,158			

TRAILS, OPEN SPACE AND PARKS MAINTENANCE

2014 Budget: \$11,500

2015 Budget: \$11,500

Purpose:

Maintain parks, trails, medians, athletic fields, open space areas, and recreational facilities for the citizens of and visitors to Colorado Springs.

Revenue source:

Income from endowments and interest earnings.

Designated expenditure:

Parks, Recreation and Cultural Services for maintenance.

Grant Funds

AIRPORT GRANTS FUND

2014 Budget: \$16,000,000

2015 Budget: \$14,000,000

Purpose:

All anticipated grant revenue and interest earnings are budgeted, which streamlines the process for accepting grants. A resolution from City Council is still required to accept all grants, but a separate appropriation is not necessary.

Revenue source:

Airport Improvement Program (AIP) and Colorado Discretionary Aviation Grant funds, as well as any anticipated interest earnings.

Designated expenditure:

Grant activities as approved by City Council or Mayor, as required per the granting agency, plus interest earnings for those grants eligible to earn and spend interest income.

GRANTS FUND

2014 Budget: \$30,000,000

2015 Budget: \$50,000,000

Purpose:

All anticipated grant revenue and interest earnings are budgeted, which streamlines the process for accepting grants. A resolution from City Council is still required to accept all grants, but a separate appropriation is not necessary.

Revenue source:

Various grants as well as any anticipated interest earnings. Includes SAFETEA-LU and FTA grant funds, among others.

Designated expenditure:

Grant activities as approved by City Council or Mayor, as required per the granting agency, plus interest earnings for those grants eligible to earn and spend interest income.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

Mission – To ensure decent affordable housing, to provide services to the most vulnerable in our communities, and to create jobs through the expansion and retention of businesses.

Each activity must meet one of the following national objectives for the program: benefit low- and moderate-income persons, prevention or elimination of slums or blight, or address community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community for which other funding is not available.

(See the Economic Vitality narrative for details of this fund.)

EMERGENCY SHELTER ACT GRANT

ESG funds can be used for five program components: street outreach, emergency shelter, homelessness prevention, rapid re-housing assistance, and data collection through the Homeless Management Information System or HMIS.

(See the Economic Vitality narrative for details of this fund.)

HOME INVESTMENT PARTNERSHIP (HOME)

Awarded annually as formula grants to participating jurisdictions, the program allows States and local governments to use funds for grants, direct loans, loan guarantees or other forms of credit enhancements, or rental assistance or security deposits.

(See the Economic Vitality narrative for details of this fund.)

HOPE III

Provides HOPE planning grants and implementation grants to provide homeownership opportunities through the transfer of ownership, and rehabilitation, if necessary, of publicly-held properties in Federal, State, and local inventories to low-income, first-time homebuyers.

(See the Economic Vitality narrative for details of this fund.)

Debt Overview

The City has long term financial obligations in the form of several instruments such as Bonds, Certificates of Participation (COP) and Leases. While Bonds are considered a multi-year obligation, the other instruments are subject to annual appropriations and, therefore, not considered debt per the Tax Payer’s Bill of Rights (TABOR).

Bond Ratings

To attain the lowest possible interest rates, the City obtains a credit rating from the major rating services. A strong rating provides for a lower interest rate which results in a lower cost to city taxpayers. The three major rating services are Moody’s, Standard & Poor’s, and Fitch. The following table presents a comparison of their respective ratings and their meaning:

Description	Moody’s Rating	Standard & Poor’s Rating	Fitch Rating
Best quality, extremely strong capacity to pay principal and interest	Aaa	AAA	AAA
High quality, very strong capacity to pay principal and interest	Aa	AA	AA
Upper medium quality, strong capacity to pay principal and interest	A	A	A
Medium grade quality, adequate capacity to pay principal and interest	Bbb	BBB to A-	BBB to A-
Speculative quality, low capacity to pay principal and interest	Ba and lower	BB and lower	BB and lower

Note: Within groups, Moody’s designates those bonds with strongest attributes with a 1, for instance A1 or Aa1 would be of slightly higher quality than A2 or Aa2. Standard & Poor’s and Fitch attach a “+” or a “-” to indicate slight variation within the rating groups. Examples would be AA- or A+ to indicate a credit better than an “A” but less than “AA.”

The City’s latest bond and certificate ratings are as follows:

Description	Moody’s Rating	Standard & Poor’s Rating	Fitch Rating
Bond / COP Issue Type			
Sales & Use Tax Revenue Bonds			
Series 2007 – SCIP	Aa3	AA+	N/A
Series 2009 – SCIP	Aa3	AA+	N/A
Certificates of Participation			
Series 2009 – USOC	Aa3	AA-	N/A
Series 2011 – Old City Hall, Red Rock Canyon, Skyview	Aa3	AA-	N/A
Parking Revenue Bonds	not rated	not rated	not rated
Airport Revenue Bonds	Baa1	BBB+	BBB+

General Obligation Debt

General Obligation bonds are direct obligations that pledge the full faith and credit of the City for the repayment of principal and interest. The City's total general obligation debt limit per the City Charter is 10% of the assessed valuation, which is \$467.6 million for 2015. The total general obligation bonded indebtedness in 2015 is \$0. This leaves an available debt margin of \$467.6 million or 100% of the City's debt limit remains available.

Sales Tax Revenue Bonds

Sales Tax Revenue bonds are issued to finance the construction of various capital improvements. Sales Tax Revenues are used to repay the principal and interest of the bonds.

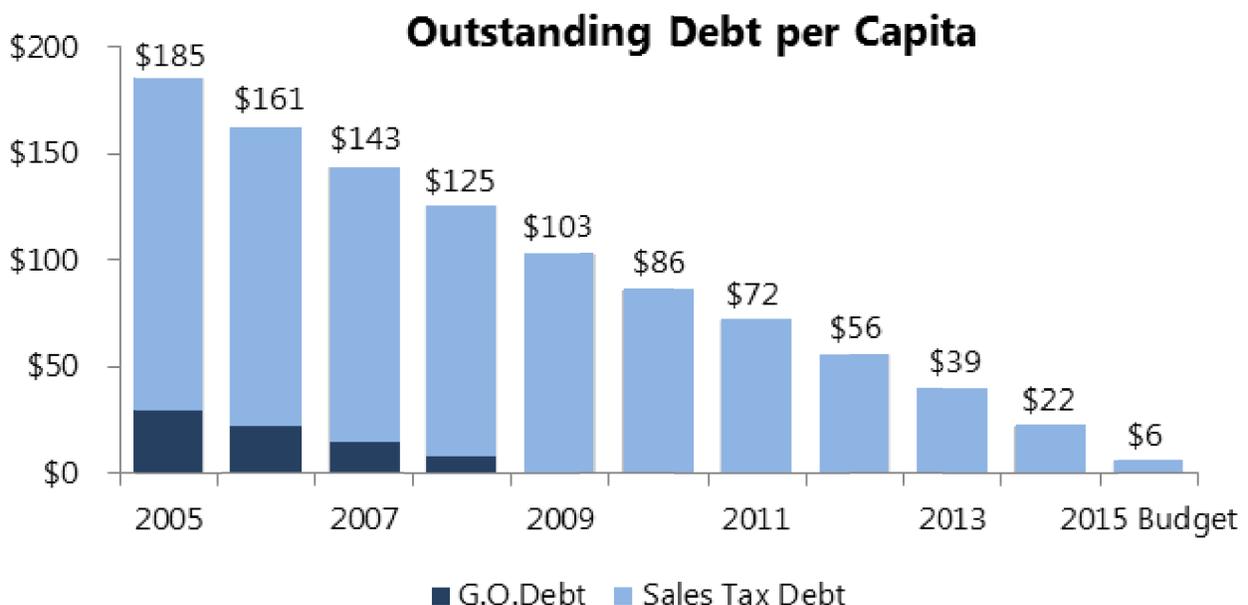
In May 1999, the City issued \$87,975,000 in Sales Tax Revenue Bonds. The bonds were issued for various capital improvement projects recommended by the Springs Community Improvements Program (SCIP) citizen committees. While these bonds do not count against the City's debt limit, they commit sales tax revenue to pay them. During 2007, the City refinanced approximately \$10.4 million of these bonds; in 2009, the City refinanced the remaining \$34.5 million. The 2015 payment totals \$7,838,750, which is paid from a General Fund – General Cost account.

The following table reflects the future debt service requirements for all sales tax revenue bonds to maturity.

Springs Community Improvements Program (SCIP) – Combined Series 2007, Series 2009

Interest Rates on Outstanding Debt: 3.00% – 5.00%

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	7,340,000	498,750	7,838,750
2016	<u>2,635,000</u>	<u>131,750</u>	<u>2,766,750</u>
Total	\$9,975,000	\$630,500	\$10,605,500



In 2009, the G.O. debt was paid off and, therefore, the G.O. debt per capita is \$0. For 2015, Sales Tax debt per capita is \$6.

Airport Revenue Bonds

2014 Airport System Revenue (previously 2002 Terminal Project)

In 2014 the Series 2002 Terminal Project (previously 1992A) was refinanced with a principal value of \$11,185,000 at an interest rate of 5.00%.

Coupon Interest Rate on Outstanding Debt: 5.00% (True Interest Cost 3.29%)

The 2015 payment totals \$1,459,500 and is paid through the Airport Enterprise Fund.

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	940,000	519,500	1,459,500
2016	990,000	472,500	1,462,500
2017	1,040,000	423,000	1,463,000
2018	1,090,000	371,000	1,461,000
2019	1,145,000	316,500	1,461,500
2020	1,205,000	259,250	1,464,250
2021	1,265,000	199,000	1,464,000
2022	1,325,000	135,750	1,460,750
2023	<u>1,390,000</u>	<u>69,500</u>	<u>1,459,500</u>
Total	\$10,390,000	\$2,766,000	\$13,156,000

2007A Airport System Revenue

Interest Rates on Outstanding Debt: 4.00% – 4.25% (True Interest Cost 4.14%)

The 2015 payment totals \$348,387 and is paid through the Airport Enterprise Fund.

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	270,000	78,387	348,387
2016	280,000	67,587	347,587
2017	295,000	56,388	351,388
2018	305,000	44,588	349,588
2019	315,000	32,388	347,388
2020	330,000	19,788	349,788
2021	<u>155,000</u>	<u>6,588</u>	<u>161,588</u>
Total	\$1,950,000	\$305,714	\$2,255,714

2007B Airport System Revenue

Interest Rates on Outstanding Debt: 4.00% – 4.375% (True Interest Cost 4.49%)

The 2015 payment totals \$619,562 and is paid through the Airport Enterprise Fund.

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	355,000	264,562	619,562
2016	480,000	250,363	730,363
2017	585,000	231,163	816,163
2018	610,000	207,762	817,762
2019	635,000	182,600	817,600
2020	660,000	155,613	815,613
2021	850,000	127,562	977,562
2022	1,050,000	91,438	1,141,438
2023	<u>1,040,000</u>	<u>45,500</u>	<u>1,085,500</u>
Total	\$6,265,000	\$1,556,563	\$7,821,563

Parking System Revenue Bonds

1999 Parking System Revenue

Interest Rates on Outstanding Debt: 4.625% – 4.75%

The 2015 payment totals \$715,544 and is paid through the Parking System Enterprise Fund.

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	595,000	120,544	715,544
2016	625,000	93,025	718,025
2017	655,000	63,650	718,650
2018	<u>685,000</u>	<u>32,537</u>	<u>717,537</u>
Total	\$2,560,000	\$309,756	\$2,869,756

2006 Parking System Revenue

Interest Rates on Outstanding Debt: 3.875% – 4.40%

The 2015 payment totals \$350,783 and is paid through the Parking System Enterprise Fund.

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	35,000	315,783	350,783
2016	35,000	314,426	349,426
2017	35,000	313,070	348,070
2018	35,000	311,670	346,670
2019	715,000	310,270	1,025,270
2020	740,000	281,670	1,021,670
2021	770,000	251,330	1,021,330
2022	805,000	219,568	1,024,568
2023	830,000	186,160	1,016,160
2024	865,000	150,885	1,015,885
2025	905,000	114,122	1,019,122
2026	945,000	75,207	1,020,207
2027	<u>775,000</u>	<u>34,100</u>	<u>809,100</u>
Total	\$7,490,000	\$2,878,261	\$10,368,261

Certificates of Participation (COP)

Certificates of Participation are issued for particular projects and are repaid from lease payments made by the City for use of the acquired property.

In October 2009, the City entered into a lease-purchase agreement with the City of Colorado Springs Public Facilities Authority to issue COP's for the United States Olympic Committee (USOC) facilities project in the amount of \$31,470,000. The project includes office space for the USOC Headquarters in downtown Colorado Springs and certain improvements at the USOC Olympic Training Center. The 2015 payment totals \$1,739,650 which is paid from a General Fund – General Cost account.

USOC Project Series 2009

Interest Rates on Outstanding Debt: 2.75%– 5.00%

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	270,000	1,469,650	1,739,650
2016	320,000	1,462,225	1,782,225
2017	370,000	1,452,625	1,822,625
2018	425,000	1,440,600	1,865,600
2019	480,000	1,425,725	1,905,725
2020	540,000	1,408,925	1,948,925
2021	615,000	1,381,925	1,996,925
2022	690,000	1,351,175	2,041,175
2023	770,000	1,316,675	2,086,675
2024	850,000	1,278,175	2,128,175
2025	935,000	1,244,175	2,179,175
2026	1,025,000	1,206,775	2,231,775
2027	1,115,000	1,164,494	2,279,494
2028	1,210,000	1,118,500	2,328,500
2029	1,325,000	1,058,000	2,383,000
2030	1,445,000	991,750	2,436,750
2031	1,570,000	919,500	2,489,500
2032	1,710,000	841,000	2,551,000
2033	1,855,000	755,500	2,610,500
2034	1,950,000	662,750	2,612,750
2035	2,045,000	565,250	2,610,250
2036	2,150,000	463,000	2,613,000
2037	2,255,000	355,500	2,610,500
2038	2,370,000	242,750	2,612,750
2039	<u>2,485,000</u>	<u>124,250</u>	<u>2,609,250</u>
Total	\$30,775,000	\$25,700,894	\$56,475,894

Certificates of Participation (COP)

In May 2011, the City and the City of Colorado Springs Public Facilities Authority refinanced the 1999 Series Skyview Softball Complex, Series 2000 Old City Hall Project and the Series 2003 Red Rock Canyon Project COPs. Although this is part of a combined refinancing, the payments are separated as a result of multiple funding sources.

Skyview Softball Complex Series 2011 (1999 portion of combined 2011 series)

Interest Rates on Outstanding Debt: 3.0% – 5.0%

In September 1999, the City entered into a lease-purchase agreement with the City of Colorado Springs Public Facilities Authority to issue Certificates of Participation (COP's) for the Skyview Softball Complex in the amount of \$4,205,000. The project includes an adult sports complex consisting of six lighted softball fields and two lighted concrete fields designed for wheelchair sports.

The 2015 payment totals \$273,300 and is made from the Conservation Trust Fund and the Ballfield Capital Improvements Fund.

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	225,000	48,300	273,300
2016	235,000	39,300	274,300
2017	240,000	29,900	269,900
2018	250,000	20,300	270,300
2019	<u>240,000</u>	<u>7,800</u>	<u>247,800</u>
Total	\$1,190,000	\$145,600	\$1,335,600

Old City Hall Project Series 2011 (2000 portion of combined 2011 series)

Interest Rates on Outstanding Debt: 3.0% – 5.0%

In July 2000, the City entered into a lease-purchase agreement with the City of Colorado Springs Public Facilities Authority to issue COP's for the Old City Hall project in the amount of \$7,265,000. The project included a major renovation of Old City Hall and acquisition of the Police Training Academy and Impound Lot.

The 2015 payment totals \$523,925 and is made from the General Fund – General Costs and Police Department accounts.

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	425,000	98,925	523,925
2016	440,000	81,925	521,925
2017	460,000	64,325	524,325
2018	475,000	45,925	520,925
2019	300,000	22,175	322,175
2020	<u>205,000</u>	<u>7,175</u>	<u>212,175</u>
Total	\$2,305,000	\$320,450	\$2,625,450

Red Rock Canyon Project Series 2011 (2003 portion of combined 2011 series)

Interest Rates on Outstanding Debt: 3.0% – 5.0%

In November 2003, the City entered into a lease-purchase agreement with the City of Colorado Springs Public Facilities Authority to issue COP's for the Red Rock Canyon project in the amount of \$15,070,000. The project included the acquisition of approximately 732 acres on the City's west side.

The 2015 payment totals \$1,117,575 and is made from the Conservation Trust Fund and the Trails, Open Space and Parks Fund.

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	955,000	162,575	1,117,575
2016	995,000	127,375	1,122,375
2017	1,030,000	93,825	1,123,825
2018	<u>1,075,000</u>	<u>53,750</u>	<u>1,128,750</u>
Total	\$4,055,000	\$437,525	\$4,492,525

Lease Financing

In August 2013, City Council approved a bank lease-purchase agreement in the amount of \$7.4 million to refinance the 2007 bank lease-purchase agreement for the purchase of the City Administration Building. At the end of the term, the City will have the option to purchase the building for \$4,066,212. The total payment for 2015 is \$626,759 and is made from the General Fund – General Costs account.

City Administration Building – 2007*

Interest Rate on Outstanding Debt: 2.49%

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	461,666	165,093	626,759
2016	473,294	153,465	626,759
2017	485,214	141,545	626,759
2018	497,435	129,324	626,759
2019	509,963	116,796	626,759
2020	<u>390,884</u>	<u>79,185</u>	<u>470,069</u>
Total	\$2,818,456	\$785,408	\$3,603,864

Lease Financing

State Statute 29-1-103 (3) requires that all local governments set forth in the budget document all amounts for lease-purchase agreement obligations which involve funding commitments beyond the forthcoming fiscal year.

Description	1-1-15 Balance**	2015 Payment	12-31-15 Remaining
General Fund Lease-Purchase Obligations*	\$916,178	\$294,410	\$621,768

Description	1-1-15 Balance**	2015 Payment	12-31-15 Remaining
Other Fund Lease-Purchase Obligations	\$323,264	\$301,322	\$21,942

*The General Fund Lease Purchase Obligations shown above do not include the Lease Financing of the City Administration Building (CAB). The total Lease Purchase obligations including the CAB are \$1,177,359.

**The balance is defined as all remaining financial obligations for principal from January 1, 2015, through the retirement of all lease-purchase agreement obligations represented in the figures shown above.

Grants Overview

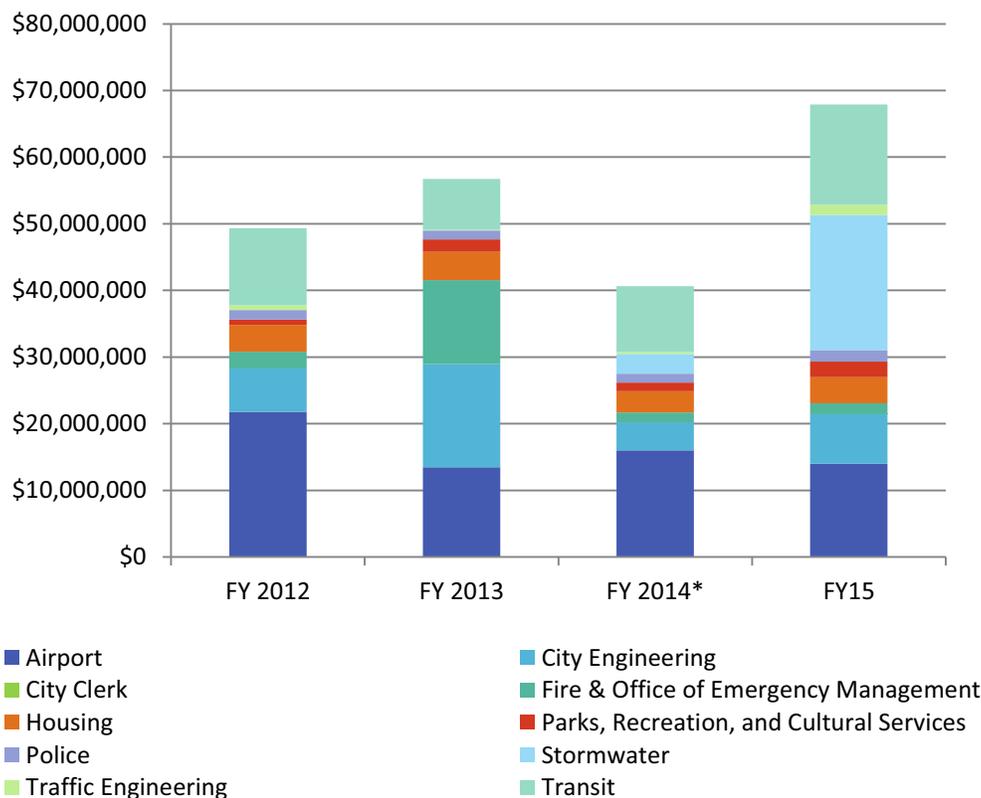
Grants Appropriation

\$67,920,000

Each year, the City of Colorado Springs appropriates an amount in the Budget process to streamline the grant acceptance process. Under this model, anticipated grants need only be accepted by City Council resolution. Grants received outside the Grant Appropriation require supplemental appropriations throughout the year.

The City of Colorado Springs anticipates an increase in the amount of grants awarded in Fiscal Year 2015. The prior year amounts shown below include the total amount of grant funding awarded to the City during that fiscal year. The total for fiscal year 2015 includes potential grants for which departments intend to apply, including highly competitive grants that are not guaranteed. This total also includes an additional increase to account for grant funding opportunities opening throughout the year for which departments may apply. These amounts may not correspond to department narratives, which include only those grants that have already been awarded or those that have a high probability of award in 2015.

Grant Funding and Appropriation, Fiscal Year 2012-2015



*FY14 activity includes grants awarded through August 31, 2014 as well as grants projected to be awarded from September 1, 2014 through fiscal year end.

Types of Grants

Grants facilitate operational capacity and capital investment that would otherwise be impossible for the City to accomplish due to financial restrictions. Grant funding supports local government operations and local capital improvement projects, but these funds are designated specifically to projects and improvements in line with the intent of the grantor. Grant funding, therefore, is temporary assistance to accomplish policy or infrastructure goals on behalf of the grantor.

Operating grants fund projects undertaken by the City to provide services such as DUI enforcement checkpoints, Office of Emergency Management efforts, and therapeutic recreation projects. Grant funding awarded for Department operations is listed in each Department's section of the Budget.

Capital Improvement grants fund projects involving infrastructure improvement projects, purchases of equipment or property, and renovation of City facilities creating a fixed asset and having a long life. Capital Improvement Grants are discussed in the Capital Improvement Section, starting on page 30-1.

Matching Funds

Certain grants require matching funds as the recipient's demonstration of financial commitment to the grant-funded project. Matching funds can be contributed by the applicant Department, the General Fund through the Budget process, cash or in-kind third party contributions.

Matching funds leverage City dollars to accomplish projects that otherwise could not be undertaken due to lack of financial resources. The return on the City's investment varies depending on the structure of the grant. Grantors may require differing levels of matching funds, some of which are required by federal, state, or other grantor statute. When possible, matching funds are sought from other entities.

Formula vs. Discretionary Grants

Formula grants are awarded according to the grantor's determination of equitable distribution of grant funds to the City of Colorado Springs. These include the Community Development Block Grant, and Transit Section 5307, among others.

Discretionary grants are generally competitive grants for which the City of Colorado Springs develops an application and the grantor determines the recipient. Discretionary grants award funds based on the viability of the proposed project, evidence of support from stakeholders, and quality of the application materials.

Non-Supplanting & Retention Requirements

Certain grants require the City to support or maintain grant funded activities for a specified timeframe. These requirements are in place to ensure that grant funds are being used to supplement, not supplant the use of local dollars. By accepting grants with such requirements, the City accepts the responsibility of supporting the activity in the manner required by the grantor.

An example of a grant with such a requirement is the Staffing for Adequate Fire & Emergency Response Program (SAFER) funded by the Federal Emergency Management Agency. Under this program, the City hired 15 firefighters for a two-year period, subsequently extended to April 17, 2015. During this period, the Fire Department is required to maintain the 15 grant employees, as well as the number of declared employees that support the NFPA 1710 standard. If at any time during the award period the number of grant employees or declared employees drops below the authorized number, the City has six months to replace the personnel or risk losing funding. The city has met this standard throughout the grant period.

SAFER is currently the only active grant with a retention requirement. The City has however applied for a grant with the U.S. Department of Justice requiring continuation of a grant funded position. The proposed grant would provide \$250,000 in funding for two school resource officers for 36 months. The retention requirement specifies that the grant-funded position be retained with City dollars for an additional 12 months after the grant expiration date. Based on the proposed grant period, the retention period would be in effect from mid FY 2017 through mid FY 2018.

Featured Grant Summary

Many grants are funded on an annual basis however some may go three years or longer. Several currently active grants are summarized here for high-level understanding.

Police:

The Victim Assistance and Law Enforcement (VALE) and Victims of Crime Act (VOCA) grants fund three victim advocates in the Police Department. These advocates provide supportive services to victims of violent crime in Colorado Springs, including immediate crisis intervention, information regarding victim rights under the law, support during police interviews and other investigative steps, and community referrals. The Police Victim Assistance Unit has been supported by VALE funding since 2002 and by VOCA funding since 2008.

Housing:

The Community Development Block Grant (CDBG) is an annual Federal grant and remains the largest source of funding for the Housing Division. The CDBG funds local community development functions such as affordable housing and anti-poverty programs. This formula grant is awarded to the City on a yearly basis, synchronized with the Federal fiscal year.

Office of Emergency Management

The Homeland Security Grant Program (HSGP) plays an important role in the implementation of the National Preparedness System by supporting the building, sustainment, and delivery of core capabilities essential to achieving the National Preparedness Goal of a secure and resilient nation. The HSGP supports five mission areas of Prevention, Protection, Mitigation, Response and Recovery. The program funds a range of preparedness activities including planning, organization, equipment purchase, training, exercises, management and administration. The 2013 State Homeland Security Program grant of \$344,121, as part of the HSGP, was awarded in October 2013 and will close May 2015.

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Personnel Summary

- **Add 36 Sworn positions from Amended 2014 Budget**
 - 24 Police Officers
 - 12 Firefighters

- **Add net 17 Civilian positions from Amended 2014 Budget**
 - Increase **17** positions in the Parks, Recreation & Cultural Services, due to converting full time hourly employees to regular positions as part of complying with the **Affordable Care Act** provisions, adding a Senior Office Specialist for volunteer coordination and special events support, adding a Water Conservation Specialist, and transferring positions from other departments
 - Reduce **3.5** positions in Municipal Court
 - Reduce **1** position in Communications
 - Reduce **1.5** positions in City Attorney's Office
 - Increase net **5** positions in IT, to address IT issues and updating IT functions throughout the city
 - Increase **3** positions in Development Review Enterprise to facilitate development process
 - Reduce **5** positions at the Airport as an ongoing effort to streamline and identify efficiencies
 - Increase net **3** positions on all other departments

- **Closed Sworn Pension plan increases of \$412,000**, due to increases in 2015 annual required contributions.

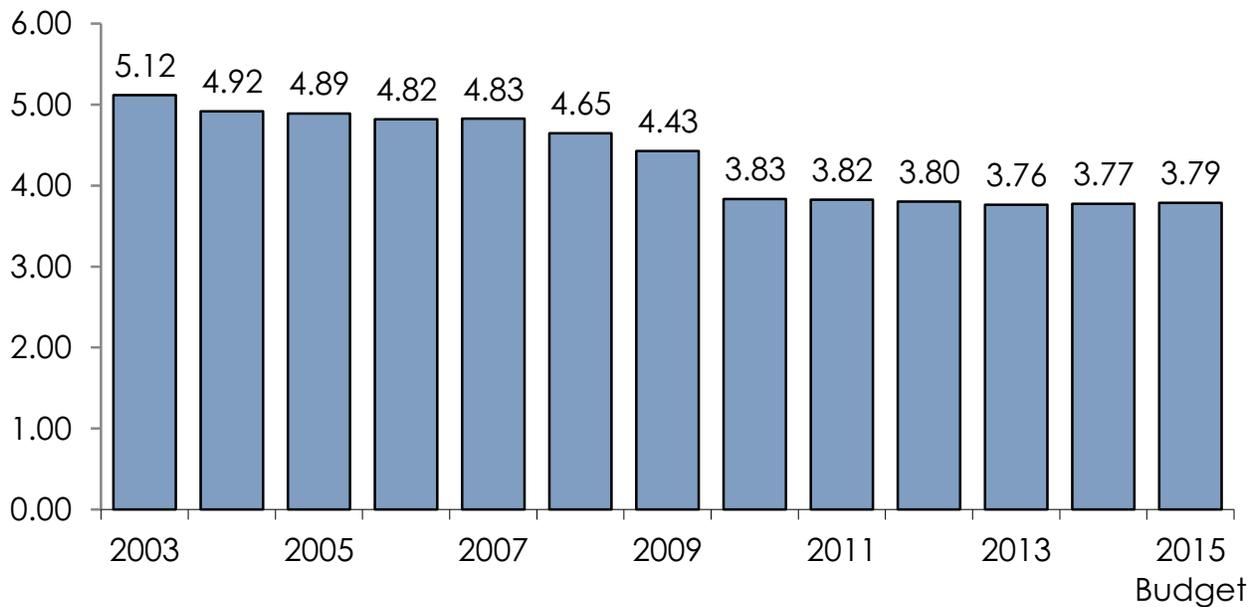
- **Medical plan cost increases**
 - Selected two new vendors through competitive RFP's for benefit consulting and administration of the Flex Spending/HRA accounts
 - Plan design changes to minimize cost increases to the both employees and the City
 - Enhancements with no cost increase to the plan
 - Plan design changes required to comply with recent legislative changes due the Affordable Care Act, which increase costs to the plan

53 Net positions added across all funds from 2014 Amended Budget

	2014 Budget	2014 Amended	Transfer	Add	Eliminate	2015 Budget	Difference: 2014 A - 2015 B
General Fund	1,670.15	1,670.15	(1.15)	46.75	(7.50)	1,708.25	38.10
Total Public Safety Sales Tax Fund	216.50	216.50	0.00	12.00	0.00	228.50	12.00
Total Enterprise Funds	151.50	151.50	0.00	3.50	(5.00)	150.00	(1.50)
Fleet Management Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Special Revenue Funds - Other	57.00	57.00	1.00	5.50	(1.00)	62.50	5.50
Total Grant Funds	41.00	40.50	0.00	3.00	(2.00)	41.50	1.00
Radio Communications Fund	8.00	8.00	0.00	0.00	(2.00)	6.00	(2.00)
Office Services Fund	9.00	9.00	0.00	0.00	0.00	9.00	0.00
Workers' Compensation Fund	8.35	8.35	0.15	0.00	0.00	8.50	0.15
Employee Benefits Self - Insurance Fund	4.30	4.30	(0.05)	0.00	0.00	4.25	(0.05)
Claims Reserve Self - Insurance Fund	2.45	2.45	0.05	0.00	0.00	2.50	0.05
Total All Funds	2,168.25	2,167.75	0.00	70.75	(17.50)	2,221.00	53.25

All position totals are by fund and do not include Special Positions. Narrative organization charts reflect reporting relationship.

General Fund Employees per 1,000 Population



Since 2003, the General Fund employees per 1,000 population have decreased by 26%.

General Fund Position Change Details

	2014 Budget	2014 Amended	Transfer	Add	Eliminate	2015 Budget	Difference: 2014 A - 2015 B
General Fund							
Administration							
City Attorney	43.00	43.00			(1.50)	41.50	(1.50)
City Clerk	8.00	8.00				8.00	0.00
Communications	4.00	4.00	(1.00)			3.00	(1.00)
Economic Vitality	6.00	6.00	(3.00)			3.00	(3.00)
Housing	0.00	0.00	1.00			1.00	1.00
Finance	34.75	34.75				34.75	0.00
Fleet Management	4.00	4.00				4.00	0.00
Human Resources	11.00	11.00	1.00	1.00		13.00	2.00
Risk Management	5.00	5.00				5.00	0.00
Occupational Health Clinic	2.40	2.40	(0.15)			2.25	(0.15)
Information Technology	44.00	44.00	(1.00)	8.00		51.00	7.00
Mayor's Office	5.00	5.00				5.00	0.00
Municipal Court	35.00	35.00			(3.50)	31.50	(3.50)
City Council							0.00
City Auditor	14.00	14.00				14.00	0.00
City Council	5.00	5.00				5.00	0.00
Fire							0.00
Fire	371.75	371.75		2.25		374.00	2.25
Office of Emergency Management	4.50	4.50		1.00		5.50	1.00
Parks, Recreation & Cultural Services							0.00
Cultural Services	10.00	10.00		2.00		12.00	2.00
Forestry	8.00	8.00				8.00	0.00
Parks Operations & Development	17.50	17.50	1.00	1.50		20.00	2.50
Recreation & Administration	25.25	25.25	1.00	6.00		32.25	7.00
Planning and Public Works							0.00
Planning & Development							0.00
Land Use Review	15.00	15.00		1.00		16.00	1.00
Real Estate Services	4.00	4.00				4.00	0.00
Public Works							0.00
City Engineering	53.00	53.00				53.00	0.00
Streets	94.00	94.00				94.00	0.00
Traffic Engineering	35.50	35.50			(1.50)	34.00	(1.50)
Transit	9.00	9.00				9.00	0.00
Police	801.50	801.50		24.00	(1.00)	824.50	23.00
Total General Fund	1,670.15	1,670.15	(1.15)	46.75	(7.50)	1,708.25	38.10

Other Funds Position Change Details

	2014 Budget	2014 Amended	Transfer	Add	Eliminate	2015 Budget	Difference: 2014 A - 2015 B
Support Services Funds							
Fleet Management Fund	0.00	0.00				0.00	0.00
Office Services Fund	9.00	9.00				9.00	0.00
Radio Communications Fund	8.00	8.00			(2.00)	6.00	(2.00)
Total Support Services Funds	17.00	17.00	0.00	0.00	(2.00)	15.00	(2.00)
Internal Services Funds							
Claims Reserve Self - Insurance Fund	2.45	2.45	0.05			2.50	0.05
Employee Benefits Self - Insurance Fund	4.30	4.30	(0.05)			4.25	(0.05)
Workers' Compensation Fund	8.35	8.35	0.15			8.50	0.15
Total Internal Services Funds	15.10	15.10	0.15	0.00	0.00	15.25	0.15
Enterprise Funds							
Airport	96.00	96.00			(5.00)	91.00	(5.00)
Cemeteries	6.00	6.00				6.00	0.00
Development Review Enterprise	11.00	11.00		3.50		14.50	3.50
Parking System	8.50	8.50				8.50	0.00
Patty Jewett Golf Course	8.00	8.00	(0.50)			7.50	(0.50)
Pikes Peak - America's Mountain	19.00	19.00				19.00	0.00
Valley Hi Golf Course	3.00	3.00	0.50			3.50	0.50
Total Enterprise Funds	151.50	151.50	0.00	3.50	(5.00)	150.00	(1.50)
Special Revenue Funds - Public Safety Sales Tax Fund							
Fire	89.50	89.50		12.00		101.50	12.00
Police	127.00	127.00				127.00	0.00
Total Public Safety Sales Tax Fund	216.50	216.50	0.00	12.00	0.00	228.50	12.00
Special Revenue Funds - Other							
Cable Franchise Grant Fund	5.00	5.00	1.00		(1.00)	5.00	0.00
Conservation Trust (CTF)	33.00	33.00		4.00		37.00	4.00
Gift Trust/Endowment/Grants	0.00	0.00				0.00	0.00
SIMD Funds	11.00	11.00				11.00	0.00
Trails, Open Space and Parks (TOPS)	7.50	7.50		1.50		9.00	1.50
Total Special Revenue Funds - Other	56.50	56.50	1.00	5.50	(1.00)	62.00	5.50
Grant Funds							
CDBG, HOME, HOPE III and ESG	11.00	11.00			(2.00)	9.00	(2.00)
Emergency Management	1.50	1.50		1.00		2.50	1.00
Fire	0.00	0.00				0.00	0.00
Police	12.00	12.00		1.00		13.00	1.00
Public Works - Traffic Engineering	0.50	0.00				0.00	0.00
Public Works - Transit	16.00	16.00		1.00		17.00	1.00
Total Grant Funds	41.00	40.50	0.00	3.00	(2.00)	41.50	1.00
All Funds Total	2,167.75	2,167.25	0.00	70.75	(17.50)	2,220.50	53.25

Of the 53.25 net position increases across all funds:

20.0 Police officers

12.0 Firefighters

13.0 Related to requirements of the Affordable Care Act

45.0

City Attorney

Wynetta Massey, City Attorney | (719) 385-5909 | cityatty@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Optimize the CAO operations with the most efficient and effective deployment of internal and external human, material, and financial resources	Begin implementation of an Optimization Plan	Q1	Transforming Government
Review Municipal Court Fees, pleas practices, and review potential for incentives for quick paying tickets	Implement any recommended changes	Q2	Transforming Government
Continuously improve service to legislative, judicial and executive branches, City departments, and enterprises	Customer Satisfaction Surveys completed	Q3	Transforming Government
Proactively advise and educate each department and enterprise on employment law and management practices	Provide employment training to managers and supervisors quarterly	Q4	Transforming Government

All Funds Summary

All Funds	Use of Funds	2013	2014	* 2014	2015	2015 Budget - * 2014 Amended Budget
		Actual	Original Budget	Amended Budget		
	General Fund	\$3,947,522	\$4,873,872	\$4,873,872	\$4,834,794	(\$39,078)
	Total	\$3,947,522	\$4,873,872	\$4,873,872	\$4,834,794	(\$39,078)
	Positions					
	General Fund	42.00	43.00	43.00	41.50	(1.50)
	Total	42.00	43.00	43.00	41.50	(1.50)

* 2014 Amended Budget as of 8/14/2014

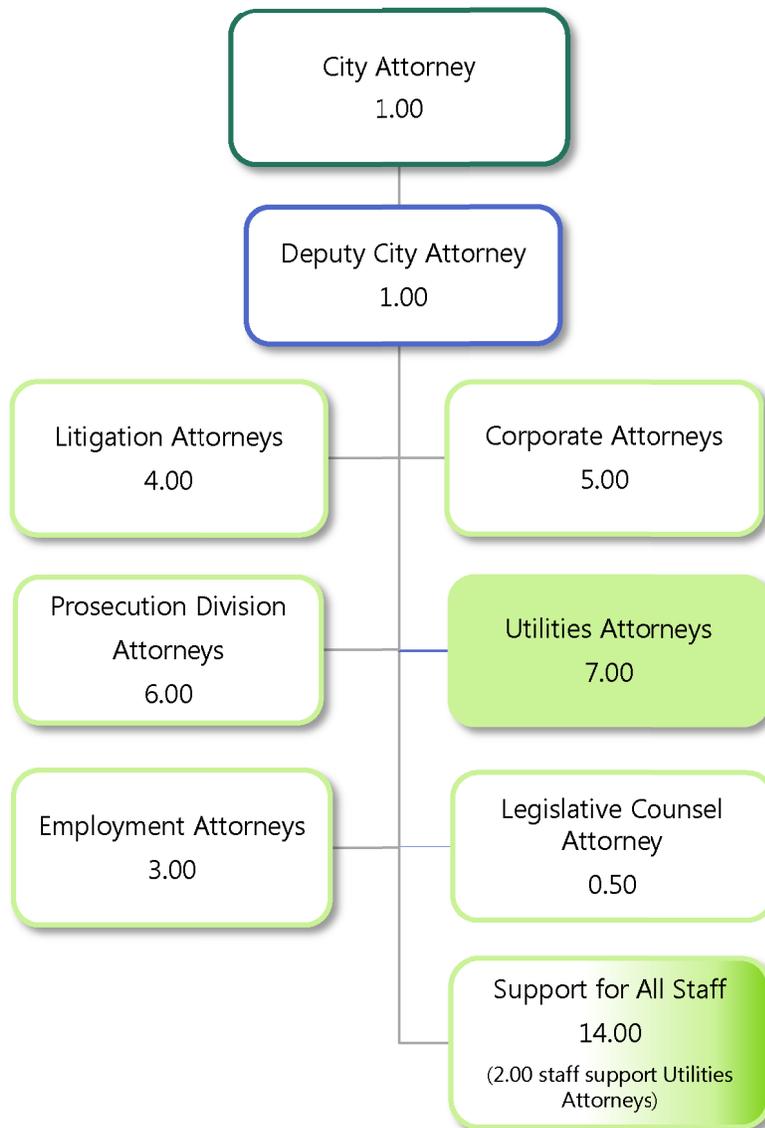
Significant Changes vs. 2014

- Decrease of \$39,000 largely due to the removal of 1.50 FTE

City Attorney

The City Attorney's Office is the legal advisor to the Mayor, City Council, Commissions and heads of departments in relation to their duties as set forth in City Charter Art. XIII, §13-80. The City Attorney's Office:

- Represents the City in all court cases where the City has an interest and prosecutes all cases docketed into Municipal Court
- Provides legal representation to Colorado Springs Utilities and the Memorial Health System Enterprise
- Provides assistance in transaction matters, and employment matters on behalf of the City and all its enterprises
- Reviews, updates, and maintains the City Code and provides legal services to special district, annexation, and finance issues



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014 and changes occurring as part of the 2015 General Fund Budget.

	2012	2013	2014	* 2014	2015	2015 Budget -
	¹ Actual	¹ Actual	Original Budget	Amended Budget	Budget	* 2014 Amended Budget
Use of Funds						
Salary/Benefits/Pensions	\$3,053,536	\$3,733,324	\$4,547,392	\$4,547,392	\$4,533,037	(\$14,355)
Operating	123,076	210,894	326,480	324,696	293,757	(30,939)
Capital Outlay	9,351	3,304	0	1,784	8,000	6,216
Total	\$3,185,963	\$3,947,522	\$4,873,872	\$4,873,872	\$4,834,794	(\$39,078)
General Fund						
	2013	2014	* 2014	2015	2015 Budget -	
Position Title	Actual	Original Budget	Amended Budget	Budget	* 2014 Amended Budget	
Assistant City Attorney ²	2.00	0.00	0.00	0.00	0.00	
Attorney	7.00	7.00	7.00	7.00	0.00	
City Attorney	1.00	1.00	1.00	1.00	0.00	
Deputy City Attorney	1.00	1.00	1.00	1.00	0.00	
Division Chief	5.00	5.00	5.00	4.00	(1.00)	
Legal Administrator	1.00	1.00	1.00	1.00	0.00	
Legal Secretary	7.00	6.00	6.00	5.00	(1.00)	
Paralegal	7.00	6.00	6.00	6.00	0.00	
Legislative Counsel (Division Chief)	0.00	1.00	1.00	0.50	(0.50)	
Prosecutor	5.00	5.00	5.00	5.00	0.00	
Senior Attorney	6.00	8.00	8.00	9.00	1.00	
Senior Legal Secretary	0.00	1.00	1.00	1.00	0.00	
Total FTE	42.00	42.00	42.00	40.50	(1.50)	
Special Positions						
Staff Assistant	0.00	1.00	1.00	1.00	0.00	
Total Positions	42.00	43.00	43.00	41.50	(1.50)	

¹ During 2012, nine positions were transferred from Colorado Springs Utilities (CSU) to the City Attorney Department, funded by offsetting revenue from CSU. Beginning in 2013, the City Attorney Department's budget reflects expenses related to these positions. Funding from CSU for these positions is recognized as revenue.

² These position titles no longer exist in the City's Salary Schedule

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$78,842
	Increase for pay for performance	82,690
	Net increase for medical plan changes	16,390
	Decrease to redistribute funds to operating	(4,640)
	Fill Prosecutor position with hourly, part-time personnel	(37,674)
	Reclass the Legislative Counsel position to a Senior Attorney	(27,865)
	Eliminate 0.50 of the Legislative Counsel position	(67,168)
	Eliminate 1.00 FTE (Legal Secretary)	(54,930)
	Total Salaries/Benefits/Pensions	(\$14,355)
	Operating	
	Decrease in multiple operating lines due to efficiencies realized	(32,723)
Increase to adjust for 2014 amendment	1,784	
Total Operating	(\$30,939)	
Capital Outlay		
Increase for furniture and fixtures	\$8,000	
Decrease to adjust for 2014 amendment	(\$1,784)	
Total Capital Outlay	\$6,216	
Total For 2015	(\$39,078)	

* 2014 Amended Budget as of 8/14/2014

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Eliminate 0.50 of the Legislative Counsel position	(0.50)
	Eliminate 1.00 FTE (Legal Secretary)	(1.00)
	Total For 2015	(1.50)

* 2014 Amended Budget as of 8/14/2014

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
City Attorney

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	2,632,544	2,899,515	3,718,082	3,582,402	(135,680)	-3.65%
51210	OVERTIME	541	4,512	1,500	1,500	0	0.00%
51220	SEASONAL TEMPORARY	29,509	44,663	5,000	5,000	0	0.00%
51240	RETIREMENT TERMINATION SICK	0	27,686	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	33,993	78,229	0	0	0	0.00%
51260	VACATION BUY PAY OUT	11,172	8,212	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(322,225)	(19,555)	0	0	0	0.00%
51610	PERA	344,030	394,051	460,765	499,218	38,453	8.35%
51612	RETIREMENT HEALTH SAVINGS	26,812	12,250	25,000	25,000	0	0.00%
51615	WORKERS COMPENSATION	9,084	6,331	7,097	6,697	(400)	-5.64%
51620	EQUITABLE LIFE INSURANCE	7,049	7,846	13,778	13,842	64	0.46%
51640	DENTAL INSURANCE	10,526	11,467	14,020	13,656	(364)	-2.60%
51655	RETIRED EMP MEDICAL INS	319	0	0	0	0	0.00%
51665	CASH BACK	4,520	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	6,820	7,700	15,840	11,200	(4,640)	-29.29%
51690	MEDICARE	38,187	43,343	51,010	53,314	2,304	4.52%
51695	CITY EPO MEDICAL PLAN	215,980	174,126	188,582	221,124	32,542	17.26%
51696	ADVANTAGE HD MED PLAN	4,139	29,928	46,718	100,084	53,366	114.23%
51697	HRA BENEFIT TO ADV MED PLAN	536	3,020	0	0	0	0.00%
Total Salaries and Benefits		3,053,536	3,733,324	4,547,392	4,533,037	(14,355)	-0.32%
52105	MISCELLANEOUS OPERATING	2,319	4,969	0	0	0	0.00%
52110	OFFICE SUPPLIES	8,650	8,950	13,515	11,000	(2,515)	-18.61%
52111	PAPER SUPPLIES	747	3,327	3,000	4,000	1,000	33.33%
52120	COMPUTER SOFTWARE	1,007	1,225	2,000	2,000	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	1,881	2,064	2,000	2,000	0	0.00%
52125	GENERAL SUPPLIES	0	220	250	500	250	100.00%
52135	POSTAGE	7,289	7,020	7,400	7,400	0	0.00%
52155	AUTOMOTIVE	47	0	0	0	0	0.00%
52165	LICENSES AND TAGS	(310)	(213)	100	100	0	0.00%
52220	MAINT OFFICE MACHINES	0	2,000	500	1,500	1,000	200.00%
52282	MAINT DATA COMMUNICATION	0	1,000	0	1,000	1,000	0.00%
52305	MAINT SOFTWARE	0	2,000	0	0	0	0.00%
52405	ADVERTISING SERVICES	285	0	0	0	0	0.00%
52428	HOSTED IT SERVICES	0	1,500	0	1,500	1,500	0.00%
52574	LEGAL SERVICES	0	0	132,000	100,000	(32,000)	-24.24%
52575	SERVICES	18,015	31,982	12,000	16,277	4,277	35.64%
52590	TEMPORARY EMPLOYMENT	12,291	33,501	10,000	10,763	763	7.63%
52605	CAR MILEAGE	8,405	8,081	8,500	8,500	0	0.00%
52607	CELL PHONE ALLOWANCE	768	929	1,920	3,150	1,230	64.06%
52615	DUES AND MEMBERSHIP	8,765	15,387	14,000	20,755	6,755	48.25%
52625	MEETING EXPENSES IN TOWN	666	1,302	600	938	338	56.33%
52630	TRAINING	7,505	10,421	44,595	26,900	(17,695)	-39.68%
52645	SUBSCRIPTIONS	9,671	10,788	10,000	10,000	0	0.00%
52655	TRAVEL OUT OF TOWN	4,598	11,493	12,000	8,100	(3,900)	-32.50%
52735	TELEPHONE LONG DIST CALLS	547	576	1,500	1,500	0	0.00%
52736	CELL PHONE AIRTIME	0	0	300	360	60	20.00%
52738	CELL PHONE BASE CHARGES	2,196	9,872	13,000	6,477	(6,523)	-50.18%
52775	MINOR EQUIPMENT	2,598	2,401	5,000	3,000	(2,000)	-40.00%
52776	PRINTER CONSOLIDATION COST	15,994	25,616	20,000	32,637	12,637	63.19%
52795	RENTAL OF EQUIPMENT	4,847	0	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	2,514	3,492	5,000	6,000	1,000	20.00%
52875	OFFICE SERVICES RECORDS	6,590	7,970	6,300	6,300	0	0.00%
65150	LEGAL DEFENSE	(7,220)	0	0	0	0	0.00%
65160	RECRUITMENT	2,411	3,021	1,000	600	(400)	-40.00%
Total Operating Expenses		123,076	210,894	326,480	293,257	(33,223)	-10.18%
53030	FURNITURE AND FIXTURES	9,351	3,304	0	8,000	8,000	0.00%
Total Capital Outlay		9,351	3,304	0	8,000	8,000	0.00%
Total Expenses		3,185,963	3,947,522	4,873,872	4,834,294	(39,578)	-0.81%

Totals may differ from narrative due to rounding.

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City Clerk

Sarah B. Johnson | (719) 385-5901 | cityclerk@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Implement a new electronic campaign finance filing system in the 2015 Municipal Election for use by candidates and the public to access the data in a more transparent manner	Successful implementation of the electronic campaign finance system	Q1	Transforming Government
Pursue grant funding to further advance the indexing and archiving of city records	Apply for grants through the Colorado Historical Records Advisory Board Grant Program	Q2	Transforming Government
Streamline business licensing process to enable customers to easily learn the requirements and complete the necessary forms to obtain the required license in a timely manner through a combination of increased internet presence and internal resources	Publish materials & update forms; increase license enforcement through coordination with other departments	Q3	Jobs
Educate city staff on the requirements of records management in accordance with the Colorado Municipal Records Retention Schedule	Develop training materials to train city staff on proper records management	Q4	Transforming Government

All Funds Summary

All Funds	Use of Funds	2013	2014	* 2014	2015	2015 Budget -
		Actual	Original Budget	Amended Budget		* 2014 Amended Budget
	General Fund	\$674,270	\$686,478	\$686,478	\$713,372	\$26,894
	Total	\$674,270	\$686,478	\$686,478	\$713,372	\$26,894
	Positions					
	General Fund	8.00	8.00	8.00	8.00	0.00
	Total	8.00	8.00	8.00	8.00	0.00

* 2014 Amended Budget as of 8/14/2014

Significant Changes vs. 2014

None

City Clerk

The City Clerk's Office is the custodian of official City documents and records of proceedings of the City pertaining to the operation of City government, specifically:

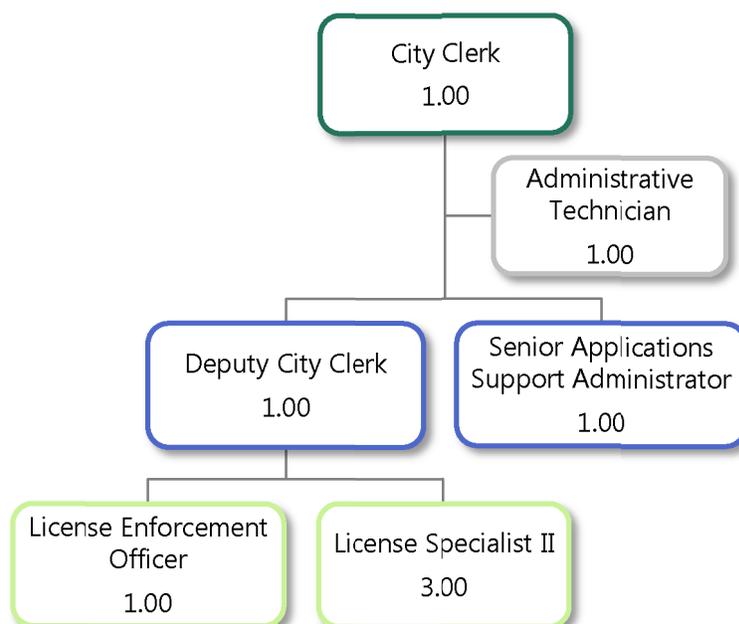
- Records, files, manages and ensures safekeeping of public records
- Updates and maintains the City Charter
- Maintains the City seal
- Attests to official documents
- Publicizes and posts legal notices in compliance with local and state laws
- Prepares the City Council agendas, attends City Council meetings, and records and transcribes meeting actions and decisions
- Accepts service of summonses and subpoenas, and ensures appropriate distribution and processing on behalf of the City

The City Clerk's Office supervises and conducts municipal elections, specifically:

- Serves as the Designated Local Election Official
- Divides the city in 6 contiguous City Council Districts that are substantially equal in population and complies with all applicable laws during the year before District council elections
- Issues, accepts, and verifies Mayoral Candidate petitions, City Council candidate petitions and all citizen initiative, referendum, recall or charter amendment I petitions
- Oversees ballot preparation, voting process, tabulation process and certification of vote totals
- Receives candidate and committee campaign finance reports
- Maintains and enforces the applicable election sections of City Charter, City Code, State Statutes and Federal law

The City Clerk's Office administers and enforces business licenses (approximately 3,100 licensed entities at this time). The City Clerk's office:

- Issues and renews general business licenses (19 license types at this time), liquor licenses and medical marijuana licenses in accordance with City and state laws and regulations
- Provides support to the City Liquor and Beer Licensing Board
- Conducts administrative, suspension, revocation, and renewal hearings for all business licenses



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014, and changes occurring as part of the 2015 General Fund Budget.

General Fund	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Salary/Benefits/Pensions	\$584,952	\$599,947	\$620,962	\$620,962	\$656,282	\$35,320	
	Operating	68,857	74,323	65,516	65,516	57,090	(8,426)	
	Capital Outlay	7,003	0	0	0	0	0	
	Total	\$660,812	\$674,270	\$686,478	\$686,478	\$713,372	\$26,894	
	Position Titles	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget		
	City Clerk	1.00	1.00	1.00	1.00	0.00		
	Deputy City Clerk	1.00	1.00	1.00	1.00	0.00		
	Senior Applications Support Administrator	1.00	1.00	1.00	1.00	0.00		
Administrative Technician	1.00	1.00	1.00	1.00	0.00			
License Enforcement Officer	1.00	1.00	1.00	1.00	0.00			
License Specialist II	2.00	2.00	2.00	3.00	1.00			
License Specialist I	1.00	1.00	1.00	0.00	(1.00)			
Total Positions	8.00	8.00	8.00	8.00	0.00			

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$13,887
	Increase for pay for performance	7,724
	Net increase for medical plan changes	2,783
	Redistribution from operating efficiencies realized to fund election judge costs	10,926
	Total Salaries/Benefits/Pensions	\$35,320
Operating		
Decrease due to efficiencies realized	(\$10,926)	
Increase of one-time funding for grant match	2,500	
Total Operating	(\$8,426)	
Capital Outlay		
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	\$26,894	

* 2014 Amended Budget as of 8/14/2014

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
	Total For 2015	0.00

* 2014 Amended Budget as of 8/14/2014

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
City Clerk

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	411,393	458,353	481,732	496,428	14,696	3.05%
51210	OVERTIME	2,313	13,219	6,000	6,000	0	0.00%
51220	SEASONAL TEMPORARY	0	6,563	0	10,926	10,926	0.00%
51245	RETIREMENT TERM VACATION	23,105	137	0	0	0	0.00%
51260	VACATION BUY PAY OUT	0	953	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	0	(2,668)	0	0	0	0.00%
51610	PERA	61,584	63,280	65,402	67,682	2,280	3.49%
51612	RETIREMENT HEALTH SAVINGS	19,405	0	0	0	0	0.00%
51615	WORKERS COMPENSATION	1,605	1,385	1,396	1,505	109	7.81%
51620	EQUITABLE LIFE INSURANCE	1,179	1,256	1,742	1,845	103	5.91%
51640	DENTAL INSURANCE	2,537	2,866	3,060	2,956	(104)	-3.40%
51665	CASH BACK	823	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	3,260	2,120	1,960	1,960	0	0.00%
51690	MEDICARE	5,217	6,695	6,922	7,327	405	5.85%
51695	CITY EPO MEDICAL PLAN	52,531	44,971	52,748	59,653	6,905	13.09%
51696	ADVANTAGE HD MED PLAN	0	751	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	66	0	0	0	0.00%
Total Salaries and Benefits		584,952	599,947	620,962	656,282	35,320	5.69%
52105	MISCELLANEOUS OPERATING	9	0	0	0	0	0.00%
52110	OFFICE SUPPLIES	3,950	2,849	4,300	3,800	(500)	-11.63%
52120	COMPUTER SOFTWARE	199	19,000	200	200	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	103	0	0	0	0.00%
52125	GENERAL SUPPLIES	3,608	2,022	0	0	0	0.00%
52135	POSTAGE	5,406	4,823	5,500	5,250	(250)	-4.55%
52165	LICENSES AND TAGS	33	0	3,500	3,500	0	0.00%
52220	MAINT OFFICE MACHINES	0	99	0	0	0	0.00%
52225	MAINT COMPUTER SOFTWARE	859	0	0	0	0	0.00%
52305	MAINT SOFTWARE	1,640	0	0	0	0	0.00%
52405	ADVERTISING SERVICES	20,029	10,381	13,000	13,000	0	0.00%
52415	CONTRACTS AND SPEC PROJECTS	0	0	0	600	600	0.00%
52573	CREDIT CARD FEES	0	439	0	600	600	0.00%
52575	SERVICES	2,858	5,611	3,000	3,000	0	0.00%
52590	TEMPORARY EMPLOYMENT	3,064	9,511	13,926	3,000	(10,926)	-78.46%
52605	CAR MILEAGE	22	14	200	100	(100)	-50.00%
52615	DUES AND MEMBERSHIP	235	530	450	520	70	15.56%
52625	MEETING EXPENSES IN TOWN	527	210	400	0	(400)	-100.00%
52630	TRAINING	1,961	4,530	5,000	4,400	(600)	-12.00%
52655	TRAVEL OUT OF TOWN	355	1,377	0	0	0	0.00%
52705	COMMUNICATIONS	785	18	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	153	179	200	150	(50)	-25.00%
52736	CELL PHONE AIRTIME	0	0	50	50	0	0.00%
52738	CELL PHONE BASE CHARGES	730	588	1,690	1,390	(300)	-17.75%
52765	LEASE PURCHASE PAYMENTS	1,108	0	0	0	0	0.00%
52775	MINOR EQUIPMENT	0	281	0	0	0	0.00%
52776	PRINTER CONSOLIDATION COST	3,603	5,102	4,100	4,100	0	0.00%
52874	OFFICE SERVICES PRINTING	2,820	3,421	5,000	5,000	0	0.00%
52875	OFFICE SERVICES RECORDS	2,419	3,235	3,000	3,000	0	0.00%
60440	CBI BACKGROUND INVESTIGATIONS	0	0	2,000	2,930	930	46.50%
65160	RECRUITMENT	12,484	0	0	0	0	0.00%
65409	GRANT MATCH	0	0	0	2,500	2,500	0.00%
Total Operating Expenses		68,857	74,323	65,516	57,090	(8,426)	-12.86%
53020	COMPUTERS NETWORKS	7,003	0	0	0	0	0.00%
Total Capital Outlay		7,003	0	0	0	0	0.00%
Total Expenses		660,812	674,270	686,478	713,372	26,894	3.92%

Totals may differ from narratives due to rounding.

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Communications

Cindy Aubrey, Chief Communications Officer | (719) 385-5254 | caubrey@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Promote City success stories by proactively reaching out to local newspaper and television stations and through social media	Increased number of positive City-related stories in the media (2/week)	Quarterly	Jobs
Support and contribute to CVB and RBA efforts to market the City through consistent messaging	Improved coordination/consistent messaging	Quarterly	Jobs

All Funds Summary

	Use of Funds	2013	2014	* 2014	2015	2015 Budget -
		Actual	Original Budget	Amended Budget	Budget	* 2014 Amended Budget
All Funds	General Fund	\$365,748	\$418,162	\$418,162	\$387,554	(\$30,608)
	Cable Franchise Grant Fund	414,100	374,440	374,440	374,440	0
	Total	\$779,848	\$792,602	\$792,602	\$761,994	(\$30,608)
	Positions					
	General Fund	4.00	4.00	4.00	3.00	(1.00)
	Cable Franchise Grant Fund	5.00	5.00	5.00	5.00	0.00
	Total	9.00	9.00	9.00	8.00	(1.00)

* 2014 Amended Budget as of 8/14/2014

Significant Changes vs. 2014

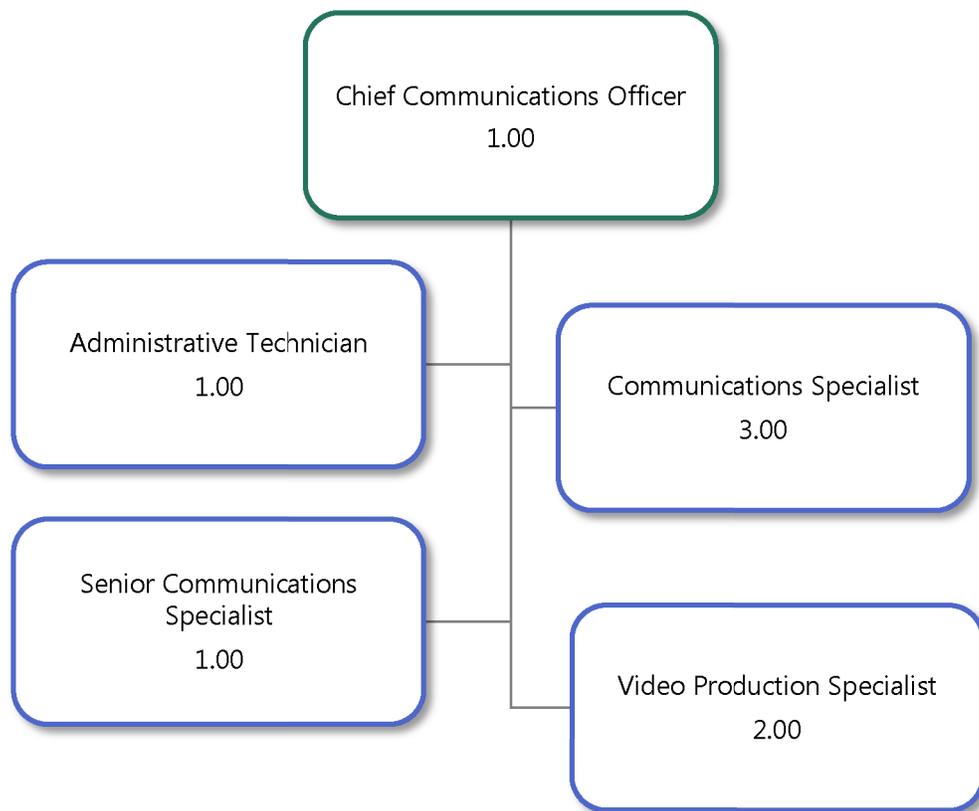
- Net decrease of \$30,608 in the General Fund, largely due to the removal of one-time funding for equipment in 2014 and the elimination of one Senior Communications Specialist position

Communications

The City of Colorado Springs Communications Division is responsible for communication coordination between the citizens and City employees as well as the media. Specific activities include:

- Development and delivery of public information including Colorado Open Records Act (CORA) requests
- Web content and Springs TV programming
- Educational and informational programming targeted to public interest including budget management, crisis communications, Internet content development and the Mayor's Office
- Responding to citizen inquiries and handling the citizen request system

The Division strives to encourage citizen understanding and involvement through public education and the communication of the Mayor's goals and initiatives.



The sections below provide a summary of the budget, authorized positions, changes that occurred after the budget was implemented for 2013 and changes occurring as part of the 2014 Budget for each fund including General Fund and Cable Franchise Fund.

General Fund	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Salary/Benefits/Pensions	\$241,334	\$292,466	\$323,062	\$323,062	\$326,454	\$3,392	
	Operating	47,632	56,030	69,900	69,900	60,900	(9,000)	
	Capital Outlay	3,089	17,252	25,200	25,200	200	(25,000)	
	Total	\$292,055	\$365,748	\$418,162	\$418,162	\$387,554	(\$30,608)	
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget		
	Administrative Technician	1.00	1.00	1.00	0.00	(1.00)		
	Chief Communications Officer	1.00	1.00	1.00	1.00	0.00		
	Communications Specialist I/II	1.00	0.00	0.00	0.00	0.00		
Lead Public Comm. Specialist	0.00	1.00	1.00	2.00	1.00			
Senior Comm. Specialist	0.00	0.00	0.00	0.00	0.00			
Video Production Specialist	1.00	1.00	1.00	0.00	(1.00)			
Total Positions	4.00	4.00	4.00	3.00	(1.00)			

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	32,205
	Increase for pay for performance	7,697
	Net increase for medical plan changes	1,597
	Decrease due to moving of 1.00 FTE to Grants Fund	(38,107)
	Total Salaries/Benefits/Pensions	\$3,392
	Operating	
	Decrease due to reduced advertising services for 2015	(9,000)
	Total Operating	(\$9,000)
	Capital Outlay	
Decrease due to removal of 2014 one-time equipment purchase	(25,000)	
Total Capital Outlay	(\$25,000)	
Total For 2015	(\$30,608)	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Transfer 2.00 FTE to Cable Franchise Fund (Admin. Tech. & Video Production Spec.)	(2.00)
	Transfer 1.00 FTE from Cable Franchise Fund (Lead Communications Spec.)	1.00
	Total For 2015	(1.00)

* 2014 Amended Budget as of 8/14/2014

Cable Franchise	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Operating	\$326,184	\$414,100	\$374,440	\$374,440	\$374,440	\$0
	Total	\$326,184	\$414,100	\$374,440	\$374,440	\$374,440	\$0
	Position Title		2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Administrative Technician		0.00	0.00	0.00	1.00	1.00
	Communications Specialist I/II		1.00	1.00	1.00	1.00	0.00
	Lead Communications Specialist		0.00	1.00	1.00	0.00	(1.00)
	Senior Communications Specialist		3.00	2.00	2.00	1.00	(1.00)
	Video Production Specialist		1.00	1.00	1.00	2.00	1.00
Total Positions		5.00	5.00	5.00	5.00	0.00	

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Operating	
	None	\$0
	Total Operating	\$0
	Total For 2015	\$0

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Transfer 2.00 positions from General Fund (Admin. Tech., Video Prod. Spec.)	2.00
	Transfer 1.00 position to General Fund (Lead Communications Spec.)	(1.00)
	Eliminate 1.00 position (Sr. Communications Spec.)	(1.00)
	Total For 2015	0.00

* 2014 Amended Budget as of 8/14/2014

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
COMMUNICATIONS OFFICE

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	187,075	230,874	260,977	260,597	(380)	-0.15%
51210	OVERTIME	1,873	0	0	0	0	0.00%
51220	SEASONAL TEMPORARY	0	1,000	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	4,612	679	0	0	0	0.00%
51260	VACATION BUY PAY OUT	162	556	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(2,506)	(1,493)	0	0	0	0.00%
51610	PERA	23,331	31,358	27,195	35,452	8,257	30.36%
51615	WORKERS COMPENSATION	481	442	471	491	20	4.25%
51620	EQUITABLE LIFE INSURANCE	517	633	912	992	80	8.77%
51640	DENTAL INSURANCE	1,016	1,261	1,260	1,092	(168)	-13.33%
51665	CASH BACK	105	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	740	1,144	1,560	1,560	0	0.00%
51690	MEDICARE	2,430	3,283	3,592	3,778	186	5.18%
51695	CITY EPO MEDICAL PLAN	21,634	15,700	27,096	22,494	(4,602)	-16.98%
51696	ADVANTAGE HD MED PLAN	0	6,356	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	673	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	(136)	0	0	0	0	0.00%
Total Salaries and Benefits		241,334	292,466	323,063	326,456	3,393	1.05%
52105	MISCELLANEOUS OPERATING	0	389	500	500	0	0.00%
52110	OFFICE SUPPLIES	1,879	1,853	1,800	1,800	0	0.00%
52111	PAPER SUPPLIES	197	158	400	400	0	0.00%
52120	COMPUTER SOFTWARE	1,705	771	500	500	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	2,313	781	700	700	0	0.00%
52125	GENERAL SUPPLIES	4,560	1,829	3,000	3,000	0	0.00%
52135	POSTAGE	468	2,271	2,000	2,000	0	0.00%
52170	SPECIAL PHOTOGRAPHY ETC	300	125	2,000	2,000	0	0.00%
52220	MAINT OFFICE MACHINES	0	0	200	200	0	0.00%
52305	MAINT SOFTWARE	0	47	0	0	0	0.00%
52405	ADVERTISING SERVICES	1,347	4,893	27,000	7,000	(20,000)	-74.07%
52431	CONSULTING SERVICES	2,342	0	0	0	0	0.00%
52575	SERVICES	23,742	8,627	20,600	30,600	10,000	48.54%
52590	TEMPORARY EMPLOYMENT	0	19,623	0	0	0	0.00%
52605	CAR MILEAGE	152	0	300	300	0	0.00%
52615	DUES AND MEMBERSHIP	375	300	300	300	0	0.00%
52625	MEETING EXPENSES IN TOWN	139	314	200	200	0	0.00%
52630	TRAINING	263	184	400	400	0	0.00%
52645	SUBSCRIPTIONS	1,578	1,853	1,000	1,000	0	0.00%
52655	TRAVEL OUT OF TOWN	0	614	400	400	0	0.00%
52735	TELEPHONE LONG DIST CALLS	119	95	200	200	0	0.00%
52736	CELL PHONE AIRTIME	4	113	200	199	(1)	-0.50%
52738	CELL PHONE BASE CHARGES	2,960	5,430	3,000	3,000	0	0.00%
52775	MINOR EQUIPMENT	0	144	0	0	0	0.00%
52776	PRINTER CONSOLIDATION COST	1,684	3,146	2,000	3,000	1,000	50.00%
52795	RENTAL OF EQUIPMENT	625	0	1,000	1,000	0	0.00%
52874	OFFICE SERVICES PRINTING	757	1,873	2,000	2,000	0	0.00%
52875	OFFICE SERVICES RECORDS	123	597	200	200	0	0.00%
Total Operating Expenses		47,632	56,030	69,900	60,899	(9,001)	-12.88%
53010	OFFICE MACHINES	0	0	200	200	0	0.00%
53030	FURNITURE AND FIXTURES	0	43	0	0	0	0.00%
53050	MACHINERY AND APPARATUS	3,089	17,209	25,000	0	(25,000)	-100.00%
Total Capital Outlay		3,089	17,252	25,200	200	(25,000)	-99.21%
Total Expenses		292,055	365,748	418,163	387,555	(30,608)	-7.32%

Totals may differ from narrative due to rounding.

Economic Vitality

Steve Bach, Mayor/Chief Economic Vitality Officer | (719) 385-5900 | sbach@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Actively market and promote redevelopment of EOZ areas	New development in EOZs	Q4	Jobs
Enhance and promote business retention and expansion through performance-based incentives, issue resolution, Rapid Response, and improving information readily available to potential businesses on the City's website	Improved perception of business climate; new businesses opened	Q4	Jobs
Evaluate the use of federal block grant dollars to implement recommendations in Economic Opportunity Zones, in conjunction with Planning and Development	Programs included in 2015 Action Plan	Q2	Jobs
Invest resources to increase the number of affordable housing units with a focus on serving the special needs of homeless, disabled, large families, and seniors	Increase in number of affordable housing units	Q4	Building Community
Continue to invest resources to increase the number of emergency shelter beds in the community, especially during winter months	Increase in number of emergency shelter beds	Q4	Building Community
As a member of Continuum of Care, work to develop a ten-year plan to end homelessness	Plan Completed	Q3	Building Community

All Funds Summary

	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
		Use of Funds				Budget
All Funds	General Fund - Econ. Vitality	\$563,869	\$677,979	\$677,979	\$334,227	(\$343,752)
	General Fund - Housing	241,647	266,348	273,948	429,736	155,788
	Grants Fund - Housing	3,712,107	3,913,446	4,338,261	3,920,000	(418,261)
	Total	\$4,517,623	\$4,857,773	\$5,290,188	\$4,683,963	(\$606,225)
	Positions					
	General Fund - Econ. Vitality	6.00	6.00	6.00	3.00	(3.00)
	General Fund - Housing	0.00	0.00	0.00	1.00	1.00
	Grants Fund - Housing	11.00	11.00	11.00	9.00	(2.00)
	Total	17.00	17.00	17.00	13.00	(4.00)

* 2014 Amended Budget as of 8/14/2014 (General Fund). The federal program year for the CDBG, HOME and ESG grants is April 1 to March 31. The Original Budget is prepared based on estimated allocations. The Amended Budget is prepared based on actual funding allocations. As a result, the Amended Budget may reflect a significant difference from Original Budget.

Note: Beginning in 2014, Housing is included in Economic Vitality. All historical numbers have been adjusted accordingly.

Significant Changes vs. 2014

- Net decrease of \$188,000 in General Fund, which is mainly due to the transfer of 2.00 FTE to other departments/divisions and elimination of funding for the Chief Economic Vitality Officer position
- Net decrease of \$418,000 in Grants Fund due to projected entitlement decreases

Economic Vitality

The Office of Economic Vitality (OEV) is focused on cultivating a healthy and vibrant economic climate in Colorado Springs that supports business and personal prosperity. Quality of life is Colorado Springs’ key competitive advantage, and OEV staff works with a wide variety of community partners to eliminate barriers to business development, catalyze investments in key business corridors, grow jobs in targeted industries, provide housing options, and build successful neighborhoods and community pride.

Business Climate

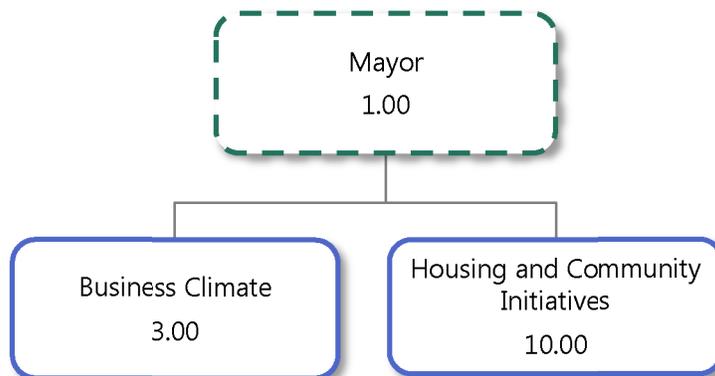
The City will become the most business-friendly municipality in the United States, as measured by:

- Rapid, courteous responses to all business requests for permits and approvals
- Fair regulations and requirements
- Reasonable fees and charges associated with conducting business
- Consistent, high-quality core services with limited resources
- Competitive utility rates
- Encouragement of community building and partnerships
- Ongoing dialogue with primary employers, entrepreneurs, and business groups to continuously improve the business climate
- Recommendations from the EOZ plans for the Southeast Colorado Springs EOZ and North Nevada EOZ implemented
- Continued collaboration with City for Champions project element sponsors

Housing and Community Initiatives

The City will make strategic investments and develop partnerships that strengthen neighborhoods, ensure the availability of quality affordable housing, and support economic opportunity for the whole community. The City receives restricted federal entitlement grants and competitive grants which fund the following programs:

- *Housing Development and Rehabilitation.* Work with nonprofit and for-profit developers to encourage the development of affordable and workforce housing, and prevent slum and blight conditions.
- *Neighborhood Improvement.* Encourage safe and livable neighborhoods through targeted planning, services, economic development activities, and capital improvements.
- *Homeless Services.* Make ending homelessness a citywide priority through leadership, advocacy, strategic investments, and policy making.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014 and changes occurring as part of the 2015 Budget for each fund including General Fund, CDBG Grant Funds, HOME Grant Funds, HOPE III Grant Funds, ESG Funds, and CIP.

General Fund - Economic Vitality	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$500,155	\$359,471	\$555,248	\$555,248	\$238,868	(\$316,380)
	Operating	34,017	204,398	122,731	122,731	95,359	(27,372)
	Capital Outlay	0	0	0	0	0	0
	Total	\$534,172	\$563,869	\$677,979	\$677,979	\$334,227	(\$343,752)
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Administrative Technician	0.00	0.00	1.00	1.00	0.00	
	Business Climate Manager	0.00	0.00	0.00	1.00	1.00	
	Chief Economic Vitality Officer	1.00	1.00	1.00	0.00	(1.00)	
	Economic Vitality Specialist	1.00	1.00	1.00	0.00	(1.00)	
Events Coordinator (Analyst II, Benefits & Financial)	1.00	1.00	1.00	0.00	(1.00)		
Office Specialist	1.00	1.00	1.00	0.00	(1.00)		
Senior Business Climate Specialist	1.00	1.00	0.00	0.00	0.00		
Senior Economic Vitality Specialist	1.00	1.00	1.00	1.00	0.00		
Total Positions	6.00	6.00	6.00	3.00	(3.00)		

General Fund - Housing	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$0	\$0	\$0	\$0	\$128,770	\$128,770
	Operating	244,340	241,647	266,348	273,948	300,966	27,018
	Capital Outlay	0	0	0	0	0	0
	Total	\$244,340	\$241,647	\$266,348	\$273,948	\$429,736	\$155,788
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Community Initiatives Manager	0.00	0.00	0.00	1.00	1.00	
	Total Positions	0.00	0.00	0.00	1.00	1.00	

* 2014 Amended Budget as of 8/14/2014

Funding Changes Economic Vitality and Housing	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$7,870
	Increase for pay for performance	2,098
	Net increase for medical plan changes	1,157
	Decrease due to transfer of 2.00 FTE to Parks, Recreation and Cultural Services	(163,559)
	Increase due to position reclass of Office Specialist to Administrative Technician	8,500
	Decrease due to elimination of 1.00 FTE	(116,652)
	Increase due to addition of 1.00 FTE	83,016
	Decrease due to efficiencies realized	(10,040)
	Total Salaries/Benefits/Pensions	(\$187,610)
	Operating	
Decrease due to efficiencies realized	(\$39,818)	
Decrease due to transfer of 2.00 FTE to Parks, Recreation and Cultural Services	(7,936)	
Net increase to Human Services funding for security services at warming shelters	22,400	
Increase for one-time funding of consultant services for Economic Vitality initiatives	25,000	
Total Operating	(\$354)	
Capital Outlay		
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	(\$187,964)	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Transfer 2.00 FTE to Parks, Recreation and Cultural Services (Spirit of the Springs Specialist and Analyst II, Financial)	(2.00)
	Eliminate 1.00 FTE (Chief Economic Vitality Officer)	(1.00)
	Add 1.00 FTE (Senior Economic Vitality Specialist)	1.00
Total For 2015	(2.00)	

* 2014 Amended Budget as of 8/14/2014

CDBG Grant Funds	Source of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	CDBG Entitlement	\$2,327,667	\$2,499,838	\$2,119,038	\$2,560,055	\$2,400,000	(\$160,055)
	Program Income	272,607	105,461	200,000	100,000	100,000	0
	Total	\$2,600,274	\$2,605,299	\$2,319,038	\$2,660,055	\$2,500,000	(\$160,055)
	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$793,898	\$853,778	\$984,974	\$748,521	\$848,374	\$99,853
	Capital Improvements	1,229,630	887,429	500,000	652,975	488,000	(164,975)
	Human Services Contracts	374,391	417,291	338,605	468,100	375,000	(93,100)
	General Administration	75,033	63,003	77,509	81,809	37,160	(44,649)
	Affordable Housing/Rehab	1,399,087	395,282	385,000	645,000	699,466	54,466
Planning Activities	41,716	24,527	28,650	63,650	52,000	(11,650)	
Total	\$3,913,755	\$2,641,310	\$2,314,738	\$2,660,055	\$2,500,000	(\$160,055)	

HOME Grant Funds	Source of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Original Budget
	Home Entitlement	\$971,687	\$984,217	\$884,351	\$1,074,882	\$825,000	(\$249,882)
	Program Income	257,236	440,689	450,000	400,000	425,000	25,000
	Total	\$1,228,923	\$1,424,906	\$1,334,351	\$1,474,882	\$1,250,000	(\$224,882)
	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Original Budget
	Salary/Benefits/Pensions	\$75,000	\$0	\$70,000	\$117,889	\$99,023	(\$18,866)
	Administration/Planning	40,578	25,181	34,075	29,599	20,825	(8,774)
	Affordable Housing/Rehab	545,058	644,492	753,407	862,418	665,152	(197,266)
	CHDO Administration	48,251	48,512	44,217	53,744	41,250	(12,494)
	CHDO Housing Development	228,587	21,660	132,652	161,232	123,750	(37,482)
Tenant-Based Rental Assist.	114,364	184,261	300,000	250,000	300,000	50,000	
Total	\$1,051,838	\$924,106	\$1,334,351	\$1,474,882	\$1,250,000	(\$224,882)	

* The federal program year for the CDBG, HOME and ESG grants is April 1 to March 31. The Original Budget is prepared based on estimated allocations. The Amended Budget is prepared based on actual funding allocations. As a result, the Amended Budget may reflect a significant difference from Original Budget.

<i>HOPE III Grant Funds</i>	Source of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Revenue	\$79,615	\$240	\$94,863	\$240	\$0	(\$240)	
	Total	\$79,615	\$240	\$94,863	\$240	\$0	(\$240)	
	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
Acquisition/Rehab/Resale	\$40,833	\$33,561	\$94,863	\$240	\$0	(\$240)		
Total	\$40,833	\$33,561	\$94,863	\$240	\$0	(\$240)		

<i>ESG Grant Funds</i>	Source of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	ESG Entitlement	\$113,130	\$169,494	\$169,494	\$203,084	\$170,000	(\$33,084)	
	Total	\$113,130	\$169,494	\$169,494	\$203,084	\$170,000	(\$33,084)	
	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
Homeless Prevention	\$0	\$0	\$56,364	\$89,954	\$56,870	(\$33,084)		
Salvation Army	99,000	99,000	99,000	99,000	99,000	0		
Urban Peak	14,130	14,130	14,130	14,130	14,130	0		
Total	\$113,130	\$113,130	\$169,494	\$203,084	\$170,000	(\$33,084)		

* The federal program year for the CDBG, HOME and ESG grants is April 1 to March 31. The Original Budget is prepared based on estimated allocations. The Amended Budget is prepared based on actual funding allocations. As a result, the Amended Budget may reflect a significant difference from Original Budget.

Summary	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	CDBG Grant	\$3,913,755	\$2,641,310	\$2,314,738	\$2,660,055	\$2,500,000	(\$160,055)
	HOME Grant	1,051,838	924,106	1,334,351	1,474,882	1,250,000	(224,882)
	HOPE III Grant	40,833	33,561	94,863	240	0	(240)
	ESG Grant	113,130	113,130	169,494	203,084	170,000	(33,084)
	Total	\$5,119,556	\$3,712,107	\$3,913,446	\$4,338,261	\$3,920,000	(\$418,261)
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Analyst I	1.00	1.00	1.00	1.00	0.00	
	Analyst II	1.00	1.00	1.00	0.00	(1.00)	
	CDBG Specialist I	1.00	1.00	1.00	1.00	0.00	
	Community Development Manager	1.00	1.00	1.00	0.00	(1.00)	
	Office Specialist	1.00	1.00	1.00	1.00	0.00	
Principal Analyst	1.00	1.00	1.00	1.00	0.00		
Redevelopment Specialist	2.00	2.00	2.00	2.00	0.00		
Senior Analyst	1.00	1.00	1.00	1.00	0.00		
Senior Office Specialist	1.00	1.00	1.00	1.00	0.00		
Senior Redevelopment Specialist	1.00	1.00	1.00	1.00	0.00		
Total	11.00	11.00	11.00	9.00	(2.00)		

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Decrease in CDBG Grant funds due to projected entitlement decrease	(\$160,055)
	Decrease in HOME Grant funds due to projected entitlement decrease	(224,882)
	Decrease in HOPE III Grant funds due to close out of program	(240)
	Decrease in ESG Grant funds due to projected entitlement decrease	(33,084)
	Total For 2015	(\$418,261)

* The federal program year for the CDBG, HOME and ESG grants is April 1 to March 31. The Original Budget is prepared based on estimated allocations. The Amended Budget is prepared based on actual funding allocations. As a result, the Amended Budget may reflect a significant difference from Original Budget.

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Eliminate 2.00 FTE due to decreased grant funding (Analyst II and Community Development Manager)	(2.00)
	Total For 2015	(2.00)

* The federal program year for the CDBG, HOME and ESG grants is April 1 to March 31. The Original Budget is prepared based on estimated allocations. The Amended Budget is prepared based on actual funding allocations. As a result, the Amended Budget may reflect a significant difference from Original Budget.

2015 CIP Program	Project Name	General Fund	Restricted Funds							Total Cost	
			Bike Tax	CTF	Enterprise	Grants	PPRTA	PSST	TOPS		Other
	CDBG					\$488,000					\$488,000
	Total 2015 CIP	\$0	\$0	\$0	\$0	\$488,000	\$0	\$0	\$0	\$0	\$488,000

These projects are reflected in the Capital Improvements line item in the CDBG grant section. For a citywide comprehensive list of projects, refer to the CIP section of the Budget, page 30-1.

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
ECONOMIC VITALITY

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	386,045	289,042	429,252	188,316	(240,936)	-56.13%
51210	OVERTIME	1,292	0	2,400	0	(2,400)	-100.00%
51220	SEASONAL TEMPORARY	0	918	6,500	0	(6,500)	-100.00%
51245	RETIREMENT TERM VACATION	24,241	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	418	476	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(1,505)	(1,943)	0	0	0	0.00%
51610	PERA	44,656	36,485	58,224	25,730	(32,494)	-55.81%
51612	RETIREMENT HEALTH SAVINGS	6,514	0	0	0	0	0.00%
51615	WORKERS COMPENSATION	1,034	521	807	356	(451)	-55.89%
51620	EQUITABLE LIFE INSURANCE	870	768	1,611	691	(920)	-57.11%
51640	DENTAL INSURANCE	1,639	1,631	2,400	1,173	(1,227)	-51.13%
51670	PARKING FOR EMPLOYEES	1,090	946	2,100	720	(1,380)	-65.71%
51690	MEDICARE	5,856	4,113	6,162	2,723	(3,439)	-55.81%
51695	CITY EPO MEDICAL PLAN	28,058	25,965	45,792	19,159	(26,633)	-58.16%
51696	ADVANTAGE HD MED PLAN	0	498	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	51	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	(53)	0	0	0	0	0.00%
Total Salaries and Benefits		500,155	359,471	555,248	238,868	(316,380)	-56.98%
52105	MISCELLANEOUS OPERATING	1,824	1	0	0	0	0.00%
52110	OFFICE SUPPLIES	1,271	994	1,200	1,200	0	0.00%
52120	COMPUTER SOFTWARE	116	0	560	560	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	50	1,503	1,000	1,000	0	0.00%
52125	GENERAL SUPPLIES	2,049	6,661	9,566	500	(9,066)	-94.77%
52135	POSTAGE	0	35	390	100	(290)	-74.36%
52405	ADVERTISING SERVICES	0	200	8,855	0	(8,855)	-100.00%
52560	PARKING SERVICES	0	0	731	231	(500)	-68.40%
52575	SERVICES	6,498	164,120	50,300	75,300	25,000	49.70%
52590	TEMPORARY EMPLOYMENT	3,624	9,228	0	0	0	0.00%
52605	CAR MILEAGE	1,498	2,189	1,640	500	(1,140)	-69.51%
52607	CELL PHONE ALLOWANCE	434	0	744	0	(744)	-100.00%
52615	DUES AND MEMBERSHIP	100	0	865	365	(500)	-57.80%
52625	MEETING EXPENSES IN TOWN	5,062	3,701	4,230	3,730	(500)	-11.82%
52630	TRAINING	210	0	1,485	735	(750)	-50.51%
52645	SUBSCRIPTIONS	98	1,242	773	100	(673)	-87.06%
52650	MARKETING EXP	0	3,208	8,950	0	(8,950)	-100.00%
52655	TRAVEL OUT OF TOWN	3,611	2,506	11,500	5,000	(6,500)	-56.52%
52735	TELEPHONE LONG DIST CALLS	63	115	120	120	0	0.00%
52738	CELL PHONE BASE CHARGES	1,823	2,731	5,472	1,368	(4,104)	-75.00%
52775	MINOR EQUIPMENT	785	986	500	500	0	0.00%
52776	PRINTER CONSOLIDATION COST	2,512	3,171	3,000	3,200	200	6.67%
52795	RENTAL OF EQUIPMENT	696	140	8,300	0	(8,300)	-100.00%
52874	OFFICE SERVICES PRINTING	1,693	1,667	2,550	850	(1,700)	-66.67%
Total Operating Expenses		34,017	204,398	122,731	95,359	(27,372)	-22.30%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		534,172	563,869	677,979	334,227	(343,752)	-50.70%

Totals may differ from narrative due to rounding.

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
HOUSING

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	0	0	0	102,765	102,765	0.00%
51610	PERA	0	0	0	13,974	13,974	0.00%
51612	RETIREMENT HEALTH SAVINGS	0	0	0	50	50	0.00%
51615	WORKERS COMPENSATION	0	0	0	195	195	0.00%
51620	EQUITABLE LIFE INSURANCE	0	0	0	409	409	0.00%
51640	DENTAL INSURANCE	0	0	0	395	395	0.00%
51670	PARKING FOR EMPLOYEES	0	0	0	240	240	0.00%
51690	MEDICARE	0	0	0	1,490	1,490	0.00%
51695	CITY EPO MEDICAL PLAN	0	0	0	9,252	9,252	0.00%
Total Salaries and Benefits		0	0	0	128,770	128,770	0.00%
52110	OFFICE SUPPLIES	55	0	0	0	0	0.00%
52125	GENERAL SUPPLIES	0	1,366	1,500	1,500	0	0.00%
52440	HUMAN SERVICES	142,337	137,823	142,548	172,548	30,000	21.05%
52441	TRANSIT PASSES	0	0	18,000	18,000	0	0.00%
52575	SERVICES	(53)	459	1,300	1,300	0	0.00%
52605	CAR MILEAGE	0	0	1,000	1,500	500	50.00%
52625	MEETING EXPENSES IN TOWN	0	0	0	500	500	0.00%
52630	TRAINING	0	0	0	750	750	0.00%
52655	TRAVEL OUT OF TOWN	0	0	0	1,500	1,500	0.00%
52738	CELL PHONE BASE CHARGES	0	0	0	1,368	1,368	0.00%
65343	HOUSING AUTHORITY STAFF	102,001	101,999	102,000	102,000	0	0.00%
Total Operating Expenses		244,340	241,647	266,348	300,966	34,618	13.00%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		244,340	241,647	266,348	429,736	163,388	61.34%

Totals may differ from narrative due to rounding.

City of Colorado Springs Budget Detail Report

GRANTS FUND
CDBG

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	Civilian Salaries	509,696	508,822	616,990	547,625	(69,365)	-11.24%
51210	Overtime	0	216	0	0	0	0.00%
51220	Seasonal Temporary	0	37,843	0	0	0	0.00%
51245	Retirement/Term Vacation	9	10,577	0	0	0	0.00%
51260	Vacation Buy	3,234	2,451	3,500	0	(3,500)	-100.00%
51299	Salaries Reimbursements	133,018	126,677	169,500	0	(169,500)	-100.00%
51610	PERA	66,558	72,020	83,680	73,737	(9,943)	-11.88%
51615	Workers' Compensation	2,862	3,450	3,391	3,605	214	6.31%
51620	Equitable Life Insurance	1,465	1,491	2,248	1,994	(254)	-11.30%
51640	Dental Insurance	3,103	3,333	3,960	3,360	(600)	-15.15%
51655	Retired Employee Medical Ins	10,968	10,968	9,150	0	(9,150)	-100.00%
51665	Cash Back	415	0	800	0	(800)	-100.00%
51670	Employee Parking	0	240	0	2,160	2,160	0.00%
51690	Medicare	7,077	7,653	8,857	7,804	(1,053)	-11.89%
51695	City EPO Medical Plan	50,583	52,453	79,418	48,089	(31,329)	-39.45%
51696	Advantage HD Medical Plan	4,379	14,179	3,100	0	(3,100)	-100.00%
51697	HRA Benefit to Adv Med Plan	531	1,406	380	0	(380)	-100.00%
72051	Code Enforcement	0	0	0	160,000	160,000	0.00%
Total Salaries and Benefits		793,898	853,779	984,974	848,374	(136,600)	-13.87%
72060	CDBG CIP	344,310	428,864	500,000	488,000	(12,000)	-2.40%
71910	Deerfield Hills Public Improvement	30,522	0	0	0	0	0.00%
71985	Ivywild Public Improvements	28,650	7,588	0	0	0	0.00%
71980	Mesa Springs Resid Sidewalk	0	0	0	0	0	0.00%
73031	Mill Street Improvements	157,075	104,864	0	0	0	0.00%
71425	Trail Development	410,880	0	0	0	0	0.00%
73015	Westside Resident Sidewalks	258,193	346,112	0	0	0	0.00%
Total Capital Improvements Project		1,229,630	887,428	500,000	488,000	(12,000)	-2.40%
65414	Homeward Pikes Peak	8,785	8,785	8,000	0	(8,000)	-100.00%
52440	Human Services	254,828	297,728	225,605	0	(225,605)	-100.00%
72201	Human Services	0	0	0	315,000	315,000	0.00%
72280	Human Svc- Comm& Snr Centrs	65,397	65,397	60,000	60,000	0	0.00%
72256	Human Svc-Hsng Auth Gcnp	45,381	45,381	45,000	0	(45,000)	-100.00%
Total Contracts		374,391	417,291	338,605	375,000	24,395	7.20%
52577	Administrative Services	0	2,520	12,987	2,500	(10,487)	-80.75%
52405	Advertising Services	432	293	500	500	0	0.00%
52410	Building Security Services	5,864	2,363	2,000	0	(2,000)	-100.00%
52605	Car Mileage	225	188	300	400	100	33.33%
52115	CDBG Medical Supplies	0	0	50	0	(50)	-100.00%
52775	CDBG Minor Equipment	339	620	450	400	(50)	-11.11%
52725	CDBG Rental of Property	0	0	690	690	0	0.00%
52630	CDBG Training	0	108	1,250	2,500	1,250	100.00%
52738	Cell Base	1,676	2,348	1,500	2,500	1,000	66.67%
52705	Communications	6,990	2,246	16,000	2,300	(13,700)	-85.63%
52615	Dues & Membership	2,425	2,425	2,905	3,000	95	3.27%
52435	Garbage Removal Svc	476	399	575	0	(575)	-100.00%
52125	General Supplies	521	520	500	500	0	0.00%
52445	Janitorial Services	0	3,769	0	0	0	0.00%

City of Colorado Springs Budget Detail Report

GRANTS FUND
CDBG

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
52190	Janitorial Supplies	74	100	100	0	(100)	-100.00%
52455	Lawn Maintenance	2,877	4,443	1,650	0	(1,650)	-100.00%
52765	Lease/Purchase Payments	0	0	0	0	0	0.00%
52265	Maintenance-Buildings & Structure	17,963	2,952	13,500	0	(13,500)	-100.00%
52872	Maintenance-Fleet Vehicles/Equip	9,534	3,769	2,589	3,800	1,211	46.77%
52220	Maintenance-Office Machines	252	0	200	100	(100)	-50.00%
52625	Meeting Expenses In Town	0	0	300	500	200	66.67%
52874	Office Services Printing	953	275	1,000	1,000	0	0.00%
52875	Office Services Records	3,007	1,175	500	500	0	0.00%
52110	Office Supplies	2,910	2,739	1,500	2,750	1,250	83.33%
52655	Out Of Town Travel	855	12	650	750	100	15.38%
52111	Paper Supplies	113	183	250	250	0	0.00%
52560	Parking Services	600	600	500	800	300	60.00%
52135	Postage	890	1,014	900	1,000	100	11.11%
52776	Printer Consolidation Cost	3,143	3,998	3,069	4,000	931	30.34%
65361	Relocation Assistance	0	6,858	0	0	0	0.00%
52795	Rental Of Equipment	0	0	2,000	500	(1,500)	-75.00%
65356	Retirement Awards	110	188	0	0	0	0.00%
52575	Services	5,959	5,409	3,000	5,000	2,000	66.67%
52120	Software-Micro/Word Process	1,545	325	1,000	500	(500)	-50.00%
52170	Special, Photography, Etc	200	0	200	0	(200)	-100.00%
52645	Subscriptions	145	362	194	350	156	80.41%
52735	Telephone-Long Dist Calls	130	70	200	70	(130)	-65.00%
52590	Temporary Employment	0	7,332	0	0	0	0.00%
52747	Utilities Gas	1,958	754	1,800	0	(1,800)	-100.00%
52748	Utilities Sewer	1,181	930	1,000	0	(1,000)	-100.00%
52749	Utilities Water	1,689	1,716	1,700	0	(1,700)	-100.00%
Total General Administration		75,033	63,003	77,509	37,160	(40,349)	-52.06%
72140	Affordable Housing Develop	1,098,724	0	200,000	0	(200,000)	-100.00%
72140	Affordable Housing Acquisition	0	0	0	209,466	209,466	0.00%
72005	CDBG Emergency EM - ERC	0	0	0	100,000	100,000	0.00%
72003	CDBG Emergency EM - In-House	0	0	0	50,000	50,000	0.00%
72070	CDBG Owner Occupied Loan Ro	4,046	7,315	25,000	25,000	0	0.00%
73090	ERC Weatherization	0	50,096	0	0	0	0.00%
60015	Lights and Locks	3,050	7,125	10,000	10,000	0	0.00%
73011	Public Facilities Rehab	0	0	0	175,000	175,000	0.00%
72035	Resident Single Family Rehab	2,187	0	0	0	0	0.00%
72065	Resident Single Family Rehab	75,794	73,878	0	0	0	0.00%
72000	Resident Single Family Rehab	53,865	75,328	50,000	75,000	25,000	50.00%
72005	Resident Single Family Rehab	161,420	130,126	50,000	0	(50,000)	-100.00%
72015	Residential Rehab Investor Owner	0	50,945	50,000	55,000	5,000	10.00%
70200	Soft Costs	0	470	0	0	0	0.00%
Total Housing/Rehab		1,399,087	395,283	385,000	699,466	314,466	81.68%

City of Colorado Springs Budget Detail Report

GRANTS FUND
CDBG

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
72425	Citizen Participation	654	65	5,000	2,000	(3,000)	-60.00%
72433	Housing Needs Assessment	0	12,886	0	0	0	0.00%
72431	Planning	29,358	122	10,000	50,000	40,000	400.00%
72434	Planning - Adams NA	1,771	1,176	2,100	0	(2,100)	-100.00%
72437	Planning - Deerfield Hills NA	915	1,023	1,500	0	(1,500)	-100.00%
72455	Planning - Hillside NA	0	0	0	0	0	0.00%
72460	Planning - Ivywild NA	1,692	1,998	1,800	0	(1,800)	-100.00%
72435	Planning - Mesa Springs NA	0	0	0	0	0	0.00%
72438	Planning - Mill St Neighborhood	1,149	1,054	1,250	0	(1,250)	-100.00%
72440	Planning - Org Westside NA	6,177	6,202	7,000	0	(7,000)	-100.00%
Total Planning Activities		41,716	24,526	28,650	52,000	23,350	81.50%
Total Operating Expenses		3,913,754	2,641,310	2,314,738	2,500,000	173,262	7.49%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Organization		3,913,754	2,641,310	2,314,738	2,500,000	173,262	7.49%

Totals may differ from narrative due to rounding.

City of Colorado Springs Budget Detail Report

GRANTS FUND
HOME

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51299	TBRA Staff Support	75,000	0	70,000	99,023	29,023	41.46%
	Total Salaries & Benefits	75,000	0	70,000	99,023	29,023	41.46%
52110	Office Supplies	506	23	1,000	1,000	0	0.00%
52111	Paper Supplies	0	172	250	250	0	0.00%
52120	Micros- Software	1,650	2,250	2,065	2,000	(65)	-3.15%
52122	Cell Phone Equip & Supplies	0	0	0	0	0	0.00%
52122	Cell Phone Equip & Supplies	0	118	0	150	150	0.00%
52135	HOME Postage	0	38	500	500	0	0.00%
52175	HOME Signs	0	0	100	100	0	0.00%
52220	HOME Maint Office Machines	0	0	125	125	0	0.00%
52405	Advertising	0	0	700	500	(200)	-28.57%
52410	HOME Building Security Svcs	0	938	1,000	0	(1,000)	-100.00%
52445	Janitorial Services	13,062	8,000	8,000	0	(8,000)	-100.00%
52590	Temporary Employment	15,547	0	0	0	0	0.00%
52605	Car Mileage	104	814	325	800	475	146.15%
52625	In Town Mtg. Expenses	309	20	300	300	0	0.00%
52630	Training	1,124	820	2,000	2,000	0	0.00%
52645	Subscriptions	195	0	200	200	0	0.00%
52655	Travel Out Of Town	1,314	1,860	2,000	3,000	1,000	50.00%
52725	Rental Of Property	1,896	1,287	2,000	1,500	(500)	-25.00%
52738	Cell Phone Base Charges	0	340	300	350	50	16.67%
52746	Utilities- Electric	2,884	3,706	2,700	0	(2,700)	-100.00%
52747	Utilities-Gas	0	1,484	700	0	(700)	-100.00%
52748	Utilities-Sewer	0	335	700	0	(700)	-100.00%
52749	Utilities-Water	0	426	975	0	(975)	-100.00%
52775	Minor Equipment	0	85	350	250	(100)	-28.57%
52776	Printer Consolidation Cost	1,986	2,309	900	2,000	1,100	122.22%
52795	Rental Of Equipment	0	0	3,000	2,000	(1,000)	-33.33%
52872	Fleet Services	0	0	2,000	2,000	0	0.00%
52874	Office Services	0	156	1,385	1,300	(85)	-6.14%
52875	Office Services Records	0	0	500	500	0	0.00%
	Total Administration/Planning	40,578	25,181	34,075	20,825	(13,250)	-38.88%
72050	Residential Rehab-Deerfield Hills	10,420	0	0	0	0	0.00%
72075	Homeowner Occupied Loan	189,251	446,858	0	0	0	0.00%
72095	Residential Rehab	(4,000)	0	356,925	350,000	(6,925)	-1.94%
72135	Affordable Housing Assist	349,387	197,634	396,482	315,152	(81,330)	-20.51%
	Total Affordable Housing/Rehab	545,058	644,492	753,407	665,152	(88,255)	-11.71%
72130	CHDO Administration	48,251	48,512	44,217	41,250	(2,967)	-6.71%
	Total CHDO Administration	48,251	48,512	44,217	41,250	(2,967)	-6.71%

City of Colorado Springs Budget Detail Report

GRANTS FUND
HOME

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
72125	CHDO	228,587	21,660	132,652	123,750	(8,902)	-6.71%
Total CHDO Housing Development		228,587	21,660	132,652	123,750	(8,902)	-6.71%
72115	Tenant Based Rental Assist	114,364	184,261	300,000	300,000	0	0.00%
Total Tenant-Based Rental Assistance		114,364	184,261	300,000	300,000	0	0.00%
Total Operating Expenses		1,051,838	924,106	1,334,351	1,250,000	(84,351)	-6.32%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Organization		1,051,838	924,106	1,334,351	1,250,000	(84,351)	-6.32%

GRANTS FUND
HOPE III

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
52575	Services	298	2,199	24,990	0	(24,990)	-100.00%
60290	Acquisition Resale	40,375	31,362	69,873	0	(69,873)	-100.00%
73031	Mill Street CDBG	160	0	0	0	0	0.00%
Total Operating Expenses		40,833	33,561	94,863	0	(94,863)	-100.00%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Organization		40,833	33,561	94,863	0	(94,863)	-100.00%

GRANTS FUND
ESG

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
72350	Salvation Army	99,000	99,000	99,000	99,000	0	0.00%
	Urban Peak	14,130	14,130	14,130	14,130	0	0.00%
	Homeless Prevention/Housing	0	0	56,364	56,870	506	0.90%
Total Operating Expenses		113,130	113,130	169,494	170,000	506	0.30%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Organization		113,130	113,130	169,494	170,000	506	0.30%

Totals may differ from narrative due to rounding.

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Finance

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2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Enhance contracting policies to increase awards to local businesses where it makes sound business sense	Maintain a level of 50% or greater in local spending	Quarterly	Jobs
Through the annual priority-based budget process, maximize the use of existing resources, and establish partnerships between City departments to overcome resource constraints	Facilitate identification of cross-departmental projects and partnerships	Q3	Transforming Government
Reassess use of City facilities/space to maximize utilization, eliminate ineffective space, optimize utility usage, and ensure safety and security in City buildings, in conjunction with Fire-Facilities	Development of a facilities maintenance plan	Q2	Transforming Government
Reassess opportunities for city employees to share in the responsibility of ensuring long-term financial stability in our underfunded pension plans	Implement identified opportunities	Q4	Transforming Government

All Funds Summary

	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
All Funds	Use of Funds					
	General Fund	\$2,980,540	\$3,103,025	\$3,103,025	\$3,341,245	\$238,219
	Office Services Fund	1,650,975	1,758,297	1,758,297	1,758,358	61
	Total	\$4,631,515	\$4,861,322	\$4,861,322	\$5,099,603	\$238,280
	Positions					
	General Fund	36.75	34.75	34.75	34.75	0.00
	Office Services Fund	9.00	9.00	9.00	9.00	0.00
Total	45.75	43.75	43.75	43.75	0.00	

* 2014 Amended Budget as of 8/14/2014

Significant Changes vs. 2014

- Increase of approximately \$238,000, mainly due to an accounting change for outsourced Sales and Use Tax auditing services that were previously netted from the Sales and Use Tax revenue and will now be shown as a separate expenditure line item resulting in an increase to both revenue and expenditures of approximately \$215,000 with net zero effect to the General Fund

Finance

The Finance divisions provide fiscal accountability and reporting for the City and its enterprises.

Accounting

- Provides accounting and financial reporting services for City departments, enterprises, component units, and federal and state grants.
- Maintains accounting information for 75 funds and \$440 million in expenditures.
- Oversees the City's cash, investment, and debt activities, which include approximately \$564 million in cash and investments, and \$242 million in debt across all funds.
- Oversees the accounts receivable process.

Accounts Payable

- Processes invoices for payment; administration and oversight of the City's Visa card program including training, auditing and compliance; and managing encumbrances including all contract, purchase order and change orders.
- Disburses payments for the Pikes Peak Regional Communications Network and invoice tracking/oversight for the Pikes Peak Rural Transportation Authority (PPRTA) – processing over 45,000 invoices amounting to over \$166 million annually for payment, and over 2,300 invoices are reviewed and audited for the PPRTA.

Budget

- Maintains the City's fiscal integrity through efficient allocation of resources and presents information with fiscal transparency to the Mayor, City Council, and the citizens of this community.
- Manages the annual budget process and prepares the annual budget document.
- Provides analytical support to the Mayor, Chief of Staff, City Council, and City departments.
- Conducts fiscal review and management of special districts in the City.
- Develops and manages the City's capital improvement program.

Grants Administration

- Manages a citywide grant coordination, administration and compliance to ensure proper reporting and compliance, and to maximize grant funding opportunities.

Payroll and Pensions

- Provides all time, payroll, and pension support to all City departments and enterprises.
- Administers payroll, new hire and job action processes.
- Processes terminations, workers' compensation calculations, benefits processing and remittance to vendors, time administration, and many other payroll related activities.

Sales Tax

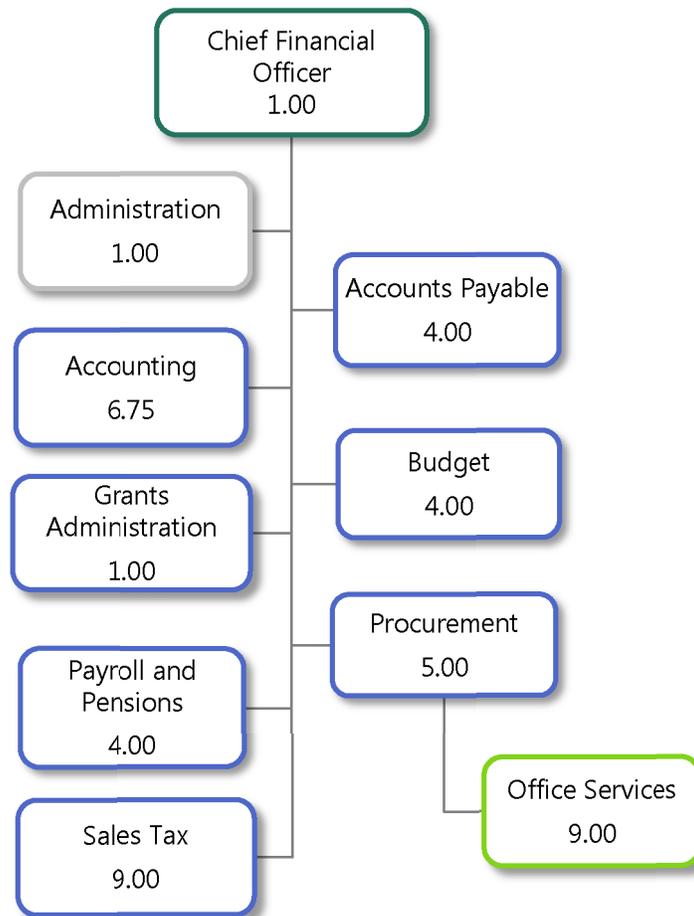
- Administers sales and use taxes.
- Registers applicants for new sales and use tax licenses.
- Collects sales and use tax from taxpayers.
- Interprets and ensures compliance with the City Code.
- Delivers a high level of customer service to taxpayers.
- Conducts taxpayer education classes.

Procurement Services

- Provides solicitation, negotiation, and award of purchase orders and contracts for all City departments as well as the Pikes Peak Rural Transportation Authority (PPRTA), while maintaining competitiveness, innovation, and compliance with procurement laws.
- Responsible for 3,700 purchase orders, task orders, and formal contracts totaling over \$130 million annually.
- The Division is one of only 20% of cities and counties nationwide that have been recognized by the National Institute of Governmental Purchasing (NIGP) for 100% professionally certified staff.
- Manages Office Services, which provides reprographics and mail processing support to all City departments and Springs Utilities. In addition, Office Services provides record storage and retrieval for City departments.

	2012 Actual	2013 Actual	2014 Original Budget	2015 Budget
Finance Functions				
Accounting	\$877,935	\$691,324	\$894,959	\$931,902
Accounts Payable	236,389	300,045	320,938	322,846
Budget Office	509,582	364,944	376,159	379,206
Payroll and Pensions	263,679	250,278	286,233	275,425
Procurement	257,698	345,905	433,279	426,107
Sales Tax	1,040,740	1,028,044	791,457	1,005,760
Total General Fund	\$3,186,023	\$2,980,540	\$3,103,025	\$3,341,245
Office Services Fund	1,576,407	1,650,975	1,758,297	1,758,358
Total Finance Functions	\$4,762,430	\$4,631,515	\$4,861,322	\$5,099,603

* 2014 Amended Budget as of 8/14/2014



The organizational chart illustrates all positions that report to this department including 1.00 grant-funded position that is funded from the Transit Grant Fund; therefore, this position is not counted in the Position Totals of the funding tables in this narrative.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014, and changes occurring as part of the 2015 Budget for each fund including General Fund, Office Services Fund, Public Safety Sales Tax, and Transit Grant Fund.

<i>General Fund</i>	Use of Funds	2012	2013	2014	* 2014	2015	2015 Budget -
		Actual	Actual	Original Budget	Amended Budget	Budget	* 2014 Amended Budget
	Salary/Benefits/Pensions	\$2,911,448	\$2,786,941	\$2,879,923	\$2,879,923	\$2,914,994	\$35,071
	Operating	274,575	193,599	223,102	223,102	416,251	193,149
	Capital Outlay	0	0	0	0	10,000	10,000
	Total	\$3,186,023	\$2,980,540	\$3,103,025	\$3,103,025	\$3,341,245	\$238,220

General Fund	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Accountant II	0.75	0.75	0.75	0.75	0.00
	Accounting Manager	1.00	1.00	1.00	1.00	0.00
	Accounting Technician	7.00	2.00	2.00	0.00	(2.00)
	Accounting Technician II	0.00	0.00	0.00	2.00	2.00
	Accounts Payable Supervisor	0.00	1.00	1.00	1.00	0.00
	Accounts Pay/Rec Specialist	0.00	2.00	2.00	1.00	(1.00)
	Administrative Technician	2.00	1.00	1.00	1.00	0.00
	Analyst II, Budget	0.00	1.00	1.00	1.00	0.00
	Analyst II, Financial	0.00	1.00	1.00	1.00	0.00
	Budget Manager	1.00	1.00	1.00	1.00	0.00
	Chief Financial Officer	1.00	1.00	1.00	1.00	0.00
	Contract Specialist II	0.00	1.00	1.00	1.00	0.00
	Finance Supervisor	2.00	0.00	0.00	0.00	0.00
	Grants Administrator	0.00	1.00	1.00	1.00	0.00
	Payroll & Pension Administrator	0.00	1.00	1.00	1.00	0.00
	Payroll Clerk II	0.00	2.00	2.00	2.00	0.00
	Payroll Specialist	1.00	1.00	1.00	1.00	0.00
	Principal Analyst, Budget	1.00	0.00	0.00	0.00	0.00
	Procurement Services Manager	1.00	1.00	1.00	1.00	0.00
	Sales Tax Auditor	4.00	0.00	0.00	0.00	0.00
	Sales Tax Auditor II	0.00	1.00	1.00	1.00	0.00
	Sales Tax Enforcement Spvsr	0.00	1.00	1.00	1.00	0.00
	Sales Tax Investigator	2.00	2.00	2.00	2.00	0.00
Sales Tax Investigator II	1.00	1.00	1.00	1.00	0.00	
Sales Tax Manager	1.00	1.00	1.00	1.00	0.00	
Sales Tax Technician	1.00	2.00	2.00	2.00	0.00	
Senior Accountant	4.00	4.00	4.00	4.00	0.00	
Senior Accounting Technician	0.00	0.00	0.00	1.00	1.00	
Senior Budget Analyst	2.00	2.00	2.00	2.00	0.00	
Senior Contracting Specialist	2.00	2.00	2.00	2.00	0.00	
Senior Sales Tax Auditor	1.00	0.00	0.00	0.00	0.00	
Staff Assistant	1.00	0.00	0.00	0.00	0.00	
Total Positions	36.75	34.75	34.75	34.75	0.00	

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$25,209)
	Increase for pay for performance	41,661
	Net increase for medical plan changes	12,679
	Increase for medical benefits of .50 FTE position	2,950
	Increase for student internship program	5,400
	Decrease due to efficiencies realized	(2,410)
	Total Salaries/Benefits/Pensions	\$35,071
	Operating	
	Decrease due to efficiencies realized	(\$21,851)
	Increase due to accounting change for contracted sales tax auditing services (revenue offset)	215,000
	Total Operating	\$193,149
Capital Outlay		
Increase for replacement of conference room furniture	\$10,000	
Total Capital Outlay	\$10,000	
Total For 2015	\$238,220	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
	Total For 2015	0.00

* 2014 Amended Budget as of 8/14/2014

Support Services/Office Services Fund †	Source of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Utilities Allocation	\$366,791	\$335,232	\$335,000	\$335,000	\$243,378	(\$91,622)
	City Allocation	582,504	582,381	596,497	596,497	679,180	82,683
	Postage	231,887	327,817	340,000	340,000	340,000	0
	Workorders	347,014	248,039	275,000	275,000	280,000	5,000
	Other	149,634	203,455	211,800	211,800	215,800	4,000
	Total	\$1,677,830	\$1,696,924	\$1,758,297	\$1,758,297	\$1,758,358	\$61
	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$567,210	\$577,295	\$589,798	\$589,798	\$590,984	\$1,186
	Operating	1,009,197	1,073,680	1,168,499	1,168,499	1,167,374	(1,125)
	Capital Outlay	0	0	0	0	0	0
	Total	\$1,576,407	\$1,650,975	\$1,758,297	\$1,758,297	\$1,758,358	\$61
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Digital Imaging Technician	1.00	1.00	1.00	1.00	0.00	
	Graphics Technician	1.00	1.00	1.00	1.00	0.00	
Office Services Coordinator	1.00	1.00	1.00	1.00	0.00		
Office Specialist, Mail	2.00	2.00	2.00	2.00	0.00		
Printing Technician	1.00	1.00	1.00	1.00	0.00		
Printing Technician I	1.00	1.00	1.00	1.00	0.00		
Senior Office Specialist	2.00	2.00	2.00	2.00	0.00		
Total Positions	9.00	9.00	9.00	9.00	0.00		
† Prior to 2011 Office Services was included in the Support Services Fund.							

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$7,774)
	Increase for pay for performance	8,143
	Net increase for medical plan changes	3,817
	Decrease due to efficiencies realized	(3,000)
	Total Salaries/Benefits/Pensions	\$1,186
	Operating	
	Net decrease due to efficiencies realized	(\$1,125)
	Total Operating	(\$1,125)
Capital Outlay		
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	\$61	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
	Total For 2015	0.00

PSST	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/ Pensions	\$149,265	\$0	\$0	\$0	\$0	\$0
	Operating	0	0	0	0	0	0
	Capital Outlay	0	0	0	0	0	0
	Total	\$149,265	\$0	\$0	\$0	\$0	\$0

Grants	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Contract Analyst I	1.00	1.00	1.00	1.00	0.00
	Total Positions	1.00	1.00	1.00	1.00	0.00
This position is funded by the Transit Grant Fund.						

* 2014 Amended Budget as of 8/14/2014

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
Finance

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	2,222,366	2,229,050	2,291,080	2,297,723	6,643	0.29%
51210	OVERTIME	2,346	4,087	7,700	2,000	(5,700)	-74.03%
51220	SEASONAL TEMPORARY	40,993	1,685	1,000	10,600	9,600	960.00%
51240	RETIREMENT TERMINATION SICK	10,731	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	55,129	9,414	0	0	0	0.00%
51260	VACATION BUY PAY OUT	6,587	6,703	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(14,163)	(14,792)	0	0	0	0.00%
51610	PERA	300,655	296,116	308,348	313,419	5,071	1.64%
51612	RETIREMENT HEALTH SAVINGS	27,474	0	0	0	0	0.00%
51615	WORKERS COMPENSATION	5,088	3,778	4,629	4,034	(595)	-12.85%
51620	EQUITABLE LIFE INSURANCE	6,055	6,215	8,382	8,419	37	0.44%
51640	DENTAL INSURANCE	10,471	10,959	10,860	10,002	(858)	-7.90%
51665	CASH BACK	7,408	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	10,990	10,770	11,430	10,760	(670)	-5.86%
51690	MEDICARE	30,426	29,154	30,094	30,787	693	2.30%
51695	CITY EPO MEDICAL PLAN	165,640	171,324	189,719	227,250	37,531	19.78%
51696	ADVANTAGE HD MED PLAN	20,773	20,370	16,680	0	(16,680)	-100.00%
51697	HRA BENEFIT TO ADV MED PLAN	2,484	2,108	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	(5)	0	0	0	0	0.00%
Total Salaries and Benefits		2,911,448	2,786,941	2,879,922	2,914,994	35,072	1.22%
52105	MISCELLANEOUS OPERATING	866	(844)	0	0	0	0.00%
52110	OFFICE SUPPLIES	10,654	7,104	14,500	10,000	(4,500)	-31.03%
52111	PAPER SUPPLIES	(868)	(153)	1,300	0	(1,300)	-100.00%
52120	COMPUTER SOFTWARE	1,934	2,011	1,850	1,850	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	1,296	0	0	0	0.00%
52125	GENERAL SUPPLIES	0	347	651	651	0	0.00%
52135	POSTAGE	42,098	47,177	55,300	50,300	(5,000)	-9.04%
52220	MAINT OFFICE MACHINES	239	0	950	950	0	0.00%
52405	ADVERTISING SERVICES	1,085	0	1,200	200	(1,000)	-83.33%
52418	COMPUTER SERVICES	2,245	600	2,300	1,000	(1,300)	-56.52%
52431	CONSULTING SERVICES	18,000	0	0	0	0	0.00%
52560	PARKING SERVICES	21	6	0	25	25	0.00%
52568	BANK AND INVESTMENT FEES	0	1,475	17,900	17,900	0	0.00%
52573	CREDIT CARD FEES	173	150	150	425	275	183.33%
52575	SERVICES	16,781	31,429	7,350	10,650	3,300	44.90%
52576	AUDIT SERVICES	0	0	0	215,000	215,000	0.00%
52590	TEMPORARY EMPLOYMENT	114,840	37,050	18,000	15,000	(3,000)	-16.67%
52605	CAR MILEAGE	0	0	300	300	0	0.00%
52607	CELL PHONE ALLOWANCE	0	1,117	3,400	1,000	(2,400)	-70.59%
52615	DUES AND MEMBERSHIP	3,466	2,933	5,391	4,850	(541)	-10.04%
52625	MEETING EXPENSES IN TOWN	758	1,017	2,100	1,550	(550)	-26.19%
52630	TRAINING	3,305	3,685	12,450	12,400	(50)	-0.40%
52645	SUBSCRIPTIONS	949	698	1,050	800	(250)	-23.81%
52655	TRAVEL OUT OF TOWN	2,720	10,393	14,000	12,500	(1,500)	-10.71%
52706	WIRELESS COMMUNICATION	472	1,600	960	1,000	40	4.17%
52735	TELEPHONE LONG DIST CALLS	770	691	1,150	1,150	0	0.00%
52738	CELL PHONE BASE CHARGES	5,799	3,333	4,750	4,450	(300)	-6.32%
52775	MINOR EQUIPMENT	0	144	2,500	500	(2,000)	-80.00%
52776	PRINTER CONSOLIDATION COST	13,594	18,230	21,000	19,250	(1,750)	-8.33%
52795	RENTAL OF EQUIPMENT	4,026	262	300	300	0	0.00%
52874	OFFICE SERVICES PRINTING	15,488	10,891	20,500	19,950	(550)	-2.68%
52875	OFFICE SERVICES RECORDS	13,154	10,428	11,800	12,300	500	4.24%
60113	MISCELLANEOUS	1,230	0	0	0	0	0.00%
60610	ECONOMIC DEVELOP INCENTIVES	15	0	0	0	0	0.00%
65160	RECRUITMENT	761	529	0	0	0	0.00%
Total Operating Expenses		274,575	193,599	223,102	416,251	193,149	86.57%
53030	FURNITURE AND FIXTURES	0	0	0	10,000	10,000	0.00%
Total Capital Outlay		0	0	0	10,000	10,000	0.00%
Total Expenses		3,186,023	2,980,540	3,103,024	3,341,245	238,221	7.68%

Totals may differ from narratives due to rounding.

**City of Colorado Springs
Budget Detail Report**

505 OFFICE SERVICES
Office Services

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	413,518	414,780	419,451	428,627	9,176	2.19%
51210	OVERTIME	9,101	16,484	16,000	13,000	(3,000)	-18.75%
51260	VACATION BUY PAY OUT	937	0	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(1,071)	(937)	0	0	0	0.00%
51610	PERA	54,078	56,019	56,547	58,175	1,628	2.88%
51615	WORKERS COMPENSATION	3,269	2,832	3,255	2,860	(395)	-12.14%
51620	EQUITABLE LIFE INSURANCE	1,177	1,188	1,407	1,440	33	2.35%
51640	DENTAL INSURANCE	2,772	2,772	2,760	2,587	(173)	-6.27%
51655	RETIRED EMP MEDICAL INS	2,213	2,214	2,212	2,212	0	0.00%
51665	CASH BACK	705	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	2,880	2,880	3,000	3,000	0	0.00%
51690	MEDICARE	4,373	4,461	4,416	4,615	199	4.51%
51695	CITY EPO MEDICAL PLAN	40,102	39,204	72,950	74,468	1,518	2.08%
51696	ADVANTAGE HD MED PLAN	30,402	32,490	7,800	0	(7,800)	-100.00%
51697	HRA BENEFIT TO ADV MED PLAN	2,760	2,908	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	(6)	0	0	0	0	0.00%
Total Salaries and Benefits		567,210	577,295	589,798	590,984	1,186	0.20%
52110	OFFICE SUPPLIES	3,638	2,001	2,800	2,800	0	0.00%
52115	MEDICAL SUPPLIES	112	81	200	200	0	0.00%
52120	COMPUTER SOFTWARE	1,934	0	1,400	1,250	(150)	-10.71%
52125	GENERAL SUPPLIES	1,197	993	1,000	1,000	0	0.00%
52135	POSTAGE	111	186	400	400	0	0.00%
52140	WEARING APPAREL	348	315	500	500	0	0.00%
52220	MAINT OFFICE MACHINES	8,423	0	20,406	11,906	(8,500)	-41.65%
52450	LAUNDRY AND CLEANING SERVICES	816	495	1,600	700	(900)	-56.25%
52568	BANK AND INVESTMENT FEES	122	163	150	150	0	0.00%
52573	CREDIT CARD FEES	61	445	300	600	300	100.00%
52575	SERVICES	1,868	2,789	7,315	6,207	(1,108)	-15.15%
52590	TEMPORARY EMPLOYMENT	24,233	26,314	34,000	0	(34,000)	-100.00%
52605	CAR MILEAGE	0	0	100	100	0	0.00%
52615	DUES AND MEMBERSHIP	0	504	700	700	0	0.00%
52625	MEETING EXPENSES IN TOWN	0	133	100	100	0	0.00%
52630	TRAINING	200	40	450	450	0	0.00%
52645	SUBSCRIPTIONS	300	35	50	50	0	0.00%
52705	COMMUNICATIONS	11,892	0	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	30	28	100	100	0	0.00%
52775	MINOR EQUIPMENT	4,679	14,078	0	0	0	0.00%
52776	PRINTER CONSOLIDATION COST	148,939	194,984	201,000	190,000	(11,000)	-5.47%
52795	RENTAL OF EQUIPMENT	50,402	9,827	5,000	5,000	0	0.00%
52805	ADMIN PRORATED CHARGES	161,604	167,928	167,928	150,761	(17,167)	-10.22%
52872	MAINT FLEET VEHICLES EQP	7,834	7,597	13,000	10,000	(3,000)	-23.08%
52880	PURCHASES FOR RESALE	247,851	235,650	250,000	340,000	90,000	36.00%
52915	PASSTHRU MAIL	286,493	352,223	400,000	384,400	(15,600)	-3.90%
52919	PASSTHRU RECORDS	46,110	56,871	60,000	60,000	0	0.00%
Total Operating Expenses		1,009,197	1,073,680	1,168,499	1,167,374	(1,125)	-0.10%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		1,576,407	1,650,975	1,758,297	1,758,358	61	0.00%

Totals may differ from narrative due to rounding.

**City of Colorado Springs
Budget Detail Report**

171 PUBLIC SAFETY SALES TAX
Finance

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to 2015 Budget \$ Change	2014 Budget to 2015 Budget % Change
51205	CIVILIAN SALARIES	114,966	0	0	0	0	0.00%
51610	PERA	14,874	0	0	0	0	0.00%
51615	WORKERS COMPENSATION	288	0	0	0	0	0.00%
51620	EQUITABLE LIFE INSURANCE	312	0	0	0	0	0.00%
51640	DENTAL INSURANCE	845	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	480	0	0	0	0	0.00%
51690	MEDICARE	1,595	0	0	0	0	0.00%
51695	CITY EPO MEDICAL PLAN	8,206	0	0	0	0	0.00%
51696	ADVANTAGE HD MED PLAN	6,941	0	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	758	0	0	0	0	0.00%
Total Salaries and Benefits		149,265	0	0	0	0	0.00%
Total Operating Expenses		0	0	0	0	0	0.00%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		149,265	0	0	0	0	0.00%

Totals may differ from narrative due to rounding.

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Fleet Management

Ryan Trujillo, Manager | (719) 385-6602 | rtrujillo@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Develop and implement a Green Fleet Initiative	Implement Phase I of the Green Fleet Initiative	Q4	Transforming Government

All Funds Summary

	2013 Actual	2014	* 2014	2015 Budget	2015 Budget -
		Original Budget	Amended Budget		* 2014 Amended Budget
Use of Funds					
General Fund - Contracted Services	\$0	\$3,527,568	\$3,527,568	\$3,579,406	\$51,838
General Fund - Fuel	0	5,671,092	5,671,092	6,037,920	366,828
General Fund - Other Fleet Services and Vehicles	0	1,960,705	1,960,705	1,997,391	36,686
Support Services	14,601,708	0	0	0	0
Total	\$14,601,708	\$11,159,365	\$11,159,365	\$11,614,717	\$455,352
Support Services - Closeout	\$0	\$500,000	\$500,000	\$1,391,413	\$891,413
Positions					
General Fund	0.00	4.00	4.00	4.00	0.00
Other Funds	68.00	0.00	0.00	0.00	0.00
Total	68.00	4.00	4.00	4.00	0.00

* 2014 Amended Budget as of 8/14/2014

Significant Changes vs. 2014

- General Fund contract service costs are projected to increase slightly (~1.5%) from the 2014 Budget as the percentage of vehicles and work on General Fund vehicles vs. other City funds vehicles is slightly greater than previously assumed. The actual Fleet Maintenance contract amount for the City (all funds) is decreasing in 2015 by 2.2%.
- Increase of \$366,828 in fuel due to the need to budget for 105,000 gallons that were pre-purchased for 2014, and a slight fuel price increase in 2015 of 1.7% (average across all fuel types)
- Net increase of \$37,000 in Other Fleet Services reflects increases for operating expenditures such as mobile fueling, GPS charges, and software totaling \$352,176 (with significant revenue offset) and a decrease of \$550,000 due to retiring a police vehicle lease in 2014
- Decrease of \$500,000 in Support Services - Closeout due to eliminating budget for severance and benefits that were associated with the transition to outsourced fleet services
- Increase of \$1,391,413 in Support Services – Closeout due to transfer to other funds for final payout of fund balance to City and Colorado Springs Utilities

Fleet Management

The City of Colorado Springs has entered into a public-private partnership with Serco, Inc. to provide fleet maintenance services to the City and Colorado Springs Utilities (Utilities). The City entered into the 5-year contract with Serco in November 2013 for services starting January 1, 2014. The main driver behind this agreement is to address the fiscal challenge our City faces as we look to improve services that are important and critical to our taxpaying citizens.

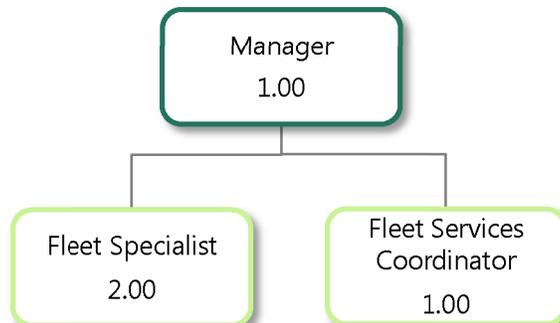
The Serco contract covers maintenance of the City's fleet, which consists of roughly 3,500 vehicles and equipment for Utilities, Police, Fire (except for emergent vehicles), Public Works, Parks, Pikes Peak Rural Transportation Authority, and other Enterprises. There are over 55 different categories of vehicles and equipment that are maintained at 8 service locations and field services.

The main financial drivers for the Serco contract are Targeted and Non-Targeted costs. The Targeted costs cover all preventative maintenance and other repairs that are due to normal wear and tear. The Targeted cost is fixed for the first 3 years of the agreement (subject to price changes for vehicle additions/deletions). The Non-Targeted costs cover anything that is not due to normal wear and tear (i.e. collisions, abuse, etc.). The Non-Targeted costs are charged to the City at "time and material" rates. For the fleet outsourcing cost analysis, it was estimated that the Non-Targeted Costs would account for 12.8% of the total fleet maintenance costs. The 2015 Target cost is \$3,689,805, and the Non-Targeted cost estimate is \$563,880 (City portion only).

The Serco Fleet Maintenance contract across all City funds including Colorado Springs Utilities (CSU) is projected to save \$4.2 million over a 5-year period. The cost analysis included all City and CSU funds, and was completed based on 2012 actual data as the base case. The cost analysis relating to the City's portion of the contract included a projection that the General Fund portion would be 83% and other City funds portion would be 17%. Year-to-date 2014, the General Fund portion has been at 86% and other City funds have been 14%, which results in a slightly higher 2015 Budget for the General Fund. While 2014 was originally projected to cost more than the previous in-house solution by approximately \$57,000 due to transition costs, based upon actual 2014 experience to date, the City is on track to realize savings in 2014. Below is the 5-year cost analysis and savings projection:

Fleet Maintenance - 5-Year Cost Projection						5 years
Serco/Contracted	2014	2015	2016	2017*	2018*	Total
Targeted costs	\$6,947,416	\$6,790,314	\$6,542,161	\$6,869,269	\$7,212,732	\$34,361,891
Non-Targeted costs (12.8%)	1,036,052	1,035,022	1,016,886	1,067,730	1,121,116	5,276,807
Other additional costs	1,038,486	1,067,553	1,095,676	1,150,460	1,207,983	5,560,157
Parts purchase	(207,418)	0	0	0	0	(207,418)
Severance and benefits	708,081	0	0	0	0	708,081
Total (12.8%)	\$9,522,617	\$8,892,889	\$8,654,722	\$9,087,458	\$9,541,831	\$45,699,518
Status Quo/Insourced						
Operating costs	\$8,947,104	\$9,179,729	\$9,418,402	\$9,700,954	\$9,991,982	\$47,238,170
Other additional costs	518,871	532,362	546,203	562,589	579,467	2,739,492
Total (12.8%)	\$9,465,975	\$9,712,090	\$9,964,605	\$10,263,543	\$10,571,449	\$49,977,662
Savings	(\$56,642)	\$819,202	\$1,309,882	\$1,176,084	\$1,029,618	\$4,278,144

* Estimates assume contracted prices escalate at 5%, insourced escalating at 3%.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014, and changes occurring as part of the 2015 Budget for each Fund including General Fund, PSST, and the Internal Support Services Fleet Fund.

General Fund	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$0	\$0	\$360,100	\$360,100	\$374,120	\$14,020
	Operating	0	0	9,799,265	9,799,265	9,991,469	192,204
	Capital Outlay	0	0	1,000,000	1,000,000	1,249,128	249,128
	Total	\$0	\$0	\$11,159,365	\$11,159,365	\$11,614,717	\$455,352
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
Contract Compliance Manager	0.00	0.00	0.00	1.00	1.00		
Fleet Contract Administrator	0.00	1.00	1.00	0.00	(1.00)		
Fleet Services Coordinator	0.00	0.00	0.00	1.00	1.00		
Fleet Specialist	0.00	2.00	2.00	2.00	0.00		
Fleet Technician	0.00	1.00	1.00	0.00	(1.00)		
Total Positions	0.00	4.00	4.00	4.00	0.00		

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$5,587
	Increase for pay for performance	5,254
	Net increase for medical plan changes	3,179
	Total Salaries/Benefits/Pensions	\$14,020
	Operating	
Increase for projected fuel cost	\$366,828	
Increase for projected operating expenditures	358,176	
Increase for 2015 lease payment of pool vehicles	17,200	
Decrease due to final lease payment in 2014 for Police vehicles	(550,000)	
Total Operating	\$192,204	
Capital Outlay		
Increase for replacement of Police vehicles	\$249,128	
Total Capital Outlay	\$249,128	
Total For 2015	\$455,352	

* 2014 Amended Budget as of 8/14/2014

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
	Total For 2015	0.00

PSST	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/ Pensions	\$100,132	\$0	\$0	\$0	\$0	\$0
	Operating	618	0	0	0	0	0
	Capital Outlay	0	0	0	0	0	0
	Total	\$100,750	\$0	\$0	\$0	\$0	\$0

Support Services / Fleet Fund	Source of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Restitution	\$1,319	\$0	\$0	\$0	\$0	\$0
	Enterprise Fund Utilities	6,832,171	6,162,790	0	0	0	0
	City Other Departments	5,894,740	5,065,214	0	0	0	0
	City Police Unit	2,424,278	2,539,175	0	0	0	0
	Other Revenue	411,659	355,825	0	0	0	0
	Special Funds Miscellaneous	954,768	351,779	0	0	0	0
	Sale of Property	0	0	0	0	0	0
	Interest	14,839	10,868	0	0	0	0
	Draw from Fund Balance	0	0	500,000	500,000	1,391,413	891,413
	Total	\$16,533,774	\$14,485,651	\$500,000	\$500,000	\$1,391,413	\$891,413
Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
Salary/Benefits/ Pensions	\$4,539,818	\$4,493,518	\$500,000	\$500,000	\$0	(\$500,000)	
Operating	13,205,742	10,107,116	0	0	1,391,413	1,391,413	
Capital Outlay	237,466	1,074	0	0	0	0	
Total	\$17,983,026	\$14,601,708	\$500,000	\$500,000	\$1,391,413	\$891,413	

* 2014 Amended Budget as of 8/14/2014

Fleet Positions	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Administrative Technician	1.00	0.00	0.00	0.00	0.00
	Analyst I	1.00	0.00	0.00	0.00	0.00
	Assistant Fleet Technician	1.00	0.00	0.00	0.00	0.00
	Associate Fleet Technician	15.00	0.00	0.00	0.00	0.00
	Body Shop Technician	1.00	0.00	0.00	0.00	0.00
	Contracts Technician	1.00	0.00	0.00	0.00	0.00
	Division Manager	1.00	0.00	0.00	0.00	0.00
	Environmental Safety and Health Coordinator	1.00	0.00	0.00	0.00	0.00
	Equipment Operator III	1.00	0.00	0.00	0.00	0.00
	Fleet Finance Manager	1.00	0.00	0.00	0.00	0.00
	Fleet Inventory Specialist	1.00	0.00	0.00	0.00	0.00
	Fleet Supervisor	5.00	0.00	0.00	0.00	0.00
	Fleet Technician	22.00	0.00	0.00	0.00	0.00
	Office Specialist	2.00	0.00	0.00	0.00	0.00
	Parts/Supply Specialist	4.00	0.00	0.00	0.00	0.00
	Senior Analyst	1.00	0.00	0.00	0.00	0.00
	Senior Driver	1.00	0.00	0.00	0.00	0.00
	Senior Fleet Technician	5.00	0.00	0.00	0.00	0.00
	Senior Office Specialist	1.00	0.00	0.00	0.00	0.00
Senior Parts Specialist	1.00	0.00	0.00	0.00	0.00	
Senior Skilled Maintenance Technician	1.00	0.00	0.00	0.00	0.00	
Total Positions	68.00	0.00	0.00	0.00	0.00	

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Eliminate one-time draw for pay out of severance packages in 2014	(\$500,000)
	Total Salaries/Benefits/Pensions	(\$500,000)
	Operating	
	Increase for transfer to other funds for final payout of fund balance to City and Colorado Springs Utilities	\$1,391,413
	Total Operating	\$1,391,413
	Capital Outlay	
	None	\$0
Total Capital Outlay	\$0	
Total For 2015	\$891,413	

* 2014 Amended Budget as of 8/14/2014

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND

Fleet

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	0	0	277,000	280,025	3,025	1.09%
51610	PERA	0	0	31,000	37,949	6,949	22.42%
51615	WORKERS COMPENSATION	0	0	5,800	528	(5,272)	-90.90%
51620	EQUITABLE LIFE INSURANCE	0	0	812	1,039	227	27.96%
51640	DENTAL INSURANCE	0	0	1,680	1,171	(509)	-30.30%
51690	MEDICARE	0	0	3,280	4,060	780	23.78%
51695	CITY EPO MEDICAL PLAN	0	0	40,528	49,348	8,820	21.76%
Total Salaries and Benefits		0	0	360,100	374,120	14,020	3.89%
52110	OFFICE SUPPLIES	0	0	10,000	500	(9,500)	-95.00%
52125	GENERAL SUPPLIES	0	0	10,605	2,000	(8,605)	-81.14%
52140	WEARING APPAREL	0	0	10,000	1,000	(9,000)	-90.00%
52159	MOBILE FUELING	0	0	0	120,000	120,000	0.00%
52160	FUEL	0	0	5,671,092	6,037,920	366,828	6.47%
52165	LICENSES AND TAGS	0	0	0	1,600	1,600	0.00%
52281	MAINT INFRASTRUCTURE	0	0	0	60,000	60,000	0.00%
52305	MAINT SOFTWARE	0	0	0	57,918	57,918	0.00%
52410	BUILDING SECURITY SERVICES	0	0	0	1,200	1,200	0.00%
52415	CONTRACTS AND SPEC PROJECTS	0	0	3,527,568	3,579,406	51,838	1.47%
52425	ENVIRONMENTAL SERVICES	0	0	0	5,000	5,000	0.00%
52560	PARKING SERVICES	0	0	0	6,000	6,000	0.00%
52579	INSPECTIONS	0	0	0	5,000	5,000	0.00%
52605	CAR MILEAGE	0	0	0	2,000	2,000	0.00%
52725	RENTAL OF PROPERTY	0	0	0	20,925	20,925	0.00%
52735	TELEPHONE LONG DIST CALLS	0	0	0	1,000	1,000	0.00%
52755	COMMUNICATIONS EQUIPMENT	0	0	0	60,000	60,000	0.00%
52765	LEASE PURCHASE PAYMENTS	0	0	550,000	0	(550,000)	-100.00%
52775	MINOR EQUIPMENT	0	0	20,000	0	(20,000)	-100.00%
52776	PRINTER CONSOLIDATION COST	0	0	0	10,000	10,000	0.00%
52872	MAINT FLEET VEHICLES EQP	0	0	0	20,000	20,000	0.00%
Total Operating Expenses		0	0	9,799,265	9,991,469	192,204	1.96%
53070	VEHICLES REPLACEMENT	0	0	1,000,000	1,249,128	249,128	24.91%
Total Capital Outlay		0	0	1,000,000	1,249,128	249,128	24.91%
Total Expenses		0	0	11,159,365	11,614,717	455,352	4.08%

Totals may differ from narrative due to rounding.

**City of Colorado Springs
Budget Detail Report**

171 PUBLIC SAFETY SALES TAX
Fleet

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to 2015 Budget \$ Change	2014 Budget to 2015 Budget % Change
51205	CIVILIAN SALARIES	79,233	0	0	0	0	0.00%
51210	OVERTIME	761	0	0	0	0	0.00%
51230	SHIFT DIFFERENTIAL	36	0	0	0	0	0.00%
51235	STANDBY	299	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,006	0	0	0	0	0.00%
51610	PERA	7,079	0	0	0	0	0.00%
51615	WORKERS COMPENSATION	2,059	0	0	0	0	0.00%
51620	EQUITABLE LIFE INSURANCE	154	0	0	0	0	0.00%
51640	DENTAL INSURANCE	438	0	0	0	0	0.00%
51665	CASH BACK	20	0	0	0	0	0.00%
51690	MEDICARE	761	0	0	0	0	0.00%
51695	CITY EPO MEDICAL PLAN	8,286	0	0	0	0	0.00%
Total Salaries and Benefits		100,132	0	0	0	0	0.00%
52450	LAUNDRY AND CLEANING SERVICES	618	0	0	0	0	0.00%
Total Operating Expenses		618	0	0	0	0	0.00%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		100,750	0	0	0	0	0.00%

Totals may differ from narrative due to rounding.

**City of Colorado Springs
Budget Detail Report**

501 SUPPORT SERVICES

Fleet

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	3,256,697	3,043,421	500,000	0	(500,000)	-100.00%
51210	OVERTIME	94,132	83,906	0	0	0	0.00%
51220	SEASONAL TEMPORARY	0	33,005	0	0	0	0.00%
51230	SHIFT DIFFERENTIAL	12,335	10,340	0	0	0	0.00%
51235	STANDBY	10,948	9,764	0	0	0	0.00%
51240	RETIREMENT TERMINATION SICK	0	21,692	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	7,770	195,662	0	0	0	0.00%
51260	VACATION BUY PAY OUT	2,299	4,931	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(12,027)	(7,051)	0	0	0	0.00%
51610	PERA	445,011	415,179	0	0	0	0.00%
51612	RETIREMENT HEALTH SAVINGS	0	33,843	0	0	0	0.00%
51615	WORKERS COMPENSATION	66,299	59,557	0	0	0	0.00%
51620	EQUITABLE LIFE INSURANCE	9,445	8,501	0	0	0	0.00%
51640	DENTAL INSURANCE	24,352	21,348	0	0	0	0.00%
51655	RETIRED EMP MEDICAL INS	48,800	48,142	0	0	0	0.00%
51665	CASH BACK	2,753	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	1,200	1,200	0	0	0	0.00%
51690	MEDICARE	45,900	45,201	0	0	0	0.00%
51695	CITY EPO MEDICAL PLAN	505,104	436,770	0	0	0	0.00%
51696	ADVANTAGE HD MED PLAN	17,499	23,835	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	1,746	4,272	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	(445)	0	0	0	0	0.00%
Total Salaries and Benefits		4,539,818	4,493,518	500,000	0	(500,000)	-100.00%
52110	OFFICE SUPPLIES	4,973	1,942	0	0	0	0.00%
52115	MEDICAL SUPPLIES	62	88	0	0	0	0.00%
52120	COMPUTER SOFTWARE	19,013	22,565	0	0	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	404	580	0	0	0	0.00%
52125	GENERAL SUPPLIES	1,383	407	0	0	0	0.00%
52135	POSTAGE	146	47	0	0	0	0.00%
52140	WEARING APPAREL	6,809	10,731	0	0	0	0.00%
52155	AUTOMOTIVE	5,921	4,225	0	0	0	0.00%
52160	FUEL	0	390	0	0	0	0.00%
52165	LICENSES AND TAGS	1,512	3,319	0	0	0	0.00%
52190	JANITORIAL SUPPLIES	6,781	3,719	0	0	0	0.00%
52195	ENVIRONMENTAL SUPPLIES ETC	4,893	3,414	0	0	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	47,222	73,783	0	0	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	3,093	1,504	0	0	0	0.00%
52275	MAINT RUNWAYS	0	2,705	0	0	0	0.00%
52281	MAINT INFRASTRUCTURE	0	184	0	0	0	0.00%
52305	MAINT SOFTWARE	84,962	197,969	0	0	0	0.00%
52410	BUILDING SECURITY SERVICES	2,252	204	0	0	0	0.00%
52426	MUN FAC RUNOFF CONTROL	6,679	2,381	0	0	0	0.00%
52445	JANITORIAL SERVICES	17,689	19,215	0	0	0	0.00%
52450	LAUNDRY AND CLEANING SERVICES	29,839	27,122	0	0	0	0.00%
52568	BANK AND INVESTMENT FEES	2,044	1,449	0	0	0	0.00%
52575	SERVICES	124,061	254,179	0	0	0	0.00%
52605	CAR MILEAGE	0	117	0	0	0	0.00%
52615	DUES AND MEMBERSHIP	2,359	1,482	0	0	0	0.00%
52625	MEETING EXPENSES IN TOWN	896	1,331	0	0	0	0.00%
52630	TRAINING	8,218	3,596	0	0	0	0.00%
52655	TRAVEL OUT OF TOWN	1,898	2,700	0	0	0	0.00%
52705	COMMUNICATIONS	34,362	2,519	0	0	0	0.00%
52725	RENTAL OF PROPERTY	389,821	389,822	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	440	1,214	0	0	0	0.00%
52736	CELL PHONE AIRTIME	(30)	95	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	7,828	8,888	0	0	0	0.00%
52746	UTILITIES ELECTRIC	51,337	47,965	0	0	0	0.00%
52747	UTILITIES GAS	17,922	14,311	0	0	0	0.00%
52748	UTILITIES SEWER	1,953	1,613	0	0	0	0.00%
52749	UTILITIES WATER	3,471	3,227	0	0	0	0.00%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
52765	LEASE PURCHASE PAYMENTS	2,863	2,743	0	0	0	0.00%
52775	MINOR EQUIPMENT	17,202	9,229	0	0	0	0.00%
52776	PRINTER CONSOLIDATION COST	7,258	9,304	0	0	0	0.00%
52777	TOOL ALLOWANCE	22,550	19,800	0	0	0	0.00%
52795	RENTAL OF EQUIPMENT	19,721	19,770	0	0	0	0.00%
52805	ADMIN PRORATED CHARGES	324,672	351,468	0	0	0	0.00%
52872	MAINT FLEET VEHICLES EQP	113,207	85,584	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	535	436	0	0	0	0.00%
52875	OFFICE SERVICES RECORDS	0	90	0	0	0	0.00%
52876	PASS THROUGH EXPENSES	34,061	26,357	0	0	0	0.00%
52880	PURCHASES FOR RESALE	2,260	0	0	0	0	0.00%
52881	PURCH FOR RESALE FUEL	7,082,735	5,287,322	0	0	0	0.00%
52882	PURCH FOR RESALE COMMERCIAL	485,197	583,569	0	0	0	0.00%
52883	PURCH FOR RESALE NON STCK PART	1,935,812	1,662,880	0	0	0	0.00%
52884	PURCH FOR RESALE STOCK PARTS	1,263,315	933,806	0	0	0	0.00%
52970	ENVIRON PROTECTION PROGRAM	3,756	3,756	0	0	0	0.00%
65170	TRANSFER TO OTHER FUNDS	1,000,000	0	0	1,391,413	1,391,413	0.00%
65352	EMPLOYEE AWARDS PROGRAM	385	0	0	0	0	0.00%
Total Operating Expenses		13,205,742	10,107,116	0	1,391,413	1,391,413	0.00%
53020	COMPUTERS NETWORKS	133,068	1,074	0	0	0	0.00%
53050	MACHINERY AND APPARATUS	104,398	0	0	0	0	0.00%
Total Capital Outlay		237,466	1,074	0	0	0	0.00%
Total Expenses		17,983,026	14,601,708	500,000	1,391,413	891,413	178.28%

Totals may differ from narrative due to rounding.

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General Costs

Overview

The General Cost section of the budget provides a funding source for the general expenses of City government, which are for the responsibility of or benefit of the organization as a whole, or cannot be identified with a specific function.

Budget Summary

	2012 Actual	2013 Actual	2014 Budget	2015 Budget
Retired Employees Insurance	\$1,379,694	\$1,501,346	\$1,800,000	\$1,500,000
Unemployment Insurance	141,854	158,375	150,000	150,000
Total Salaries and Benefits	\$1,521,548	\$1,659,721	\$1,950,000	\$1,650,000
Allocations/Internal Services Charges				
Barricading	\$152,656	\$125,000	\$172,656	\$125,000
Employee Benefits Self-Insurance Fund - Additional Contribution	0	292,998	0	0
Environmental Protection Program	60,408	60,408	60,405	60,405
Fleet Management	7,424,885	7,442,636	0	0
Machine/Weld Shop	16,680	30,000	16,680	30,000
Office Services	582,504	582,381	589,630	679,180
Radio Communications	1,004,208	979,896	995,958	550,825
Vehicle Lease-Purchases	1,617,522	1,272,884	0	0
Animal Control Contract	1,270,179	1,040,000	1,080,000	1,125,424
Annual Financial Audit	165,190	129,360	170,000	170,000
Capital Lease Purchase	2,320,445	1,776,674	0	0
City Admin Building (CAB)				
Utilities/Janitorial/Security	437,107	502,606	633,880	511,738
Lease-Purchase Payment	628,171	523,123	626,760	693,371
City Building Security Contract Management	91,860	91,740	91,740	95,000
City Hall Utilities/Janitorial/Security	233,121	264,040	311,370	252,543
City Hall/Impound lot/Police Training Academy COP Payment	392,118	388,567	381,567	389,417
Claims Reserve Self-Insurance Fund	500,000	633,466	800,000	800,000

Budget Summary

	2012 Actual	2013 Actual	2014 Budget	2015 Budget
Economic Development				
Colorado Springs Technology Incubator (CSTI)	50,000	0	0	0
Economic Development Corporation	70,000	10,000	0	0
Economic Development Agreements	3,172,429	3,789,889	4,000,000	4,000,000
Small Business Development Center (SBDC)	50,000	0	0	0
USOC COP Payment	1,621,675	1,659,055	1,700,275	1,739,650
Election Expenses	587	323,056	250,000	600,000
Employee Awards Program	68,753	49,026	76,000	76,000
Energy Efficiency Retrofit	0	73,999	302,211	32,650
Facilities Maintenance Contract	897,098	897,098	950,000	998,850
Health Programs	101,786	91,038	45,000	300,000
Homeward Pikes Peak	80,000	60,000	0	0
Insurance Premiums	393,951	400,000	400,000	679,000
Legal Defense Reserve	536,995	1,057,893	73,000	300,000
Legal Settlement Costs	3,601,361	8,206,860	0	0
Pikes Peak Regional Development Center Rent and CAM	132,029	125,226	132,000	132,000
Retirement Awards	10,732	15,478	10,000	15,000
SCIP Debt Service Payment	7,844,350	7,847,350	7,843,450	7,838,750
Services	951,802	690,124	736,843	776,471
Sister Cities Membership Dues	1,190	1,190	1,190	2,000
Special Events In Kind Services	0	412,950	679,871	659,540
Streetlight Program	3,899,122	4,002,579	4,130,134	4,129,000
Total Operating Expenses	\$40,380,914	\$45,848,590	\$27,260,620	\$27,761,814
General Fund Contribution to City CIP Fund	\$5,468,930	\$9,325,133	\$10,860,472	\$11,033,257
General Fund – Special Projects		3,582,305	980,000	0
Total CIP	\$5,468,930	\$12,907,438	\$11,840,472	\$11,033,257
Organization Total	\$47,371,392	\$60,415,749	\$41,051,092	\$40,445,071

* For 2015, the total unrestricted Capital Improvements Program totals \$11,189,257, which includes \$76,000 in anticipated interest earnings and \$80,000 in anticipated insurance damage settlements.

Expenditure Detail

SALARY AND BENEFITS EXPENDITURES

Retired Employees Insurance – The City's contribution to health and life insurance plans for retired employees.

Unemployment Insurance – Unemployment benefits to separated employees awarded payments by an administrative or judicial process related to the condition of the employee's termination.

OPERATING EXPENDITURES

Allocations/Internal Service Charges –The City has a number of Internal Services that are accounted for in separate funds or programs. For 2015, these programs or funds include Barricading, Environmental Protection, Machine/Weld Shop, Office Services and Radio Communications. In 2013 the General Fund absorbed the forecasted increased cost to the Employee Benefits Self-Insurance Fund as the City did not increase employee premiums while the City completed its total compensation study. Beginning with 2014, Vehicle Lease-Purchase funding is budgeted in Fleet Management.

Animal Control Contract – The City's cost for the Humane Society of the Pikes Peak Region (HSPRR) animal control services contract. The 2015 contract amount is \$1.125 million, which is final year of a 3-year contract that was approved by City Council Resolution in November 2012.

Annual Financial Audit – Annually, the City contracts with a private firm to provide a comprehensive financial audit. For 2015, the contract is with BKD.

Capital Lease Purchase – Purchase of capital equipment through a lease-purchase.

City Administration Building (CAB) –Utilities/Janitorial/Security – This is funding for the CAB's security, utilities and janitorial services.

City Administration Building (CAB) - Lease-Purchase Payment– During 2003, the City entered into a lease-purchase agreement with Colorado Springs Utilities to acquire the CAB. In 2007, the City refinanced the remaining portion of the agreement with a bank lease-purchase and in 2013, the lease-purchase was refinanced to take advantage of lower interest rates.

City Building Security Contract Management – This is the contract with Colorado Springs Utilities for management of the City security contract.

City Hall –Utilities/Janitorial/Security – This is funding for City Hall's security, utilities and janitorial services.

City Hall/Impound Lot/Police Training Academy COP Payment – The lease-purchase payment on certificates of participation (COPs) used to finance the renovation of City Hall and the acquisition of the Police Impound Lot and Police Training Academy. In 2011, the City did a combined refinancing of series 1999, 2000, 2003 COPS significantly reducing total payments. For 2015, the payment amount is \$389,417. Additional funding of \$134,508 for a portion of the COP payment for the Police Impound Lot and Training Academy is budgeted in the Police Department's budget.

Claims Reserve Self-Insurance Fund – The Liability Claims Reserve Self-Insurance Fund was established in 1986 to provide a mechanism for claims adjustment, investigation, settlement, and defense of general and auto liability claims filed against City, its officials, and employees. Expenditures made out of the claims reserve fund are made to pay claims and related expenses pursuant to the Colorado Governmental Immunity Act and claims against the City arising under Federal Law. For 2014, the transfer is increased to \$800,000 to ensure an adequate level of funding for claims.

Economic Development – Prior to 2013, funding for economic development efforts including the Colorado Springs Technology Incubator (CSTI), Colorado Springs Regional Business Alliance (pka: Economic Development Corporation and Greater Colorado Springs Chamber of Commerce), and the Small Business Development Center (SBDC). In 2013 and 2014, these payments were made directly from the Lodgers and Auto Rental Tax (LART). The City has Economic Development Agreements as described in the Economic Overview section pages 1-29 through 1-34.

Election Expenses – For 2015, funding for the April municipal election and possible Mayoral run-off election.

Employee Awards Program – As part of employee total compensation, the City has two primary employee awards programs, Service Awards (\$36,000) and Employee Recognition Awards (\$40,000).

Energy Efficiency Retrofit (Lease-Purchase Costs – Other) – For 2015, the lease-purchase payments total \$32,650 for building improvements to City facilities including City Administration Building (CAB) and Sertich Ice Arena.

Facilities Maintenance Contract – El Paso County provides facilities maintenance under an Intergovernmental Agreement (IGA) and Service Level Agreement (SLA).

Health Programs – This is the City's share of the Employee Assistance Program (EAP) and medical exams related to Police Department Investigations.

Homeward Pikes Peak – Funding for continued coordination of the Colorado Springs homeless service programs. This includes counting the homeless in the community and establishing a Homeless Management Information System.

Insurance Premiums – The City's comprehensive risk management program includes various property and liability policies that provide either primary or excess coverage to protect City from large and uncertain losses.

Legal Defense Reserve – This is an amount for costs not covered by self-insurance for specialized legal services and expenses associated with legal actions against the City.

Legal Settlement Costs – In 2012, the total cost of litigation settlements was \$3,601,361 and for 2013 it was \$8,206,860.

Pikes Peak Regional Development Center (PPRDC Rent and CAM) – This funding is for rental payments to the PPRDC for pro rata office space and Central Area Maintenance (CAM) charges used by City operations in the PPRDC. Other entities, including Development Review Enterprise and Colorado Springs Utilities also pay PPRDC for their assigned square footage.

Retirement Awards – Funding is to provide small mementos to employees, in good standing, retiring from the City.

SCIP Debt Service Payment – In October 2007, approximately \$10.4 million of the outstanding debt was refinanced to obtain a better interest rate and generate savings to the City of approximately \$4.0 million. In May 2009, the remaining \$34,460,000 outstanding debt was refinanced at a better interest rate and generated savings of approximately \$2.0 million. While the debt was originally scheduled to be retired in 2015, the refinancing extends a portion of the debt by one year, to 2016. The majority of the debt will be retired in 2015.

Services – This funding is for services required by the City that do not relate to or directly benefit a particular organizational division such as bonding/processing services, banking services, full cost allocation plan, financial consulting, lobbying, West Nile Virus payments to El Paso County, and other miscellaneous services.

Sister Cities Membership Dues – To fund membership dues to Sister Cities International. Beginning in 2012, Colorado Municipal League (CML) and Pikes Peak Area Council of Governments (PPACG) membership dues are budgeted in the City Council budget.

Special Events – For 2015, funding of \$659,540 is projected for in-kind services provided by City departments during special events.

Streetlight Program – The charge from Colorado Springs Utilities for the operation of the Streetlight system.

CAPITAL OUTLAY EXPENDITURES

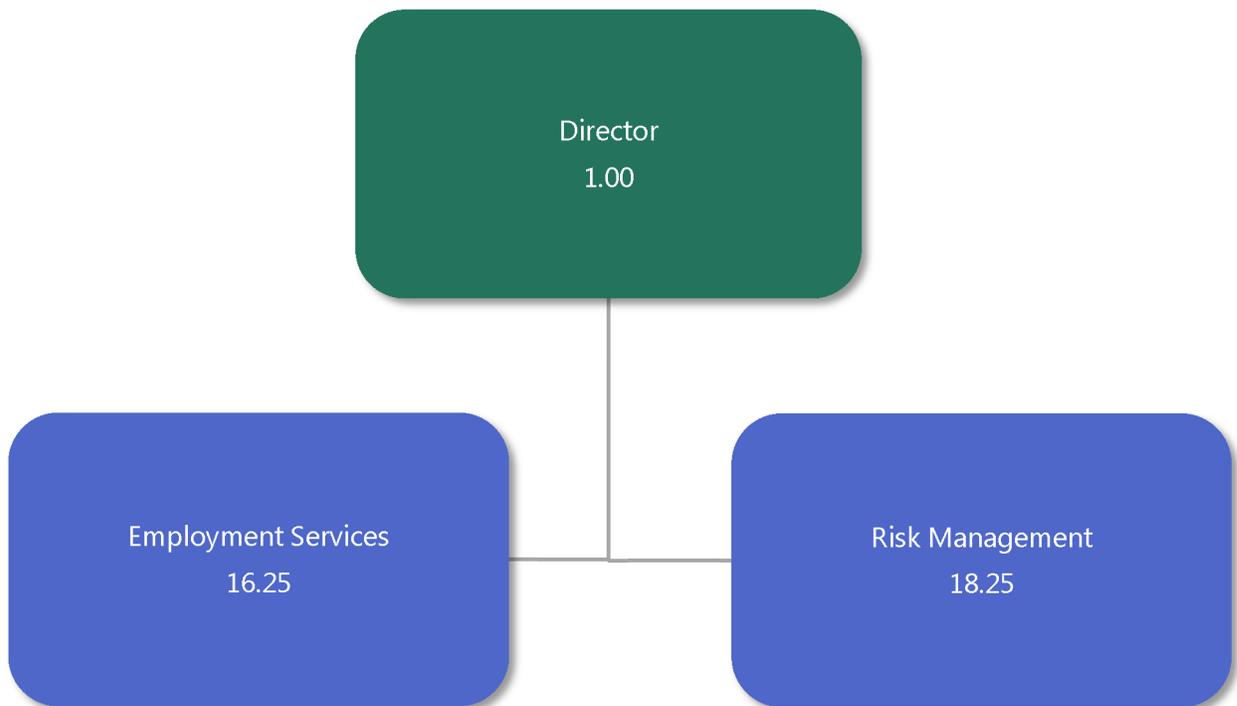
General Fund Contribution to City CIP Fund – For 2015, the General Fund contribution is \$11,033,257, which is augmented by \$76,000 in anticipated interest earnings and \$80,000 in anticipated insurance damage settlements for a total General Fund CIP Fund of 11,189,257. These projects are for stormwater, roads and bridges projects and grant matches, technology, other payments and projects and City facility repairs.

General Fund – Special Projects – For 2015, there are no General Fund Special projects budgeted. For 2014, the projects included an analysis of facilities and prioritization of repair needs and a Public Works optimization for CIP process design and public input – which were subsequently “abandoned” in accordance with City Code and the funding reprioritized for more emergent information technology needs – and an update to the City’s Comprehensive Plan.

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Human Resources

Michael Sullivan, Director | (719) 385-5117 | msullivan@springsgov.com



All Funds Summary

Division	General Fund	Other Funds	Total Budget
Employment Services	\$1,306,293	\$33,980,995	\$35,287,288
Risk Management	746,940	9,000,000	9,746,940
Total	\$2,053,233	\$41,480,995	\$45,034,228
Positions	20.25	15.25	35.50

Human Resources

All Funds Summary

Fund	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
General Fund	\$1,299,744	\$1,626,817	\$1,840,583	\$1,840,583	\$2,053,233	\$212,650
PSST	139,862	0	0	0	0	0
Employee Benefits Self-Ins. Fund	23,577,159	29,325,330	32,480,995	32,480,995	33,980,995	1,500,000
Claims Reserve Fund	879,646	1,000,000	1,000,000	1,000,000	1,000,000	0
Workers' Comp. Fund	7,715,261	8,000,000	8,000,000	8,000,000	8,000,000	0
Total	\$33,611,672	\$39,952,147	\$43,321,578	\$43,321,578	\$45,034,228	\$1,712,650
Positions	33.50	32.50	32.50	33.50	35.50	2.00

*2014 Amended Budget as of 8/14/2014

Employment Services

Michael Sullivan, Human Resources Director | (719) 385-5117 | msullivan@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Implement annual updates to the City's new pay for performance program that is aligned with the City's compensation philosophy and rewards employee's contributions to business goals and needs	Merit Pay and Salary Schedule changes recommended and implemented effective March 29, 2015	Q2	Transforming Government
Implement annual updates to the City's healthcare plan that are fiscally sound, market based, conform to current legislation, and provide robust options	Healthcare plan updates in place for open enrollment effective October 2015	Q3	Transforming Government
Provide students in our community a learning opportunity by offering internships at the City of Colorado Springs	10 paid internships per semester (20 during the year)	Q2,Q4	Jobs
Improve workforce diversity by actively recruiting and facilitating outreach to military veterans, women, minorities and young professionals	Increase outreach efforts by 3% to recruit young professionals, military veterans, women and minorities; increase ethnic diversity of City's applicant pool by 5%	Q2,Q4	Jobs

All Funds Summary

All Funds	Use of Funds	2013	2014	* 2014	2015	2015 Budget -
		Actual	Original Budget	Amended Budget		Budget
	General Fund	\$1,072,464	\$1,144,752	\$1,144,752	\$1,306,293	\$161,541
	Employee Benefits Self-Ins. Fund	29,325,330	32,480,995	32,480,995	33,980,995	1,500,000
	Total	\$30,397,794	\$33,625,747	\$33,625,747	\$35,287,288	\$1,661,541
	Positions					
	General Fund	11.00	11.00	11.00	13.00	2.00
	Employee Benefits Self-Ins. Fund	4.30	4.30	4.30	4.25	(0.05)
	Total	15.30	15.30	15.30	17.25	1.95

*2014 Amended Budget as of 8/14/2014

Significant Changes vs. 2014

- Increase of 1.00 FTE, 1.00 FTE transfer from IT
- Increase due to medical plan cost increases

Human Resources

Employment Services - General Fund

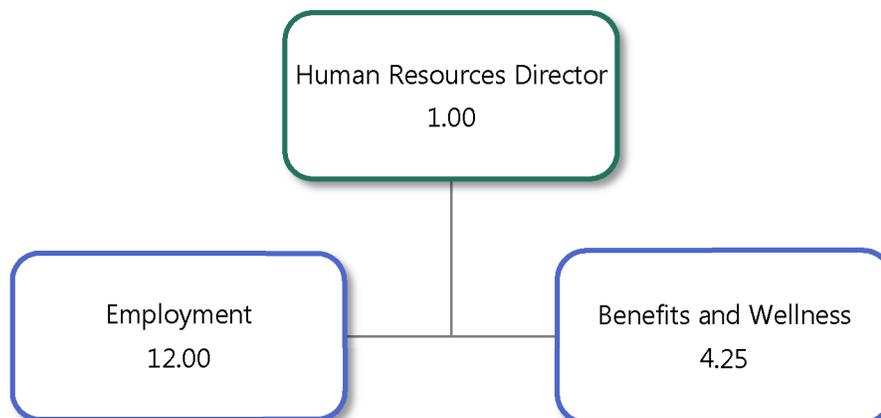
The Employment Services Division provides services to the entire organization including candidate selection, employee training, and professional development. The Employment Services Division oversees a variety of functions including: employment law and regulations compliance enforcement; position classification and compensation; employee relations assistance; coordination of performance evaluations; employee training; course offerings; the disciplinary process; and maintenance of employee files. Funding for the Employment Division is provided by the General Fund. City enterprises and Support Service Funds that receive services pay an allocated charge for services.

Benefits and Wellness – Employee Benefits Self-Insurance Fund

The Benefits and Wellness section designs and administers employee benefit plans and promotes health and wellness. The Benefits and Wellness section strives to design a healthcare plan that offers comprehensive benefits in a cost effective manner which incorporates wellness, prevention and health management programs for active employees, retirees, and their dependents to improve and maintain healthy lifestyle habits that help control costs. The Benefits and Wellness section provides managed healthcare using a self-insured medical and dental plan along with insurance benefits for vision, life, accidental death, voluntary term life, long-term care, short and long-term disability, and flexible spending accounts. Funding for the Benefits and Wellness program is provided through health plan monthly premiums which are shared between the employee and employer.

City Employee Medical Clinic & Pharmacy – Employee Benefits Self-Insurance Fund

In 2009, Risk Management opened an employee medical clinic located in the City Administration Building. The City Employee Medical Clinic is available to all City and Colorado Springs Utilities employees and their families who are on the medical insurance plan. In November 2010, the clinic changed vendors for outside clinical laboratory services to Quest Diagnostics providing significant cost savings estimated at over \$116,000 a year to the plan with additional savings to the employee. Funding for the City Employee Medical Clinic and Pharmacy is provided through health plan enrollee monthly premiums which are shared between the employee and employer, through co-payments by clinic and pharmacy users.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014 and changes occurring as part of the 2015 Budget for each Fund including General Fund, PSST, and Employee Benefits Self Insurance Fund.

General Fund	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$819,293	\$995,118	\$1,072,177	\$1,072,177	\$1,226,980	\$154,803
	Operating	52,626	76,547	72,075	72,075	76,613	4,538
	Capital Outlay	349	799	500	500	2,700	2,200
	Total	\$872,268	\$1,072,464	\$1,144,752	\$1,144,752	\$1,306,293	\$161,541
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Administrative Technician	3.00	3.00	3.00	2.00	(1.00)	
	HRIS Specialist	0.00	0.00	0.00	1.00	1.00	
	HR Generalist	0.00	0.00	0.00	1.00	1.00	
Recruiter	0.00	0.00	0.00	1.00	1.00		
Analyst II	3.00	3.00	3.00	1.00	(2.00)		
Staff Assistant	0.00	0.00	0.00	1.00	1.00		
Human Resources Director	1.00	1.00	1.00	1.00	0.00		
Manager	3.00	3.00	3.00	3.00	0.00		
Benefits Specialist	0.00	0.00	0.00	1.00	1.00		
Benefits Supervisor	1.00	1.00	1.00	1.00	0.00		
Total Positions	11.00	11.00	11.00	13.00	2.00		

*2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$16,041
	Increase for pay for performance	12,303
	Net increase for medical plan changes	6,771
	Increase due to addition of 2.00 FTE (1.00 Benefits Spec., 1.00 Admin. Tech. transfer from IT)	119,688
	Total Salaries/Benefits/Pensions	\$154,803
	Operating	
	Increase to fund operating needs associated with added Benefits Specialist	\$4,538
	Total Operating	\$4,538
	Capital Outlay	
Increase to fund one-time purchase of computer & furniture for added Benefits Spec.	2,200	
Total Capital Outlay	\$2,200	
Total For 2015	\$161,541	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Transfer 1.00 Office Specialist position from IT	1.00
	Add 1.00 Benefits Specialist position	1.00
	Total For 2015	2.00

*2014 Amended Budget as of 8/14/2014

PSST	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Salary/Benefits/Pensions	\$138,611	\$0	\$0	\$0	\$0	\$0	
	Operating	1,251	0	0	0	0	0	
	Capital Outlay	0	0	0	0	0	0	
	Total	\$139,862	\$0	\$0	\$0	\$0	\$0	
	Positions							
	Positions	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget		
	Administrative Technician	0.00	0.00	0.00	0.00	0.00		
	Analyst	0.00	0.00	0.00	0.00	0.00		
	Total Positions	0.00	0.00	0.00	0.00	0.00		

Employee Benefits Self-Insurance Fund	Source of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Clinical Co Pay	\$127,057	\$114,290	\$109,000	\$109,000	\$109,000	\$0	
	Interest/Other	19,043	1,005	10,630	10,630	10,630	0	
	Employee & Employer Premiums	24,199,680	24,347,862	32,361,365	32,361,365	33,861,365	1,500,000	
	Draw or (Contribution) **	(768,621)	4,862,173	0	0	0	0	
	Total	\$23,577,159	\$29,325,330	\$32,480,995	\$32,480,995	\$33,980,995	\$1,500,000	
	Use of Funds							
	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Salary/Benefits/Pensions	\$249,744	\$227,795	\$276,659	\$276,659	\$277,174	\$515	
	Operating	23,327,415	29,097,535	32,204,336	32,204,336	33,703,821	1,499,485	
Capital Outlay	0	0	0	0	0	0		
Total	\$23,577,159	\$29,325,330	\$32,480,995	\$32,480,995	\$33,980,995	\$1,500,000		

*2014 Amended Budget as of 8/14/2014

** The difference between actual premiums collected and the payout of claims.

Positions	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Analyst II	1.00	1.00	1.00	1.00	0.00
	Office Assistant	1.00	1.00	1.00	1.00	0.00
	Clinical Assistant	1.00	0.00	0.00	0.00	0.00
	Medical Office Specialist	0.00	1.00	1.00	1.00	0.00
	Risk Supervisor	0.30	0.30	0.30	0.25	(0.05)
	Senior Office Specialist	1.00	1.00	1.00	1.00	0.00
	Total Positions	4.30	4.30	4.30	4.25	(0.05)

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$7,155)
	Increase for pay for performance	5,471
	Net increase for medical plan changes	2,199
	Total Salaries/Benefits/Pensions	\$515
	Operating	
Increase due to medical plan cost increase	\$1,499,485	
Total Operating	\$1,499,485	
Total For 2015	\$1,500,000	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Transfer of partial position to the Claims Reserve Fund	(0.05)
	Total For 2015	(0.05)

*2014 Amended Budget as of 8/14/2014

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
EMPLOYMENT SERVICES

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	623,966	773,263	825,907	942,127	116,220	14.07%
51210	OVERTIME	294	435	500	500	0	0.00%
51220	SEASONAL TEMPORARY	15,252	14,530	7,000	7,000	0	0.00%
51245	RETIREMENT TERM VACATION	6,888	6,149	0	0	0	0.00%
51260	VACATION BUY PAY OUT	2,495	1,874	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(7,304)	(4,102)	0	0	0	0.00%
51610	PERA	85,978	103,429	112,050	125,400	13,350	11.91%
51612	RETIREMENT HEALTH SAVINGS	12,502	0	0	0	0	0.00%
51615	WORKERS COMPENSATION	1,624	1,520	1,573	1,781	208	13.22%
51620	EQUITABLE LIFE INSURANCE	1,747	2,146	3,186	3,538	352	11.05%
51640	DENTAL INSURANCE	3,047	4,199	4,620	5,044	424	9.18%
51665	CASH BACK	663	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	1,800	1,980	2,640	3,000	360	13.64%
51690	MEDICARE	9,430	11,206	12,005	15,661	3,656	30.45%
51695	CITY EPO MEDICAL PLAN	42,688	52,747	102,696	122,929	20,233	19.70%
51696	ADVANTAGE HD MED PLAN	16,673	23,254	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	1,590	2,488	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	(40)	0	0	0	0	0.00%
Total Salaries and Benefits		819,293	995,118	1,072,177	1,226,980	154,803	14.44%
52105	MISCELLANEOUS OPERATING	0	1	0	3,289	3,289	0.00%
52110	OFFICE SUPPLIES	2,276	2,536	5,026	5,026	0	0.00%
52111	PAPER SUPPLIES	877	79	1,212	1,212	0	0.00%
52120	COMPUTER SOFTWARE	17,844	17,879	20,000	21,000	1,000	5.00%
52122	CELL PHONES EQUIP AND SUPPLIES	1,264	475	1,500	1,500	0	0.00%
52125	GENERAL SUPPLIES	890	534	1,200	1,250	50	4.17%
52135	POSTAGE	232	347	500	500	0	0.00%
52575	SERVICES	10,307	14,387	9,147	9,147	0	0.00%
52590	TEMPORARY EMPLOYMENT	0	9,654	0	0	0	0.00%
52605	CAR MILEAGE	0	0	200	200	0	0.00%
52607	CELL PHONE ALLOWANCE	0	677	0	0	0	0.00%
52615	DUES AND MEMBERSHIP	594	510	675	675	0	0.00%
52625	MEETING EXPENSES IN TOWN	2,275	906	4,350	4,350	0	0.00%
52630	TRAINING	1,468	10,153	5,050	5,250	200	3.96%
52645	SUBSCRIPTIONS	1,544	507	2,500	2,500	0	0.00%
52655	TRAVEL OUT OF TOWN	691	2,137	2,000	2,000	0	0.00%
52656	MOVING EXPENSES	641	0	0	0	0	0.00%
52705	COMMUNICATIONS	0	230	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	370	445	329	329	0	0.00%
52736	CELL PHONE AIRTIME	0	8	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	156	2,971	400	400	0	0.00%
52775	MINOR EQUIPMENT	741	394	350	350	0	0.00%
52776	PRINTER CONSOLIDATION COST	3,347	4,555	4,000	4,000	0	0.00%
52795	RENTAL OF EQUIPMENT	1,083	0	50	50	0	0.00%
52874	OFFICE SERVICES PRINTING	729	470	729	729	0	0.00%
52875	OFFICE SERVICES RECORDS	839	805	857	857	0	0.00%
65160	RECRUITMENT	3,600	5,535	5,000	5,000	0	0.00%
65353	DIVERSITY TRAINING	35	157	1,000	1,000	0	0.00%
65358	LRC & LEADERSHIP DEV	823	195	6,000	6,000	0	0.00%
Total Operating Expenses		52,626	76,547	72,075	76,614	4,539	6.30%
53010	OFFICE MACHINES	349	0	0	1,200	1,200	0.00%
53030	FURNITURE AND FIXTURES	0	799	500	1,500	1,000	200.00%
Total Capital Outlay		349	799	500	2,700	2,200	440.00%
Total Expenses		872,268	1,072,464	1,144,752	1,306,294	161,542	14.11%

Totals may differ from narrative due to rounding.

**City of Colorado Springs
Budget Detail Report**

171 PUBLIC SAFETY SALES TAX
EMPLOYMENT SERVICES

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	104,718	0	0	0	0	0.00%
51210	OVERTIME	243	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	968	0	0	0	0	0.00%
51610	PERA	13,649	0	0	0	0	0.00%
51615	WORKERS COMPENSATION	265	0	0	0	0	0.00%
51620	EQUITABLE LIFE INSURANCE	288	0	0	0	0	0.00%
51640	DENTAL INSURANCE	845	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	280	0	0	0	0	0.00%
51690	MEDICARE	1,449	0	0	0	0	0.00%
51695	CITY EPO MEDICAL PLAN	8,207	0	0	0	0	0.00%
51696	ADVANTAGE HD MED PLAN	6,941	0	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	758	0	0	0	0	0.00%
Total Salaries and Benefits		138,611	0	0	0	0	0.00%
52705	COMMUNICATIONS	1,251	0	0	0	0	0.00%
Total Operating Expenses		1,251	0	0	0	0	0.00%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		139,862	0	0	0	0	0.00%

Totals may differ from narrative due to rounding.

**City of Colorado Springs
Budget Detail Report**

504 HEALTH INSURANCE FUND

Risk Emp Ben

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	187,599	170,993	201,520	203,228	1,708	0.85%
51210	OVERTIME	207	370	500	500	0	0.00%
51245	RETIREMENT TERM VACATION	729	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,033	1,543	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(2,989)	(2,338)	0	184	184	0.00%
51610	PERA	20,826	18,627	27,236	27,347	111	0.41%
51615	WORKERS COMPENSATION	473	327	378	360	(18)	-4.76%
51620	EQUITABLE LIFE INSURANCE	468	402	679	679	0	0.00%
51640	DENTAL INSURANCE	1,137	900	1,368	1,248	(120)	-8.77%
51665	CASH BACK	353	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	880	720	1,060	1,060	0	0.00%
51690	MEDICARE	2,209	1,977	2,882	2,898	16	0.56%
51695	CITY EPO MEDICAL PLAN	22,918	19,807	41,036	39,670	(1,366)	-3.33%
51696	ADVANTAGE HD MED PLAN	6,941	7,468	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	758	795	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	6,202	6,204	0	0	0	0.00%
Total Salaries and Benefits		249,744	227,795	276,659	277,174	515	0.19%
52110	OFFICE SUPPLIES	1,486	1,851	1,780	1,586	(194)	-10.90%
52111	PAPER SUPPLIES	0	0	0	300	300	0.00%
52115	MEDICAL SUPPLIES	4,361	4,008	5,500	5,000	(500)	-9.09%
52116	PHARMACEUTICALS	13,402	26,751	27,380	27,380	0	0.00%
52120	COMPUTER SOFTWARE	33,732	11,010	0	0	0	0.00%
52125	GENERAL SUPPLIES	155	0	800	800	0	0.00%
52135	POSTAGE	4,823	6,520	5,080	8,080	3,000	59.06%
52220	MAINT OFFICE MACHINES	243	0	0	0	0	0.00%
52305	MAINT SOFTWARE	0	23,239	37,000	40,600	3,600	9.73%
52460	MEDICAL SERVICE	0	281,808	303,000	303,000	0	0.00%
52560	PARKING SERVICES	3,405	2,870	3,385	3,750	365	10.78%
52568	BANK AND INVESTMENT FEES	1,107	87	1,107	1,107	0	0.00%
52573	CREDIT CARD FEES	658	708	750	750	0	0.00%
52575	SERVICES	456,648	238,786	238,500	246,900	8,400	3.52%
52590	TEMPORARY EMPLOYMENT	9,353	40,304	4,000	4,000	0	0.00%
52615	DUES AND MEMBERSHIP	5,479	46,500	5,550	5,700	150	2.70%
52630	TRAINING	697	823	2,900	5,250	2,350	81.03%
52655	TRAVEL OUT OF TOWN	542	1,321	0	2,000	2,000	0.00%
52705	COMMUNICATIONS	4,533	4,604	4,600	4,600	0	0.00%
52735	TELEPHONE LONG DIST CALLS	60	85	50	60	10	20.00%
52740	GENERAL INSURANCE-CITY	3,888	2,676	4,895	4,895	0	0.00%
52775	MINOR EQUIPMENT	2,380	0	1,000	1,000	0	0.00%
52776	PRINTER CONSOLIDATION COST	3,849	7,003	4,020	7,320	3,300	82.09%
52795	RENTAL OF EQUIPMENT	961	0	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	2,770	7,320	5,150	8,150	3,000	58.25%
60139	VISION CLAIM EXPENSES	446,053	396,000	400,000	400,000	0	0.00%
60140	MEDICAL CLAIMS EXPENSES	15,838,398	19,321,458	21,605,889	22,108,412	502,523	2.33%
60170	HRA BENEFIT EXPENSE	125,103	152,751	330,000	900,000	570,000	172.73%
60171	WELLNESS PROGRAM	7,122	27,985	15,000	15,000	0	0.00%
60231	CLAIMS INCURRED NOT REPORT	(697,853)	1,490,348	750,000	750,000	0	0.00%
60238	PRESCRIPTION ADMIN FEES	159,987	48,786	165,000	170,000	5,000	3.03%
60239	PRESCRIPTION CLAIM EXPENSES	3,855,358	4,004,875	3,900,000	4,152,146	252,146	6.47%
60240	DENTAL ADMINISTRATIVE FEES	101,703	98,336	106,000	106,000	0	0.00%
60241	DENTAL CLAIM EXPENSES	1,814,007	1,857,226	2,060,000	2,070,035	10,035	0.49%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to 2015 Budget \$ Change	2014 Budget to 2015 Budget % Change
60243	DIABETES TEN CITY CHALLENGE	54,294	49,683	60,000	60,000	0	0.00%
60244	MEDICAL ADMINISTRATIVE FEES	507,821	444,981	1,040,000	1,170,000	130,000	12.50%
60245	BRIDGES TO EXCELLENCE	12,020	0	80,000	80,000	0	0.00%
60286	UTILIZATION MGMT	152,727	26,599	150,000	150,000	0	0.00%
65220	REINSURANCE COSTS	264,603	333,686	686,000	690,000	4,000	0.58%
65365	HEALTH PROGRAMS	131,540	136,547	200,000	200,000	0	0.00%
Total Operating Expenses		23,327,415	29,097,535	32,204,336	33,703,821	1,499,485	4.66%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		23,577,159	29,325,330	32,480,995	33,980,995	1,500,000	4.62%

Totals may differ from narrative due to rounding.

Risk Management

Victoria McColm, Risk Manager | (719) 385-5669 | vmccolm@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Review the City's property and casualty insurance coverage across all business lines and departments, to ensure an appropriated balance of policy costs and covered risks	Risk transferred as appropriate to insurance	Q2	Transforming Government
Assess the City's liability exposure to determine whether legislative or policy changes need to be enacted	Assessment process completed and recommendation made to City Management	Q2	Transforming Government
Work with Police and Fire to evaluate best practices to address first responder PTSD	Research Best Practices and provide a report to Sworn Management	Q3	Transforming Government

All Funds Summary

	2013 Actual	2014 Budget	2014 Amended Budget	2015 Budget	2015 Budget -
					* 2014 Amended Budget
Use of Funds					
General Fund	\$554,353	\$695,831	\$695,831	\$746,940	\$51,109
Claims Reserve Fund	936,284	1,000,000	1,000,000	1,000,000	0
Workers' Comp Fund	4,659,470	8,000,000	8,000,000	8,000,000	0
Total	\$6,150,107	\$9,695,831	\$9,695,831	\$9,746,940	\$51,109
Positions					
General Fund	7.40	7.40	7.40	7.25	(0.15)
Other Funds	10.80	10.80	10.80	11.00	0.20
Total Positions	18.20	18.20	18.20	18.25	0.05

*2014 Amended Budget as of 8/14/2014

Significant Changes vs. 2014

- Increase in operating for Safety Software

Risk Management

The Risk Management Division serves the entire organization by ensuring compliance with statutory mandates and protecting the City's assets. The Risk Management Division assesses risk to control liability and loss exposures; processes and manages employee injury claims; manages the occupational health clinic, physical therapy clinic, employee medical clinic, promotes health and wellness; and emphasizes employee safety. Funding for specific Risk Management activities is provided by the General Fund, Claims Reserve Fund, and Workers' Compensation Fund. City enterprises and Support Service Funds pay an allocated charge for services and/or are directly billed for services.

Safety

The Safety section ensures that employees have the knowledge and skills to safely perform job duties and administers a cost-effective program designed for safety awareness, employee feedback, guidance in training, and prevention of employee injuries. The highest practical degree of care will be used in complying with safety and health standards. Funding for the Safety program is provided by the General Fund. City enterprises and Support Service Funds that receive services pay an allocated charge for Safety services.

Liability Claims Administration – Claims Reserve Fund

The Liability Claims section investigates, evaluates, and settles all liability claims brought under state and federal laws for both the City and Colorado Springs Utilities. The claims adjusters investigate the legal liability associated with the claims, negotiate settlement, and defend claims that lack merit. By placing a high priority on handling claims efficiently, this section is able to provide a cost-effective service that is competitive with external public liability claims service providers. City enterprises and Support Service Funds that receive services pay an allocated charge for liability claims services.

Workers' Compensation Claims Administration – Workers' Compensation Fund

The Workers' Compensation section manages and controls workers' compensation claims and strives to help employees recover from work-related injuries and return to work as soon as possible. The adjusters are able to provide prompt and fair resolution of claims. All direct costs associated with administering claims, medical, indemnity, physical therapy, and occupational therapy are budgeted in this fund.

According to City Code §1.5.602, "the workers' compensation claim reserve fund shall maintain reserves to provide for contingency so that in any year the contribution of the workers' compensation claim reserve funds from other funds is adequate to cover the actual expenses in that year." Funding for the Workers' Compensation Fund is provided through payroll charges based upon job classification codes set by the National Council on Compensation Insurance, Inc. (NCCI), with a greater amount charged for positions with greater risk of injury. These rates are set so as to contribute to the fund from all funding sources an amount projected to be adequate to cover the actual expenses of that year. City enterprises and Support Service Funds that receive services pay an allocated charge for indirect costs allocated to the Workers' Compensation Fund.

Injury leave pay is not budgeted in the Workers' Compensation Fund - all pay is budgeted in department and division budgets. Injury pay is charged to department and division budgets during the year and at the end of the year, those expenses will be transferred to the Workers' Compensation Fund to reflect all costs associated with Workers' Compensation related injuries.

Physical Therapy Clinic – Workers’ Compensation Fund

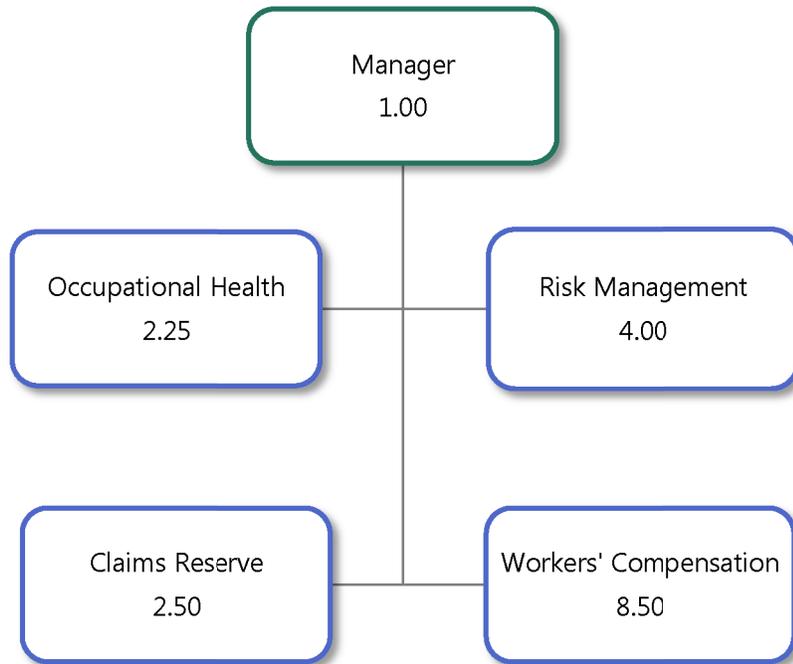
The Physical Therapy Clinic falls under the Workers’ Compensation section. The Physical Therapy Clinic provides services to both City and Colorado Springs Utilities employees with work related injuries. The Physical Therapy Clinic has three specialized therapists, two of which are part-time. Each therapist has a specialty, including a therapist certified in manual therapy and needling, an orthopedic therapist, and a physical therapist licensed in massage therapy. This clinic is located in the City Administration Building which makes it convenient for most City and Utilities employees. By comparing the services with the Colorado fee schedule, a cost savings of \$165,000 was realized in 2013 to the Workers’ Compensation Fund. City enterprises and Support Service Funds that use Physical Therapy Clinic services for Workers’ Compensation related injuries pay an allocated charge for those services.

Occupational Health Clinic – Workers’ Compensation Fund

The clinic’s primary function is to provide services at the clinic for work related injuries and is funded by the Workers’ Compensation Fund. This function provides over \$125,000 in annual cost savings to the fund when comparing the services provided with the Colorado Workers’ Compensation fee schedule. City enterprises and Support Service Funds that use Occupational Health Clinic services for Workers’ Compensation related injuries pay an allocated charge for those services.

Occupational Health Clinic – General Fund

The City owns and operates an Occupational Health Clinic. In addition to the primary service, the Clinic performs ergonomic assessments, annual physicals, CDL physicals, VNI entry and exit physicals, pre-employment physicals for sworn employees, and hearing tests for employees who work in areas with noise pollution. The Clinic began doing all pre-employment drug screenings in the fall of 2010. Located in the City Administration Building, the clinic is convenient for the majority of City employees. City enterprises and Support Service Funds that use these types of Occupational Health Clinic services pay an allocated charge for Occupational Health Clinic services. All users, regardless of funding source, are direct billed for consumables such as drug tests.



The sections on the following pages provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014 and changes occurring as part of the 2015 Budget for each Fund including General Fund, Claims Reserve Fund, and Workers' Compensation Fund.

GF - Risk Management	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$143,292	\$300,773	\$401,244	\$401,244	\$427,877	\$26,633
	Operating	95,273	31,601	46,005	46,005	74,705	28,700
	Capital Outlay	0	0	0		0	0
	Total	\$238,565	\$332,374	\$447,249	\$447,249	\$502,582	\$55,333
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	ADA Coordinator	0.00	1.00	1.00	1.00	0.00	
	Analyst I/II	1.00	1.00	1.00	1.00	0.00	
	Manager	1.00	1.00	1.00	1.00	0.00	
Risk Supervisor/Principal Analyst	1.00	1.00	1.00	1.00	0.00		
Senior Office Specialist	1.00	1.00	1.00	1.00	0.00		
Total Positions	4.00	5.00	5.00	5.00	0.00		

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$16,800
	Increase for pay for performance	7,716
	Net increase for medical plan changes	2,117
	Total Salaries/Benefits/Pensions	\$26,633
	Operating	
Increase for the purchase of software to track issues, generate reports, and analyze data	\$27,500	
Increase in parking for two vehicles assigned to Risk	1,200	
Total Operating	\$28,700	
Capital Outlay		
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	\$55,333	

*2014 Amended Budget as of 8/14/2014

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
	Total For 2015	0.00

GF - Occupational Health	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/ Pensions	\$159,138	\$178,898	\$184,072	\$184,072	\$179,848	(\$4,224)
	Operating	29,773	43,081	\$64,510	64,510	64,510	0
	Capital Outlay	0	0	\$0	0	0	0
	Total	\$188,911	\$221,979	\$248,582	\$248,582	\$244,358	(\$4,224)
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Medical Office Specialist	1.60	1.60	1.60	1.50	(0.10)	
	Occupational Nurse Practitioner/Physicians Assistant	0.60	0.60	0.60	0.50	(0.10)	
	Risk Supervisor	0.20	0.20	0.20	0.25	0.05	
Total Positions	2.40	2.40	2.40	2.25	(0.15)		

*2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$9,122)
	Increase for pay for performance	3,353
	Net increase for medical plan changes	1,545
	Total Salaries/Benefits/Pensions	(\$4,224)
	Operating	
	None	\$0
	Total Operating	\$0
	Capital Outlay	
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	(\$4,224)	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Transfer of partial position to Worker's Compensation Fund	(0.15)
	Total For 2015	(0.15)

*2014 Amended Budget as of 8/14/2014

Claims Reserve Fund	Source of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Enterprise Contributions	\$11,500	\$11,500	\$0	\$0	\$11,500	\$11,500	
	General Fund Contribution	500,004	523,504	1,000,000	1,000,000	800,000	(200,000)	
	Interest/Other	6,722	3,785	0	0	0	0	
	Draw / (Contribution) to Fund Balance **	361,420	397,495	0	0	188,500	188,500	
	Total	\$879,646	\$936,284	\$1,000,000	\$1,000,000	\$1,000,000	\$0	
	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Salary/Benefits/Pensions	\$188,171	\$192,662	\$210,417	\$210,417	\$219,501	\$9,084	
	Operating	691,475	743,622	789,583	789,583	780,499	(9,084)	
Capital Outlay	0	0	0	0	0	0		
Total	\$879,646	\$936,284	\$1,000,000	\$1,000,000	\$1,000,000	\$0		

Claims Positions	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Claims Adjuster II	2.00	2.00	2.00	2.00	0.00
	Risk Supervisor	0.25	0.25	0.25	0.25	0.00
	Senior Office Specialist	0.25	0.20	0.20	0.25	0.05
	Total Positions	2.50	2.45	2.45	2.50	0.05

*2014 Amended Budget as of 8/14/2014

** Appropriation spending authority requested at \$1 million to give authority for payment of claims that arise

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$4,420
	Increase for pay for performance	3,254
	Net increase for medical plan changes	1,410
	Total Salaries/Benefits/Pensions	\$9,084
	Operating	
	Decrease due to efficiencies realized	(\$10,284)
	Increase in parking for two vehicles assigned to Risk	1,200
	Total Operating	(\$9,084)
	Capital Outlay	
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	\$0	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Transfer of partial position from Health Insurance Fund	0.05
	Total For 2015	0.05

*2014 Amended Budget as of 8/14/2014

<i>Workers' Compensation Fund</i>	Source of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Physical Therapy Clinic	\$110,146	\$114,783	\$100,000	\$100,000	\$100,000	\$0	
	WC Payroll Chgs	5,441,945	4,700,066	4,844,814	4,844,814	4,897,851	53,037	
	Interest/Other	27,745	19,306	61,000	61,000	61,000	0	
	Draw / (Contribution) to Fund Balance **	2,135,425	(174,685)	2,994,186	2,994,186	2,941,149	(53,037)	
	Total	\$7,715,261	\$4,659,470	\$8,000,000	\$8,000,000	\$8,000,000	\$0	
	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Salary/Benefits/Pensions	\$585,897	\$598,010	\$644,756	\$644,756	\$671,675	\$26,919	
	Operating	7,129,364	4,061,460	7,355,244	7,355,244	7,328,325	(26,919)	
Capital Outlay	0	0	0	0	0	0		
Total	\$7,715,261	\$4,659,470	\$8,000,000	\$8,000,000	\$8,000,000	\$0		

<i>Positions</i>	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Administrative Technician	1.00	1.00	1.00	1.00	0.00
	Claims Adjuster I	0.00	0.00	0.00	0.00	0.00
	Claims Adjuster II	1.00	1.00	1.00	1.00	0.00
	Licensed Practical Nurse	0.00	0.00	0.00	0.00	0.00
	Medical Office Specialist	1.40	1.40	1.40	1.50	0.10
	Occupational Medical Physician	0.00	0.00	0.00	0.00	0.00
	Occupational Nurse Practitioner/Physicians Asst	0.40	0.40	0.40	0.50	0.10
	Physical Therapist II	2.12	2.50	2.50	2.50	0.00
	Risk Supervisor	1.25	1.25	1.25	1.25	0.00
	Senior Office Specialist	0.75	0.80	0.80	0.75	(0.05)
Total Positions	7.92	8.35	8.35	8.50	0.15	

*2014 Amended Budget as of 8/14/2014

** Appropriation spending authority requested at \$1 million to give authority for payment of claims that arise

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$7,501
	Increase for pay for performance	14,541
	Net increase for medical plan changes	4,877
	Total Salaries/Benefits/Pensions	\$26,919
	Operating	
	Decrease to properly fund worker's compensation claims	(\$34,919)
	Increase for medical supplies	\$8,000
	Total Operating	(\$26,919)
	Capital Outlay	
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	\$0	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Transfer of partial position from Occupational Health Fund	0.15
	Total For 2015	0.15

*2014 Amended Budget as of 8/14/2014

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND

Claims

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	112,893	242,132	317,445	335,769	18,324	5.77%
51260	VACATION BUY PAY OUT	0	503	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(1,521)	(1,494)	0	0	0	0.00%
51610	PERA	15,330	32,906	43,161	45,486	2,325	5.39%
51615	WORKERS COMPENSATION	294	464	598	630	32	5.35%
51620	EQUITABLE LIFE INSURANCE	303	679	1,169	1,224	55	4.70%
51640	DENTAL INSURANCE	843	1,567	2,040	1,947	(93)	-4.56%
51655	RETIRED EMP MEDICAL INS	960	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	500	720	1,200	1,200	0	0.00%
51690	MEDICARE	1,634	3,499	4,568	4,846	278	6.09%
51695	CITY EPO MEDICAL PLAN	162	0	31,063	36,775	5,712	18.39%
51696	ADVANTAGE HD MED PLAN	10,622	17,785	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	1,272	2,012	0	0	0	0.00%
Total Salaries and Benefits		143,292	300,773	401,244	427,877	26,633	6.64%
52110	OFFICE SUPPLIES	3,104	642	1,300	1,300	0	0.00%
52111	PAPER SUPPLIES	0	317	800	800	0	0.00%
52120	COMPUTER SOFTWARE	40	0	0	27,500	27,500	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	1,076	200	200	0	0.00%
52125	GENERAL SUPPLIES	349	899	800	800	0	0.00%
52135	POSTAGE	3,299	3,169	4,000	4,000	0	0.00%
52165	LICENSES AND TAGS	310	101	0	0	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	9	0	0	0	0	0.00%
52460	MEDICAL SERVICE	0	200	0	0	0	0.00%
52560	PARKING SERVICES	0	0	0	1,200	1,200	0.00%
52575	SERVICES	1,717	1,302	1,900	1,900	0	0.00%
52590	TEMPORARY EMPLOYMENT	73,287	13,544	10,000	10,000	0	0.00%
52615	DUES AND MEMBERSHIP	600	1,090	1,175	1,175	0	0.00%
52625	MEETING EXPENSES IN TOWN	0	30	500	500	0	0.00%
52630	TRAINING	805	120	14,000	14,000	0	0.00%
52645	SUBSCRIPTIONS	150	150	200	200	0	0.00%
52655	TRAVEL OUT OF TOWN	0	537	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	240	260	280	280	0	0.00%
52738	CELL PHONE BASE CHARGES	1,895	1,855	3,000	3,000	0	0.00%
52775	MINOR EQUIPMENT	1,387	0	500	500	0	0.00%
52776	PRINTER CONSOLIDATION COST	2,349	2,854	3,500	3,500	0	0.00%
52795	RENTAL OF EQUIPMENT	552	0	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	463	218	650	650	0	0.00%
52875	OFFICE SERVICES RECORDS	3,246	3,223	3,200	3,200	0	0.00%
65160	RECRUITMENT	1,471	14	0	0	0	0.00%
Total Operating Expenses		95,273	31,601	46,005	74,705	28,700	62.38%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		238,565	332,374	447,249	502,582	55,333	12.37%

Totals may differ from narrative due to rounding.

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
Occupational Health Clinic

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	122,851	138,276	138,398	132,514	(5,884)	-4.25%
51210	OVERTIME	0	87	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	463	309	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,713	1,328	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(3,257)	(3,332)	0	0	0	0.00%
51610	PERA	19,447	22,600	18,950	18,200	(750)	-3.96%
51615	WORKERS COMPENSATION	313	267	263	252	(11)	-4.18%
51620	EQUITABLE LIFE INSURANCE	420	486	497	478	(19)	-3.82%
51640	DENTAL INSURANCE	988	1,205	960	824	(136)	-14.17%
51670	PARKING FOR EMPLOYEES	480	480	480	480	0	0.00%
51690	MEDICARE	2,082	2,427	2,006	1,944	(62)	-3.09%
51695	CITY EPO MEDICAL PLAN	19,635	23,002	22,518	25,156	2,638	11.72%
51696	ADVANTAGE HD MED PLAN	0	718	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	58	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	(5,997)	(9,013)	0	0	0	0.00%
Total Salaries and Benefits		159,138	178,898	184,072	179,848	(4,224)	-2.29%
52110	OFFICE SUPPLIES	0	931	1,100	1,100	0	0.00%
52115	MEDICAL SUPPLIES	6,490	10,263	14,150	14,150	0	0.00%
52116	PHARMACEUTICALS	3,346	11,452	10,500	10,500	0	0.00%
52125	GENERAL SUPPLIES	0	0	400	400	0	0.00%
52305	MAINT SOFTWARE	0	6,809	8,400	8,400	0	0.00%
52460	MEDICAL SERVICE	0	9,091	20,000	20,000	0	0.00%
52573	CREDIT CARD FEES	5	5	0	0	0	0.00%
52575	SERVICES	6,562	2,490	4,000	4,000	0	0.00%
52590	TEMPORARY EMPLOYMENT	12,729	0	0	0	0	0.00%
52630	TRAINING	0	595	700	700	0	0.00%
52655	TRAVEL OUT OF TOWN	476	0	500	500	0	0.00%
52735	TELEPHONE LONG DIST CALLS	0	0	60	60	0	0.00%
52740	GENERAL INSURANCE-CITY	0	1,338	3,500	3,500	0	0.00%
52775	MINOR EQUIPMENT	144	0	1,000	1,000	0	0.00%
52874	OFFICE SERVICES PRINTING	21	107	200	200	0	0.00%
Total Operating Expenses		29,773	43,081	64,510	64,510	0	0.00%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		188,911	221,979	248,582	244,358	(4,224)	-1.70%

Totals may differ from narrative due to rounding.

**City of Colorado Springs
Budget Detail Report**

503 SELF INSURANCE WORK COMP

Risk - Workers Comp

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to 2015 Budget \$ Change	2014 Budget to 2015 Budget % Change
51205	CIVILIAN SALARIES	460,363	466,345	488,960	507,518	18,558	3.80%
51210	OVERTIME	0	122	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	2,112	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	0	1,021	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(2,203)	(2,488)	0	0	0	0.00%
51610	PERA	63,501	61,890	70,737	68,991	(1,746)	-2.47%
51615	WORKERS COMPENSATION	1,612	1,462	1,549	953	(596)	-38.48%
51620	EQUITABLE LIFE INSURANCE	1,355	1,324	1,747	1,797	50	2.86%
51640	DENTAL INSURANCE	2,925	3,086	3,603	3,224	(379)	-10.52%
51665	CASH BACK	378	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	1,700	1,730	2,280	2,280	0	0.00%
51690	MEDICARE	6,755	6,596	7,507	7,349	(158)	-2.10%
51695	CITY EPO MEDICAL PLAN	38,617	48,765	68,373	79,563	11,190	16.37%
51696	ADVANTAGE HD MED PLAN	15,842	11,845	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	1,394	893	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	(8,454)	(4,581)	0	0	0	0.00%
Total Salaries and Benefits		585,897	598,010	644,756	671,675	26,919	4.18%
52110	OFFICE SUPPLIES	2,945	4,293	4,800	4,800	0	0.00%
52111	PAPER SUPPLIES	0	476	2,200	2,200	0	0.00%
52115	MEDICAL SUPPLIES	27,003	27,875	26,000	34,000	8,000	30.77%
52116	PHARMACEUTICALS	16,702	4,079	2,000	2,000	0	0.00%
52120	COMPUTER SOFTWARE	56,672	9,500	0	0	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	100	0	0	0	0.00%
52125	GENERAL SUPPLIES	1,028	885	1,600	1,600	0	0.00%
52135	POSTAGE	171	162	281	281	0	0.00%
52165	LICENSES AND TAGS	50	50	100	100	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	1,087	0	0	0	0	0.00%
52305	MAINT SOFTWARE	0	19,314	31,640	31,640	0	0.00%
52428	HOSTED IT SERVICES	0	9,030	9,000	9,000	0	0.00%
52460	MEDICAL SERVICE	0	43,896	58,000	55,000	(3,000)	-5.17%
52560	PARKING SERVICES	735	600	200	200	0	0.00%
52568	BANK AND INVESTMENT FEES	3,533	2,392	3,600	3,600	0	0.00%
52575	SERVICES	171,584	166,089	207,900	207,900	0	0.00%
52590	TEMPORARY EMPLOYMENT	19,822	4,800	5,000	5,000	0	0.00%
52615	DUES AND MEMBERSHIP	874	649	1,150	1,150	0	0.00%
52625	MEETING EXPENSES IN TOWN	0	0	150	150	0	0.00%
52630	TRAINING	2,731	946	5,500	5,500	0	0.00%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	0	0	0	3,000	3,000	0.00%
52645	SUBSCRIPTIONS	888	58	100	100	0	0.00%
52655	TRAVEL OUT OF TOWN	1,937	3,088	3,700	3,700	0	0.00%
52705	COMMUNICATIONS	2,262	2,374	2,000	2,000	0	0.00%
52735	TELEPHONE LONG DIST CALLS	10	50	22	22	0	0.00%
52738	CELL PHONE BASE CHARGES	633	1,254	500	500	0	0.00%
52740	GENERAL INSURANCE-CITY	272,425	226,663	309,300	309,300	0	0.00%
52775	MINOR EQUIPMENT	2,596	539	5,500	5,500	0	0.00%
52776	PRINTER CONSOLIDATION COST	5,950	7,937	6,970	6,970	0	0.00%
52795	RENTAL OF EQUIPMENT	983	0	0	0	0	0.00%
52872	MAINT FLEET VEHICLES EQP	602	549	1,000	1,000	0	0.00%
52874	OFFICE SERVICES PRINTING	659	496	1,100	1,100	0	0.00%
60705	WC STATE MANDATED SALARY	0	0	255,000	255,000	0	0.00%
60707	WC BENEFIT SALARY	0	0	250,000	250,000	0	0.00%
65100	CLAIMS AND DAMAGES CITY	3,218,407	3,222,979	4,285,000	4,285,000	0	0.00%
65125	CLAIMS AND DAMAGES UTILITIES	1,579,700	1,219,312	1,000,000	1,000,000	0	0.00%
65135	CLINIC REHAB OPERATING	2,934	3,025	3,812	3,812	0	0.00%
65160	RECRUITMENT	417	0	0	0	0	0.00%
65210	ADJUST RESERVE	1,734,024	(922,000)	872,119	837,200	(34,919)	-4.00%
Total Operating Expenses		7,129,364	4,061,460	7,355,244	7,328,325	(26,919)	-0.37%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		7,715,261	4,659,470	8,000,000	8,000,000	0	0.00%

Totals may differ from narrative due to rounding.

**City of Colorado Springs
Budget Detail Report**

502 CLAIMS RESERVE FUND-LIABILITY

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to 2015 Budget \$ Change	2014 Budget to 2015 Budget % Change
51205	CIVILIAN SALARIES	143,440	148,145	154,357	165,265	10,908	7.07%
51610	PERA	15,860	17,187	20,208	22,493	2,285	11.31%
51615	WORKERS COMPENSATION	1,574	1,614	1,542	1,821	279	18.09%
51620	EQUITABLE LIFE INSURANCE	328	340	543	602	59	10.87%
51640	DENTAL INSURANCE	776	784	969	944	(25)	-2.58%
51670	PARKING FOR EMPLOYEES	240	240	600	600	0	0.00%
51690	MEDICARE	1,685	1,827	2,139	2,396	257	12.01%
51695	CITY EPO MEDICAL PLAN	11,539	0	30,059	25,380	(4,679)	-15.57%
51696	ADVANTAGE HD MED PLAN	3,967	13,882	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	514	1,254	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	8,248	7,389	0	0	0	0.00%
Total Salaries and Benefits		188,171	192,662	210,417	219,501	9,084	4.32%
52110	OFFICE SUPPLIES	0	122	350	350	0	0.00%
52111	PAPER SUPPLIES	0	0	400	400	0	0.00%
52120	COMPUTER SOFTWARE	0	0	500	500	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	104	0	0	0	0.00%
52125	GENERAL SUPPLIES	348	762	350	350	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	0	0	50	50	0	0.00%
52305	MAINT SOFTWARE	0	12,240	12,240	12,240	0	0.00%
52560	PARKING SERVICES	0	0	0	1,200	1,200	0.00%
52568	BANK AND INVESTMENT FEES	886	277	600	600	0	0.00%
52575	SERVICES	0	7,088	1,400	1,400	0	0.00%
52625	MEETING EXPENSES IN TOWN	0	0	100	100	0	0.00%
52630	TRAINING	50	195	600	600	0	0.00%
52645	SUBSCRIPTIONS	0	0	200	200	0	0.00%
52738	CELL PHONE BASE CHARGES	0	263	400	400	0	0.00%
52776	PRINTER CONSOLIDATION COST	0	466	1,000	1,000	0	0.00%
52874	OFFICE SERVICES PRINTING	0	82	0	0	0	0.00%
60076	CLAIMS PAID POLICE	431,441	448,665	0	0	0	0.00%
60077	CLAIMS PAID SUPPORT SERVICE	0	1,017	0	0	0	0.00%
60079	LEGAL AND ADMIN POLICE	32,054	11,654	0	0	0	0.00%
60221	CLAIMS PAID FIRE	1,821	8,506	0	0	0	0.00%
60222	CLAIMS PAID PUBLIC WORKS	34,423	12,909	0	0	0	0.00%
60224	CLAIMS PAID GENERAL COST	0	268,998	771,393	771,393	0	0.00%
60225	CLAIMS PAID PP HIGHWAY	6,146	10,000	0	0	0	0.00%
60227	CLAIMS PAID PATTY JEWETT	140	0	0	0	0	0.00%
60228	CLAIMS PAID PARK AND REC	1,221	10,043	0	0	0	0.00%
60229	CLAIMS PAID AIRPORT	0	12,730	0	0	0	0.00%
65210	ADJUST RESERVE	94,554	(100,000)	0	(10,284)	(10,284)	0.00%
65235	LEGAL AND ADMIN PUBLIC WORK	1,721	2,684	0	0	0	0.00%
65240	LEGAL AND ADMIN PARK AND REC	0	65	0	0	0	0.00%
65250	LEGAL AND ADMIN GEN COSTS	71,670	33,752	0	0	0	0.00%
65255	LEGAL AND ADMIN AIRPORT	15,000	0	0	0	0	0.00%
65261	LEGAL AND ADMIN SUPPORT SER	0	1,000	0	0	0	0.00%
Total Operating Expenses		691,475	743,622	789,583	780,499	(9,084)	-1.15%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		879,646	936,284	1,000,000	1,000,000	0	0.00%

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Information Technology

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2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Establish an Enterprise Architecture Practice to increase the return on investment by creating a road map of technology change necessary to deliver services	Improve quality of service delivery	Q2	Transforming Government
Design and implement a technology sourcing strategy to ensure that the city receives the technology services required while achieving the greatest possible level of service quality for a given cost	Achieved Service Level Agreements	Q4	Transforming Government
Establish a comprehensive Information Security Program with the purpose of protecting the organization and its ability to perform its mission by ensuring the confidentiality, integrity, and availability of information	Information Security Program established	Q4	Transforming Government
Improve citizen access to City services and information through enhanced website tools and mobile enabled technologies, increased available information	Mobile Apps, mobile friendly applications, automated solutions	Q4	Transforming Government
Design and implement an IT infrastructure and tech refresh program to provide secure, scalable and reliable IT services to City departments and citizens	Improved quality of service delivery, better forecasting of IT expenses	Q3	Transforming Government

All Funds Summary

	Use of Funds	2013	2014	* 2014	2015	2015 Budget - * 2014 Amended Budget
		Actual	Original Budget	Amended Budget		
<i>All Funds</i>	General Fund	\$8,216,030	\$9,769,822	\$10,869,822	\$12,581,562	\$1,711,740
	CIP - General Fund	2,618,163	2,334,691	2,334,691	0	(2,334,691)
	Radio Fund	1,876,659	1,884,275	1,884,275	1,498,726	(385,549)
	Cable Franchise Fund	531,336	424,780	424,780	381,087	(43,693)
	Total	\$13,242,188	\$14,413,568	\$15,513,568	\$14,461,375	\$47,807
	Positions					
	General Fund	53.00	44.00	44.00	51.00	7.00
	Other Funds	8.00	8.00	8.00	6.00	(2.00)
	Total	61.00	52.00	52.00	57.00	5.00

* 2014 Amended Budget as of 8/14/2014

Significant Changes vs. 2014

- Increase to fund major projects such as network hardware & configuration, redesign of active directory, and security
- Decrease in Radio Fund due to decreased revenue as a result of no longer being the provider for the PPRCN Contract
- Added 6.00 FTE positions to address the major projects (eg. security, network hardware integration and configuration) and to start a 24/7 help desk
- Decrease in CIP-General Fund due to last payment on the 2007 data center being made in 2014

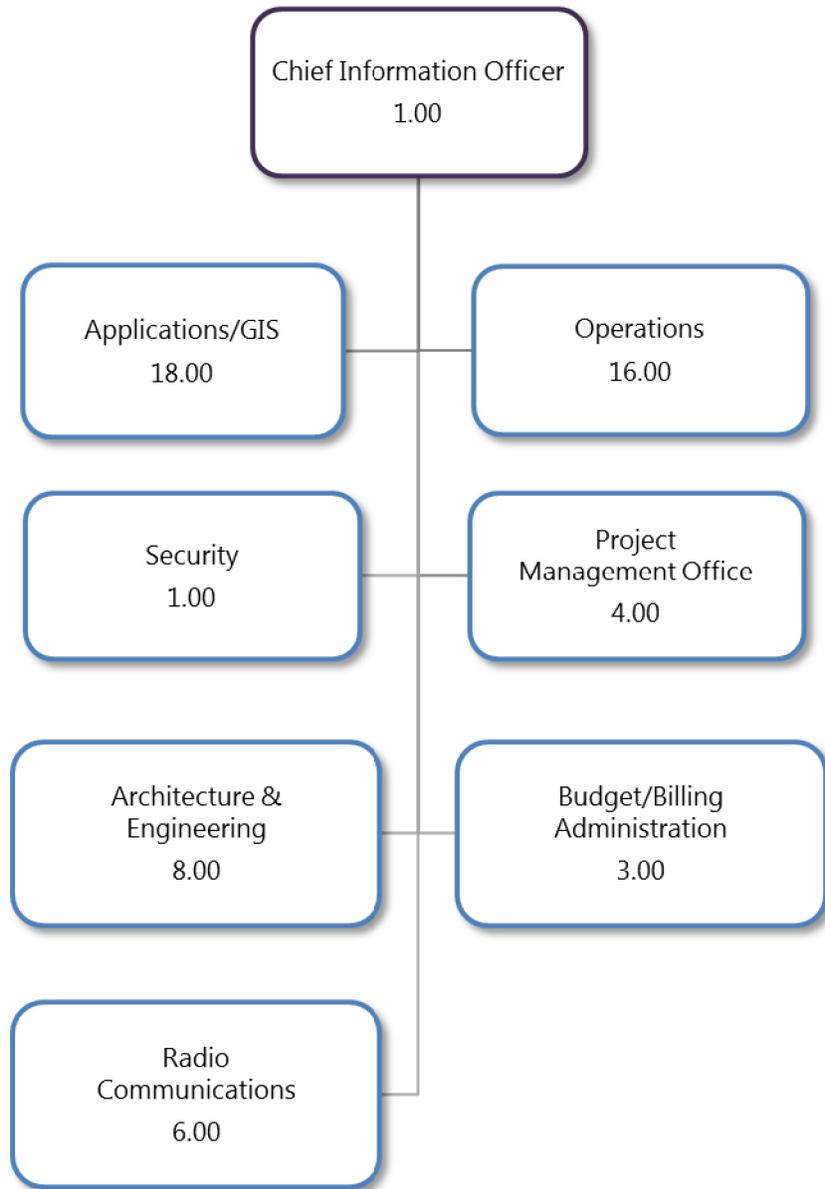
Information Technology

The mission of City Information Technology (IT) is to provide information, technology, and communication services to the City of Colorado Springs and its citizens so they can accomplish their objectives. We provide a comprehensive portfolio of services across the City, including:

- Enterprise business systems, including enterprise resource planning, electronic document management, customer relationship management, website, intranet, performance management, recruitment, and electronic payments
- Line of business applications, including public safety applications, records management, fire management, computer-aided dispatch, automatic vehicle locating, personnel management, sex offender tracking, license plate readers, electronic ticketing, transit management, work order and asset management systems, permitting, plan review, justice information systems, geospatial information systems, legislative management, airport management, campaign finance tracking, and sales tax collection system
- Communication and collaboration systems, including email, calendar, group collaboration, audio and video-conferencing, local and wide-area network, voice-over-internet-protocol telephony, and mobility solutions
- Hosting and infrastructure, including data center, virtualization, storage management, co-location, streaming video, web-content filtering, SPAM filtering, backup and restoration
- Help desk and desktop support
- Public safety radio network, including network design, installation, and maintenance, provisioning and management

City IT will contribute directly to the attainment of the City's strategic goals through:

- Planning and Alignment – we will increase the business return on technology investments by creating and managing a road map of technology change
- Strategic Sourcing – we will establish and implement a strategic technology sourcing strategy, leveraging the private market
- Process Rigor – we will ensure a great customer experience by designing, implementing, managing, and continually improving our processes
- Information Security – we will establish a comprehensive Information Security Program with the purpose of protecting the organization and its ability to perform its mission
- Transform Data into Information – we will understand and manage our data, transforming it into business critical information and analytics necessary to inform our strategies and operations
- Automate and Orchestrate Business Processes – we will employ targeted technologies designed to automate repetitive processes and ensure efficient, effective, and compliant workflows
- Citizen Engagement – we will deploy a comprehensive citizen engagement program designed to empower and engage our citizens in easy and convenient ways



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014, and changes occurring as part of the 2015 Budget for each Fund including the General Fund, Radio Fund, Cable Franchise Fund, and CIP.

	Use of Funds	2012	2013	2014	* 2014	2015	2015 Budget -
		Actual	Actual	Original Budget	Amended Budget	Budget	* 2014 Amended Budget
	Salary/Benefits/Pensions	\$3,696,000	\$4,677,944	\$4,734,962	\$4,734,962	\$4,993,987	\$259,025
	Operating	3,397,624	2,401,373	3,587,720	4,137,720	5,824,429	1,686,709
	Capital Outlay	929,934	1,136,713	1,447,141	1,997,141	1,763,146	(233,995)
	Total	\$8,023,558	\$8,216,030	\$9,769,822	\$10,869,822	\$12,581,562	\$1,711,740
General Fund	Position Title		2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Administrative Technician		1.00	1.00	1.00	1.00	0.00
	Analyst I		1.00	1.00	1.00	1.00	0.00
	Chief Information Officer		1.00	1.00	1.00	1.00	0.00
	CISO (Chief Info. Security Officer)		1.00	1.00	1.00	1.00	0.00
	Comm. System Field Engineer		0.00	0.00	0.00	0.00	0.00
	Enterprise Architect		1.00	1.00	1.00	0.00	(1.00)
	Database Administrator		1.00	1.00	1.00	2.00	1.00
	Senior Business Analyst		0.00	0.00	0.00	3.00	3.00
	Systems Administrator		0.00	0.00	0.00	5.00	5.00
	GIS Analyst		3.00	3.00	3.00	3.00	0.00
	GIS Technician		0.00	0.00	0.00	1.00	1.00
	Information Systems Analyst I, II, III		13.00	11.00	11.00	0.00	(11.00)
	Information Systems Manager		2.00	2.00	2.00	2.00	0.00
	Information Systems Supervisor		2.00	1.00	1.00	0.00	(1.00)
	Information Systems Technician		1.00	2.00	2.00	0.00	(2.00)
	Sr. Applications Support Admin		0.00	0.00	0.00	1.00	1.00

* 2014 Amended Budget as of 8/14/2014

General Fund	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Sr. Technical Support Analyst	0.00	0.00	0.00	1.00	1.00
	Information Security Manager	0.00	0.00	0.00	1.00	1.00
	Technical Support Analyst I & II	0.00	0.00	0.00	4.00	4.00
	IT Technology Architect	0.00	0.00	0.00	5.00	5.00
	ITSM (IT Service Manager)	1.00	1.00	1.00	2.00	1.00
	IT Project Manager	0.00	0.00	0.00	3.00	3.00
	Office Specialist	2.00	2.00	2.00	1.00	(1.00)
	Principal Information Systems Analyst	8.00	7.00	7.00	0.00	(7.00)
	Senior GIS Analyst	1.00	1.00	1.00	1.00	0.00
	Application Support Admin I & II	0.00	0.00	0.00	4.00	4.00
	Application Programmer Analyst	0.00	0.00	0.00	3.00	3.00
	Application Develop. Mgr.	0.00	0.00	0.00	1.00	1.00
	Senior Information Systems Analyst	8.00	7.00	7.00	2.00	(5.00)
	Senior Network Engineer	5.00	0.00	0.00	0.00	0.00
	Network Administrator II	0.00	0.00	0.00	2.00	2.00
	Solutions Architect	1.00	1.00	1.00	0.00	(1.00)
Total Positions	53.00	44.00	44.00	51.00	7.00	

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	Added one-time funding for IT projects	\$1,100,000
	Total During 2014	\$1,100,000
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$477,488)
	Increase for pay for performance	71,205
	Net increase for medical plan changes	17,256
	Decrease due to transfer of 1.00 FTE to HR (Office Specialist)	(51,427)
	Increase due to addition of 8.00 FTE (2.00 Network Admin. II, 1.00 Sys. Admin. II, 1.00 ITSM Coordinator, 1.00 IT Tech. Architect, 2.00 Sr. Bus. Analyst, 1.00 Sr. Tech. Analyst)	699,479
	Total Salaries/Benefits/Pensions	\$259,025
	Operating	
	Increase due to Maintenance of Computer Software & Licenses	\$309,905
	Decrease due to removal of 2014 one time funding	(550,000)
	Increase due to Computer Software (purchase of new software)	84,000
	Increase due to Telecommunication Services (internet & T1 data lines)	245,511
	Increase due to Hosted IT Services (purchased services hosted on selling company's servers)	295,233
Decrease in Consulting Services	(193,076)	
Increase in Temporary Employment	1,390,354	
Increase due to Services & Training (running cable, fiber, training)	98,013	
Increase in other operating accounts	6,769	
Total Operating	\$1,686,709	
Capital Outlay		
Increase in Computer Networks expense	\$316,005	
Decrease due to removal of 2014 one time funding	(550,000)	
Total Capital Outlay	(\$233,995)	
Total For 2015	\$1,711,740	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Increase due to addition of 8.00 FTE (2.00 Network Admin. II, 1.00 Sys. Admin. II, 1.00 ITSM Coordinator, 1.00 IT Tech. Architect, 2.00 Sr. Bus. Analyst, 1.00 Sr. Tech. Analyst)	8.00
	Decrease due to transfer of 1.00 FTE to HR (Office Specialist)	(1.00)
	Total For 2015	7.00

* 2014 Amended Budget as of 8/14/2014

<i>Radio Fund</i>	Source of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Utilities Allocation	\$9,996	\$9,996	\$25,036	\$25,036	\$0	(\$25,036)
	City Allocation	1,004,208	979,896	990,825	990,825	550,825	(440,000)
	PPRCN	394,010	404,010	394,010	394,010	0	(394,010)
	Other Revenue	390,699	340,616	267,134	267,134	290,268	23,134
	Site Leases	232,926	158,009	207,270	207,270	217,633	10,363
	Total	\$2,031,839	\$1,892,527	\$1,884,275	\$1,884,275	\$1,058,726	(\$825,549)
	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$454,131	\$575,273	\$660,533	\$660,533	\$453,074	(\$207,459)
Operating	1,411,388	1,301,386	1,223,742	1,223,742	1,045,652	(178,090)	
Capital Outlay	0	0	0	0	0	0	
Total	\$1,865,519	\$1,876,659	\$1,884,275	\$1,884,275	\$1,498,726	(\$385,549)	

<i>Radio Positions</i>	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - 2014 Original Budget
	Communications Manager	1.00	1.00	1.00	1.00	0.00
	Communications Specialist	2.00	2.00	2.00	1.00	(1.00)
	Communications Technician	2.00	2.00	2.00	2.00	0.00
	Communications Installer	1.00	1.00	1.00	1.00	0.00
	Administrative Technician	1.00	1.00	1.00	1.00	0.00
	Communications System Field Engineer	1.00	1.00	1.00	0.00	(1.00)
	Total Positions	8.00	8.00	8.00	6.00	(2.00)

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$65,772)
	Increase for pay for performance	5,693
	Net increase for medical plan changes	1,983
	Decrease due to elimination of 2.00 FTE (1.00 Comm. Specialist, 1.00 Field Engineer)	(139,363)
	Decrease due to reduction in standby pay related to loss of PPRCN Contract	(10,000)
	Total Salaries/Benefits/Pensions	(\$207,459)
	Operating	
	Decrease due to PPRCN Contract Loss	(\$178,090)
	Total Operating	(\$178,090)
Capital Outlay		
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	(\$385,549)	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Eliminate 2.00 FTE positions (1.00 Comm. Specialist, 1.00 Field Engineer)	(2.00)
	Total For 2015	(2.00)

* 2014 Amended Budget as of 8/14/2014

<i>Cable Franchise</i>							
	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Operating	\$730,149	\$531,336	\$424,780	\$424,780	\$381,087	(\$43,693)
Total	\$730,149	\$531,336	\$424,780	\$424,780	\$381,087	(\$43,693)	

<i>Funding Changes</i>	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Operating	
	Decrease due to lower revenue expected in the fund	(\$43,693)
	Total Operating	(\$43,693)
Total For 2015	(\$43,693)	

* 2014 Amended Budget as of 8/14/2014

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
Information Technology

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	2,925,446	3,650,905	3,704,225	4,079,157	374,932	10.12%
51210	OVERTIME	1,132	5,298	0	0	0	0.00%
51220	SEASONAL TEMPORARY	840	2,658	20,650	20,650	0	0.00%
51235	STANDBY	17,228	15,076	18,000	18,000	0	0.00%
51240	RETIREMENT TERMINATION SICK	0	5,963	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	9,532	59,482	0	0	0	0.00%
51260	VACATION BUY PAY OUT	5,916	16,185	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(24,316)	(22,775)	0	0	0	0.00%
51610	PERA	392,610	489,365	468,896	556,389	87,493	18.66%
51612	RETIREMENT HEALTH SAVINGS	0	31,459	0	0	0	0.00%
51615	WORKERS COMPENSATION	7,732	7,648	6,786	10,285	3,499	51.56%
51620	EQUITABLE LIFE INSURANCE	8,221	10,033	13,703	15,529	1,826	13.33%
51640	DENTAL INSURANCE	13,775	16,182	16,020	17,382	1,362	8.50%
51655	RETIRED EMP MEDICAL INS	1,102	1,102	1,100	1,100	0	0.00%
51665	CASH BACK	4,584	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	4,500	5,680	6,750	6,750	0	0.00%
51690	MEDICARE	41,763	52,872	51,484	59,135	7,651	14.86%
51695	CITY EPO MEDICAL PLAN	247,755	264,330	315,754	209,610	(106,144)	-33.62%
51696	ADVANTAGE HD MED PLAN	35,043	61,112	104,832	0	(104,832)	-100.00%
51697	HRA BENEFIT TO ADV MED PLAN	3,307	5,369	6,760	0	(6,760)	-100.00%
51699	BENEFITS REIMBURSEMENT	(170)	0	0	0	0	0.00%
Total Salaries and Benefits		3,696,000	4,677,944	4,734,960	4,993,987	259,027	5.47%
52105	MISCELLANEOUS OPERATING	459	(2)	2,500	0	(2,500)	-100.00%
52110	OFFICE SUPPLIES	2,669	4,352	5,500	3,000	(2,500)	-45.45%
52111	PAPER SUPPLIES	798	584	1,000	1,000	0	0.00%
52120	COMPUTER SOFTWARE	108,021	106,449	116,000	200,000	84,000	72.41%
52122	CELL PHONES EQUIP AND SUPPLIES	10,559	9,320	2,000	0	(2,000)	-100.00%
52125	GENERAL SUPPLIES	45,093	3,364	3,000	400	(2,600)	-86.67%
52135	POSTAGE	278	183	250	60	(190)	-76.00%
52140	WEARING APPAREL	187	0	0	0	0	0.00%
52220	MAINT OFFICE MACHINES	925	0	0	0	0	0.00%
52225	MAINT COMPUTER SOFTWARE	68,677	0	85,000	0	(85,000)	-100.00%
52235	MAINT MACHINERY AND APPARATUS	3,785	0	0	0	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	16,499	322	2,000	0	(2,000)	-100.00%
52282	MAINT DATA COMMUNICATION	135,050	157,113	377,801	453,791	75,990	20.11%
52305	MAINT SOFTWARE	992,905	879,169	1,059,078	1,453,983	394,905	37.29%
52405	ADVERTISING SERVICES	5,680	4,965	1,000	1,000	0	0.00%
52410	BUILDING SECURITY SERVICES	507	608	600	0	(600)	-100.00%
52418	COMPUTER SERVICES	1,685	0	0	0	0	0.00%
52423	TELECOMMUNICATION SERVICES	361,751	364,970	384,300	629,811	245,511	63.89%
52428	HOSTED IT SERVICES	0	41,835	37,330	332,563	295,233	790.87%
52431	CONSULTING SERVICES	213,000	166,170	671,282	478,206	(193,076)	-28.76%
52445	JANITORIAL SERVICES	7,200	7,200	7,200	0	(7,200)	-100.00%
52465	MISCELLANEOUS SERVICES	55,626	0	0	0	0	0.00%
52560	PARKING SERVICES	716	1,092	1,400	4,500	3,100	221.43%
52573	CREDIT CARD FEES	0	350	0	0	0	0.00%
52575	SERVICES	65,300	31,381	32,000	89,013	57,013	178.17%
52590	TEMPORARY EMPLOYMENT	773,008	296,530	461,287	1,851,641	1,390,354	301.41%
52605	CAR MILEAGE	0	0	300	0	(300)	-100.00%
52607	CELL PHONE ALLOWANCE	968	1,554	2,000	3,000	1,000	50.00%
52615	DUES AND MEMBERSHIP	2,500	2,575	2,790	2,654	(136)	-4.87%
52625	MEETING EXPENSES IN TOWN	682	651	1,000	0	(1,000)	-100.00%
52630	TRAINING	58,787	27,109	34,000	75,000	41,000	120.59%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	8,302	3,561	10,000	15,000	5,000	50.00%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
52655	TRAVEL OUT OF TOWN	6,962	10,175	5,000	5,000	0	0.00%
52735	TELEPHONE LONG DIST CALLS	29	1,968	800	24,000	23,200	2900.00%
52736	CELL PHONE AIRTIME	(3,268)	18	300	0	(300)	-100.00%
52738	CELL PHONE BASE CHARGES	23,264	20,237	21,000	16,933	(4,067)	-19.37%
52739	VOLUNTEER MEDICAL INSURANCE	(1,560)	0	0	0	0	0.00%
52746	UTILITIES ELECTRIC	8,532	7,216	7,500	0	(7,500)	-100.00%
52747	UTILITIES GAS	3,188	3,355	5,640	0	(5,640)	-100.00%
52748	UTILITIES SEWER	382	377	360	0	(360)	-100.00%
52749	UTILITIES WATER	612	656	480	0	(480)	-100.00%
52765	LEASE PURCHASE PAYMENTS	72,222	72,222	72,222	0	(72,222)	-100.00%
52775	MINOR EQUIPMENT	186,114	22,724	20,000	29,392	9,392	46.96%
52776	PRINTER CONSOLIDATION COST	153,600	150,693	153,000	154,142	1,142	0.75%
52795	RENTAL OF EQUIPMENT	2,957	0	0	0	0	0.00%
52840	TELECOM PROJECTS	1,429	0	0	0	0	0.00%
52872	MAINT FLEET VEHICLES EQP	618	0	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	210	177	425	180	(245)	-57.65%
52875	OFFICE SERVICES RECORDS	647	151	375	160	(215)	-57.33%
52876	PASS THROUGH EXPENSES	0	(1)	0	0	0	0.00%
52927	TEL COM PASSTHRU LONG DIST	69	0	0	0	0	0.00%
Total Operating Expenses		3,397,624	2,401,373	3,587,720	5,824,429	2,236,709	62.34%
53020	COMPUTERS NETWORKS	925,134	1,117,773	1,447,141	1,763,146	316,005	21.84%
53030	FURNITURE AND FIXTURES	4,800	18,940	0	0	0	0.00%
Total Capital Outlay		929,934	1,136,713	1,447,141	1,763,146	316,005	21.84%
Total Expenses		8,023,558	8,216,030	9,769,821	12,581,562	2,811,741	28.78%

Totals may differ from narrative due to rounding.

**City of Colorado Springs
Budget Detail Report**

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RADIO

Radio Communications

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	316,060	389,995	485,845	323,905	(161,940)	-33.33%
51210	OVERTIME	5,766	5,109	5,354	5,354	0	0.00%
51220	SEASONAL TEMPORARY	9,050	0	0	0	0	0.00%
51235	STANDBY	24,020	21,924	30,562	20,562	(10,000)	-32.72%
51245	RETIREMENT TERM VACATION	220	17,508	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(2,844)	(937)	0	0	0	0.00%
51610	PERA	47,403	57,726	60,383	43,722	(16,661)	-27.59%
51612	RETIREMENT HEALTH SAVINGS	0	20,002	0	423	423	0.00%
51615	WORKERS COMPENSATION	9,449	8,959	9,914	7,639	(2,275)	-22.95%
51620	EQUITABLE LIFE INSURANCE	921	1,090	1,561	1,136	(425)	-27.23%
51640	DENTAL INSURANCE	1,609	1,947	2,460	1,543	(917)	-37.28%
51655	RETIRED EMP MEDICAL INS	2,213	2,214	0	1	1	0.00%
51665	CASH BACK	1,175	0	0	0	0	0.00%
51690	MEDICARE	3,838	4,860	5,108	4,703	(405)	-7.93%
51695	CITY EPO MEDICAL PLAN	21,030	29,740	54,882	26,204	(28,678)	-52.25%
51696	ADVANTAGE HD MED PLAN	13,326	13,882	4,464	16,632	12,168	272.58%
51697	HRA BENEFIT TO ADV MED PLAN	1,191	1,254	0	1,250	1,250	0.00%
51699	BENEFITS REIMBURSEMENT	(296)	0	0	0	0	0.00%
Total Salaries and Benefits		454,131	575,273	660,533	453,074	(207,459)	-31.41%
52105	MISCELLANEOUS OPERATING	1	0	0	0	0	0.00%
52110	OFFICE SUPPLIES	295	476	785	450	(335)	-42.68%
52111	PAPER SUPPLIES	95	102	30	100	70	233.33%
52120	COMPUTER SOFTWARE	199	329	1,841	0	(1,841)	-100.00%
52125	GENERAL SUPPLIES	0	189	600	100	(500)	-83.33%
52135	POSTAGE	63	89	100	75	(25)	-25.00%
52140	WEARING APPAREL	23	0	500	75	(425)	-85.00%
52145	PAINT AND CHEMICAL	190	24	400	100	(300)	-75.00%
52155	AUTOMOTIVE	21	33	200	50	(150)	-75.00%
52165	LICENSES AND TAGS	1,500	850	1,350	1,000	(350)	-25.93%
52190	JANITORIAL SUPPLIES	559	483	500	500	0	0.00%
52225	MAINT COMPUTER SOFTWARE	80	0	400	0	(400)	-100.00%
52235	MAINT MACHINERY AND APPARATUS	200	0	3,472	500	(2,972)	-85.60%
52250	MAINT RADIOS ALLOCATION	333,850	333,050	388,212	388,212	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	1,504	2,018	20,697	1,500	(19,197)	-92.75%
52445	JANITORIAL SERVICES	2,340	2,462	2,170	2,500	330	15.21%
52568	BANK AND INVESTMENT FEES	667	532	0	500	500	0.00%
52573	CREDIT CARD FEES	190	159	0	200	200	0.00%
52575	SERVICES	1,049	886	0	1,000	1,000	0.00%
52577	ADMINISTRATIVE SERVICES	0	0	23,461	0	(23,461)	-100.00%
52590	TEMPORARY EMPLOYMENT	52,127	95,971	129,970	115,000	(14,970)	-11.52%
52630	TRAINING	0	0	0	15,000	15,000	0.00%
52655	TRAVEL OUT OF TOWN	718	0	0	3,000	3,000	0.00%
52705	COMMUNICATIONS	7,210	72	0	0	0	0.00%
52725	RENTAL OF PROPERTY	41,448	41,448	41,447	41,447	0	0.00%
52735	TELEPHONE LONG DIST CALLS	69	55	66	66	0	0.00%
52736	CELL PHONE AIRTIME	66	101	2,000	80	(1,920)	-96.00%
52738	CELL PHONE BASE CHARGES	153	724	0	650	650	0.00%
52746	UTILITIES ELECTRIC	15,816	15,459	14,287	15,500	1,213	8.49%
52747	UTILITIES GAS	2,221	2,657	2,747	2,660	(87)	-3.17%
52748	UTILITIES SEWER	512	528	573	550	(23)	-4.01%
52749	UTILITIES WATER	617	708	629	725	96	15.26%
52775	MINOR EQUIPMENT	4,197	752	5,121	2,671	(2,450)	-47.84%
52776	PRINTER CONSOLIDATION COST	827	1,116	0	1,100	1,100	0.00%
52785	RADIO REPLACEMENT	469,720	405,412	163,735	107,549	(56,186)	-34.32%
52795	RENTAL OF EQUIPMENT	377	0	0	0	0	0.00%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to 2015 Budget \$ Change	2014 Budget to 2015 Budget % Change
52805	ADMIN PRORATED CHARGES	42,408	50,292	50,292	50,292	0	0.00%
52872	MAINT FLEET VEHICLES EQP	17,156	21,989	19,798	20,000	202	1.02%
52880	PURCHASES FOR RESALE	84,189	94,791	96,671	90,000	(6,671)	-6.90%
52882	PURCH FOR RESALE COMMERCIAL	22,726	2,848	29,372	7,500	(21,872)	-74.47%
52883	PURCH FOR RESALE NON STCK PART	9,053	9,237	9,628	10,000	372	3.86%
52886	RADIO MAINTENANCE MISC	163,056	126,857	114,321	165,000	50,679	44.33%
52888	RADIO MAINTENANCE PPRCN	133,896	88,687	98,367	0	(98,367)	-100.00%
Total Operating Expenses		1,411,388	1,301,386	1,223,742	1,045,652	(178,090)	-14.55%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		1,865,519	1,876,659	1,884,275	1,498,726	(385,549)	-20.46%

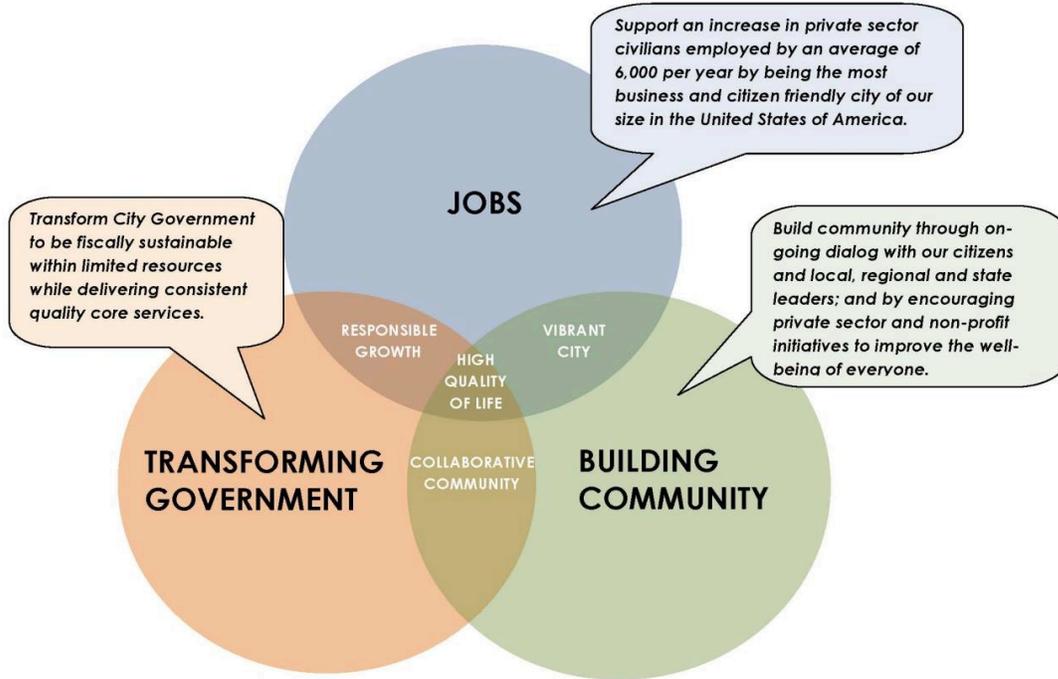
Totals may differ from narrative due to rounding.

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Mayor

Steve Bach, Mayor | (719) 385-5900 | sbach@springsgov.com

2015 Goals



Lead Implementation of the Strategic Plan

Lead the City's implementation of the 2014-2018 Strategic Plan through expanding partnerships within the community, engaging key stakeholders, garnering citizen input, while supporting departments' strategies to improve upon the City of Colorado Springs' high quality of life.

All Funds Summary

All Funds	Use of Funds	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	General Fund	\$590,743	\$627,652	\$627,652	\$645,975	\$18,323
Total	\$590,743	\$627,652	\$627,652	\$645,975	\$18,323	
Positions						
General Fund	6.00	5.00	5.00	5.00	0.00	
Total	6.00	5.00	5.00	5.00	0.00	

* 2014 Amended Budget as of 8/14/2014

Significant Changes vs. 2014

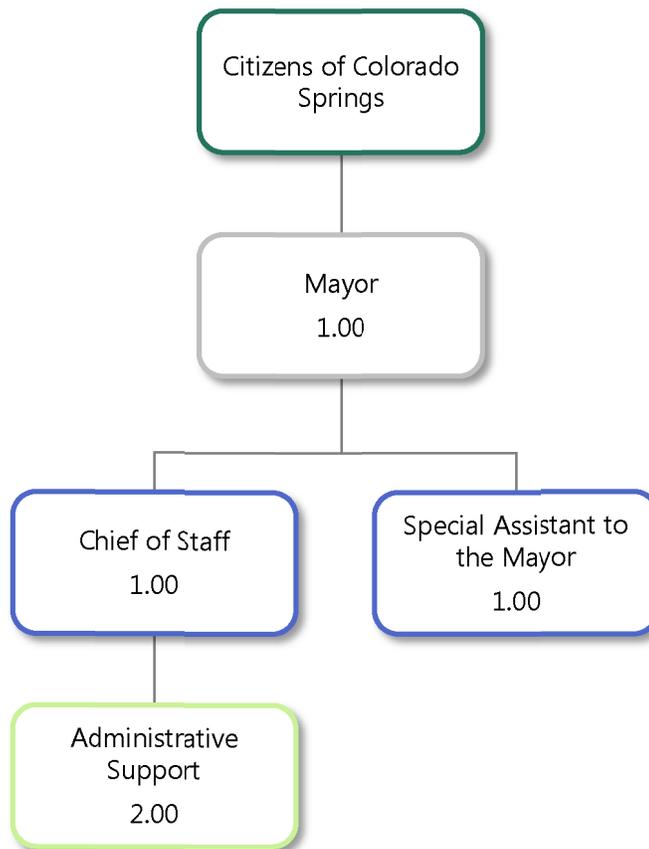
None

Mayor

The Mayor is the Chief Executive Officer of the City and leads the Executive Branch. The City is provided all executive and administrative powers of home-rule status cities granted by the Article XX of the Constitution of the State of Colorado. The City Charter provides the Mayor control and authority over all operational and administrative functions of the City. As the Chief Executive, the Mayor enforces all laws and ordinances, manages the Executive Branch of the Colorado Springs municipal government, and oversees implementation of the Mayor's vision, mission, goals, and strategic plan.

The Mayor serves as an ex officio and non-voting member of the Board of Directors of the Colorado Springs Utilities.

The Office of the Mayor collaborates with and provides assistance to citizens, elected officials, and municipal government operating departments. The Mayor may take command of the police and govern the City by proclamation in times of public danger or emergency.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014, and changes occurring as part of the 2015 General Fund Budget.

<i>General Fund</i>	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$600,803	\$537,092	\$553,802	\$553,802	\$567,125	\$13,323
	Operating	91,533	53,651	73,850	73,850	78,850	5,000
	Capital Outlay	6,216	0	0	0	0	0
	Total	\$698,552	\$590,743	\$627,652	\$627,652	\$645,975	\$18,323
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Administrative Technician	1.00	1.00	1.00	0.00	(1.00)	
	Assistant to the Chief of Staff	1.00	1.00	1.00	1.00	0.00	
	Chief of Staff	1.00	1.00	1.00	1.00	0.00	
	Mayor	1.00	1.00	1.00	1.00	0.00	
Staff Assistant	1.00	0.00	0.00	1.00	1.00		
Total FTE	5.00	4.00	4.00	4.00	0.00		
Special Positions							
Assistant to the Mayor	1.00	1.00	1.00	1.00	0.00		
Total Positions	6.00	5.00	5.00	5.00	0.00		

During 2014	* 2014 Amended - 2014 Original Budget
None	\$0
Total During 2014	\$0
For 2015	2015 Budget - * 2014 Amended Budget
Salaries/Benefits/Pensions	
Net change to fund existing positions	\$2,557
Increase for pay for performance	6,907
Net increase for medical plan changes	1,448
Increase for reclass of Administrative Technician to Staff Assistant position	3,965
Increase for Mayor salary adjustment per Charter 13-20(a) - effective at the start of the next term	3,446
Decrease due to a reduction in over time	(5,000)
Total Salaries/Benefits/Pensions	\$13,323
Operating	
Increase for projected expenditures	\$5,000
Total Operating	\$5,000
Capital Outlay	
None	\$0
Total Capital Outlay	\$0
Total For 2015	\$18,323

* 2014 Amended Budget as of 8/14/2014

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
	Total For 2015	0.00

* 2014 Amended Budget as of 8/14/2014

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
CITY MAYOR

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	480,258	417,010	433,889	425,924	(7,965)	-1.84%
51210	OVERTIME	11,848	17,042	20,000	15,000	(5,000)	-25.00%
51220	SEASONAL TEMPORARY	0	1,048	10,000	10,000	0	0.00%
51230	SHIFT DIFFERENTIAL	0	34	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	1,035	1,308	0	0	0	0.00%
51260	VACATION BUY PAY OUT	420	0	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(2,291)	(840)	0	0	0	0.00%
51405	UNIFORM SALARIES	1,136	0	0	0	0	0.00%
51430	UNIFORM SPECIAL ASSIGNMENT	268	0	0	0	0	0.00%
51445	LONGEVITY	23	0	0	0	0	0.00%
51610	PERA	62,831	59,051	50,359	60,059	9,700	19.26%
51615	WORKERS COMPENSATION	1,308	821	830	831	1	0.12%
51620	EQUITABLE LIFE INSURANCE	1,219	1,159	1,689	2,005	316	18.71%
51640	DENTAL INSURANCE	1,603	1,820	1,620	2,394	774	47.78%
51665	CASH BACK	1,370	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	3,280	2,940	3,000	3,000	0	0.00%
51690	MEDICARE	7,344	6,396	6,245	6,382	137	2.19%
51695	CITY EPO MEDICAL PLAN	28,818	24,605	24,706	41,530	16,824	68.10%
51696	ADVANTAGE HD MED PLAN	489	4,171	1,464	0	(1,464)	-100.00%
51697	HRA BENEFIT TO ADV MED PLAN	64	527	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	(220)	0	0	0	0	0.00%
Total Salaries and Benefits		600,803	537,092	553,802	567,125	13,323	2.41%
52110	OFFICE SUPPLIES	1,174	1,500	1,500	3,000	1,500	100.00%
52120	COMPUTER SOFTWARE	193	94	400	1,400	1,000	250.00%
52122	CELL PHONES EQUIP AND SUPPLIES	1,854	2,190	2,000	2,000	0	0.00%
52125	GENERAL SUPPLIES	667	1,939	2,000	5,000	3,000	150.00%
52135	POSTAGE	614	428	650	650	0	0.00%
52465	MISCELLANEOUS SERVICES	1,275	422	1,000	0	(1,000)	-100.00%
52574	LEGAL SERVICES	31,845	0	7,500	5,000	(2,500)	-33.33%
52575	SERVICES	1,862	1,983	2,000	2,000	0	0.00%
52590	TEMPORARY EMPLOYMENT	20,687	24,480	15,000	16,600	1,600	10.67%
52605	CAR MILEAGE	14,794	9,406	15,400	15,000	(400)	-2.60%
52607	CELL PHONE ALLOWANCE	2,720	2,035	3,500	1,500	(2,000)	-57.14%
52615	DUES AND MEMBERSHIP	0	0	100	500	400	400.00%
52625	MEETING EXPENSES IN TOWN	3,651	1,757	2,000	2,000	0	0.00%
52626	COMMUNITY OR VOLUNTEER EVENT	426	0	500	500	0	0.00%
52630	TRAINING	0	0	500	500	0	0.00%
52645	SUBSCRIPTIONS	28	109	100	100	0	0.00%
52655	TRAVEL OUT OF TOWN	1,071	0	8,900	10,000	1,100	12.36%
52735	TELEPHONE LONG DIST CALLS	83	63	100	100	0	0.00%
52738	CELL PHONE BASE CHARGES	3,359	2,230	3,000	3,000	0	0.00%
52775	MINOR EQUIPMENT	0	(290)	500	1,000	500	100.00%
52776	PRINTER CONSOLIDATION COST	2,532	3,302	3,000	3,000	0	0.00%
52795	RENTAL OF EQUIPMENT	715	0	1,700	500	(1,200)	-70.59%
52874	OFFICE SERVICES PRINTING	745	755	1,500	1,500	0	0.00%
52875	OFFICE SERVICES RECORDS	1,238	1,248	1,000	1,500	500	50.00%
65160	RECRUITMENT	0	0	0	2,500	2,500	0.00%
Total Operating Expenses		91,533	53,651	73,850	78,850	5,000	6.77%
53030	FURNITURE AND FIXTURES	6,216	0	0	0	0	0.00%
Total Capital Outlay		6,216	0	0	0	0	0.00%
Total Expenses		698,552	590,743	627,652	645,975	18,323	2.92%

Totals may differ from narrative due to rounding.

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Municipal Court

HayDen Kane II, Presiding Judge/Court Administrator | (719) 385-5928 | municourtjudge@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured by or Completed By:	Strategic Plan Goal
Begin implementation of a rebuilt case management system (CMS) to meet Court business and customer needs	Transition to a rebuilt CMS	Q4	Transforming Government
Develop internal repository (intranet capability) for Court's e-administrative policies and procedures	Internal repository created and implemented	Q3	Transforming Government
Improve and enhance Judicial Performance Evaluation to streamline the process of evaluating and providing feedback to Municipal Court Judges	Improved judicial performance	Q3	Transforming Government

All Funds Summary

	Use of Funds	2013	2014	* 2014	2015	2015 Budget -
		Actual	Original Budget	Amended Budget		* 2014 Amended Budget
All Funds	General Fund	\$3,315,746	\$3,665,733	\$3,665,733	\$3,403,128	(\$262,605)
	CIP - General Fund	0	450,000	0	450,000	450,000
	Total	\$3,315,746	\$4,115,733	\$3,665,733	\$3,853,128	\$187,395
	Positions					
	General Fund	39.78	38.78	38.78	34.60	(4.18)
Total	39.78	38.78	38.78	34.60	(4.18)	

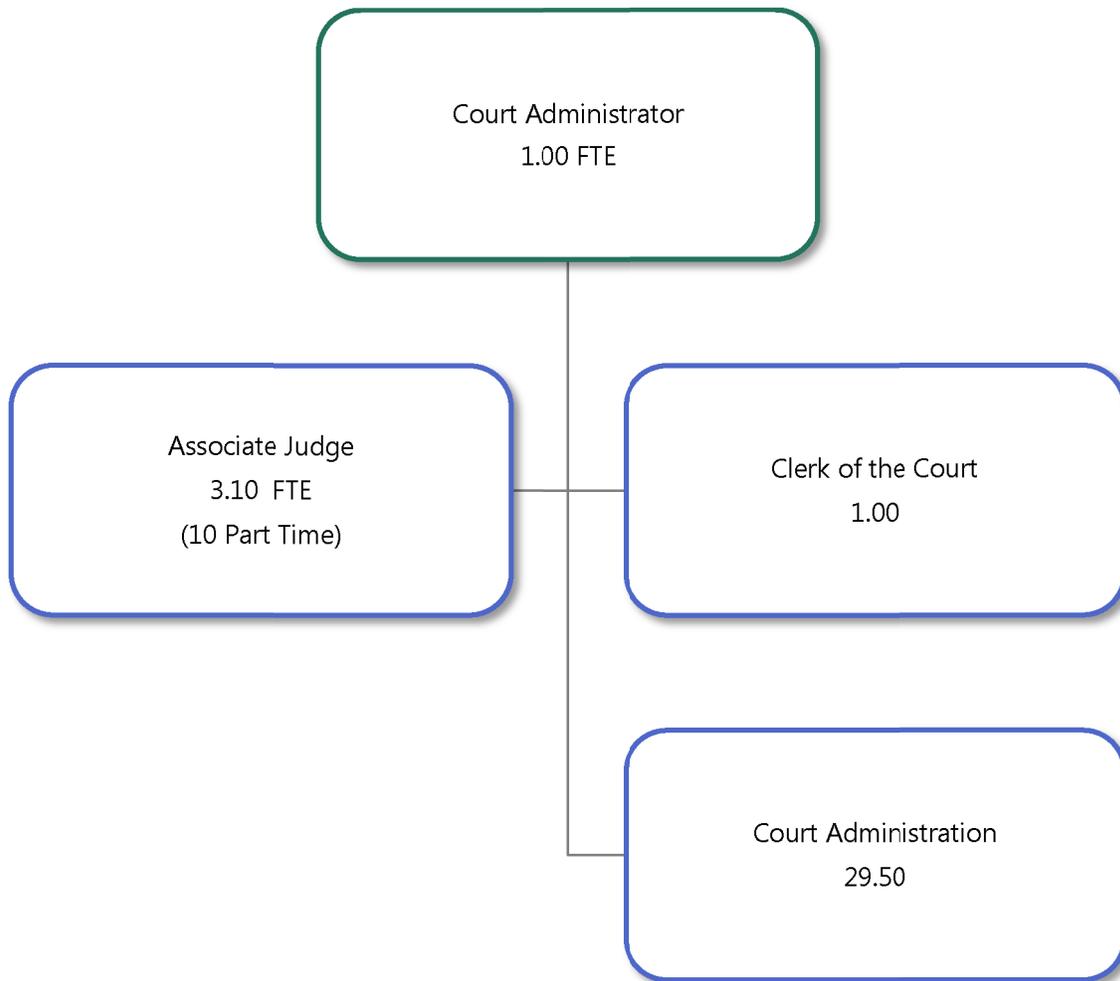
* 2014 Amended Budget as of 8/14/2014

Significant Changes vs. 2014

- Decrease of 3.50 FTE and associated salary/benefits/pensions
- During 2014, it was determined that due to the timing of the Court Management Software project, funding would not be needed in 2014 and was, therefore, moved to high priority needs in another department. For 2015, the Court Management Software project is again included in the CIP Program.

Municipal Court

The Municipal Court's mission is to enhance the quality of life of the citizens of Colorado Springs by promoting public safety, traffic safety, and respect for the administration of justice by applying sanctions for violations of municipal ordinances. The Municipal Court is a limited jurisdiction court of record that hears and resolves misdemeanor, traffic, and parking violations for adult and juvenile offenders. Services provided include intake processes, revenue collection as a byproduct of the court sanctioning process, courtroom and clerical support for improved case management, and probation services.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014 and changes occurring as part of the 2015 Budget for the General Fund.

	2012	2013	2014	* 2014	2015	2015 Budget -
	Actual	Actual	Original Budget	Amended Budget	Budget	* 2014 Amended Budget
Use of Funds						
Salary/Benefits/Pensions	\$2,657,771	\$2,554,035	\$2,868,233	\$2,868,233	\$2,598,618	(\$269,615)
Operating	650,842	761,711	797,500	797,500	804,510	7,010
Capital Outlay	0	0	0	0	0	0
Total	\$3,308,613	\$3,315,746	\$3,665,733	\$3,665,733	\$3,403,128	(\$262,605)
	2013	2014	* 2014	2015	2015 Budget -	
Position Title	Actual	Original Budget	Amended Budget	Budget	* 2014 Amended Budget	
Administrative Technician	1.00	0.00	0.00	0.00	0.00	
Chief Probation Officer	1.00	1.00	1.00	1.00	0.00	
Clerk of Court	1.00	1.00	1.00	1.00	0.00	
Court Administrator	1.00	1.00	1.00	1.00	0.00	
Court Referee	1.00	0.00	0.00	0.00	0.00	
Courtroom Assistant	9.00	9.00	9.00	6.50	(2.50)	
Municipal Court Clerk I/II	10.50	10.00	10.00	11.00	1.00	
Office Specialist	0.00	0.50	0.50	0.50	0.00	
Senior Courtroom Assistant	1.00	1.00	1.00	1.00	0.00	
Senior Information Systems Analyst	1.00	1.00	1.00	1.00	0.00	
Senior Municipal Court Clerk	1.00	1.00	1.00	1.00	0.00	
Senior Probation Officer/Probation Officer	3.00	3.00	3.00	3.00	0.00	
Senior Probation Tech/Probation Tech	5.50	5.50	5.50	3.50	(2.00)	
Staff Assistant	0.00	1.00	1.00	1.00	0.00	
Total FTE	36.00	35.00	35.00	31.50	(3.50)	
Presiding Judge	0.34	0.34	0.34	0.00	(0.34)	
Associate Judge	3.44	3.44	3.44	3.10	(0.34)	
Total Positions	39.78	38.78	38.78	34.60	(4.18)	

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$31,921)
	Increase for pay for performance	24,028
	Net increase for medical plan changes	12,823
	Decrease due to elimination of 3.50 FTE	(274,545)
	Total Salaries/Benefits/Pensions	(\$269,615)
	Operating	
	Increase due to Utilities electric rate increase	\$7,010
	Total Operating	\$7,010
	Capital Outlay	
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	(\$262,605)	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Eliminate 2.00 FTE (Court Clerk)	(2.00)
	Eliminate 2.50 FTE (Courtroom Assistants)	(2.50)
	Add 1.00 FTE (Records Analyst/Admin. Tech.)	1.00
	Total For 2015	(3.50)

* 2014 Amended Budget as of 8/14/2014

2015 CIP Program	Project Name	General Fund	Restricted Funds							Total Cost	
			Bike Tax	CTF	Enterprise	Grants	PPRTA	PSST	TOPS		Other
	High Priority IT Projects	\$450,000									\$450,000
	Total 2015 CIP	\$450,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000

For a citywide comprehensive list of projects, refer to the CIP section of the Budget, page 30-1.

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
Municipal Court

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	1,593,687	1,536,094	1,732,783	1,638,447	(94,336)	-5.44%
51210	OVERTIME	393	130	200	200	0	0.00%
51220	SEASONAL TEMPORARY	45,336	42,962	60,567	60,567	0	0.00%
51222	JUDICIAL COMPENSATION	484,895	488,480	471,673	386,250	(85,423)	-18.11%
51235	STANDBY	0	5	0	0	0	0.00%
51240	RETIREMENT TERMINATION SICK	1,709	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	6,740	3,495	0	0	0	0.00%
51260	VACATION BUY PAY OUT	3,841	5,415	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(12,329)	(11,654)	0	0	0	0.00%
51405	UNIFORM SALARIES	0	(153)	0	0	0	0.00%
51610	PERA	278,501	270,386	316,626	265,886	(50,740)	-16.03%
51615	WORKERS COMPENSATION	5,368	3,976	4,391	3,697	(694)	-15.81%
51620	EQUITABLE LIFE INSURANCE	4,397	4,218	6,135	5,580	(555)	-9.05%
51640	DENTAL INSURANCE	9,755	9,060	12,720	8,610	(4,110)	-32.31%
51665	CASH BACK	6,274	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	540	480	0	0	0	0.00%
51690	MEDICARE	29,180	28,711	33,512	28,365	(5,147)	-15.36%
51695	CITY EPO MEDICAL PLAN	185,256	157,064	207,810	201,016	(6,794)	-3.27%
51696	ADVANTAGE HD MED PLAN	12,738	14,279	21,816	0	(21,816)	-100.00%
51697	HRA BENEFIT TO ADV MED PLAN	1,490	1,087	0	0	0	0.00%
Total Salaries and Benefits		2,657,771	2,554,035	2,868,233	2,598,618	(269,615)	-9.40%
52105	MISCELLANEOUS OPERATING	44	1,012	0	40,000	40,000	0.00%
52110	OFFICE SUPPLIES	24,351	7,078	18,351	18,351	0	0.00%
52111	PAPER SUPPLIES	0	3,891	6,000	6,000	0	0.00%
52135	POSTAGE	23,660	17,849	23,661	23,661	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	28,245	40,829	28,246	28,246	0	0.00%
52410	BUILDING SECURITY SERVICES	92,257	91,462	92,258	92,258	0	0.00%
52419	CRIMINAL JUSTICE INFO SYSTEM	0	44,097	110,000	70,000	(40,000)	-36.36%
52440	HUMAN SERVICES	3,713	2,357	3,713	3,713	0	0.00%
52445	JANITORIAL SERVICES	30,960	37,680	37,000	37,000	0	0.00%
52565	PEST CONTROL	696	580	696	696	0	0.00%
52571	SNOW REMOVAL	0	2,292	3,700	3,700	0	0.00%
52573	CREDIT CARD FEES	35,936	31,011	35,935	35,935	0	0.00%
52575	SERVICES	206,174	237,602	215,000	215,000	0	0.00%
52578	INTERPRETING SERVICES	21,840	24,636	21,839	21,839	0	0.00%
52590	TEMPORARY EMPLOYMENT	0	21,098	0	0	0	0.00%
52605	CAR MILEAGE	624	679	624	624	0	0.00%
52615	DUES AND MEMBERSHIP	220	115	220	220	0	0.00%
52630	TRAINING	5,229	5,178	5,229	5,229	0	0.00%
52655	TRAVEL OUT OF TOWN	2,153	2,968	1,849	1,849	0	0.00%
52735	TELEPHONE LONG DIST CALLS	548	496	549	549	0	0.00%
52738	CELL PHONE BASE CHARGES	289	208	289	289	0	0.00%
52746	UTILITIES ELECTRIC	103,086	105,015	103,086	110,096	7,010	6.80%
52747	UTILITIES GAS	22,948	28,465	27,500	27,500	0	0.00%
52748	UTILITIES SEWER	1,488	1,388	1,488	1,488	0	0.00%
52749	UTILITIES WATER	3,033	3,147	3,033	3,033	0	0.00%
52775	MINOR EQUIPMENT	20,663	18,357	35,514	35,514	0	0.00%
52776	PRINTER CONSOLIDATION COST	8,965	12,601	0	0	0	0.00%
52795	RENTAL OF EQUIPMENT	2,628	0	2,627	2,627	0	0.00%
52873	PRINTING OUTSOURCE	0	14,712	8,000	8,000	0	0.00%
52874	OFFICE SERVICES PRINTING	2,822	1,544	2,823	2,823	0	0.00%
65165	JURY FEES AND EXPENSES	8,270	3,364	8,270	8,270	0	0.00%
Total Operating Expenses		650,842	761,711	797,500	804,510	7,010	0.88%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		3,308,613	3,315,746	3,665,733	3,403,128	(262,605)	-7.16%

Totals may differ from narrative due to rounding.

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City Auditor

Denny Nester, City Auditor | (719) 385-5694 | dnester@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Support the Council, Mayor, CEO of Colorado Springs Utilities and their direct reports by aligning audits with associated strategic organizational goals, objectives and risks through strategic use of outsourcing	Audit Plan complete	Q3	Transforming Government
Refine audit processes to address the highest risk areas and improve efficiency and effectiveness of audit resources and results	Standard work papers updated	Q1	Transforming Government
Develop and utilize a Post Audit Survey of the audit experience for City and Colorado Springs Utilities staff, and develop a survey for Executives and Council to complete	Create, distribute & analyze results	Q2	Transforming Government

All Funds Summary

All Funds	Use of Funds	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - 2014 Amended Budget
	General Fund **	\$1,275,702	\$1,382,935	\$1,382,935	\$1,372,807	(\$10,128)
Total	\$1,275,702	\$1,382,935	\$1,382,935	\$1,372,807	(\$10,128)	
Positions	General Fund	14.00	14.00	14.00	14.00	0.00
Total	14.00	14.00	14.00	14.00	0.00	

* 2014 Amended Budget as of 8/14/2014

** While the entire budget is included in the General Fund, the Auditor's Office invoices Colorado Springs Utilities and Colorado Springs Airport for related audits and recognizes the payments as General Fund revenue.

Significant Changes vs. 2014

- Decrease in expenditures due to decrease in expected revenue from Colorado Springs Utilities, to include delaying the hiring of an Auditor II position for 6 months and reduction of operating expenses

City Auditor

The City Auditor’s mission is to provide City Council an independent, objective and comprehensive auditing program for operations of the City to include City enterprises--Colorado Springs Utilities and Colorado Springs Airport. The Office of the City Auditor conducts financial, regulatory, information technology, compliance, and performance audits to:

- Evaluate the adequacy of financial controls, records and organizational operations;
- Provide objective analyses, appraisals and recommendations for improving systems and activities;
- Review policies, plans, procedures, laws and regulations to ensure overall compliance;
- Review the means to safeguard assets;
- Review operations and programs to ascertain whether results are consistent with established objectives; and
- Review financial and operating information and the means used to identify, measure, classify, and report such information to determine its reliability and integrity.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014 and changes occurring as part of the 2015 General Fund Budget.

General Fund	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$1,105,642	\$1,212,050	\$1,277,678	\$1,277,678	\$1,303,550	\$25,872
	Operating	131,454	63,652	105,257	105,257	69,257	(36,000)
	Capital Outlay	0	0	0	0	0	0
	Total	\$1,237,096	\$1,275,702	\$1,382,935	\$1,382,935	\$1,372,807	(\$10,128)
	Position Titles	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Administrative Technician	1.00	1.00	1.00	1.00	0.00	
	Assistant City Auditor	1.00	1.00	1.00	1.00	0.00	
	Audit Managers	0.00	3.00	3.00	3.00	0.00	
	Auditor I/II	6.00	5.00	5.00	5.00	0.00	
City Auditor	1.00	1.00	1.00	1.00	0.00		
Information Systems (IS) Auditor	2.00	1.00	1.00	1.00	0.00		
Principal Auditor	1.00	0.00	0.00	0.00	0.00		
Senior Auditor	1.00	2.00	2.00	2.00	0.00		
Senior IS Auditor	1.00	0.00	0.00	0.00	0.00		
Total Positions	14.00	14.00	14.00	14.00	0.00		

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$35,349
	Increase for pay for performance	17,722
	Net increase for medical plan changes	7,801
	Decrease due to leaving Auditor II position vacant 1/2 of year	(35,000)
	Total Salaries/Benefits/Pensions	\$25,872
	Operating	
	Decrease due to decrease in Utilities audit schedule	(\$36,000)
	Total Operating	(\$36,000)
	Capital Outlay	
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	(\$10,128)	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
	Total For 2015	0.00

* 2014 Amended Budget as of 8/14/2014

City of Colorado Springs Budget Detail Report

001 GENERAL FUND

Auditor

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	887,833	969,863	1,014,250	1,013,520	(730)	-0.07%
51220	SEASONAL TEMPORARY	1,059	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	2,801	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	4,137	8,891	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(12,064)	(11,042)	0	0	0	0.00%
51610	PERA	115,664	127,546	137,641	143,029	5,388	3.91%
51615	WORKERS COMPENSATION	2,153	1,749	1,751	2,031	280	15.99%
51620	EQUITABLE LIFE INSURANCE	2,490	2,687	3,818	3,919	101	2.65%
51640	DENTAL INSURANCE	4,125	5,042	5,160	4,977	(183)	-3.55%
51665	CASH BACK	2,038	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	3,440	3,780	3,360	3,360	0	0.00%
51690	MEDICARE	12,360	13,614	14,568	15,108	540	3.71%
51695	CITY EPO MEDICAL PLAN	71,800	74,887	91,646	117,606	25,960	28.33%
51696	ADVANTAGE HD MED PLAN	7,035	13,554	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	771	1,479	5,484	0	(5,484)	-100.00%
Total Salaries and Benefits		1,105,642	1,212,050	1,277,678	1,303,550	25,872	2.02%
52110	OFFICE SUPPLIES	969	407	1,000	1,000	0	0.00%
52111	PAPER SUPPLIES	0	291	396	396	0	0.00%
52125	GENERAL SUPPLIES	386	244	1,500	1,500	0	0.00%
52135	POSTAGE	93	9	100	100	0	0.00%
52220	MAINT OFFICE MACHINES	645	677	680	680	0	0.00%
52225	MAINT COMPUTER SOFTWARE	931	0	0	0	0	0.00%
52305	MAINT SOFTWARE	11,210	12,300	15,745	15,745	0	0.00%
52415	CONTRACTS AND SPEC PROJECTS	0	0	35,000	5,000	(30,000)	-85.71%
52465	MISCELLANEOUS SERVICES	0	223	0	0	0	0.00%
52575	SERVICES	221	174	150	150	0	0.00%
52590	TEMPORARY EMPLOYMENT	79,449	12,808	0	0	0	0.00%
52605	CAR MILEAGE	498	199	654	654	0	0.00%
52615	DUES AND MEMBERSHIP	6,072	7,063	7,502	7,502	0	0.00%
52625	MEETING EXPENSES IN TOWN	429	544	526	526	0	0.00%
52630	TRAINING	19,549	15,469	22,097	16,097	(6,000)	-27.15%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	(3,458)	0	0	0	0	0.00%
52645	SUBSCRIPTIONS	267	124	267	267	0	0.00%
52655	TRAVEL OUT OF TOWN	9,402	9,459	10,629	10,629	0	0.00%
52735	TELEPHONE LONG DIST CALLS	24	43	35	35	0	0.00%
52738	CELL PHONE BASE CHARGES	341	0	1,116	1,116	0	0.00%
52775	MINOR EQUIPMENT	1,259	0	0	0	0	0.00%
52776	PRINTER CONSOLIDATION COST	1,907	2,952	7,449	7,449	0	0.00%
52795	RENTAL OF EQUIPMENT	908	0	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	111	61	111	111	0	0.00%
52875	OFFICE SERVICES RECORDS	241	605	300	300	0	0.00%
Total Operating Expenses		131,454	63,652	105,257	69,257	(36,000)	-34.20%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		1,237,096	1,275,702	1,382,935	1,372,807	(10,128)	-0.73%

Totals may differ from narratives due to rounding.

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City Council

Keith King, Council President, District 3 | (719) 385-5986 | kcking@springsgov.com

Andy Pico, District 6

Don Knight, District 1

Helen Collins, District 4

Jan Martin, At-Large

Jill Gaebler, District 5

Joel Miller, District 2

Merv Bennett, President Pro-Tem, At-Large

Val Snider, At-Large

Strategic Goals

Mission: *As stewards of the public trust, we serve the people of Colorado Springs with core services effectively, efficiently, and courteously with the wise use and management of our resources.*

City Council has identified the following three strategic goals to support this mission:

- Economic Growth
 - Improve Colorado Springs' Business-Friendly Reputation
 - Facilitate Economic Growth
 - Encourage Responsible and Innovative Land Use
- Responsible Government
 - Engage in Regional Partnerships that Improve Results and Leverage Collaboration
 - Exercise Sound Financial Stewardship
 - Deliver Effective & Efficient Government by Collaborating and Communicating among City Departments
- Quality Community
 - Seek and Engage in Opportunities for Regional Collaboration
 - Increase Citizen Outreach & Engagement in Local Government
 - Develop Policies Compatible with our Quality of Life

All Funds Summary

All Funds	Use of Funds	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	General Fund	\$790,985	\$943,258	\$943,258	\$968,081	\$24,823
Total	\$790,985	\$943,258	\$943,258	\$968,081	\$24,823	
Positions						
General Fund	5.00	5.00	5.00	5.00	0.00	
Total	5.00	5.00	5.00	5.00	0.00	

* 2014 Amended Budget as of 8/14/2014

Significant Changes vs. 2014

- Funds for Internship program
- Increase in funds for dues and memberships (that benefit the City of Colorado Springs organization as a whole)

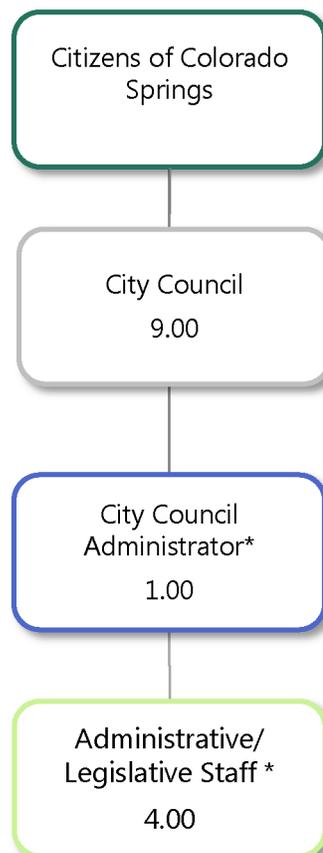
City Council

Under the new Council-Mayor form of government, the Colorado Springs City Council continues to act as the City's legislative body, which includes three Council members at-large and six from the districts in which the candidate resides. The Mayor is no longer a member of City Council, but is now a full-time, paid, elected official. A Council President, elected by vote from among Council members, replaces the Mayor as the presiding member of City Council.

City Council's responsibilities are to:

- Set legislative policies
- Approve budgets and appropriate funds
- Approve ordinances and resolutions to govern the City
- Appoint citizen volunteers to more than 40 City advisory boards, committees, and commissions
- Review and approve the City's personnel policies and contracting rules and regulations
- Oversee the appointment and performance of the Utilities Director and the City Auditor

City Council meets in Regular Session at 1:00 p.m. in the City Hall City Council Chambers on the second and fourth Tuesday of each month. City Council Work Session meetings are held at 1:00 p.m. on the Monday preceding regular meetings. All City Council meetings are open to the public, except for portions of meetings in which legal, land acquisition, or personnel matters are discussed.



* City Council Administrator and Administrative/Legislative Staff are funded in the City Council budget but report to the City Auditor.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014 and changes occurring as part of the 2015 General Fund Budget.

General Fund	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Salary/Benefits/Pensions	\$372,791	\$347,449	\$463,234	\$463,234	\$468,200	\$4,966	
	Operating	387,530	443,536	480,024	480,024	499,881	19,857	
	Capital Outlay	0	0	0	0	0	0	
	Total	\$760,321	\$790,985	\$943,258	\$943,258	\$968,081	\$24,823	
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget		
	Administrative Technician	1.00	1.00	1.00	1.00	0.00		
	Analyst II Legislative Assistant	1.00	1.00	1.00	1.00	0.00		
	Assistant to Council	1.00	1.00	1.00	1.00	0.00		
City Council Administrator	1.00	1.00	1.00	1.00	0.00			
Communications Specialist II	1.00	1.00	1.00	1.00	0.00			
Total Positions	5.00	5.00	5.00	5.00	0.00			

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$14,481)
	Increase for pay for performance	3,239
	Net increase for medical plan changes	1,808
	Increase due to addition of Internship Program	14,400
	Total Salaries/Benefits/Pensions	\$4,966
	Operating	
	Increase due to the new council member's expenses	\$1,500
	Increase due to fees and memberships	\$18,357
	Total Operating	\$19,857
	Capital Outlay	
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	\$24,823	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
	Total For 2015	0.00

* 2014 Amended Budget as of 8/14/2014

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
City Council

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to 2015 Budget \$ Change	2014 Budget to 2015 Budget % Change
51205	CIVILIAN SALARIES	295,083	266,512	354,858	352,473	(2,385)	-0.67%
51210	OVERTIME	220	4,244	123	123	0	0.00%
51220	SEASONAL TEMPORARY	0	0	4,800	19,200	14,400	300.00%
51240	RETIREMENT TERMINATION SICK	649	433	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	2,778	7,171	0	0	0	0.00%
51260	VACATION BUY PAY OUT	745	998	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(712)	(2,613)	0	0	0	0.00%
51610	PERA	38,609	33,260	43,812	44,254	442	1.01%
51612	RETIREMENT HEALTH SAVINGS	0	755	0	0	0	0.00%
51615	WORKERS COMPENSATION	750	530	678	665	(13)	-1.92%
51620	EQUITABLE LIFE INSURANCE	670	586	1,079	1,064	(15)	-1.39%
51640	DENTAL INSURANCE	1,499	1,295	2,040	1,471	(569)	-27.89%
51670	PARKING FOR EMPLOYEES	6,200	6,200	6,200	6,200	0	0.00%
51690	MEDICARE	4,217	3,884	5,100	5,089	(11)	-0.22%
51695	CITY EPO MEDICAL PLAN	17,351	9,283	37,728	37,661	(67)	-0.18%
51696	ADVANTAGE HD MED PLAN	4,399	13,868	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	333	1,043	6,816	0	(6,816)	-100.00%
Total Salaries and Benefits		372,791	347,449	463,234	468,200	4,966	1.07%
52110	OFFICE SUPPLIES	2,107	2,878	2,124	2,124	0	0.00%
52111	PAPER SUPPLIES	769	777	780	780	0	0.00%
52120	COMPUTER SOFTWARE	281	642	660	660	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	1,562	9,699	1,562	1,562	0	0.00%
52125	GENERAL SUPPLIES	7,988	5,534	7,600	7,600	0	0.00%
52135	POSTAGE	7	115	62	62	0	0.00%
52401	LEADERSHIP PIKES PEAK	0	6,000	6,000	6,000	0	0.00%
52405	ADVERTISING SERVICES	0	117	0	0	0	0.00%
52431	CONSULTING SERVICES	1,200	2,118	5,000	5,000	0	0.00%
52575	SERVICES	4,820	30,124	13,350	13,350	0	0.00%
52590	TEMPORARY EMPLOYMENT	0	12,359	0	0	0	0.00%
52605	CAR MILEAGE	1,760	725	1,500	1,500	0	0.00%
52607	CELL PHONE ALLOWANCE	0	235	0	0	0	0.00%
52615	DUES AND MEMBERSHIP	325,658	326,018	337,986	356,343	18,357	5.43%
52625	MEETING EXPENSES IN TOWN	3,866	13,166	3,645	5,145	1,500	41.15%
52630	TRAINING	2,256	1,895	2,446	2,446	0	0.00%
52645	SUBSCRIPTIONS	344	591	350	350	0	0.00%
52655	TRAVEL OUT OF TOWN	21,637	17,323	80,000	80,000	0	0.00%
52705	COMMUNICATIONS	0	4,601	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	150	101	129	129	0	0.00%
52736	CELL PHONE AIRTIME	371	12	500	500	0	0.00%
52738	CELL PHONE BASE CHARGES	8,309	2,912	9,900	9,900	0	0.00%
52776	PRINTER CONSOLIDATION COST	2,570	4,184	3,800	3,800	0	0.00%
52795	RENTAL OF EQUIPMENT	900	0	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	975	1,410	2,630	2,630	0	0.00%
Total Operating Expenses		387,530	443,536	480,024	499,881	19,857	4.14%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		760,321	790,985	943,258	968,081	24,823	2.63%

Totals may differ from narrative due to rounding.

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Fire

Christopher P. Riley, Fire Chief | (719) 385-7201 | criley@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Further develop the Community Assistance Referral and Education Services (CARES) program through collaborative efforts with health and wellness providers	Conduct monthly neighborhood health screenings; Enroll an additional 250 patients into the CARES program; Make contact with at least 60 super-utilizer patients	Health Screenings measured quarterly; enrollment and contact by Q4	Transforming Government
Improve citizen safety through maintaining staffing levels of public safety personnel in the Fire Department at authorized strength	Achieve 98% of authorized strength; ensure staffing levels for SAFER grant	Q4	Building Community
Improve Wildfire Suppression and Mitigation through additional training and increased mitigated acreage	Increase wildfire training hours and acres mitigated by 5%	Q4	Transforming Government
Improve citizen and firefighter safety through maintaining staffing levels of inspections personnel within the Division of the Fire Marshal	Achieve completion of 60% of required high risk operation and occupancy inspections	Q4	Transforming Government
Meet or exceed the CSFD's stated response time standards, including working collaboratively with AMR to improve medical response times within the City to improve patient care	Respond to all calls within 8 minutes 90% of the time; respond to all structure fire calls with an effective fighting force within 12 minutes 90% of the time	Quarterly	Transforming Government
Enhance mutual aid relationships and interoperability among public safety agencies (cross departmental goal with OEM and PD)	Ensure all Citywide and Fire-specific mutual aid agreements are updated and in place	Q4	Building Community

All Funds Summary

All Funds	Use of Funds	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	General Fund	\$41,734,265	\$45,514,186	\$45,514,186	\$47,033,479	\$1,519,293
CIP - General Fund	172,180	837,500	837,500	100,000	(737,500)	
PSST	15,604,625	14,621,683	14,621,683	13,555,089	(1,066,594)	
Grants Fund	3,854,374	1,000,000	1,000,000	940,000	(60,000)	
All Funds Total	\$61,365,444	\$61,973,369	\$61,973,369	\$61,628,568	(\$344,800)	
Positions						
General Fund	369.75	371.75	371.75	374.00	2.25	
Other Funds **	102.50	104.50	104.50	101.50	(3.00)	
Total	472.25	476.25	476.25	475.50	(0.75)	

* 2014 Amended Budget as of 8/14/2014

** Firefighters added in 2013 were funded by a two year federal grant and are not included in the Personnel Summary

Significant Changes vs. 2014

- Increase in Overtime funding
- Increase for Old Hire and New Hire Fire Pension Plan costs
- Increase in funding to add 2.25 positions
- PSST funding for Firefighters for Station 21 (formerly funded by SAFER Grant)

Fire Department

The mission of the Colorado Springs Fire Department (CSFD) is “Providing the highest quality problem solving and emergency service to our community since 1894.” A variety of Fire Department programs—including fire code enforcement, community education, and emergency response—provide direct services to the community. Other programs support these services, including fire and medical training, apparatus and facilities maintenance, communications, finance, analysis, and planning. The Fire Department has three primary functions as outlined below.

Operations Division

This division protects life and property through the effective delivery of emergency response, prevention, and public education services. Virtually all emergency response personnel are emergency medical technicians (EMTs), and all stations are staffed with paramedics. In the dual roles of firefighters and emergency medical responders, fire personnel provide fire suppression, basic and advanced emergency medical services, technical rescue (including extrication at traffic accidents, high-angle rescue, swift water rescue, ice rescue, and others), response to hazardous materials incidents, and fire and life safety education to the public.

Support Services Division

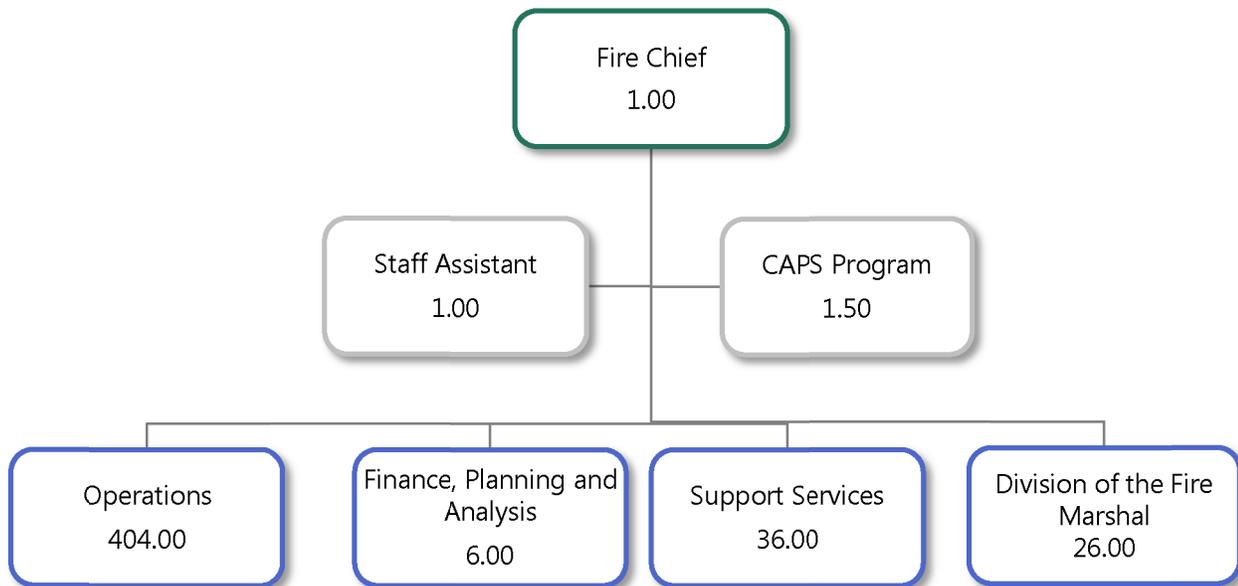
This division ensures the operational readiness of emergency response personnel, apparatus, and equipment, as well as ensuring community safety through fire prevention programs and activities. This Division provides human resources functions, maintains apparatus and equipment, provides basic and advanced fire and medical training, and oversees required certifications. It also maintains facilities and manages capital projects, as well as provides hazard mitigation, fire code development and enforcement, fire investigation, community education, and the management of fire risk, especially in the Wildland/Urban Interface.

Finance, Planning and Analysis Division

This division develops and monitors the budget, coordinates purchasing, assists with grant applications, ensures compliance with grant requirements, provides data analysis, engages in analysis of operational activities and proposals, and provides strategic planning. This office coordinates all the information technology needs for the department and works with the City IT to implement any necessary upgrades, modifications, and changes.

The Fire Department Department’s direct public service functions are the following (both General Fund and PSST support shown) (these amounts do not include Grants Fund or CIP-General Fund amounts):

Fire Functions	2012 Actual	2013 Actual	2014 Original Budget	2015 Budget
Fire Prevention	\$1,849,670	\$1,924,000	\$2,210,621	\$2,435,869
Public Education	217,296	275,126	272,525	332,754
Fire Suppression	40,527,684	43,552,539	45,789,660	48,132,630
Hazardous Material	1,639,629	1,614,174	1,777,803	1,790,029
Medical Division	1,662,239	1,753,232	1,597,337	1,679,416
Community Health	0	0	339,760	405,371
Direct Public Services Functions	\$44,236,291	\$47,367,852	\$50,050,609	\$52,693,297
All other support/management functions	7,303,346	6,857,861	10,085,260	7,895,271
All Fire Functions	\$51,539,637	\$54,225,713	\$60,135,869	\$60,588,568



The following pages provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014 and changes occurring as part of the 2015 Budget for each Fund including General Fund, PSST, Grants and CIP.

General Fund	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$37,575,815	\$38,911,482	\$41,853,689	\$41,853,689	\$43,317,803	\$1,464,114
Operating	2,017,424	2,013,238	2,598,191	2,590,191	2,623,783	33,592	
Capital Outlay	706,037	809,545	1,062,306	1,070,306	1,091,893	21,587	
Total	\$40,299,276	\$41,734,265	\$45,514,186	\$45,514,186	\$47,033,479	\$1,519,293	
Total Civilian		30.75	32.75	32.75	35.00	2.25	
Total Sworn		339.00	339.00	339.00	339.00	0.00	
Total Positions		369.75	371.75	371.75	374.00	2.25	

* 2014 Amended Budget as of 8/14/2014

Prior to 2014, OEM was included in the Fire Department's budget. Going forward it will be listed separately as will the budgeted history; however, some shared expenses and staff support remain in the Fire Department's budget.

General Fund Positions	Civilian Positions	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Administrative Technician	2.00	2.00	3.00	3.00	0.00
	Ambulance Contract Administrator	0.00	1.00	1.00	1.00	0.00
	Analyst I/II	1.00	1.00	0.00	0.00	0.00
	City Facility Administrator	1.00	1.00	1.00	1.00	0.00
	City Administration Maintenance Technician	1.00	1.00	1.00	1.00	0.00
	Deputy Fire Marshal	1.00	1.00	1.00	1.00	0.00
	Fire Accreditation Tech.	0.00	0.00	1.00	1.00	0.00
	Fire Admin. Services Manager	1.00	1.00	1.00	1.00	0.00
	Fire and Life Safety Educator	1.75	1.75	1.75	2.00	0.25
	Fire Code Inspector I/II	5.00	5.00	5.00	6.00	1.00
	Fire Marshal	1.00	1.00	1.00	1.00	0.00
	Fire Medical Training Specialist	2.00	2.00	2.00	2.00	0.00
	Fire Prevention Section Supervisor	1.00	1.00	1.00	1.00	0.00
	Fire Protection Engineer II	1.00	1.00	1.00	1.00	0.00
	Fleet Services Supervisor	1.00	1.00	1.00	1.00	0.00
	Fleet Technician	1.00	1.00	1.00	1.00	0.00
	Human Resources Manager	1.00	1.00	1.00	1.00	0.00
	Maintenance Services Worker	0.50	0.50	0.50	0.50	0.00
	Maintenance Technician II	1.00	1.00	2.00	2.00	0.00
	Office Specialist	0.00	0.00	0.00	1.00	1.00
	Principal Analyst	1.00	1.00	0.00	0.00	0.00
	CAPS Program Coordinator	0.00	1.00	1.00	1.00	0.00
	Public Safety Volunteer Administrator	0.50	0.50	0.50	0.50	0.00
	Senior Fire Code Inspector	0.00	0.00	1.00	1.00	0.00
	Senior Analyst	2.00	2.00	2.00	2.00	0.00
	Senior Office Specialist	3.00	3.00	1.00	1.00	0.00
	Staff Assistant	1.00	1.00	1.00	1.00	0.00
Total Civilian	30.75	32.75	32.75	35.00	2.25	

* 2014 Amended Budget as of 8/14/2014

General Fund Positions	Sworn Positions	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Fire Chief	1.00	1.00	1.00	1.00	0.00
	Fire Deputy Chief	2.00	2.00	2.00	2.00	0.00
	Battalion Chief	6.00	6.00	6.00	6.00	0.00
	Fire Captain	22.00	23.00	23.00	24.00	1.00
	Fire Lieutenant	55.00	54.00	54.00	54.00	0.00
	Fire Paramedic	68.00	68.00	68.00	68.00	0.00
	Fire Driver Engineer	75.00	75.00	75.00	75.00	0.00
	Firefighter	110.00	110.00	110.00	109.00	(1.00)
	Total Sworn	339.00	339.00	339.00	339.00	0.00
Total Positions	369.75	371.75	371.75	374.00	2.25	

During 2014	* 2014 Amended - 2014 Original Budget
None	\$0
Total During 2014	\$0
For 2015	2015 Budget - * 2014 Amended Budget
Salaries/Benefits/Pensions	
Net change to fund existing positions	\$300,581
Increase for pay for performance	342,509
Net increase for medical plan changes	208,432
Increase for Old Hire and New Hire Fire pension costs	241,824
Increase for funding of 1.00 FTE (Fire Prevention Inspector II (has revenue offset))	75,446
Increase for funding of 1.00 FTE (Fire Prevention Office Specialist)	14,920
Increase for funding of 0.25 FTE (Fire & Life Safety Educator (bring position to 1.00 FTE))	18,277
Increase for overtime	262,125
Total Salaries/Benefits/Pensions	\$1,464,114
Operating	
Increase for utilities	\$11,746
Increase due to added operating for Fire Prevention Inspector II	14,701
Increase to other operating accounts	7,145
Total Operating	\$33,592
Capital Outlay	
Increase in machinery and apparatus	\$21,587
Total Capital Outlay	\$21,587
Total For 2015	\$1,519,293

* 2014 Amended Budget as of 8/14/2014

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Add 1.00 FTE (Fire Inspector II)	1.00
	Add 1.00 FTE (Office Specialist)	1.00
	Add 0.25 FTE (Fire & Life Safety Educator)	0.25
	Total For 2015	2.25

PSST	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/ Pensions	\$9,060,547	\$10,520,033	\$10,523,582	\$10,523,582	\$11,806,686	\$1,283,104
Operating	1,238,821	1,436,248	1,283,063	1,283,063	1,510,450	227,387	
Capital Outlay	292,637	659,309	265,038	265,038	237,953	(27,085)	
Capital Projects	637,416	2,989,035	2,550,000	2,550,000	0	(2,550,000)	
Total	\$11,229,421	\$15,604,625	\$14,621,683	\$14,621,683	\$13,555,089	(\$1,066,594)	

PSST Positions	Civilian Positions	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Administrative Technician	1.00	1.00	2.00	2.00	0.00
Fire and Life Safety Educator	1.00	1.00	0.00	0.00	0.00	
Audio Visual Specialist	0.00	0.00	1.00	1.00	0.00	
Fire Code Inspector	1.00	1.00	2.00	2.00	0.00	
Fire Medical Programs Coordinator	1.00	1.00	1.00	1.00	0.00	
Fleet Technician	2.00	2.00	2.00	2.00	0.00	
HazMat Code Specialist	1.00	1.00	0.00	0.00	0.00	
IS Analyst II	0.00	1.00	1.00	1.00	0.00	
Maintenance Services Worker	0.50	0.50	0.50	0.50	0.00	
Maintenance Tech I/II	0.00	1.00	1.00	1.00	0.00	
Office Specialist	1.00	1.00	1.00	1.00	0.00	
Parts/Supply Specialist	0.00	1.00	1.00	1.00	0.00	
Principal Analyst	1.00	1.00	1.00	1.00	0.00	
Program Coordinator	1.00	2.00	2.00	2.00	0.00	
Public Safety Program Administrator	1.00	1.00	1.00	1.00	0.00	
Senior Office Specialist	1.00	1.00	0.00	0.00	0.00	
Total Civilian	12.50	16.50	16.50	16.50	0.00	

* 2014 Amended Budget as of 8/14/2014

PSST Positions		2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Sworn Positions					
	Battalion Chief	5.00	5.00	5.00	5.00	0.00
	Fire Captain	5.00	5.00	5.00	5.00	0.00
	Fire Lieutenant	15.00	15.00	15.00	15.00	0.00
	Fire Investigator	1.00	1.00	1.00	1.00	0.00
	Fire Paramedic	15.00	15.00	15.00	15.00	0.00
	Fire Driver Engineer	12.00	12.00	12.00	12.00	0.00
	Firefighter	20.00	20.00	20.00	32.00	12.00
	Total Sworn	73.00	73.00	73.00	85.00	12.00
Total Positions	85.50	89.50	89.50	101.50	12.00	

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$159,210
	Increase for pay for performance	84,630
	Net increase for medical plan changes	80,431
	Increase for Old Hire and New Hire Fire pension costs	83,946
	Increase funding to hire and maintain full strength force	72,512
	Increase due to addition of 12.00 Firefighter positions (previously funded by SAFER Grant) to staff Fire Station 21	759,867
	Redistribution to fund increases in overtime, standby and retirement	42,508
	Total Salaries/Benefits/Pensions	\$1,283,104
	Operating	
	Redistribution to increase operating for equipment, supplies, property, plant, and equipment, training, facilities maintenance, services	\$227,387
	Total Operating	\$227,387
	Capital Outlay	
Decrease due to removal of one-time facility projects	(\$27,085)	
Total Capital Outlay	(\$27,085)	
Capital Projects		
Decrease for one-time capital projects	(\$2,550,000)	
Total CIP	(\$2,550,000)	
Total For 2015	(\$1,066,594)	

* 2014 Amended Budget as of 8/14/2014

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Add 12.00 FTE (Firefighter)	12.00
	Total For 2015	12.00

Grants Fund	Use of Funds	20112 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefit/ Pensions/ Operating	\$2,799,014	\$2,000,430	\$1,000,000	\$1,000,000	\$940,000	(\$60,000)
	Total	\$2,799,014	\$2,000,430	\$1,000,000	\$1,000,000	\$940,000	(\$60,000)
	Civilian Positions	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Maintenance Technician II	1.00	0.00	0.00	0.00	0.00	
	Program Coordinator	1.00	0.00	0.00	0.00	0.00	
	Senior Office Specialist	0.00	0.00	0.00	0.00	0.00	
	Total Civilian	2.00	0.00	0.00	0.00	0.00	
	Sworn Positions	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
Firefighter **	15.00	15.00	15.00	0.00	(15.00)		
Total Sworn	15.00	15.00	15.00	0.00	(15.00)		
Total Positions	17.00	15.00	15.00	0.00	(15.00)		

** Firefighters added in 2013 were funded by a two year federal grant and are not included in the Personnel Summary

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions/Operating	
	Decrease in available grant funding	(\$60,000)
	Total Salaries/Benefits/Pensions/Operating	(\$60,000)
Total For 2015	(\$60,000)	

* 2014 Amended Budget as of 8/14/2014

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Eliminate 3.00 FTE from grant funding (Firefighter)	(3.00)
	Transfer 12.00 FTE to PSST Fund (Firefighter)	(12.00)
	Total For 2015	(15.00)

2015 CIP Program	Project Name	General Fund	Restricted Funds							Total Cost	
			Bike Tax	CTF	Enterprise	Grants	PPRTA	PSST	TOPS		Other
	Critical Fire Station Repairs	\$75,000									\$75,000
	Facilities Maintenance - Fire	25,000									25,000
	Total 2015 CIP	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000

For a citywide comprehensive list of projects, refer to the CIP section of the Budget, page 30-1.

* 2014 Amended Budget as of 8/14/2014

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
Fire_All_Departments

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	1,664,524	1,773,041	2,078,278	2,250,050	171,772	8.27%
51210	OVERTIME	32,058	33,721	37,199	49,318	12,119	32.58%
51220	SEASONAL TEMPORARY	0	74,520	73,320	58,620	(14,700)	-20.05%
51230	SHIFT DIFFERENTIAL	0	544	0	0	0	0.00%
51235	STANDBY	9,440	14,178	19,394	19,365	(29)	-0.15%
51240	RETIREMENT TERMINATION SICK	0	45,462	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	14,982	123	0	0	0	0.00%
51260	VACATION BUY PAY OUT	13,653	9,603	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(126,613)	(38,682)	0	0	0	0.00%
51405	UNIFORM SALARIES	22,015,158	23,170,809	24,642,585	25,175,641	533,056	2.16%
51410	UNIFORM OVERTIME	2,713,021	1,862,644	2,064,917	2,347,094	282,177	13.67%
51420	UNIFORM SCHEDULED OVERTIME	567,258	590,864	641,504	686,103	44,599	6.95%
51430	UNIFORM SPECIAL ASSIGNMENT	59,056	73,725	61,931	53,761	(8,170)	-13.19%
51435	EXTRA DUTY EXPENDITURE	2,614	1,547	2,905	4,000	1,095	37.69%
51440	LEAVE PAY OFF	468,389	489,462	516,742	541,656	24,914	4.82%
51445	LONGEVITY	191,497	188,896	187,632	201,174	13,542	7.22%
51455	SWORN VAC TWK	259,158	238,055	286,866	277,676	(9,190)	-3.20%
51470	UNIFORM RETIREMENT COST	75,073	117,497	70,189	70,946	757	1.08%
51490	PARAMEDIC PRO PAY	57,226	74,717	92,619	95,885	3,266	3.53%
51610	PERA	216,261	240,700	279,829	303,807	23,978	8.57%
51612	RETIREMENT HEALTH SAVINGS	156,880	190,713	151,244	191,159	39,915	26.39%
51615	WORKERS COMPENSATION	925,239	932,461	997,636	1,041,381	43,745	4.38%
51620	EQUITABLE LIFE INSURANCE	65,647	68,312	84,540	106,372	21,832	25.82%
51640	DENTAL INSURANCE	133,728	135,133	140,415	129,615	(10,800)	-7.69%
51645	NEW HIRE FIRE PENSION PLAN	2,185,332	2,669,151	2,662,570	2,642,260	(20,310)	-0.76%
51646	OLD HIRE FIRE PENSION	1,491,283	1,467,740	1,467,740	1,639,319	171,579	11.69%
51647	STATEWIDE FIRE PENSION	919,779	1,026,693	1,343,343	1,383,000	39,657	2.95%
51650	NEW HIRE POLICE PENSION PLAN	17	0	0	0	0	0.00%
51652	STATEWIDE POLICE PENSION	105	0	0	0	0	0.00%
51665	CASH BACK	22,484	0	0	0	0	0.00%
51690	MEDICARE	346,903	368,302	370,733	379,616	8,883	2.40%
51695	CITY EPO MEDICAL PLAN	2,728,531	2,617,242	3,052,839	680,125	(2,372,714)	-77.72%
51696	ADVANTAGE HD MED PLAN	338,206	435,182	488,844	2,787,360	2,298,516	470.19%
51697	HRA BENEFIT TO ADV MED PLAN	31,316	41,203	37,875	202,500	164,625	434.65%
51699	BENEFITS REIMBURSEMENT	(2,390)	(2,077)	0	0	0	0.00%
Total Salaries and Benefits		37,575,815	38,911,481	41,853,689	43,317,803	1,464,114	3.50%
52105	MISCELLANEOUS OPERATING	1,503	138	0	0	0	0.00%
52110	OFFICE SUPPLIES	17,266	13,782	29,994	27,460	(2,534)	-8.45%
52111	PAPER SUPPLIES	5,392	5,537	10,671	4,717	(5,954)	-55.80%
52115	MEDICAL SUPPLIES	53,114	59,786	93,630	90,810	(2,820)	-3.01%
52120	COMPUTER SOFTWARE	3,575	23,800	25,894	4,425	(21,469)	-82.91%
52122	CELL PHONES EQUIP AND SUPPLIES	4,835	813	2,203	3,387	1,184	53.74%
52125	GENERAL SUPPLIES	66,310	88,572	117,430	127,598	10,168	8.66%
52127	CONSTRUCTION SUPPLIES	1,017	5,575	11,822	11,725	(97)	-0.82%
52128	PLUMBING SUPPLIES	46	0	0	0	0	0.00%
52130	OTHER SUPPLIES	21,909	34,887	28,609	28,600	(9)	-0.03%
52135	POSTAGE	6,541	6,352	10,430	10,729	299	2.87%
52140	WEARING APPAREL	226,195	280,411	435,311	425,491	(9,820)	-2.26%
52145	PAINT AND CHEMICAL	14,227	14,697	21,313	19,320	(1,993)	-9.35%
52155	AUTOMOTIVE	10,443	11,213	11,500	11,500	0	0.00%
52160	FUEL	483	3,765	600	600	0	0.00%
52165	LICENSES AND TAGS	19,674	20,575	26,861	34,156	7,295	27.16%
52185	AGGREGATE MATERIAL	0	0	500	0	(500)	-100.00%
52190	JANITORIAL SUPPLIES	46,714	48,173	32,360	41,169	8,809	27.22%
52205	MAINT LANDSCAPING	0	0	5,000	0	(5,000)	-100.00%
52220	MAINT OFFICE MACHINES	0	192	0	0	0	0.00%
52225	MAINT COMPUTER SOFTWARE	560	560	0	0	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	1,854	4,946	22,114	38,449	16,335	73.87%
52240	MAINT NONFLEET VEHICLES EQP	226,461	204,377	213,050	218,350	5,300	2.49%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
52265	MAINT BUILDINGS AND STRUCTURE	87,420	103,269	64,630	64,630	0	0.00%
52305	MAINT SOFTWARE	7,970	3,132	34,981	47,238	12,257	35.04%
52405	ADVERTISING SERVICES	2,753	6,883	22,425	17,788	(4,637)	-20.68%
52410	BUILDING SECURITY SERVICES	146	16	0	0	0	0.00%
52420	EMPLOYEE SERVICES	7,166	10,735	2,132	0	(2,132)	-100.00%
52421	CIVIL SERVICE TESTING	60,205	62,314	47,400	57,000	9,600	20.25%
52425	ENVIRONMENTAL SERVICES	0	35	6,000	0	(6,000)	-100.00%
52431	CONSULTING SERVICES	15,527	280	28,850	18,800	(10,050)	-34.84%
52434	TOWING SERVICES	2,509	2,748	3,000	3,000	0	0.00%
52435	GARBAGE REMOVAL SERVICES	6,220	7,189	6,730	6,730	0	0.00%
52450	LAUNDRY AND CLEANING SERVICES	160	0	20,000	0	(20,000)	-100.00%
52455	LAWN MAINTENANCE SERVICE	315	0	6,300	6,300	0	0.00%
52465	MISCELLANEOUS SERVICES	0	0	0	800	800	0.00%
52560	PARKING SERVICES	31	20	125	0	(125)	-100.00%
52565	PEST CONTROL	6,275	6,580	5,300	5,300	0	0.00%
52573	CREDIT CARD FEES	1,177	990	1,348	1,348	0	0.00%
52575	SERVICES	226,450	162,578	114,440	134,732	20,292	17.73%
52590	TEMPORARY EMPLOYMENT	0	0	0	1,775	1,775	0.00%
52605	CAR MILEAGE	0	619	820	1,650	830	101.22%
52607	CELL PHONE ALLOWANCE	0	880	0	756	756	0.00%
52615	DUES AND MEMBERSHIP	4,956	7,197	13,532	14,159	627	4.63%
52625	MEETING EXPENSES IN TOWN	9,492	22,338	33,400	28,225	(5,175)	-15.49%
52630	TRAINING	43,341	61,869	183,440	158,738	(24,702)	-13.47%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	48,022	21,105	36,842	59,320	22,478	61.01%
52645	SUBSCRIPTIONS	7,365	5,258	8,300	10,154	1,854	22.34%
52655	TRAVEL OUT OF TOWN	38,820	30,017	103,286	103,968	682	0.66%
52705	COMMUNICATIONS	12,032	16,370	12,031	14,611	2,580	21.44%
52706	WIRELESS COMMUNICATION	5,728	3,128	0	900	900	0.00%
52725	RENTAL OF PROPERTY	11,540	0	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	1,578	1,702	1,500	1,700	200	13.33%
52736	CELL PHONE AIRTIME	658	288	500	100	(400)	-80.00%
52738	CELL PHONE BASE CHARGES	41,604	41,100	55,956	57,465	1,509	2.70%
52740	GENERAL INSURANCE-CITY	91,101	106,516	116,700	117,678	978	0.84%
52746	UTILITIES ELECTRIC	144,767	143,426	150,179	160,236	10,057	6.70%
52747	UTILITIES GAS	77,672	79,297	91,190	94,610	3,420	3.75%
52748	UTILITIES SEWER	23,736	18,830	24,665	23,810	(855)	-3.47%
52749	UTILITIES WATER	51,667	39,548	49,325	49,821	496	1.01%
52755	COMMUNICATIONS EQUIPMENT	0	485	0	0	0	0.00%
52765	LEASE PURCHASE PAYMENTS	54,444	0	0	0	0	0.00%
52775	MINOR EQUIPMENT	163,690	180,351	207,701	218,402	10,701	5.15%
52776	PRINTER CONSOLIDATION COST	18,230	25,424	25,100	28,096	2,996	11.94%
52777	TOOL ALLOWANCE	0	0	1,000	1,000	0	0.00%
52795	RENTAL OF EQUIPMENT	5,763	95	1,394	500	(894)	-64.13%
52874	OFFICE SERVICES PRINTING	7,870	6,828	17,777	13,357	(4,420)	-24.86%
52875	OFFICE SERVICES RECORDS	630	648	600	600	0	0.00%
65160	RECRUITMENT	0	5,000	0	0	0	0.00%
65356	RETIREMENT AWARDS	275	0	0	0	0	0.00%
Total Operating Expenses		2,017,424	2,013,239	2,598,191	2,623,783	25,592	0.98%
53010	OFFICE MACHINES	0	0	700	0	(700)	-100.00%
53020	COMPUTERS NETWORKS	13,029	(121)	3,150	5,476	2,326	73.84%
53030	FURNITURE AND FIXTURES	1,210	4,488	5,100	24,290	19,190	376.27%
53050	MACHINERY AND APPARATUS	69,852	100,891	158,356	167,127	8,771	5.54%
53070	VEHICLES REPLACEMENT	621,946	689,587	895,000	895,000	0	0.00%
53090	BUILDINGS AND STRUCTURES	0	14,700	0	0	0	0.00%
Total Capital Outlay		706,037	809,545	1,062,306	1,091,893	29,587	2.79%
Total Expenses		40,299,276	41,734,265	45,514,186	47,033,479	1,519,293	3.34%

Totals may differ form narrative due to rounding,

**City of Colorado Springs
Budget Detail Report**

171 PUBLIC SAFETY SALES TAX
Fire_All_Departments

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	830,691	703,618	935,626	960,397	24,771	2.65%
51210	OVERTIME	24,846	24,806	17,595	23,900	6,305	35.83%
51220	SEASONAL TEMPORARY	23,270	117,184	60,136	60,136	0	0.00%
51230	SHIFT DIFFERENTIAL	0	212	0	0	0	0.00%
51235	STANDBY	6,039	12,214	12,442	10,777	(1,665)	-13.38%
51240	RETIREMENT TERMINATION SICK	0	24,936	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	9,308	1,198	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,889	2,686	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	55,669	(47,716)	0	0	0	0.00%
51405	UNIFORM SALARIES	4,982,130	5,306,236	5,613,703	6,374,803	761,100	13.56%
51410	UNIFORM OVERTIME	660,041	1,591,587	1,191,297	1,199,387	8,090	0.68%
51420	UNIFORM SCHEDULED OVERTIME	117,497	123,170	129,472	159,666	30,194	23.32%
51430	UNIFORM SPECIAL ASSIGNMENT	21,809	28,546	13,275	20,013	6,738	50.76%
51440	LEAVE PAY OFF	99,328	103,865	107,841	136,620	28,779	26.69%
51445	LONGEVITY	52,498	54,685	57,696	58,464	768	1.33%
51455	SWORN VAC TWK	68,932	69,723	84,255	85,286	1,031	1.22%
51470	UNIFORM RETIREMENT COST	34,340	42,559	0	29,362	29,362	0.00%
51490	PARAMEDIC PRO PAY	18,616	21,277	23,155	24,089	934	4.03%
51610	PERA	119,257	116,345	135,929	138,769	2,840	2.09%
51612	RETIREMENT HEALTH SAVINGS	94,096	90,004	0	61,323	61,323	0.00%
51615	WORKERS COMPENSATION	217,973	223,049	231,777	251,441	19,664	8.48%
51620	EQUITABLE LIFE INSURANCE	16,366	16,654	20,713	27,029	6,316	30.49%
51640	DENTAL INSURANCE	33,153	31,612	33,600	38,060	4,460	13.27%
51645	NEW HIRE FIRE PENSION PLAN	558,007	878,321	705,866	803,802	97,936	13.87%
51647	STATEWIDE FIRE PENSION	159,605	155,016	187,410	251,578	64,168	34.24%
51665	CASH BACK	4,563	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	240	0	0	0	0	0.00%
51690	MEDICARE	76,004	83,455	84,270	93,794	9,524	11.30%
51695	CITY EPO MEDICAL PLAN	709,213	639,967	760,380	208,771	(551,609)	-72.54%
51696	ADVANTAGE HD MED PLAN	60,941	101,732	109,644	739,011	629,367	574.01%
51697	HRA BENEFIT TO ADV MED PLAN	5,056	9,730	7,500	50,208	42,708	569.44%
51699	BENEFITS REIMBURSEMENT	(830)	(6,638)	0	0	0	0.00%
Total Salaries and Benefits		9,060,547	10,520,033	10,523,582	11,806,686	1,283,104	12.19%
52105	MISCELLANEOUS OPERATING	(385)	0	0	0	0	0.00%
52110	OFFICE SUPPLIES	5,298	2,549	8,191	14,187	5,996	73.20%
52111	PAPER SUPPLIES	94	27	1,126	490	(636)	-56.48%
52115	MEDICAL SUPPLIES	31,101	35,445	41,815	46,931	5,116	12.23%
52120	COMPUTER SOFTWARE	5,907	49,418	650	650	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	315	30	1,743	4,019	2,276	130.58%
52125	GENERAL SUPPLIES	42,196	46,707	68,677	91,134	22,457	32.70%
52127	CONSTRUCTION SUPPLIES	3,576	0	6,000	2,500	(3,500)	-58.33%
52130	OTHER SUPPLIES	0	211	0	0	0	0.00%
52135	POSTAGE	1,464	983	1,850	900	(950)	-51.35%
52140	WEARING APPAREL	81,323	425,546	195,438	252,819	57,381	29.36%
52145	PAINT AND CHEMICAL	0	2,173	1,779	1,046	(733)	-41.20%
52160	FUEL	57,733	64,723	60,000	60,000	0	0.00%
52165	LICENSES AND TAGS	3,360	956	3,460	4,320	860	24.86%
52170	SPECIAL PHOTOGRAPHY ETC	0	115	0	0	0	0.00%
52190	JANITORIAL SUPPLIES	3,870	4,335	23,042	19,986	(3,056)	-13.26%
52225	MAINT COMPUTER SOFTWARE	1,295	0	0	0	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	20,085	27,092	35,165	7,115	(28,050)	-79.77%
52240	MAINT NONFLEET VEHICLES EQP	20,316	21,069	21,050	36,650	15,600	74.11%
52265	MAINT BUILDINGS AND STRUCTURE	119,552	53,740	46,683	74,111	27,428	58.75%
52305	MAINT SOFTWARE	0	37,986	4,243	4,083	(160)	-3.77%
52405	ADVERTISING SERVICES	5,248	138	10,500	10,500	0	0.00%
52410	BUILDING SECURITY SERVICES	10,737	9,252	3,600	8,655	5,055	140.42%
52420	EMPLOYEE SERVICES	6,177	6,158	4,891	4,891	0	0.00%
52425	ENVIRONMENTAL SERVICES	389	0	6,000	0	(6,000)	-100.00%
52428	HOSTED IT SERVICES	3,100	0	0	0	0	0.00%
52435	GARBAGE REMOVAL SERVICES	1,129	1,484	1,086	1,086	0	0.00%
52450	LAUNDRY AND CLEANING SERVICES	0	0	0	25,950	25,950	0.00%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
52455	LAWN MAINTENANCE SERVICE	0	0	0	3,585	3,585	0.00%
52465	MISCELLANEOUS SERVICES	1,842	876	7,999	9,454	1,455	18.19%
52565	PEST CONTROL	689	4,068	2,300	2,700	400	17.39%
52568	BANK AND INVESTMENT FEES	4,461	3,539	4,920	3,800	(1,120)	-22.76%
52575	SERVICES	136,471	109,006	97,585	120,974	23,389	23.97%
52605	CAR MILEAGE	632	347	650	0	(650)	-100.00%
52607	CELL PHONE ALLOWANCE	0	502	4,320	0	(4,320)	-100.00%
52615	DUES AND MEMBERSHIP	5,311	2,551	2,960	3,773	813	27.47%
52625	MEETING EXPENSES IN TOWN	283	769	720	1,510	790	109.72%
52630	TRAINING	50,494	43,091	53,744	87,717	33,973	63.21%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	20,661	27,758	25,553	0	(25,553)	-100.00%
52645	SUBSCRIPTIONS	7,024	925	7,692	7,591	(101)	-1.31%
52655	TRAVEL OUT OF TOWN	56,303	58,012	27,056	56,034	28,978	107.10%
52705	COMMUNICATIONS	48,094	35,811	35,150	35,150	0	0.00%
52706	WIRELESS COMMUNICATION	6,819	7,203	1,500	507	(993)	-66.20%
52735	TELEPHONE LONG DIST CALLS	95	115	100	115	15	15.00%
52736	CELL PHONE AIRTIME	812	447	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	3,534	26,794	41,025	47,202	6,177	15.06%
52740	GENERAL INSURANCE-CITY	31,772	3,319	73,492	62,000	(11,492)	-15.64%
52746	UTILITIES ELECTRIC	50,070	57,198	57,118	60,798	3,680	6.44%
52747	UTILITIES GAS	31,935	35,300	45,212	36,706	(8,506)	-18.81%
52748	UTILITIES SEWER	5,337	5,433	6,626	6,846	220	3.32%
52749	UTILITIES WATER	15,864	15,570	24,596	16,159	(8,437)	-34.30%
52775	MINOR EQUIPMENT	311,697	166,951	189,800	248,794	58,994	31.08%
52776	PRINTER CONSOLIDATION COST	13,061	18,178	18,856	19,912	1,056	5.60%
52777	TOOL ALLOWANCE	0	0	1,000	1,000	0	0.00%
52795	RENTAL OF EQUIPMENT	4,854	125	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	4,705	3,204	6,100	6,100	0	0.00%
65170	TRANSFER TO OTHER FUNDS	0	19,019	0	0	0	0.00%
65357	VOLUNTEER RESOURCES	2,121	0	0	0	0	0.00%
Total Operating Expenses		1,238,821	1,436,248	1,283,063	1,510,450	227,387	17.72%
53010	OFFICE MACHINES	0	9,140	0	0	0	0.00%
53020	COMPUTERS NETWORKS	24,799	274,116	23,600	63,544	39,944	169.25%
53030	FURNITURE AND FIXTURES	10,197	43,634	12,760	14,610	1,850	14.50%
53050	MACHINERY AND APPARATUS	216,475	228,270	106,508	134,799	28,291	26.56%
53070	VEHICLES REPLACEMENT	7,134	0	0	16,000	16,000	0.00%
53090	BUILDINGS AND STRUCTURES	34,032	104,149	122,170	9,000	(113,170)	-92.63%
Total Capital Outlay		292,637	659,309	265,038	237,953	(27,085)	-10.22%
Total Expenses		10,592,005	12,615,590	12,071,683	13,555,089	1,483,406	12.29%
CIP - Restricted		637,416	2,989,035	2,550,000	0	(2,550,000)	-100.00%
Total Fund		11,229,421	15,604,625	14,621,683	13,555,089	(1,066,594)	-87.71%

Totals may differ from narrative due to rounding.

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Office of Emergency Management

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2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Increase City Departments' level of emergency preparedness to ensure the safety of the community during natural and human-caused disasters	Conduct four (4) exercises for city staff per year	Quarterly	Transforming Government
Enhance disaster recovery by building strong, cooperative partnerships with City, County, State and Federal government partners, and community and nongovernmental organizations	Conduct twelve (12) stakeholder meetings per year to coordinate recovery efforts across the Colorado Springs area	Quarterly	Transforming Government
Build community resiliency through direct interaction with members of our community	Conduct six (6) interactive community preparedness events	Quarterly	Building Community

All Funds Summary

	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
All Funds	Use of Funds					
	General Fund	\$442,795	\$568,570	\$568,570	\$655,502	\$86,932
	Grants Fund	815,992	450,000	450,000	536,000	86,000
	Total	\$1,258,787	\$1,018,570	\$1,018,570	\$1,191,502	\$172,932
	Positions					
	General Fund	3.50	4.50	4.50	5.50	1.00
	Grants Fund	1.50	1.50	1.50	2.50	1.00
Total	5.00	6.00	6.00	8.00	2.00	

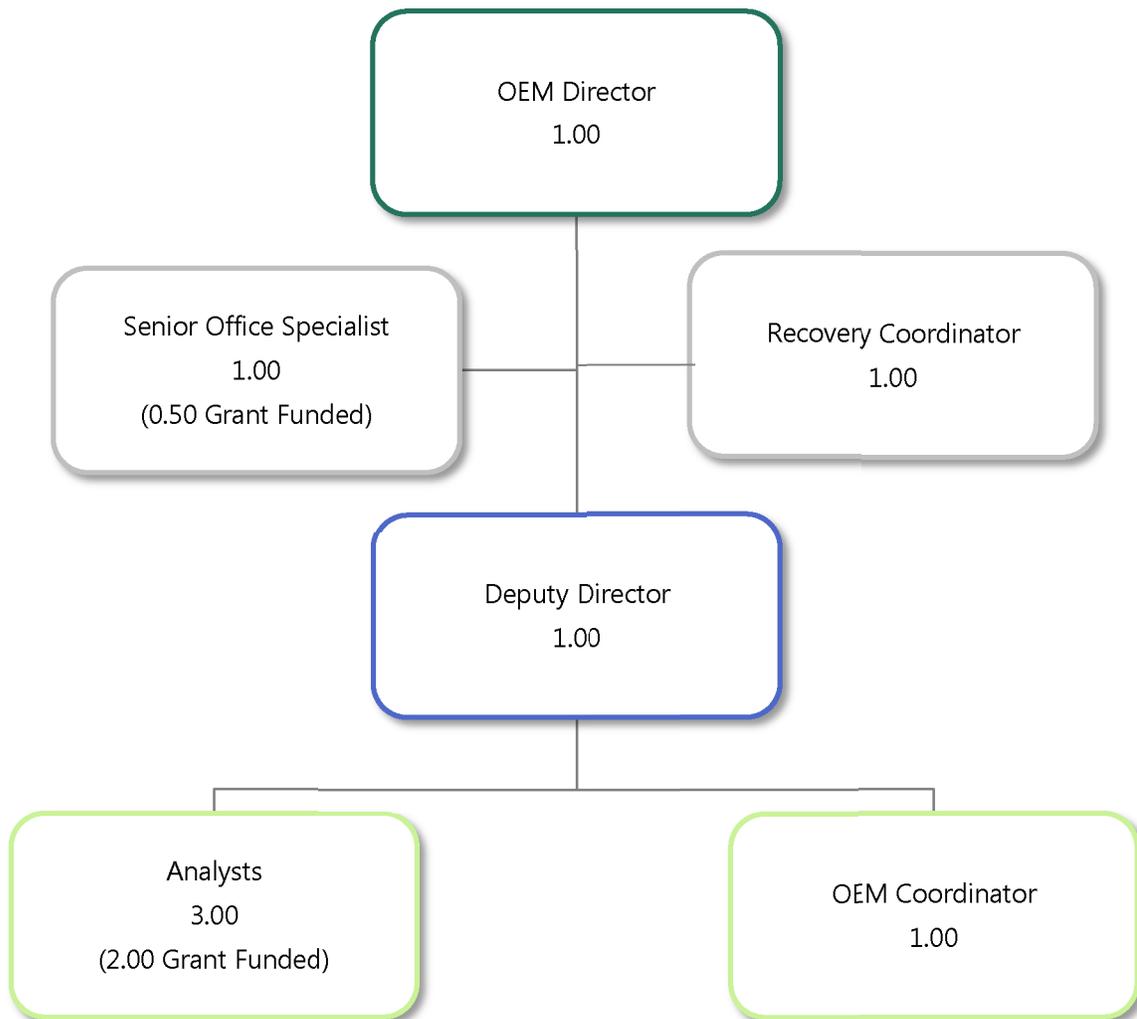
* 2014 Amended Budget as of 8/14/2014

Significant Changes vs. 2014

- Net increase of \$72,710 in the General Fund, largely due to the addition of 1.00 FTE (Recovery Coordinator)

Office of Emergency Management

With the devastating fires and floods in recent years, Emergency Management has become increasingly critical to the safety of our citizens. The mission of the Office of Emergency Management (OEM) is to provide mitigation, preparedness, response, recovery, and coordination for large-scale emergencies and disasters, both natural and human-caused, to the citizens of Colorado Springs for the purpose of saving lives and preventing property damage. The OEM develops and maintains crucial relationships with other governmental, non-governmental entities, and the private sector to coordinate regional preparedness activities. The OEM provides leadership and coordination to public and private entities and the general public during large multi-agency planned events, human-caused or natural hazard events, emergencies, and disasters. Staff maintains the City's Emergency Operations Center in a state of readiness.



The following sections provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014 and changes occurring as part of the 2015 Budget for each Fund including General Fund and Grants.

General Fund	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$322,939	\$387,120	\$487,454	\$487,454	\$601,187	\$113,733
	Operating	82,202	55,675	54,315	54,315	54,315	\$0
	Capital Outlay	9,413	0	26,801	26,801	0	(\$26,801)
	Total	\$414,554	\$442,795	\$568,570	\$568,570	\$655,502	\$86,932
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	OEM Director	1.00	1.00	1.00	1.00	0.00	
	OEM Deputy Director	0.00	1.00	1.00	1.00	0.00	
	OEM Coordinator	1.00	1.00	1.00	1.00	0.00	
Recovery Coordinator	0.00	0.00	0.00	1.00	1.00		
Principal Analyst	1.00	1.00	1.00	1.00	0.00		
Senior Office Specialist	0.50	0.50	0.50	0.50	0.00		
Total Positions	3.50	4.50	4.50	5.50	1.00		

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$20,213
	Increase for pay for performance	5,155
	Net increase for medical plan changes	1,322
	Increase to fund 1.00 FTE (Recovery Coordinator)	87,043
	Total Salaries/Benefits/Pensions	\$113,733
	Operating	
	Decrease due to transfer of warming shelter security service costs to the Housing Division	(\$4,400)
	Increase to fund on-going operating costs for iPads and phones	4,400
	Total Operating	\$0
Capital Outlay		
Decrease due to removal of 2014 one-time cost of vehicle acquisition	(\$26,801)	
Total Capital Outlay	(\$26,801)	
Total For 2015	\$86,932	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Add 1.00 FTE (Recovery Coordinator)	1.00
	Total For 2015	1.00

* 2014 Amended Budget as of 8/14/2014

Grants Fund	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Operating	\$1,316,436	\$815,992	\$450,000	\$450,000	\$536,000	\$86,000
	Total	\$1,316,436	\$815,992	\$450,000	\$450,000	\$536,000	\$86,000
	Grant funding is highly variable in nature. Grant funding for OEM ties directly to Emergency Management functions. Any grant funds for fire/ flood mitigation or infrastructure repairs due to a disaster would reside in the respective operational department.						
	Position Titles	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Accountant II	0.00	0.00	0.00	1.00	1.00	
	Senior Analyst/Principal Analyst	1.00	1.00	1.00	1.00	0.00	
	Senior Office Specialist	0.50	0.50	0.50	0.50	0.00	
	Total Positions	1.50	1.50	1.50	2.50	1.00	

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Increase in expected grant funds for hazard mitigation	\$86,000
Total For 2015	\$86,000	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Add 1.00 FTE to reflect current actual positions covered by Grant Funds	1.00
Total For 2015	1.00	

*2014 Amended Budget as of 8/14/2014

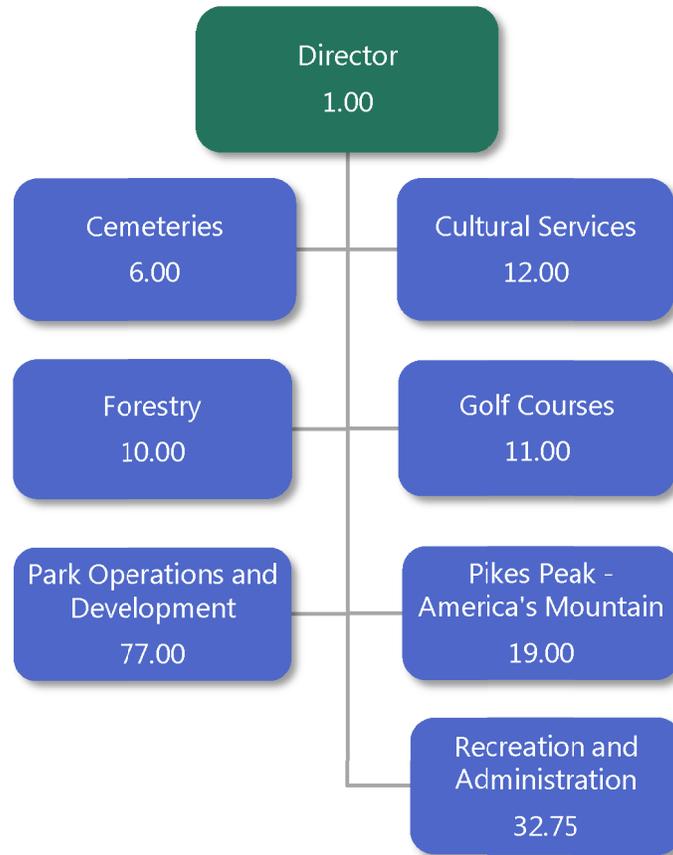
**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
FIRE OEM DEPT

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to 2015 Budget \$ Change	2014 Budget to 2015 Budget % Change
51205	CIVILIAN SALARIES	244,171	296,103	373,170	462,248	89,078	23.87%
51210	OVERTIME	1,357	1,080	0	0	0	0.00%
51220	SEASONAL TEMPORARY	1,154	7,187	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(1,625)	(856)	0	0	0	0.00%
51610	PERA	34,709	41,615	49,853	66,500	16,647	33.39%
51615	WORKERS COMPENSATION	2,952	2,918	2,868	6,161	3,293	114.82%
51620	EQUITABLE LIFE INSURANCE	972	906	1,092	1,896	804	73.63%
51640	DENTAL INSURANCE	1,366	1,430	2,100	1,398	(702)	-33.43%
51690	MEDICARE	5,088	5,395	5,277	7,052	1,775	33.64%
51695	CITY EPO MEDICAL PLAN	30,032	26,753	44,376	55,182	10,806	24.35%
51696	ADVANTAGE HD MED PLAN	2,630	4,205	7,968	0	(7,968)	-100.00%
51697	HRA BENEFIT TO ADV MED PLAN	301	439	750	750	0	0.00%
51699	BENEFITS REIMBURSEMENT	(168)	(55)	0	0	0	0.00%
Total Salaries and Benefits		322,939	387,120	487,454	601,187	113,733	23.33%
52110	OFFICE SUPPLIES	1,023	2,903	1,117	1,117	0	0.00%
52111	PAPER SUPPLIES	0	0	1,000	1,000	0	0.00%
52120	COMPUTER SOFTWARE	0	38	355	355	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	100	730	0	0	0	0.00%
52125	GENERAL SUPPLIES	4,253	1,969	158	158	0	0.00%
52135	POSTAGE	21	12	0	0	0	0.00%
52140	WEARING APPAREL	1,267	1,217	987	987	0	0.00%
52575	SERVICES	59,953	38,125	34,385	29,985	(4,400)	-12.80%
52605	CAR MILEAGE	0	0	300	300	0	0.00%
52607	CELL PHONE ALLOWANCE	2,084	2,596	2,880	2,880	0	0.00%
52615	DUES AND MEMBERSHIP	45	45	0	0	0	0.00%
52625	MEETING EXPENSES IN TOWN	1,303	10	900	900	0	0.00%
52630	TRAINING	454	170	800	800	0	0.00%
52655	TRAVEL OUT OF TOWN	1,629	840	3,028	3,028	0	0.00%
52706	WIRELESS COMMUNICATION	1,633	978	0	4,400	4,400	0.00%
52735	TELEPHONE LONG DIST CALLS	145	153	132	132	0	0.00%
52738	CELL PHONE BASE CHARGES	1,475	1,044	0	0	0	0.00%
52776	PRINTER CONSOLIDATION COST	3,010	3,890	5,334	5,334	0	0.00%
52795	RENTAL OF EQUIPMENT	1,105	0	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	264	298	2,837	2,837	0	0.00%
52875	OFFICE SERVICES RECORDS	56	57	102	102	0	0.00%
Total Operating Expenses		82,202	55,675	54,315	54,315	(4,400)	-8.10%
53020	COMPUTERS NETWORKS	713	0	0	0	0	0.00%
53030	FURNITURE AND FIXTURES	8,700	0	0	0	0	0.00%
53080	VEHICLES ADDITIONS	0	0	26,801	0	(26,801)	-100.00%
Total Capital Outlay		9,413	0	26,801	0	(26,801)	-100.00%
Total Expenses		414,554	442,795	568,570	655,502	82,532	14.52%

Parks, Recreation and Cultural Services

Karen Palus, Director | (719) 385-6501 | kpalus@springsgov.com



All Funds Summary

Division	General Fund	Other Funds	Total Budget
Cultural Services	2,020,450	588,422	2,608,872
Forestry	1,167,807	0	1,167,807
Park Operations and Development	5,597,477	26,817,818	31,967,113
Recreation and Administration	6,086,280	370,000	6,456,280
Total Non-Enterprises	\$14,872,014	\$27,776,240	\$42,200,072
Cemeteries*	0	1,382,142	1,382,142
Golf Courses*	0	3,310,820	3,310,820
Pikes Peak - America's Mountain Enterprise*	0	5,250,616	5,250,616
Total All	\$14,872,014	\$37,719,818	\$52,591,832
Positions	72.25	96.50	168.75

*Included in the Enterprises section of the Budget Book

Parks, Recreation and Cultural Services

All Funds History

Use of Funds	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
General Fund	\$12,205,357	\$15,246,551	\$15,246,551	\$14,603,610	(\$642,941)
CIP - General Fund	\$0	\$421,794	\$421,794	\$268,404	(\$153,390)
Grant Funds	257,443	1,000,000	1,000,000	270,000	(\$730,000)
Other Funds	14,122,041	11,744,289	11,744,289	18,401,824	\$6,657,535
CIP - Other Funds	520,261	689,115	689,115	9,104,416	\$8,415,301
Enterprise Funds	7,540,947	9,037,936	9,037,936	9,943,578	\$905,642
Total	\$34,646,049	\$38,139,685	\$38,139,685	\$52,591,832	\$14,452,147
Total Positions	148.75	150.75	150.75	168.75	18.00

* 2014 Amended Budget as of 8/14/2014

Cultural Services

Matt Mayberry, Manager | (719) 385-5636 | mmayberry@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Continue with fundraising and sustainability efforts at each of the Cultural Services sites to supplement the City's general fund appropriation and maintain current program levels	Revenue contribution of approximately \$400,000 in donated and earned income	Q4	Transforming Government
Work with City departments and community stakeholders to conduct a public art master planning process that provides a strategic vision for the preservation, selection, siting and funding of community-owned outdoor art	Complete master plan	Q4	Building Community
Collaborate with UCCS, Colorado Springs Utilities, and City IT to fund and implement the first phase of the Story of Us project – using web-based applications, crowd sourcing, and a museum exhibition to celebrate the community's heritage	Completion of phase I activities—as outlined in grant documents	Q4	Building Community
Continue the exterior restoration project on the 1903 El Paso County Courthouse by implementing phase IV construction and seeking additional grant funding for phase V	Submit SHF grant application and implement construction on phase IV	Q4	Building Community
Collaborate with the Garden of the Gods Foundation to develop a mobile application designed to attract and provide additional interpretation	Publish mobile application in conjunction with unveiling of exhibits	Q4	Building Community

All Funds Summary

	2013 Actual	2014	* 2014	2015 Budget	2015 Budget -
		Original Budget	Amended Budget		*2014 Amended Budget
Use of Funds					
General Fund	\$1,475,641	\$1,697,660	\$1,697,660	\$1,752,046	\$54,386
CIP - General Fund	0	77,794	77,794	268,404	190,610
CIP - Restricted	39,304	199,382	199,382	231,146	31,764
Gift Trust Fund	238,931	330,200	330,200	357,276	27,076
Total	\$1,753,876	\$2,305,036	\$2,305,036	\$2,608,872	\$303,836
Positions					
General Fund	10.00	10.00	10.00	12.00	2.00
Total	10.00	10.00	10.00	12.00	2.00

* 2014 Amended Budget as of 8/14/2014

Significant Changes vs. 2014

- Increase in General Fund of \$54,385 to fund increased operating needs and conversion of hourly positions to 2.00 FTE
- Increase in CIP to fund the Pioneers Museum exterior renovation and HVAC upgrades

Cultural Services

Cultural Services is responsible for developing and implementing programs that preserve and interpret the cultural and natural history of the Pikes Peak Region. Over 284,000 people visit Cultural Services sites and participate in their numerous programs each year. These programs are a key element of the City's tourism economy.

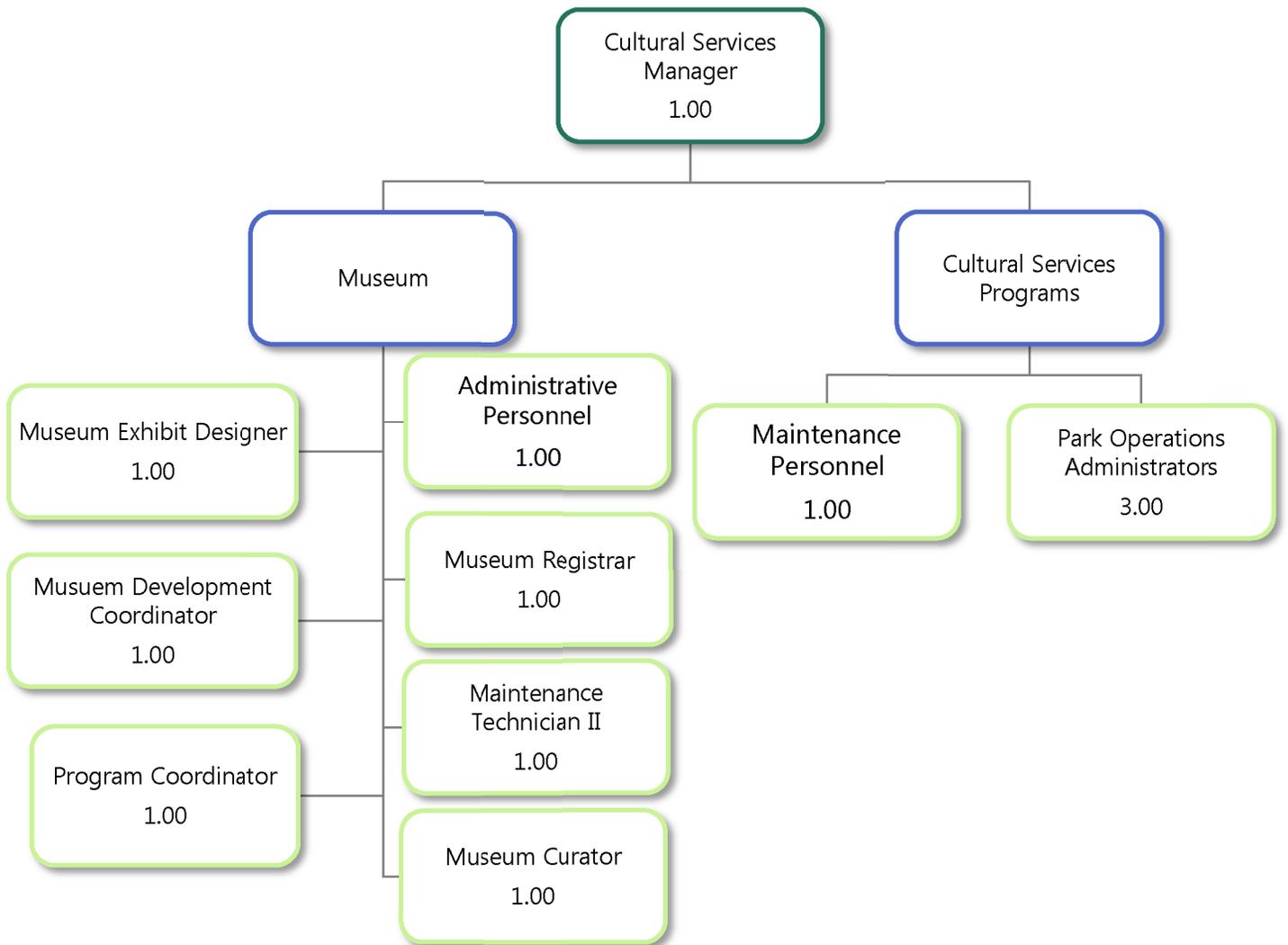
In addition to the annual City appropriation, the Division relies upon support from Friends organizations, donations, earned income, and grants in order to operate the facilities. Over 630 volunteers provide more than 35,700 hours annually to support mission-essential activities.

Cultural Services:

- Maintains a collection of 75 pieces of City-owned outdoor art, including the 1929 William Jackson Palmer sculpture and recent donations from the popular Art on the Streets program
- Manages the Colorado Springs Pioneers Museum (CSPM) with a collection of over 75,000 artifacts, 80,000 historic photographs, and 6,100-cubic-feet of archival materials. The CSPM has incorporated a new non-profit organization called the "Colorado Springs Pioneers Museum" which will ultimately serve as the governing board of the organization.
- Coordinates the Rock Ledge Range Historic Site – a living history museum exhibiting historical life in the Pikes Peak region from the American Indian time to the early 1900's
- Manages the North Cheyenne Cañon Park, as well as the adjacent Starsmore Discovery Center and Helen Hunt Falls Visitor Center
- Oversees the interpretive programs and staffing at the Garden of the Gods Visitor's Center

Cultural Services manages the operations of the following (only General Fund support shown):

Cultural Services Functions	2012 Actual	2013 Actual	2014 Budget	2015 Budget
Rock Ledge Ranch	\$187,542	\$234,025	\$245,010	\$250,452
North Cheyenne Canon	133,182	157,343	169,296	176,474
Garden of the Gods	46,721	141,551	146,630	146,733
Pioneers Museum	805,466	942,722	1,136,724	1,178,487
Total Cultural Services Functions	\$1,172,911	\$1,475,641	\$1,697,660	\$1,752,046



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014, and changes occurring as part of the 2015 Budget for each Fund including the General Fund and the Gift Trust Fund.

General Fund	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget
	Salary/Benefits/Pensions	\$914,634	\$1,104,951	\$1,201,477	\$1,201,477	\$1,230,294	\$28,817
	Operating	258,277	370,690	496,183	496,183	521,752	25,569
	Capital Outlay	0	0	0	0	0	0
	Total	\$1,172,911	\$1,475,641	\$1,697,660	\$1,697,660	\$1,752,046	\$54,386
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget	
	Cultural Services Manager	1.00	1.00	1.00	1.00	0.00	
	Administrative Technician	0.00	0.00	0.00	1.00	1.00	
	Maintenance Technician II	1.00	1.00	1.00	1.00	0.00	
	Maintenance Technician I	0.00	0.00	0.00	1.00	1.00	
Museum Curator	1.00	1.00	1.00	1.00	0.00		
Museum Exhibit Designer	1.00	1.00	1.00	1.00	0.00		
Museum Guard	1.00	0.00	0.00	0.00	0.00		
Museum Registrar	1.00	1.00	1.00	1.00	0.00		
Program Coordinator	3.00	1.00	1.00	1.00	0.00		
Museum Development Coordinator	1.00	1.00	1.00	1.00	0.00		
Parks Operations Administrator	0.00	3.00	3.00	3.00	0.00		
Total FTE	10.00	10.00	10.00	12.00	2.00		

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$21,423
	Increase for pay for performance	13,392
	Net increase for medical plan changes	7,038
	Increase to fund conversion of hourly employees to regular full-time positions due to policies of the Affordable Care Act	45,006
	Increase to fund low income programs (with offsetting revenue)	5,558
	Decrease in seasonal temporary to fund other operating needs	(58,600)
	Decrease to partially offset cost of conversion of hourly employees to regular full-time positions due to policies of the Affordable Care Act	(5,000)
	Total Salaries/Benefits/Pensions	\$28,817
	Operating	
	Decrease in general supplies and other operating lines to partially offset cost of conversion of hourly employees to full-time due to policies of the Affordable Care Act	(\$40,006)
	Increase to fund building security service costs, new store management costs and other operating needs	58,601
Increase to fund low income programs (with offsetting revenue)	1,279	
Increase to fund utility rate increases	5,695	
Total Operating	\$25,569	
Capital Outlay		
None	0	
Total Capital Outlay	\$0	
Total For 2015	\$54,386	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Add 1.00 FTE (Maintenance Technician)	1.00
	Add 1.00 FTE (Administrative Technician)	1.00
	Total For 2015	2.00

* 2014 Amended Budget as of 8/14/2014

Gift Trust Fund	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$0	\$0	\$0	\$0	\$0	\$0
	Operating	91,458	238,931	330,200	330,200	357,276	27,076
	Capital Outlay	0	0	0	0	0	0
	Total	\$91,458	\$238,931	\$330,200	\$330,200	\$357,276	\$27,076

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Increase to match anticipated increase in donations	\$27,076
Total For 2015	\$27,076	

* 2014 Amended Budget as of 8/14/2014

2015 CIP Program	Project Name	General Fund	Restricted Funds							Total Cost
			Bike Tax	CTF	Enterprise	Grants	PPRTA	PSST	TOPS	
	Museum Exterior Renovation ¹	68,404				197,703				33,443 ¹
Museum HVAC Upgrades	200,000									200,000
Total 2015 CIP	\$268,404	\$0	\$0	\$0	\$197,703	\$0	\$0	\$0	\$33,443	\$499,550

For a citywide comprehensive list of projects, refer to the CIP section of the Budget, page 30-1.

¹ Other funds sources are Boettcher Foundation and private donations

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
Parks - Cultural Services

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	547,742	566,907	601,667	709,061	107,394	17.85%
51210	OVERTIME	3,654	3,664	0	0	0	0.00%
51220	SEASONAL TEMPORARY	239,137	296,142	321,551	202,055	(119,496)	-37.16%
51245	RETIREMENT TERM VACATION	2,539	2,893	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(96,532)	(2,312)	0	0	0	0.00%
51610	PERA	103,914	114,399	123,719	140,331	16,612	13.43%
51615	WORKERS COMPENSATION	11,191	10,417	13,792	15,078	1,286	9.32%
51620	EQUITABLE LIFE INSURANCE	1,535	1,561	2,147	2,560	413	19.24%
51640	DENTAL INSURANCE	3,919	3,797	4,020	4,478	458	11.39%
51665	CASH BACK	700	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	1,440	1,420	960	960	0	0.00%
51690	MEDICARE	11,022	12,131	13,068	14,933	1,865	14.27%
51695	CITY EPO MEDICAL PLAN	73,974	91,540	109,843	140,838	30,995	28.22%
51696	ADVANTAGE HD MED PLAN	9,753	2,246	9,960	0	(9,960)	-100.00%
51697	HRA BENEFIT TO ADV MED PLAN	740	146	750	0	(750)	-100.00%
51699	BENEFITS REIMBURSEMENT	(94)	0	0	0	0	0.00%
Total Salaries and Benefits		914,634	1,104,951	1,201,477	1,230,294	28,817	2.40%
52002	OPERATING REIMBURSEMENT	(51,001)	0	0	0	0	0.00%
52105	MISCELLANEOUS OPERATING	10,719	19,805	0	5,000	5,000	0.00%
52110	OFFICE SUPPLIES	2,804	3,140	3,728	3,728	0	0.00%
52111	PAPER SUPPLIES	0	57	530	530	0	0.00%
52120	COMPUTER SOFTWARE	1,620	1,368	0	0	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	47	52	90	90	0	0.00%
52125	GENERAL SUPPLIES	33,071	43,825	73,746	58,646	(15,100)	-20.48%
52129	HVAC-HEAT VENTILATN AIR SUPPLI	0	0	2,023	2,023	0	0.00%
52135	POSTAGE	9,443	7,739	6,790	7,790	1,000	14.73%
52140	WEARING APPAREL	821	1,887	3,221	2,621	(600)	-18.63%
52145	PAINT AND CHEMICAL	1,574	1,957	2,690	2,190	(500)	-18.59%
52150	SEED AND FERTILIZER	21	406	600	600	0	0.00%
52165	LICENSES AND TAGS	0	20	0	0	0	0.00%
52175	SIGNS	446	2,075	2,157	2,157	0	0.00%
52190	JANITORIAL SUPPLIES	2,060	2,724	5,547	4,947	(600)	-10.82%
52210	MAINT TREES	55	16	0	0	0	0.00%
52215	MAINT GROUNDS	1,246	1,510	1,200	2,000	800	66.67%
52230	MAINT FURNITURE AND FIXTURES	692	0	0	0	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	1,731	9,146	4,023	4,023	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	19,672	16,376	18,100	18,100	0	0.00%
52305	MAINT SOFTWARE	0	0	4,247	4,247	0	0.00%
52405	ADVERTISING SERVICES	19,248	49,978	44,450	34,500	(9,950)	-22.38%
52410	BUILDING SECURITY SERVICES	14,771	42,302	21,928	88,528	66,600	303.72%
52418	COMPUTER SERVICES	0	63	14,000	13,000	(1,000)	-7.14%
52435	GARBAGE REMOVAL SERVICES	781	1,105	853	853	0	0.00%
52450	LAUNDRY AND CLEANING SERVICES	1,351	244	820	820	0	0.00%
52560	PARKING SERVICES	0	0	600	600	0	0.00%
52573	CREDIT CARD FEES	0	0	0	100	100	0.00%
52575	SERVICES	20,686	38,712	93,434	69,813	(23,621)	-25.28%
52579	INSPECTIONS	178	0	0	0	0	0.00%
52590	TEMPORARY EMPLOYMENT	34,835	0	0	15,000	15,000	0.00%
52605	CAR MILEAGE	328	26	794	794	0	0.00%
52615	DUES AND MEMBERSHIP	2,349	2,876	2,544	2,544	0	0.00%
52625	MEETING EXPENSES IN TOWN	8,750	12,622	27,340	21,340	(6,000)	-21.95%
52630	TRAINING	1,160	2,064	4,309	4,309	0	0.00%
52645	SUBSCRIPTIONS	13	89	300	300	0	0.00%
52655	TRAVEL OUT OF TOWN	1,233	645	9,410	6,710	(2,700)	-28.69%
52705	COMMUNICATIONS	0	299	0	0	0	0.00%
52716	RENTAL EXPENSE	0	207	0	0	0	0.00%
52736	CELL PHONE AIRTIME	4	100	342	342	0	0.00%
52738	CELL PHONE BASE CHARGES	2,141	3,216	2,381	2,381	0	0.00%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to 2015 Budget \$ Change	2014 Budget to 2015 Budget % Change
52746	UTILITIES ELECTRIC	66,372	57,731	72,820	72,515	(305)	-0.42%
52747	UTILITIES GAS	29,571	25,964	44,185	43,185	(1,000)	-2.26%
52748	UTILITIES SEWER	1,071	830	965	965	0	0.00%
52749	UTILITIES WATER	1,403	1,113	1,661	1,661	0	0.00%
52775	MINOR EQUIPMENT	1,360	2,899	5,123	5,123	0	0.00%
52776	PRINTER CONSOLIDATION COST	4,605	8,757	7,681	7,025	(656)	-8.54%
52795	RENTAL OF EQUIPMENT	3,156	473	1,750	1,750	0	0.00%
52841	DP HARDWARE AND OTHER	0	402	0	0	0	0.00%
52872	MAINT FLEET VEHICLES EQP	0	0	1,863	1,863	0	0.00%
52874	OFFICE SERVICES PRINTING	7,883	5,870	7,939	7,039	(900)	-11.34%
60044	MUSEUM U ARCHIVES	7	0	0	0	0	0.00%
Total Operating Expenses		258,277	370,690	496,184	521,752	25,568	5.15%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		1,172,911	1,475,641	1,697,661	1,752,046	54,385	3.20%

Totals may differ from narrative due to rounding.

Forestry

Jay Hein, City Forester | (719) 385-6548 | jhein@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Expand sustainable urban forest management practices that mitigate risk, and enhance public safety, stormwater retention and property value through Forestry crews and contracted services	Project areas identified, projects contracted and work completed	Q4	Transforming Government
Expand maintenance services to native rights-of-way, medians and Gateway Gems by contracting mowing services and redefining existing staff roles to increase efficiencies	Bidding process completed and contracted work implemented	Q3	Transforming Government
Continue forest restoration practices in the Parks Wildland Urban Interface that increase forest health and reduce the threat of catastrophic wildfire	Bidding process completed and contracted work implemented	Q3	Transforming Government

All Funds Summary

All Funds	Use of Funds	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget
	General Fund	\$922,512	\$1,252,313	\$1,252,313	\$1,167,807	(\$84,506)
Gift Trust Fund	70,508	0	0	0	0	
Total	\$993,020	\$1,252,313	\$1,252,313	\$1,167,807	(\$84,506)	
Positions						
General Fund	8.00	8.00	8.00	8.00	0.00	
Conservation Trust Fund	2.00	2.00	2.00	2.00	0.00	
Total	10.00	10.00	10.00	10.00	0.00	

* 2014 Amended Budget as of 8/14/2014

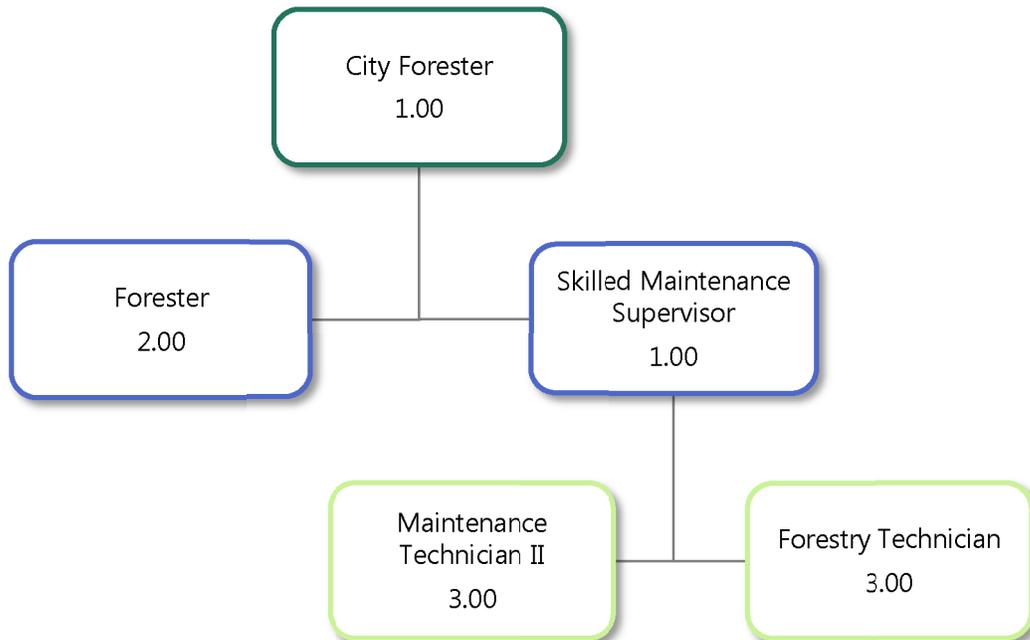
Significant Changes vs. 2014

- Decrease in General Fund expenses, largely due to budgeting to the current actual costs of existing positions

Forestry

Forestry is responsible for the overall management of the urban forest and the native forest of the wildland/urban interface. Staff manages and maintains trees on the street rights-of-way and medians, urban parks, trail corridors, open spaces, and regional parks. The Forestry Division:

- Conducts tree maintenance, such as pruning to maintain and enhance the health, vigor and aesthetic value of each individual tree
- Removes diseased, dead and dying trees for the safety and health of the urban forest
- Provides for and enhances public safety by clearing traffic and school zone signs and visibility obstructions and by responding to tree-related emergencies from automobile accidents to weather-related tree failures
- Mows City rights-of-way and native medians



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014, and changes occurring as part of the 2015 Budget for each Fund including the General Fund.

General Fund	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget
	Salary/Benefits/Pensions	\$652,838	\$637,195	\$667,628	\$667,628	\$583,122	(\$84,506)
	Operating	75,854	285,317	584,685	584,685	584,685	0
	Capital Outlay	0	0	0	0	0	0
	Total	\$728,692	\$922,512	\$1,252,313	\$1,252,313	\$1,167,807	(\$84,506)
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget	
	City Forester	1.00	1.00	1.00	1.00	0.00	
	Forester	1.00	1.00	1.00	1.00	0.00	
	Forestry Technician	2.00	2.00	2.00	2.00	0.00	
Maintenance Technician II	3.00	3.00	3.00	3.00	0.00		
Skilled Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00		
Total Positions	8.00	8.00	8.00	8.00	0.00		

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$95,872)
	Increase for pay for performance	8,927
	Net increase for medical plan changes	2,439
	Total Salaries/Benefits/Pensions	(\$84,506)
	Operating	
None	\$0	
Total Operating	\$0	
Capital Outlay		
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	(\$84,506)	

* 2014 Amended Budget as of 8/14/2014

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
	Total For 2015	0.00

CTF Fund		2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Position Title						
		Forestry Technician	2.00	1.00	1.00	1.00	0.00
		Forester	0.00	1.00	1.00	1.00	0.00
		Total Positions	2.00	2.00	2.00	2.00	0.00
These positions report to the Parks Department, but funding is in the Conservation Trust Fund account and budgeted in Parks Operations							

* 2014 Amended Budget as of 8/14/2014

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
Parks - Forestry

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	432,448	399,624	440,838	393,589	(47,249)	-10.72%
51210	OVERTIME	1,906	1,548	0	0	0	0.00%
51220	SEASONAL TEMPORARY	45,704	71,750	40,000	40,000	0	0.00%
51245	RETIREMENT TERM VACATION	0	2,959	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,130	899	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(1,422)	(1,756)	0	0	0	0.00%
51610	PERA	63,518	61,052	63,530	58,624	(4,906)	-7.72%
51612	RETIREMENT HEALTH SAVINGS	0	11,664	0	0	0	0.00%
51615	WORKERS COMPENSATION	40,343	30,499	39,825	17,096	(22,729)	-57.07%
51620	EQUITABLE LIFE INSURANCE	1,202	1,106	1,214	1,316	102	8.40%
51640	DENTAL INSURANCE	3,180	2,578	2,880	2,717	(163)	-5.66%
51665	CASH BACK	50	0	0	0	0	0.00%
51690	MEDICARE	5,442	5,140	5,377	6,233	856	15.92%
51695	CITY EPO MEDICAL PLAN	48,136	38,580	57,722	63,547	5,825	10.09%
51696	ADVANTAGE HD MED PLAN	10,017	10,453	14,993	0	(14,993)	-100.00%
51697	HRA BENEFIT TO ADV MED PLAN	1,184	1,182	1,250	0	(1,250)	-100.00%
51699	BENEFITS REIMBURSEMENT	0	(83)	0	0	0	0.00%
Total Salaries and Benefits		652,838	637,195	667,629	583,122	(84,507)	-12.66%
52105	MISCELLANEOUS OPERATING	779	0	0	0	0	0.00%
52110	OFFICE SUPPLIES	178	263	250	250	0	0.00%
52120	COMPUTER SOFTWARE	2,720	0	0	0	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	57	0	0	0	0.00%
52125	GENERAL SUPPLIES	2,407	2,775	2,000	2,000	0	0.00%
52135	POSTAGE	0	178	100	100	0	0.00%
52140	WEARING APPAREL	2,491	2,385	2,035	2,035	0	0.00%
52145	PAINT AND CHEMICAL	5,200	6,973	8,803	8,803	0	0.00%
52160	FUEL	0	95	0	0	0	0.00%
52204	TREE REPLACEMENT	8,849	15,369	16,000	16,000	0	0.00%
52210	MAINT TREES	45,838	246,383	292,944	292,944	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	153	(9)	700	400	(300)	-42.86%
52575	SERVICES	120	(179)	250,600	250,600	0	0.00%
52607	CELL PHONE ALLOWANCE	0	765	600	400	(200)	-33.33%
52615	DUES AND MEMBERSHIP	350	460	800	800	0	0.00%
52630	TRAINING	1,398	1,812	3,000	2,800	(200)	-6.67%
52706	WIRELESS COMMUNICATION	0	240	0	0	0	0.00%
52736	CELL PHONE AIRTIME	24	123	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	2,885	3,298	4,057	3,557	(500)	-12.32%
52775	MINOR EQUIPMENT	2,462	4,325	2,796	2,796	0	0.00%
52776	PRINTER CONSOLIDATION COST	0	0	0	1,200	1,200	0.00%
52874	OFFICE SERVICES PRINTING	0	4	0	0	0	0.00%
Total Operating Expenses		75,854	285,317	584,685	584,685	0	0.00%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		728,692	922,512	1,252,314	1,167,807	(84,507)	-6.75%

Totals may differ from narrative due to rounding.

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Park Operations and Development

Kurt Schroeder, Manager | (719) 385-6555 | kschroeder@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Continue expanded use of technologies through installing smart controllers and rebuilding five meter pits to enhance the efficient delivery and use of irrigation on park properties	Twenty standard irrigation clocks replaced with smart controllers	Q4	Transforming Government
Expand use of contracted labor to enhance delivery of landscape maintenance services	Contract an additional 10 acres of parkland maintenance; explore contractual opportunities	Q4	Transforming Government
Work cooperatively with other City departments to identify areas where a cooperative effort will enhance service delivery and efficiency, including sharing equipment with Public Works and working with Police on consistent reporting of criminal activity in Parks	Identify and work on opportunities that may be possible with Public Works, Police and Information Technology	Q4	Transforming Government
Lead a stakeholder process to develop recommendations to update and revise the Parkland Dedication Ordinance	Present recommended ordinance changes to City Council for adoption	Q4	Jobs

All Funds Summary

	2013 Actual	2014	* 2014	2015 Budget	2015 Budget -
		Original Budget	Amended Budget		*2014 Amended Budget
Use of Funds					
General Fund	\$4,685,828	\$6,718,385	\$6,718,385	\$5,597,477	(\$1,120,908)
Trails, Parks, and Open Space (TOPS)	7,491,000	4,606,660	4,606,660	8,505,164	3,898,504
Conservation Trust Fund (CTF)	4,219,558	4,320,988	4,320,988	6,068,088	1,747,100
Special Improv. Maint. Districts (SIMD)	1,636,345	2,486,441	2,486,441	2,371,296	(115,145)
CIP - General Fund	0	44,000	44,000	0	(44,000)
CIP - Other (Public Space & Development)	0	0	0	6,800,000	6,800,000
CIP - Grants	480,957	489,733	489,733	1,973,270	1,483,537
PPRTA	54,206	0	0	1,100,000	1,100,000
Gift Trust Fund	411,493	0	0	0	0
Total	\$18,979,387	\$18,666,207	\$18,666,207	\$32,415,295	\$13,749,088
Positions					
General Fund	17.50	17.50	17.50	20.00	2.50
Other Funds	49.50	51.50	51.50	57.00	5.50
Total	67.00	69.00	69.00	77.00	8.00

* 2014 Amended Budget as of 8/14/2014

Significant Changes vs. 2014

- Decrease in General Fund due to the transfer of water expenses to the Conservation Trust Fund
- Increase in TOPS and CTF to fund projects, as well as an increased share of water expenses

Park Operations and Development

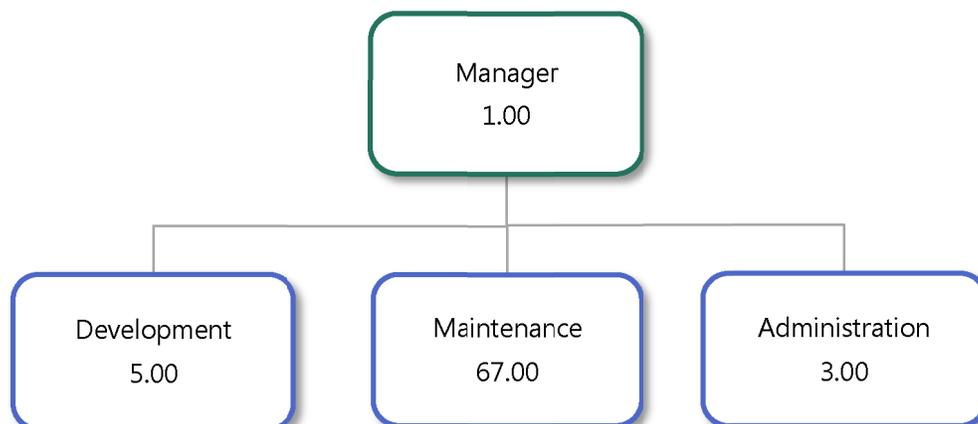
Park Operations and Development provides maintenance and resource management services at City parks, trails and open spaces that enhance the beauty of the community, safeguard the public investment in built facilities and natural areas, and ensure residents and visitors have safe places for leisure and recreation.

Maintenance and construction crews:

- Direct volunteer projects
- Coordinate and manage turf cultural programs
- Monitor, repair and renovate irrigation systems
- Implement and manage the Springs in Bloom program
- Build, renovate and maintain buildings, athletic fields, playground structures, walkways, curbing, parking lots and fences
- Inspect trails surfacing and trail bridge systems for hazards and make necessary repairs
- Manage open space areas, including mitigating noxious weeds, building and maintaining natural surface trails, removing and restoring rogue trails, and restoring wildlife habitat
- Manage Seven Special Improvement Maintenance Districts (SIMDs) that maintain select medians and rights-of-way with each SIMD having its own City Council appointed advisory board

Park Operations and Development also provides planning and construction management services for parks, trails, and open spaces funded by a number of sources including the Trails, Open Space and Parks (TOPS) Program, Conservation Trust Fund (CTF), Public Space and Development (PLDO), and Pikes Peak Regional Transportation Authority (PPRTA). Parks Operations and Development personnel:

- Design and build neighborhood parks, community parks, and sports complexes, including recreation facilities such as spraygrounds, playgrounds, skate parks, pavilions, and ball fields
- Provide complete cost efficient construction drawings and specifications
- Provide support for development of trails in accordance with the Multi-Use Trails Master Plan
- Ensure that new and renovated park development projects are completed in a safe and financially responsible manner according to current construction standards
- Review incoming open space applications and determine which properties will present the best overall value to the citizens of Colorado Springs. Subsequently continue to work with the citizens of Colorado Springs to develop usable and meaningful master and management plans.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014, and changes occurring as part of the 2015 Budget for each Fund including the General Fund; Trails, Open Space and Parks (TOPS); Conservation Trust Fund (CTF); Gift Trust; Special Improvement Maintenance Districts (SIMDs); and Capital Improvement Program (CIP).

General Fund	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget	
	Salary/Benefits/Pensions	\$1,262,987	\$1,371,637	\$1,514,124	\$1,514,124	\$1,502,888	(\$11,236)	
	Operating	4,356,442	3,303,061	5,204,261	5,204,261	4,094,589	(1,109,672)	
	Capital Outlay	45,708	11,130	0	0	0	0	
	Total	\$5,665,137	\$4,685,828	\$6,718,385	\$6,718,385	\$5,597,477	(\$1,120,908)	
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget		
	Administrative Technician	0.50	0.50	0.50	1.50	1.00		
	City Horticulturist	1.00	1.00	1.00	1.00	0.00		
	Construction Project Specialist	0.00	0.00	0.00	1.00	1.00		
	Equipment Operator II	1.00	1.00	1.00	1.00	0.00		
	Maintenance Technician II	2.00	2.00	2.00	2.00	0.00		
	Parks Operations and Development Manager (Parks, Trails and Open Space Manager)	0.50	0.50	0.50	0.50	0.00		
	Capital Projects Coordinator (Senior Analyst)	0.25	0.25	0.25	0.25	0.00		
	Park Development Manager (Principal Planner)	0.25	0.25	0.25	0.25	0.00		
	GIS Analyst	0.00	0.00	0.00	0.75	0.75		
	Planner II	0.00	0.00	0.00	0.75	0.75		
	Senior Maintenance Technician	0.00	1.00	1.00	1.00	0.00		
	Senior Skilled Maintenance Technician	3.00	4.00	4.00	4.00	0.00		
	Skilled Maintenance Supervisor	2.00	2.00	2.00	2.00	0.00		
Skilled Maintenance Technician II	7.00	5.00	5.00	4.00	(1.00)			
Total Positions	17.50	17.50	17.50	20.00	2.50			
Colorado Springs Utilities funds one of the Senior Maintenance Technician for Mesa Springs.								

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$53,057)
	Increase for pay for performance	25,170
	Net increase for medical plan changes	8,723
	Increase to fund conversion of hourly employee to a regular full-time position due to policies of the Affordable Care Act	7,928
	Total Salaries/Benefits/Pensions	(\$11,236)
	Operating	
	Decrease to transfer of water costs to CTF	(\$1,130,000)
	Increase due to increased utility rates	20,328
	Total Operating	(\$1,109,672)
Capital Outlay		
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	(\$1,120,908)	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Add 1.50 FTE (Planning II, GIS Analyst) to convert hourly employees to regular full-time positions due to policies of the Affordable Care Act	1.50
	Transfer 1.00 FTE (Administrative Technician) from Recreation and Administration	1.00
	Total For 2015	2.50

* 2014 Amended Budget as of 8/14/2014

TOPS Fund	Source of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget
	TOPS Revenue	\$6,540,545	\$6,910,664	\$7,230,000	\$7,230,000	\$7,335,000	\$105,000
	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget
	Salary/Benefits/Pensions	\$563,055	\$559,690	\$623,193	\$623,193	\$693,441	\$70,248
	Operating	1,796,787	328,581	36,940	36,940	57,259	20,319
	Capital Outlay	0	28,088	0	0	0	0
	CIP	1,396,973	6,574,641	3,946,527	3,946,527	7,754,464	3,807,937
	Total	\$3,756,815	\$7,491,000	\$4,606,660	\$4,606,660	\$8,505,164	\$3,898,504
Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget		
Maintenance Technician II	5.00	0.00	0.00	0.00	0.00		
Park Development Manager (Principal Planner)	0.75	0.75	0.75	0.75	0.00		
Capital Projects Coordinator (Senior Analyst)	0.75	0.75	0.75	0.75	0.00		
GIS Analyst	0.00	0.00	0.00	0.25	0.25		
Planner II	0.00	0.00	0.00	0.25	0.25		
Senior Maintenance Technician	1.00	5.00	5.00	5.00	0.00		
Park Ranger	0.00	1.00	1.00	1.00	0.00		
Water Conservation Specialist	0.00	0.00	0.00	1.00	1.00		
Total Positions	7.50	7.50	7.50	9.00	1.50		

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$6,101)
	Increase for pay for performance	10,110
	Net increase for medical plan changes	4,047
	Increase to fund conversion of hourly employee to a regular full-time position due to policies of the Affordable Care Act	34,197
	Increase to fund addition of 1.00 FTE (Water Conservation Specialist)	42,442
	Decrease in seasonal temporary costs	(14,447)
	Total Salaries/Benefits/Pensions	\$70,248
	Operating	
	Increase to fund operating needs of Water Conservation Specialist	20,319
	Total Operating	\$20,319
Capital Outlay		
None	\$0	
Total Capital Outlay	\$0	
CIP		
Increase to fund multiple new projects	\$3,807,937	
Total CIP	\$3,807,937	
Total For 2015	\$3,898,504	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Add 0.50 FTE (Planning II, GIS Analyst) to covert hourly employees to regular full-time positions due to policies of the Affordable Care Act	0.50
	Add 1.00 FTE (Water Conservation Specialist)	1.00
	Total For 2015	1.50

*2014 Amended Budget as of 8/14/2014

Conservation Trust Fund	Source of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget
	CTF Revenue	\$4,204,035	\$4,626,470	\$4,662,000	\$4,662,000	\$4,420,000	(\$242,000)
	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget
	Salary/Benefits/Pensions	\$2,614,407	\$2,774,553	\$3,076,716	\$3,102,401	\$3,332,652	\$230,251
	Operating	485,404	1,046,980	1,244,272	1,218,587	2,613,936	1,395,349
	Capital Outlay	0	53,806	0	0	0	0
	CIP - Projects	660,150	344,219	0	0	121,500	121,500
	Total	\$3,759,961	\$4,219,558	\$4,320,988	\$4,320,988	\$6,068,088	\$1,747,100
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget	
	Maintenance Technician II	7.00	3.00	3.00	5.00	2.00	
	Park Ranger	3.00	5.00	5.00	5.00	0.00	
	Parks Operations and Development Manager	0.50	0.50	0.50	0.50	0.00	
	Natural Resource Specialist	0.00	0.00	0.00	1.00	1.00	
	Senior Maintenance Technician	14.00	18.00	18.00	18.00	0.00	
SIMD Unit Administrator	0.50	0.50	0.50	0.50	0.00		
Skilled Maintenance Supervisor	5.00	4.00	4.00	4.00	0.00		
Skilled Maintenance Technician II	1.00	1.00	1.00	2.00	1.00		
Park Operations Administrator	0.00	1.00	1.00	1.00	0.00		
Total Positions	31.00	33.00	33.00	37.00	4.00		

*2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$181,374
	Increase for pay for performance	46,026
	Net increase for medical plan changes	19,649
	Increase to fund conversion of hourly employee to a regular full-time position due to policies of the Affordable Care Act	73,859
	Decrease in seasonal temporary	(64,972)
	Decrease to remove one-time 2014 admendment moving funds to operating	(25,685)
	Total Salaries/Benefits/Pensions	\$230,251
	Operating	
	Decrease for operational adjustments	(\$9,000)
	Decrease in maintenance of wells and reservoirs costs	(\$91,336)
	Increase to fund larger share of water costs in 2015, above the \$2,286,703 budgeted in General Fund	1,470,000
	Increase to remove one-time 2014 admendment moving funds to salaries/benefits/pensions	25,685
Total Operating	\$1,395,349	
Capital Outlay		
None	\$0	
Total Capital Outlay	\$0	
CIP		
Increase to fund projects in 2015	\$121,500	
Total CIP	\$121,500	
Total For 2015	\$1,747,100	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Add 4.00 FTE (2.00 Senior Maintenance Technician II, Natural Resources Technician, Skilled Maintenance Technician II) to covert hourly employees to regulary full-time positions due to policies of the Affordable Care Act	4.00
	Total For 2015	4.00

*2014 Amended Budget includes as of 8/14/2014

SIMD Funds Summary	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Briargate SIMD	\$891,607	\$796,248	\$976,652	\$976,652	\$932,455	(\$44,197)
	Colorado Gateway SIMD	2,677	1,426	8,120	8,120	8,130	10
	Norwood SIMD	546,341	450,082	949,905	949,905	870,975	(78,930)
	Old Colorado City SIMD	103,169	88,435	132,546	132,546	135,431	2,885
	Platte Ave SIMD	7,417	6,339	40,100	40,100	45,100	5,000
	Stetson Hills SIMD	304,797	262,585	329,518	329,518	327,805	(1,713)
	Woodstone SIMD	16,917	31,230	49,600	49,600	51,400	1,800
	Total	\$1,872,925	\$1,636,345	\$2,486,441	\$2,486,441	\$2,371,296	(\$115,145)
Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget		
Administrative Technician	0.50	0.50	0.50	0.50	0.00		
Senior Office Specialist	0.00	0.00	0.00	0.00	0.00		
Senior Maintenance Technician	9.00	9.00	9.00	9.00	0.00		
SIMD Unit Administrator	0.50	0.50	0.50	0.50	0.00		
Skilled Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00		
Total Positions	11.00	11.00	11.00	11.00	0.00		

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2015	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$4,237
	Increase for pay for performance	14,372
	Net increase for medical plan changes	5,740
	Decrease in seasonal temporary	(7,492)
	Total Salaries/Benefits/Pensions	\$16,857
Operating		
Decrease in operating costs to match projected revenue	(\$132,002)	
Total Operating	(\$132,002)	
Capital Outlay		
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	(\$115,145)	

*2014 Amended Budget as of 8/14/2014

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2015	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
	Total For 2015	0.00

*2014 Amended Budget as of 8/14/2014

PPRTA	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
		Capital - Pikes Peak Greenway †	\$0	\$54,206	\$0	\$0	\$1,100,000
	Total	\$0	\$54,206	\$0	\$0	\$1,100,000	\$1,100,000
	† The PPRTA capital projects are listed below in the CIP table.						
	The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated for capital projects in Parks, relevant PPRTA expenditures are included.						

	Project Name	General Fund	Restricted Funds								
			Bike Tax	CTF	Enterprise	Grants	PPRTA	PSST	TOPS	Other	
2015 CIP Program	Bluestem Prairie Open Space Management Plan									\$14,000	
	Cottonwood Trail - Austin Bluffs/ Woodmen Underpass II									420,000	
	Cottonwood Trail - Vincent to Academy									235,000	
	Emergency Repairs and Equipment Replacement									50,000	
	Manitou Incline Mitigation Project 1					448,182					64,026
	Midland Trail-Columbia to Ridge Improvements and Right-of-Way									230,000	
	Open Space Acquisition									50,000	
	Open Space Stewardship for TOPS Open Space Properties									249,000	
	Outdoor Sculpture Preservation			15,000							
	Park ADA Improvements									150,000	
	Park Facility Roof Replacements										
	Pikes Peak Greenway						1,100,000				
	Playground Renovations									280,000	
	Red Rock Canyon Purchase Payment 2									1,005,817	
	Red Rock Canyon Landfill Monitoring				75,000						
	Red Rock Canyon Management Plan Implementation									250,000	
	Rock Island Trail - Pikes Peak Greenway to Templeton Gap									640,000	
	Rock Island Trail - Sand Creek to Constitution Phase 2						516,588			129,147	
	Sertich Ice Rink Chill Tower				21,000						
	Sinton Pond Management Plan				10,500						
	Skyview Softball Complex Payment 3										100,000
	Stratton Open Space Management Plan									15,000	
	University Park Open Space Management Plan									11,500	
	Ute Valley Park Expansion Phase II						1,008,500			2,800,000	
	Ute Valley Park Management Plan Implementation and Stewardship									275,000	
	Venezia Community Park 4									550,000	6,800,000
Water Footprint Reduction									400,000		
Total 2015 CIP		\$0	\$0	\$121,500	\$0	\$1,973,270	\$1,100,000	\$0	\$7,754,464	\$6,964,026	

For a citywide comprehensive list of projects, refer to the CIP section of the Budget, page 30-1.

- 1 - Other funds source is Colorado Springs Utilities and Manitou Incline Friends Group
- 2 - Red Rock Canyon Purchase payment of \$1,117,575 - balance of the payment is budgeted in CTF operating funds
- 3 - Skyview Softball Complex payment of \$273,300 - the Other funds source includes concession revenue and ballplayer fees (\$100,200 budgeted each year), with the balance paid
- 4 - Other funds source is the Public Space & Development Fund for park land dedication fees

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
Parks - Park Operations

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	935,878	954,781	988,210	1,045,797	57,587	5.83%
51210	OVERTIME	6,532	15,356	10,700	10,700	0	0.00%
51220	SEASONAL TEMPORARY	78,224	173,061	176,000	96,000	(80,000)	-45.45%
51230	SHIFT DIFFERENTIAL	0	46	0	0	0	0.00%
51240	RETIREMENT TERMINATION SICK	0	4,982	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	1,309	6,042	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,440	2,697	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(71,187)	(104,947)	0	0	0	0.00%
51610	PERA	139,124	152,173	155,521	154,527	(994)	-0.64%
51615	WORKERS COMPENSATION	31,030	28,456	34,312	32,177	(2,135)	-6.22%
51620	EQUITABLE LIFE INSURANCE	2,605	2,627	3,429	3,680	251	7.32%
51640	DENTAL INSURANCE	5,709	5,928	6,015	5,656	(359)	-5.97%
51665	CASH BACK	2,307	0	0	0	0	0.00%
51690	MEDICARE	13,759	15,245	15,484	15,449	(35)	-0.23%
51695	CITY EPO MEDICAL PLAN	116,405	104,955	122,898	138,902	16,004	13.02%
51696	ADVANTAGE HD MED PLAN	0	10,452	1,554	0	(1,554)	-100.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	787	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	(148)	(1,004)	0	0	0	0.00%
Total Salaries and Benefits		1,262,987	1,371,637	1,514,123	1,502,888	(11,235)	-0.74%
52110	OFFICE SUPPLIES	0	6	0	0	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	3,094	0	0	0	0.00%
52125	GENERAL SUPPLIES	114,616	91,458	60,066	60,066	0	0.00%
52130	OTHER SUPPLIES	0	232,924	0	0	0	0.00%
52140	WEARING APPAREL	18,554	11,987	12,000	12,000	0	0.00%
52145	PAINT AND CHEMICAL	5,601	3,229	7,500	7,500	0	0.00%
52150	SEED AND FERTILIZER	49,838	8,069	3,800	3,800	0	0.00%
52165	LICENSES AND TAGS	650	1,003	2,700	2,700	0	0.00%
52175	SIGNS	11,175	9,987	15,000	15,000	0	0.00%
52185	AGGREGATE MATERIAL	10,509	4,948	9,200	9,200	0	0.00%
52190	JANITORIAL SUPPLIES	11,683	27,387	25,000	25,000	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	42,508	42,958	42,320	42,320	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	90,335	172,703	23,500	23,500	0	0.00%
52270	MAINT WELLS AND RESERVOIRS	24,443	20,447	32,000	32,000	0	0.00%
52280	MAINT ROADS AND BRIDGES	2,757	2,288	3,500	3,500	0	0.00%
52305	MAINT SOFTWARE	0	591	750	750	0	0.00%
52410	BUILDING SECURITY SERVICES	2,260	15,443	3,950	3,950	0	0.00%
52435	GARBAGE REMOVAL SERVICES	54,808	53,773	72,000	72,000	0	0.00%
52571	SNOW REMOVAL	0	210	0	0	0	0.00%
52573	CREDIT CARD FEES	0	2,353	1,300	1,300	0	0.00%
52575	SERVICES	1,005,984	920,882	989,832	989,832	0	0.00%
52579	INSPECTIONS	102	0	0	0	0	0.00%
52586	MESA SPGS SERVICES	(13,403)	(21,881)	0	0	0	0.00%
52607	CELL PHONE ALLOWANCE	0	1,097	0	0	0	0.00%
52625	MEETING EXPENSES IN TOWN	403	5,470	400	400	0	0.00%
52630	TRAINING	17,023	2,685	7,550	7,550	0	0.00%
52655	TRAVEL OUT OF TOWN	0	156	0	0	0	0.00%
52705	COMMUNICATIONS	2,016	1,885	0	0	0	0.00%
52706	WIRELESS COMMUNICATION	0	240	0	0	0	0.00%
52716	RENTAL EXPENSE	35,807	35,212	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	433	425	0	0	0	0.00%
52736	CELL PHONE AIRTIME	35	246	250	250	0	0.00%
52738	CELL PHONE BASE CHARGES	18,329	15,440	18,988	18,988	0	0.00%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
52745	UTILITIES	(1,000)	(1,164)	0	0	0	0.00%
52746	UTILITIES ELECTRIC	286,150	291,841	297,570	317,898	20,328	6.83%
52747	UTILITIES GAS	76,396	72,553	82,482	82,482	0	0.00%
52748	UTILITIES SEWER	41,226	37,959	48,000	48,000	0	0.00%
52749	UTILITIES WATER	2,417,247	1,197,509	3,416,703	2,286,703	(1,130,000)	-33.07%
52775	MINOR EQUIPMENT	6,534	24,771	2,000	2,000	0	0.00%
52776	PRINTER CONSOLIDATION COST	1,838	5,398	1,600	1,600	0	0.00%
52795	RENTAL OF EQUIPMENT	8,320	86	11,700	11,700	0	0.00%
52874	OFFICE SERVICES PRINTING	2	80	100	100	0	0.00%
65160	RECRUITMENT	2,235	0	0	0	0	0.00%
65339	NORTH SLOPE	10,878	7,313	12,500	12,500	0	0.00%
65365	HEALTH PROGRAMS	150	0	0	0	0	0.00%
Total Operating Expenses		4,356,442	3,303,061	5,204,261	4,094,589	(1,109,672)	-21.32%
53050	MACHINERY AND APPARATUS	45,708	0	0	0	0	0.00%
53070	VEHICLES REPLACEMENT	0	11,130	0	0	0	0.00%
Total Capital Outlay		45,708	11,130	0	0	0	0.00%
Total Expenses		5,665,137	4,685,828	6,718,384	5,597,477	(1,120,907)	-16.68%

Totals may differ from narratives due to rounding.

**City of Colorado Springs
Budget Detail Report**

118 TRAILS OPEN SPACE PARKS FUND

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to 2015 Budget \$ Change	2014 Budget to 2015 Budget % Change
51205	CIVILIAN SALARIES	409,143	416,947	463,197	473,003	9,806	2.12%
51210	OVERTIME	7,587	8,096	0	0	0	0.00%
51220	SEASONAL TEMPORARY	15,812	870	25,800	53,795	27,995	108.51%
51240	RETIREMENT TERMINATION SICK	0	326	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	0	4,206	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,420	2,264	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	-2,632	-3,021	0	0	0	0.00%
51610	PERA	55,769	57,279	59,806	70,719	10,913	18.25%
51615	WORKERS COMPENSATION	9,833	11,362	9,674	16,984	7,310	75.56%
51620	EQUITABLE LIFE INSURANCE	1,139	1,208	1,451	1,729	278	19.16%
51640	DENTAL INSURANCE	2,566	2,569	2,490	2,594	104	4.18%
51665	CASH BACK	1,294	0	0	0	0	0.00%
51690	MEDICARE	5,704	6,089	6,330	7,530	1,200	18.96%
51695	CITY EPO MEDICAL PLAN	55,441	47,454	53,809	67,087	13,278	24.68%
51696	ADVANTAGE HD MED PLAN	0	4,140	636	0	-636	-100.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	356	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	-21	-455	0	0	0	0.00%
Total Salaries and Benefits		563,055	559,690	623,193	693,441	70,248	11.27%
52105	MISCELLANEOUS OPERATING	0	236	0	0	0	0.00%
52110	OFFICE SUPPLIES	340	1,876	800	800	0	0.00%
52111	PAPER SUPPLIES	65	203	0	0	0	0.00%
52120	COMPUTER SOFTWARE	1,036	0	4,000	2,000	-2,000	-50.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	985	0	0	0	0.00%
52125	GENERAL SUPPLIES	15,236	214,792	7,888	29,357	21,469	272.17%
52135	POSTAGE	14	17	0	0	0	0.00%
52165	LICENSES AND TAGS	321	504	400	600	200	50.00%
52265	MAINT BUILDINGS AND STRUCTURE	169,401	39,040	0	0	0	0.00%
52270	MAINT WELLS AND RESERVOIRS	149,665	96,666	0	0	0	0.00%
52305	MAINT SOFTWARE	0	295	0	0	0	0.00%
52404	APPRAISALS	1,500	5,600	0	0	0	0.00%
52568	BANK AND INVESTMENT FEES	14,509	14,884	14,000	14,000	0	0.00%
52575	SERVICES	126,353	233,855	4,002	4,002	0	0.00%
52605	CAR MILEAGE	8	0	0	0	0	0.00%
52615	DUES AND MEMBERSHIP	0	827	400	500	100	25.00%
52625	MEETING EXPENSES IN TOWN	68	903	1,200	1,200	0	0.00%
52630	TRAINING	0	0	900	900	0	0.00%
52655	TRAVEL OUT OF TOWN	14	0	1,500	1,500	0	0.00%
52738	CELL PHONE BASE CHARGES	1,227	1,228	1,500	1,500	0	0.00%
52749	UTILITIES WATER	276,705	6,952	0	0	0	0.00%
52775	MINOR EQUIPMENT	8,998	6,195	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	282	77	0	0	0	0.00%
52904	REPROGRAPHICS PARK AND REC	0	387	350	900	550	157.14%
65075	INTEREST	203,828	198,242	0	0	0	0.00%
65120	SALES AND USE TAX REFUND	28,182	25,297	0	0	0	0.00%
65150	LEGAL DEFENSE	62	0	0	0	0	0.00%
65185	PRINCIPAL	796,173	808,566	0	0	0	0.00%
71185	SIDEWALK REPLACEMENT	2,800	0	0	0	0	0.00%
Total Operating Expenses		1,796,787	1,657,627	36,940	57,259	20,319	55.01%
53050	MACHINERY AND APPARATUS	0	28,088	0	0	0	0.00%
Total Capital Outlay		0	28,088	0	0	0	0.00%
Total Expenses		2,359,842	2,245,405	660,133	750,700	90,567	13.72%
CIP - RESTRICTED		1,396,973	6,574,641	3,946,527	7,754,464	3,807,937	96.49%
Total Funds		3,756,815	8,820,046	4,606,660	8,505,164	3,898,504	110.21%

Totals may differ from narrative due to rounding.

**City of Colorado Springs
Budget Detail Report**

119 CONSERVATION TRUST

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	1,509,062	1,602,992	1,758,579	2,084,373	325,794	18.53%
51210	OVERTIME	53,905	47,778	24,200	24,200	0	0.00%
51220	SEASONAL TEMPORARY	438,311	474,399	558,000	339,028	(218,972)	-39.24%
51230	SHIFT DIFFERENTIAL	0	109	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	0	4,153	0	0	0	0.00%
51260	VACATION BUY PAY OUT	5,321	7,446	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(10,106)	(21,676)	0	0	0	0.00%
51610	PERA	262,494	284,718	293,089	344,235	51,146	17.45%
51615	WORKERS COMPENSATION	63,484	63,918	72,313	89,034	16,721	23.12%
51620	EQUITABLE LIFE INSURANCE	4,161	4,437	5,987	7,124	1,137	18.99%
51640	DENTAL INSURANCE	12,123	12,689	13,582	15,247	1,665	12.26%
51665	CASH BACK	700	0	0	0	0	0.00%
51690	MEDICARE	26,236	28,546	31,452	34,949	3,497	11.12%
51695	CITY EPO MEDICAL PLAN	229,067	241,628	293,052	391,089	98,037	33.45%
51696	ADVANTAGE HD MED PLAN	18,313	24,728	24,712	3,373	(21,339)	-86.35%
51697	HRA BENEFIT TO ADV MED PLAN	1,837	2,322	1,750	0	(1,750)	-100.00%
51699	BENEFITS REIMBURSEMENT	(501)	(3,634)	0	0	0	0.00%
Total Salaries and Benefits		2,614,407	2,774,553	3,076,716	3,332,652	255,936	8.32%
52110	OFFICE SUPPLIES	0	24	0	150	150	0.00%
52125	GENERAL SUPPLIES	4,841	67,083	47,030	61,430	14,400	30.62%
52135	POSTAGE	0	30	0	0	0	0.00%
52145	PAINT AND CHEMICAL	519	38,690	32,900	33,150	250	0.76%
52150	SEED AND FERTILIZER	0	371,834	304,292	301,692	(2,600)	-0.85%
52165	LICENSES AND TAGS	0	150	0	0	0	0.00%
52185	AGGREGATE MATERIAL	0	20,076	68,500	56,000	(12,500)	-18.25%
52190	JANITORIAL SUPPLIES	0	1,688	3,000	0	(3,000)	-100.00%
52215	MAINT GROUNDS	540	3,306	10,700	9,100	(1,600)	-14.95%
52235	MAINT MACHINERY AND APPARATUS	175	0	0	0	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	160,032	59,852	0	0	0	0.00%
52270	MAINT WELLS AND RESERVOIRS	11,332	34,743	130,836	40,000	(90,836)	-69.43%
52415	CONTRACTS AND SPEC PROJECTS	0	0	38,870	29,870	(9,000)	-23.15%
52568	BANK AND INVESTMENT FEES	1,980	2,437	0	0	0	0.00%
52575	SERVICES	28,279	15,385	2,800	3,300	500	17.86%
52579	INSPECTIONS	617	0	0	0	0	0.00%
52607	CELL PHONE ALLOWANCE	0	(50)	0	0	0	0.00%
52749	UTILITIES WATER	7,230	313,663	302,146	1,772,146	1,470,000	486.52%
52775	MINOR EQUIPMENT	0	39,345	14,000	17,400	3,400	24.29%
52795	RENTAL OF EQUIPMENT	0	2,563	2,250	2,750	500	22.22%
52846	FACILITIES BUILDINGS	0	1,238	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	6	0	0	0	0	0.00%
65075	INTEREST	22,648	10,434	112,048	12,048	(100,000)	-89.25%
65185	PRINCIPAL	247,205	270,534	174,900	274,900	100,000	57.18%
Total Operating Expenses		485,404	1,253,025	1,244,272	2,613,936	1,369,664	110.08%
53050	MACHINERY AND APPARATUS	0	53,806	0	0	0	0.00%
Total Capital Outlay		0	53,806	0	0	0	0.00%
Total Expenses		3,099,811	4,081,384	4,320,988	5,946,588	1,625,600	37.62%
	CIP - RESTRICTED	660,150	344,219	0	121,500	121,500	100.00%
Total Funds		3,759,961	4,425,603	4,320,988	6,068,088	1,747,100	137.62%

Totals may differ from narrative due to rounding.

**City of Colorado Springs
Budget Detail Report**

133 BRIARGATE SPECIAL IMP DIST

Briargate

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	244,797	258,886	265,000	272,000	7,000	2.64%
51210	OVERTIME	2,050	1,526	2,500	2,000	(500)	-20.00%
51220	SEASONAL TEMPORARY	70,135	69,130	74,880	72,000	(2,880)	-3.85%
51230	SHIFT DIFFERENTIAL	0	28	0	0	0	0.00%
51260	VACATION BUY PAY OUT	889	0	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(130)	(1,329)	0	0	0	0.00%
51610	PERA	39,685	43,431	42,000	45,193	3,193	7.60%
51615	WORKERS COMPENSATION	10,043	9,513	10,000	10,188	188	1.88%
51620	EQUITABLE LIFE INSURANCE	635	712	850	891	41	4.82%
51640	DENTAL INSURANCE	1,880	2,038	2,100	1,835	(265)	-12.62%
51655	RETIRED EMP MEDICAL INS	1,102	1,102	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	20	0	0	0	0	0.00%
51690	MEDICARE	3,780	4,179	4,597	4,815	218	4.74%
51695	CITY EPO MEDICAL PLAN	28,037	32,372	36,500	22,000	(14,500)	-39.73%
51696	ADVANTAGE HD MED PLAN	7,905	7,516	0	11,000	11,000	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	1,025	948	0	11,000	11,000	0.00%
51699	BENEFITS REIMBURSEMENT	(20)	(498)	0	0	0	0.00%
Total Salaries and Benefits		411,833	429,554	438,427	452,922	14,495	3.31%
52105	MISCELLANEOUS OPERATING	0	1	0	0	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	16	0	0	0	0.00%
52125	GENERAL SUPPLIES	5,248	6,158	5,000	5,000	0	0.00%
52140	WEARING APPAREL	1,257	2,753	2,000	2,000	0	0.00%
52145	PAINT AND CHEMICAL	10,196	7,334	7,500	7,500	0	0.00%
52150	SEED AND FERTILIZER	25,359	18,522	21,000	15,000	(6,000)	-28.57%
52205	MAINT LANDSCAPING	2,359	7,020	30,000	10,000	(20,000)	-66.67%
52210	MAINT TREES	0	117	15,000	5,000	(10,000)	-66.67%
52215	MAINT GROUNDS	710	4,250	2,500	2,500	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	9,287	7,154	9,500	9,500	0	0.00%
52270	MAINT WELLS AND RESERVOIRS	19,055	20,079	23,000	20,000	(3,000)	-13.04%
52455	LAWN MAINTENANCE SERVICE	0	0	250	250	0	0.00%
52465	MISCELLANEOUS SERVICES	0	217	300	250	(50)	-16.67%
52565	PEST CONTROL	1,559	72	750	750	0	0.00%
52568	BANK AND INVESTMENT FEES	420	407	350	350	0	0.00%
52575	SERVICES	5,871	9,894	30,000	10,000	(20,000)	-66.67%
52607	CELL PHONE ALLOWANCE	0	422	700	700	0	0.00%
52615	DUES AND MEMBERSHIP	5	5	100	100	0	0.00%
52630	TRAINING	837	488	2,400	1,500	(900)	-37.50%
52725	RENTAL OF PROPERTY	19,419	18,882	20,500	19,308	(1,192)	-5.81%
52736	CELL PHONE AIRTIME	(16)	(12)	50	25	(25)	-50.00%
52738	CELL PHONE BASE CHARGES	1,710	1,625	2,000	1,500	(500)	-25.00%
52746	UTILITIES ELECTRIC	10,202	8,049	10,750	10,750	0	0.00%
52747	UTILITIES GAS	839	589	850	850	0	0.00%
52748	UTILITIES SEWER	451	420	475	500	25	5.26%
52749	UTILITIES WATER	338,839	226,460	330,000	325,000	(5,000)	-1.52%
52775	MINOR EQUIPMENT	1,551	2,927	2,750	2,500	(250)	-9.09%
52777	TOOL ALLOWANCE	1,304	3,848	1,600	1,600	0	0.00%
52795	RENTAL OF EQUIPMENT	3,406	3,609	2,400	3,600	1,200	50.00%
52872	MAINT FLEET VEHICLES EQP	0	59	0	12,000	12,000	0.00%
65365	HEALTH PROGRAMS	(150)	0	0	0	0	0.00%
71185	SIDEWALK REPLACEMENT	57	168	1,000	1,000	0	0.00%
71385	FENCING	460	8,519	500	500	0	0.00%
Total Operating Expenses		460,235	360,052	523,225	469,533	(53,692)	-10.26%
53050	MACHINERY AND APPARATUS	19,539	6,642	15,000	10,000	(5,000)	-33.33%
Total Capital Outlay		19,539	6,642	15,000	10,000	(5,000)	-33.33%
Total Expenses		891,607	796,248	976,652	932,455	(44,197)	-4.53%

Totals may differ from narrative due to rounding.

**City of Colorado Springs
Budget Detail Report**

136 GATEWAY IMP DIST
GATEWAY IMPROVEMENT MAINT DIST

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to 2015 Budget \$ Change	2014 Budget to 2015 Budget % Change
Total Salaries and Benefits		0	0	0	0	0	0.00%
52125	GENERAL SUPPLIES	89	0	100	100	0	0.00%
52126	ELECTRICAL SUPPLIES	0	0	3,000	3,000	0	0.00%
52210	MAINT TREES	0	361	500	500	0	0.00%
52215	MAINT GROUNDS	35	34	500	700	200	40.00%
52568	BANK AND INVESTMENT FEES	11	10	20	30	10	50.00%
52575	SERVICES	2,094	753	3,000	2,800	(200)	-6.67%
52746	UTILITIES ELECTRIC	448	268	1,000	1,000	0	0.00%
Total Operating Expenses		2,677	1,426	8,120	8,130	10	0.12%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		2,677	1,426	8,120	8,130	10	0.12%

Totals may differ from narrative due to rounding.

**City of Colorado Springs
Budget Detail Report**

132 NORWOOD SPECIAL IMP DIST
Norwood Maintenance District

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	186,707	149,566	172,000	177,000	5,000	2.91%
51210	OVERTIME	1,142	141	1,500	1,500	0	0.00%
51220	SEASONAL TEMPORARY	36,661	36,278	52,000	52,000	0	0.00%
51240	RETIREMENT TERMINATION SICK	4,828	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	5,572	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	0	889	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(65,533)	(889)	0	0	0	0.00%
51610	PERA	30,616	24,494	25,000	25,000	0	0.00%
51615	WORKERS COMPENSATION	7,992	5,386	8,000	8,100	100	1.25%
51620	EQUITABLE LIFE INSURANCE	524	414	525	525	0	0.00%
51640	DENTAL INSURANCE	1,459	1,115	1,550	1,600	50	3.23%
51665	CASH BACK	230	0	0	0	0	0.00%
51690	MEDICARE	2,443	2,326	2,555	2,650	95	3.72%
51695	CITY EPO MEDICAL PLAN	29,060	8,881	30,000	32,000	2,000	6.67%
51696	ADVANTAGE HD MED PLAN	189	7,869	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	25	1,022	0	0	0	0.00%
Total Salaries and Benefits		241,915	237,492	293,130	300,375	7,245	2.47%
52105	MISCELLANEOUS OPERATING	(9)	1	300	300	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	20	0	0	0	0.00%
52125	GENERAL SUPPLIES	4,624	4,536	4,000	4,800	800	20.00%
52140	WEARING APPAREL	1,295	1,798	1,500	1,500	0	0.00%
52145	PAINT AND CHEMICAL	8,107	6,108	8,000	8,000	0	0.00%
52150	SEED AND FERTILIZER	12,813	12,206	12,500	12,500	0	0.00%
52205	MAINT LANDSCAPING	1,959	3,788	10,000	6,000	(4,000)	-40.00%
52210	MAINT TREES	0	34	1,000	1,000	0	0.00%
52215	MAINT GROUNDS	979	3,020	1,000	1,000	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	6,963	10,834	7,500	7,500	0	0.00%
52270	MAINT WELLS AND RESERVOIRS	11,528	9,048	15,000	12,000	(3,000)	-20.00%
52465	MISCELLANEOUS SERVICES	0	127	0	0	0	0.00%
52565	PEST CONTROL	0	1,440	0	500	500	0.00%
52568	BANK AND INVESTMENT FEES	352	524	250	500	250	100.00%
52575	SERVICES	12,710	5,029	225,000	110,000	(115,000)	-51.11%
52607	CELL PHONE ALLOWANCE	0	427	0	200	200	0.00%
52615	DUES AND MEMBERSHIP	5	5	0	0	0	0.00%
52630	TRAINING	993	678	600	900	300	50.00%
52725	RENTAL OF PROPERTY	12,748	14,971	16,000	17,200	1,200	7.50%
52736	CELL PHONE AIRTIME	0	0	25	0	(25)	-100.00%
52738	CELL PHONE BASE CHARGES	1,616	1,500	1,200	1,200	0	0.00%
52746	UTILITIES ELECTRIC	4,250	3,268	4,500	4,500	0	0.00%
52749	UTILITIES WATER	196,366	117,097	200,000	220,000	20,000	10.00%
52775	MINOR EQUIPMENT	3,351	2,080	4,000	4,000	0	0.00%
52777	TOOL ALLOWANCE	1,138	1,802	1,200	1,200	0	0.00%
52795	RENTAL OF EQUIPMENT	1,728	2,568	1,200	1,800	600	50.00%
52872	MAINT FLEET VEHICLES EQP	0	35	0	12,000	12,000	0.00%
71185	SIDEWALK REPLACEMENT	0	84	5,000	5,000	0	0.00%
71385	FENCING	19,204	2,448	125,000	125,000	0	0.00%
Total Operating Expenses		302,720	205,476	644,775	558,600	(86,175)	-13.37%
53050	MACHINERY AND APPARATUS	1,706	7,114	12,000	12,000	0	0.00%
Total Capital Outlay		1,706	7,114	12,000	12,000	0	0.00%
Total Expenses		546,341	450,082	949,905	870,975	(78,930)	-8.31%

Totals may differ from narrative due to rounding.

**City of Colorado Springs
Budget Detail Report**

131 OLD COLO CITY MAINT SEC DIST

Old Colorado City Maint

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	45,034	31,028	41,332	43,441	2,109	5.10%
51210	OVERTIME	142	292	1,000	1,000	0	0.00%
51220	SEASONAL TEMPORARY	242	5,995	4,500	5,000	500	11.11%
51245	RETIREMENT TERM VACATION	4,697	0	0		6,397	0.00%
51260	VACATION BUY PAY OUT	0	538	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	0	(747)	0	0	0	0.00%
51610	PERA	6,645	4,928	6,066	6,397		0.00%
51615	WORKERS COMPENSATION	1,704	1,195	1,408	1,840	432	30.68%
51620	EQUITABLE LIFE INSURANCE	132	81	133	140	7	5.26%
51640	DENTAL INSURANCE	353	266	360	345	(15)	-4.17%
51690	MEDICARE	0	522	642	680	38	5.92%
51695	CITY EPO MEDICAL PLAN	3,948	2,989	4,560	4,893	333	7.30%
Total Salaries and Benefits		62,897	47,087	60,001	63,736	3,735	6.22%
52105	MISCELLANEOUS OPERATING	(1)	0	0	0	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	8	0	0	0	0.00%
52125	GENERAL SUPPLIES	577	1,842	1,000	700	(300)	-30.00%
52126	ELECTRICAL SUPPLIES	389	164	300	300	0	0.00%
52140	WEARING APPAREL	50	503	450	450	0	0.00%
52145	PAINT AND CHEMICAL	152	1,118	750	750	0	0.00%
52150	SEED AND FERTILIZER	385	684	1,000	800	(200)	-20.00%
52205	MAINT LANDSCAPING	617	731	1,500	2,000	500	33.33%
52210	MAINT TREES	0	215	2,000	1,500	(500)	-25.00%
52215	MAINT GROUNDS	1,579	977	1,500	1,500	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	151	133	250	250	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	0	26	750	750	0	0.00%
52270	MAINT WELLS AND RESERVOIRS	470	2,932	750	1,200	450	60.00%
52410	BUILDING SECURITY SERVICES	563	218	2,500	1,200	(1,300)	-52.00%
52568	BANK AND INVESTMENT FEES	95	93	120	120	0	0.00%
52571	SNOW REMOVAL	1,701	707	2,000	2,000	0	0.00%
52575	SERVICES	16,032	14,612	5,000	5,000	0	0.00%
52736	CELL PHONE AIRTIME	76	0	50	0	(50)	-100.00%
52738	CELL PHONE BASE CHARGES	222	369	300	300	0	0.00%
52746	UTILITIES ELECTRIC	4,752	3,987	4,500	4,500	0	0.00%
52747	UTILITIES GAS	824	909	1,500	1,500	0	0.00%
52748	UTILITIES SEWER	398	422	425	425	0	0.00%
52749	UTILITIES WATER	6,022	7,085	7,000	7,300	300	4.29%
52775	MINOR EQUIPMENT	161	909	500	500	0	0.00%
52777	TOOL ALLOWANCE	119	207	400	400	0	0.00%
52795	RENTAL OF EQUIPMENT	295	0	200	200	0	0.00%
52872	MAINT FLEET VEHICLES EQP	4,630	1,957	2,800	2,800	0	0.00%
71185	SIDEWALK REPLACEMENT	13	540	0	250	250	0.00%
Total Operating Expenses		40,272	41,348	37,545	36,695	(850)	-2.26%
53030	FURNITURE AND FIXTURES	0	0	5,000	5,000	0	0.00%
53095	IMPROVEMENT TO CAP ASSETS	0	0	30,000	30,000	0	0.00%
Total Capital Outlay		0	0	35,000	35,000	0	0.00%
Total Expenses		103,169	88,435	132,546	135,431	2,885	2.18%

Totals may differ from narrative due to rounding.

**City of Colorado Springs
Budget Detail Report**

137 PLATTE AVE IMP DIST
PLATTE AVE IMPROV MAINT DIST

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to 2015 Budget \$ Change	2014 Budget to 2015 Budget % Change
Total Salaries and Benefits		0	0	0	0	0	0.00%
52125	GENERAL SUPPLIES	71	24	200	200	0	0.00%
52145	PAINT AND CHEMICAL	0	0	300	300	0	0.00%
52210	MAINT TREES	2,571	3,538	4,000	4,000	0	0.00%
52215	MAINT GROUNDS	36	0	1,000	1,000	0	0.00%
52455	LAWN MAINTENANCE SERVICE	0	0	4,500	4,500	0	0.00%
52568	BANK AND INVESTMENT FEES	92	87	100	100	0	0.00%
52575	SERVICES	4,647	2,690	30,000	35,000	5,000	16.67%
Total Operating Expenses		7,417	6,339	40,100	45,100	5,000	12.47%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		7,417	6,339	40,100	45,100	5,000	12.47%

Totals may differ from narrative due to rounding.

**City of Colorado Springs
Budget Detail Report**

134 STETSON HILL IMP DIST
Stetson Hills Imp-Maint Dist

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to 2015 Budget \$ Change	2014 Budget to 2015 Budget % Change
51205	CIVILIAN SALARIES	82,724	81,115	80,000	77,000	(3,000)	-3.75%
51210	OVERTIME	680	1,944	750	750	0	0.00%
51220	SEASONAL TEMPORARY	17,608	18,038	25,500	25,000	(500)	-1.96%
51610	PERA	14,105	12,859	9,500	10,000	500	5.26%
51615	WORKERS COMPENSATION	3,107	2,789	3,300	3,000	(300)	-9.09%
51620	EQUITABLE LIFE INSURANCE	256	227	223	230	7	3.14%
51640	DENTAL INSURANCE	747	656	750	750	0	0.00%
51665	CASH BACK	105	0	0	0	0	0.00%
51690	MEDICARE	1,322	1,190	1,420	1,300	(120)	-8.45%
51695	CITY EPO MEDICAL PLAN	16,757	16,983	16,500	16,000	(500)	-3.03%
51696	ADVANTAGE HD MED PLAN	0	352	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	22	0	0	0	0.00%
Total Salaries and Benefits		137,411	136,175	137,943	134,030	(3,913)	-2.84%
52122	CELL PHONES EQUIP AND SUPPLIES	0	4	0	0	0	0.00%
52125	GENERAL SUPPLIES	2,349	2,006	2,000	2,000	0	0.00%
52140	WEARING APPAREL	728	1,000	750	750	0	0.00%
52145	PAINT AND CHEMICAL	2,370	2,850	2,500	2,000	(500)	-20.00%
52150	SEED AND FERTILIZER	5,430	4,282	5,500	7,000	1,500	27.27%
52205	MAINT LANDSCAPING	567	333	8,000	6,000	(2,000)	-25.00%
52210	MAINT TREES	0	0	500	500	0	0.00%
52215	MAINT GROUNDS	1,114	1,427	1,500	1,500	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	2,786	2,570	3,000	3,000	0	0.00%
52270	MAINT WELLS AND RESERVOIRS	11,256	10,008	10,000	10,000	0	0.00%
52465	MISCELLANEOUS SERVICES	0	47	0	0	0	0.00%
52568	BANK AND INVESTMENT FEES	221	213	200	225	25	12.50%
52575	SERVICES	735	2,310	25,000	20,000	(5,000)	-20.00%
52607	CELL PHONE ALLOWANCE	0	427	0	450	450	0.00%
52615	DUES AND MEMBERSHIP	5	5	0	0	0	0.00%
52630	TRAINING	234	200	300	600	300	100.00%
52725	RENTAL OF PROPERTY	1,170	0	6,000	6,500	500	8.33%
52736	CELL PHONE AIRTIME	0	0	25	0	(25)	-100.00%
52738	CELL PHONE BASE CHARGES	380	147	400	350	(50)	-12.50%
52746	UTILITIES ELECTRIC	3,307	2,690	3,600	3,600	0	0.00%
52747	UTILITIES GAS	0	0	100	100	0	0.00%
52749	UTILITIES WATER	97,047	59,025	90,000	95,000	5,000	5.56%
52775	MINOR EQUIPMENT	640	953	1,200	1,200	0	0.00%
52777	TOOL ALLOWANCE	401	921	400	400	0	0.00%
52795	RENTAL OF EQUIPMENT	346	501	600	600	0	0.00%
52872	MAINT FLEET VEHICLES EQP	0	24	0	2,000	2,000	0.00%
71185	SIDEWALK REPLACEMENT	950	0	1,000	1,000	0	0.00%
71385	FENCING	33,621	31,957	25,000	25,000	0	0.00%
Total Operating Expenses		165,657	123,900	187,575	189,775	2,200	1.17%
53050	MACHINERY AND APPARATUS	1,729	2,510	4,000	4,000	0	0.00%
Total Capital Outlay		1,729	2,510	4,000	4,000	0	0.00%
Total Expenses		304,797	262,585	329,518	327,805	(1,713)	-0.52%

Totals may differ from narrative due to rounding.

**City of Colorado Springs
Budget Detail Report**

135 WOODSTONE IMP DIST
WOODSTONE IMPROVEMENT DIST

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to 2015 Budget \$ Change	2014 Budget to 2015 Budget % Change
Total Salaries and Benefits		0	0	0	0	0	0.00%
52125	GENERAL SUPPLIES	67	40	100	100	0	0.00%
52126	ELECTRICAL SUPPLIES	0	0	100	100	0	0.00%
52215	MAINT GROUNDS	0	36	100	100	0	0.00%
52270	MAINT WELLS AND RESERVOIRS	40	94	250	250	0	0.00%
52455	LAWN MAINTENANCE SERVICE	0	0	2,500	2,500	0	0.00%
52568	BANK AND INVESTMENT FEES	140	124	150	150	0	0.00%
52571	SNOW REMOVAL	0	0	500	0	(500)	-100.00%
52575	SERVICES	4,151	2,131	4,000	2,500	(1,500)	-37.50%
52746	UTILITIES ELECTRIC	696	443	700	700	0	0.00%
52749	UTILITIES WATER	0	0	1,200	0	(1,200)	-100.00%
71385	FENCING	11,823	28,362	40,000	45,000	5,000	12.50%
Total Operating Expenses		16,917	31,230	49,600	51,400	1,800	3.63%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		16,917	31,230	49,600	51,400	1,800	3.63%

Totals may differ from narrative due to rounding.

Recreation and Administration

Kim King, Manager | (719) 385-6509 | kking@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Continue to enhance volunteerism within the Parks, Recreation and Cultural Services Department	Meet or exceed Department's goal of 200,000 hours of volunteer service	Q4	Building Community
Continue to expand partnerships and alternative operational models within the Recreation and Administrative Services Division to increase and enhance services provided to the community	Meet or exceed Department's 2014 level of partnership development by 10%	Q4	Transforming Government
Develop a comprehensive Parks marketing plan that increases communication to citizens and visitors on the variety of Park's amenities, highlighting historical significances	Plan development in process	Q4	Building Community

All Funds Summary

	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget	
						Use of Funds
<i>All Funds</i>	General Fund	\$5,121,376	\$5,578,193	\$5,578,193	\$6,086,280	\$508,087
	CIP - General Fund	0	300,000	300,000	0	(300,000)
	Grants Fund	257,443	1,000,000	1,000,000	270,000	(730,000)
	CIP - CTF	0	0	0	100,000	100,000
	Total	\$5,378,819	\$6,878,193	\$6,878,193	\$6,456,280	(\$421,913)
	Positions					
	General Fund	24.25	25.25	25.25	32.25	7.00
	Other Funds	1.50	0.50	0.50	0.50	0.00
	Total	25.75	25.75	25.75	32.75	7.00

* 2014 Amended Budget as of 8/14/2014

Significant Changes vs. 2014

- Increase in General Fund to fund addition of 6.00 FTE, Acacia Park Ice Rink & Hub activities and transfer of 2.00 FTE from Economic Vitality
- Addition of \$100,000 in CIP - CTF to fund park facility improvements (and removal of 2014 CIP – General Fund City Auditorium restrooms project)

Recreation and Administration

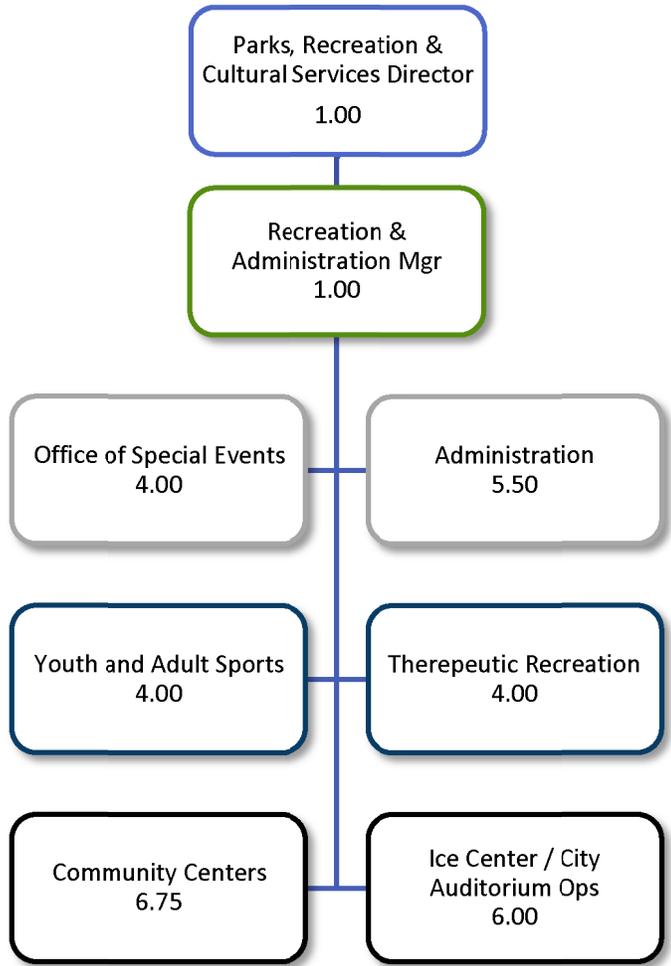
The Recreation and Administration Division provides a myriad of recreational programs, human services and special events to citizens and visitors alike. The Division is responsible for the Sertich Ice Center and all ice-related programs; the Historic City Auditorium; Deerfield Hills, Hillside and Meadows Park Community Centers; adult and youth sports programs; and the therapeutic recreation program.

The Administration portion of the division provides centralized support to the various operating divisions as well as manages multiple internal and external programs. General services include accounts payable, clerical support, and personnel staffing in coordination with the Human Resources Department. Administration is also the primary interface between the public and the Department. Staff processes reservations for the Department's rental facilities, coordinates close to 200 special events, recruits and manages nearly 2,500 volunteers, and responds to thousands of citizen inquiries about programs and facilities. Administration also cultivates public/private partnerships that allow the City to strengthen and expand programs, acquire natural areas, and build facilities.

The Division manages the operations of the following (General Fund support shown only):

	2012	2013	2014	2015
Recreation Program Budgets	Budget	Budget	Budget	Budget
Deerfield Community Center	\$258,999	\$303,341	\$316,544	\$333,177
Westside Community Center	75,000	75,000	75,000	75,000
Meadows Park Community Center	256,625	268,594	317,250	319,205
Hillside Community Center	352,974	394,924	435,186	471,778
Therapeutic Recreation	332,790	411,919	449,321	450,319
Community Programs*	83,552	104,387	0	0
City Auditorium	284,780	180,352	199,263	240,673
Youth Sports	640,149	599,839	627,611	617,849
Adult Sports	428,002	356,091	366,585	377,322
Aquatics	682,079	1,070,964	1,071,409	1,225,152
Sertich Ice Center	689,778	651,239	677,962	660,164
Direct Public Service Functions	\$4,084,728	\$4,416,650	\$4,536,131	\$4,770,639
All other support/management functions	1,036,648	1,161,543	1,042,062	1,315,641
All Recreation Functions	\$5,121,376	\$5,578,193	\$5,578,193	\$6,086,280

* These community programs have been reallocated to other operations.



The sections below and on the following pages provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014, and changes occurring as part of the 2015 Budget for each fund including General Fund, TOPS Fund, Grant Fund, and CIP.

	2012	2013	2014	* 2014	2015	2015 Budget -
	Actual	Actual	Original Budget	Amended Budget	Budget	*2014 Amended Budget
Use of Funds						
Salary/Benefits/Pensions	\$3,011,408	\$3,022,559	\$3,183,125	\$3,183,125	\$3,673,180	\$490,055
Operating	2,136,956	2,076,299	2,394,068	2,394,068	2,412,100	18,032
Capital Outlay	0	22,518	1,000	1,000	1,000	0
Total	\$5,148,364	\$5,121,376	\$5,578,193	\$5,578,193	\$6,086,280	\$508,087
	2013	2014	* 2014	2015	2015 Budget -	
Position Title	Actual	Original Budget	Amended Budget	Budget	*2014 Amended Budget	
Administrative Technician	3.75	4.75	4.75	3.00	(1.75)	
Analyst II, Financial	0.00	1.00	1.00	1.75	0.75	
Maintenance Services Worker	1.75	1.75	1.75	1.75	0.00	
Office Specialist	1.00	0.00	0.00	1.00	1.00	
Recreation and Administration Manager	1.00	1.00	1.00	1.00	0.00	
Parks Operations Administrator	0.00	6.00	6.00	6.00	0.00	
Parks, Recreation and Cultural Services Director	1.00	1.00	1.00	1.00	0.00	
Program Coordinator	8.00	4.00	4.00	4.00	0.00	
Maintenance Technician II	0.00	0.00	0.00	1.00	1.00	
Marketing Specialist	1.00	1.00	1.00	1.00	0.00	
Recreation Assistant	1.00	2.00	2.00	4.00	2.00	
Recreation Supervisor	1.00	0.00	0.00	0.00	0.00	
Recreation Therapist	1.00	0.00	0.00	0.00	0.00	
Senior Analyst, Grants	0.75	0.75	0.75	0.75	0.00	
Senior Office Specialist	1.00	0.00	0.00	2.00	2.00	
Skilled Maintenance Technician	1.00	1.00	1.00	1.00	0.00	
Special Events Supervisor	0.00	0.00	0.00	1.00	1.00	
Spirit of the Springs Specialist	0.00	0.00	0.00	1.00	1.00	
Sr. Volunteer Coordinator	1.00	1.00	1.00	1.00	0.00	
Total Positions	24.25	25.25	25.25	32.25	7.00	

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$69,532
	Increase for pay for performance	36,951
	Net increase for medical plan changes	12,269
	Increase to fund conversion of hourly employees to regular full-time positions due to policies of the Affordable Care Act	132,660
	Increase to fund addition of 1.00 FTE (Senior Office Specialist)	46,010
	Increase to fund transfer of 2.00 FTE (Financial Analyst II, Spirit of the Springs Specialist) from Economic Vitality	155,047
	Increase to fund Acacia Park Ice Rink & Hub activities	37,586
	Total Salaries/Benefits/Pensions	\$490,055
	Operating	
	Decrease to remove 2014 one-time funding	(\$50,000)
	Decrease due to lower YCMA contract costs	(72,947)
	Decrease in various operating categories to offset the cost of conversion of hourly employees to regular full-time positions due to policies of the Affordable Care Act	(71,034)
	Increase to fund Acacia Park Ice Rink & Hub activities	146,965
Increase to fund utility rate increases	16,534	
Increase to fund operating costs associated with the transfer of 2.00 FTE (Financial Analyst II, Spirit of the Springs Specialist) from Economic Vitality	18,880	
Increase to fund general operating needs, including increased background check costs	29,634	
Total Operating	\$18,032	
Capital Outlay		
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	\$508,087	

* 2014 Amended Budget as of 8/14/2014

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Transfer 2.00 FTE from Economic Vitality (Financial Analyst II, Spirit of the Springs Specialist)	2.00
	Add 1.00 FTE (Senior Office Specialist)	1.00
	Transfer 1.00 FTE (Administrative Technician) to Operations	(1.00)
	Add 5.00 FTE (Senior Office Specialist, Recreation Assistant, Maintenance Technician II, Office Specialist, Recreation Assistant) to convert hourly employees to regular full-time positions, due to policies of the Affordable Care Act	5.00
Total For 2015	7.00	

Gift Trust		2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Position Title					
	Program Coordinator	1.00	0.00	0.00	0.00	0.00
	Total Positions	1.00	0.00	0.00	0.00	0.00

TOPS Fund		2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Position Title					
	Senior Analyst	0.25	0.25	0.25	0.25	0.00
	Administrative Technician	0.25	0.25	0.25	0.25	0.00
	Total Positions	0.50	0.50	0.50	0.50	0.00
The positions above report to the Parks Recreation and Administration department, but funding is in the TOPS Fund listed in the Parks Operations and Development budget.						

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
	Total For 2015	0.00

Grant Funds		2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Use of Funds						
	Salary/Benefits/ Pensions	\$0	\$0	\$0	\$0	\$0	\$0
	Operating	442,862	257,443	1,000,000	1,000,000	270,000	(730,000)
	Capital Outlay	0	0	0	0	0	0
	Total	\$442,862	\$257,443	\$1,000,000	\$1,000,000	\$270,000	(\$730,000)

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	None	\$0
	Total Salaries/Benefits/Pensions	\$0
	Operating	
	Decrease to reflect 2015 projected operating grants	(\$730,000)
	Total Operating	(\$730,000)
	Capital Outlay	
	None	\$0
Total Capital Outlay	\$0	
Total For 2015	(\$730,000)	

* 2014 Amended Budget as of 8/14/2014

2015 CIP Program	Project Name	General Fund	Restricted Funds							Total Cost	
			Bike Tax	CTF	Enterprise	Grants	PPRTA	PSST	TOPS		Other
	Park Facility Roof Replacements			100,000							100,000
	Total 2015 CIP	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000

For a citywide comprehensive list of projects, refer to the CIP section of the Budget, page 30-1.

Budget Detail Report

001 GENERAL FUND
Parks - Recreation and Admin

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	1,426,099	1,443,128	1,534,233	1,980,527	446,294	29.09%
51210	OVERTIME	6,729	4,334	3,480	3,480	0	0.00%
51220	SEASONAL TEMPORARY	956,387	957,269	988,660	872,112	(116,548)	-11.79%
51230	SHIFT DIFFERENTIAL	1,249	1,187	750	7,200	6,450	860.00%
51240	RETIREMENT TERMINATION SICK	6,144	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	14,392	8,607	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,052	2,014	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(22,314)	(6,482)	0	0	0	0.00%
51610	PERA	320,595	325,319	333,145	416,413	83,268	24.99%
51615	WORKERS COMPENSATION	46,198	42,196	26,138	47,251	21,113	80.78%
51620	EQUITABLE LIFE INSURANCE	3,918	3,983	5,219	7,042	1,823	34.93%
51640	DENTAL INSURANCE	9,148	9,296	9,465	12,426	2,961	31.28%
51665	CASH BACK	2,085	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	2,120	1,803	1,100	1,100	0	0.00%
51690	MEDICARE	34,572	34,451	35,055	54,559	19,504	55.64%
51695	CITY EPO MEDICAL PLAN	169,279	162,794	197,150	271,070	73,920	37.49%
51696	ADVANTAGE HD MED PLAN	30,583	29,714	44,980	0	(44,980)	-100.00%
51697	HRA BENEFIT TO ADV MED PLAN	3,257	3,029	3,750	0	(3,750)	-100.00%
51699	BENEFITS REIMBURSEMENT	(85)	(83)	0	0	0	0.00%
Total Salaries and Benefits		3,011,408	3,022,559	3,183,125	3,673,180	490,055	15.40%
52105	MISCELLANEOUS OPERATING	17,157	3,384	0	662	662	0.00%
52110	OFFICE SUPPLIES	7,225	6,091	14,653	13,953	(700)	-4.78%
52111	PAPER SUPPLIES	633	730	3,118	2,418	(700)	-22.45%
52115	MEDICAL SUPPLIES	0	0	50	50	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	314	2,120	730	730	0	0.00%
52125	GENERAL SUPPLIES	41,203	49,128	34,639	45,975	11,336	32.73%
52135	POSTAGE	22,512	7,828	3,185	7,185	4,000	125.59%
52140	WEARING APPAREL	4,485	2,680	5,750	5,050	(700)	-12.17%
52145	PAINT AND CHEMICAL	15,434	9,362	8,045	7,545	(500)	-6.22%
52155	AUTOMOTIVE	(1,387)	(1,944)	200	200	0	0.00%
52160	FUEL	0	0	0	19,000	19,000	0.00%
52165	LICENSES AND TAGS	240	41	0	0	0	0.00%
52190	JANITORIAL SUPPLIES	4,871	5,886	13,700	11,700	(2,000)	-14.60%
52230	MAINT FURNITURE AND FIXTURES	1,323	917	1,400	1,400	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	4,779	1,760	1,000	1,000	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	37,973	75,730	122,095	121,128	(967)	-0.79%
52305	MAINT SOFTWARE	0	2,450	6,672	6,672	0	0.00%
52401	LEADERSHIP PIKES PEAK	6,000	0	0	0	0	0.00%
52405	ADVERTISING SERVICES	23,996	24,499	39,628	34,628	(5,000)	-12.62%
52410	BUILDING SECURITY SERVICES	37,726	36,674	33,171	62,655	29,484	88.88%
52425	ENVIRONMENTAL SERVICES	289	368	0	0	0	0.00%
52435	GARBAGE REMOVAL SERVICES	0	0	3,029	3,029	0	0.00%
52445	JANITORIAL SERVICES	0	0	400	400	0	0.00%
52450	LAUNDRY AND CLEANING SERVICES	2,250	2,856	2,000	2,500	500	25.00%
52465	MISCELLANEOUS SERVICES	6,084	5,580	18,806	43,456	24,650	131.08%
52560	PARKING SERVICES	9	18	0	0	0	0.00%
52565	PEST CONTROL	657	1,011	1,208	1,208	0	0.00%
52573	CREDIT CARD FEES	50,449	43,643	31,375	39,075	7,700	24.54%
52575	SERVICES	164,413	163,495	215,177	227,062	11,885	5.52%
52579	INSPECTIONS	1,248	2,723	965	965	0	0.00%
52583	PROGRAM SUPPORT	613,413	548,303	892,034	853,062	(38,972)	-4.37%
52605	CAR MILEAGE	4,183	7,950	11,299	9,199	(2,100)	-18.59%
52615	DUES AND MEMBERSHIP	1,158	1,634	1,930	1,930	0	0.00%
52625	MEETING EXPENSES IN TOWN	1,434	3,695	11,679	12,329	650	5.57%
52630	TRAINING	171	175	6,445	7,095	650	10.09%
52645	SUBSCRIPTIONS	1,436	0	200	200	0	0.00%
52650	MARKETING EXP	0	0	0	3,500	3,500	0.00%

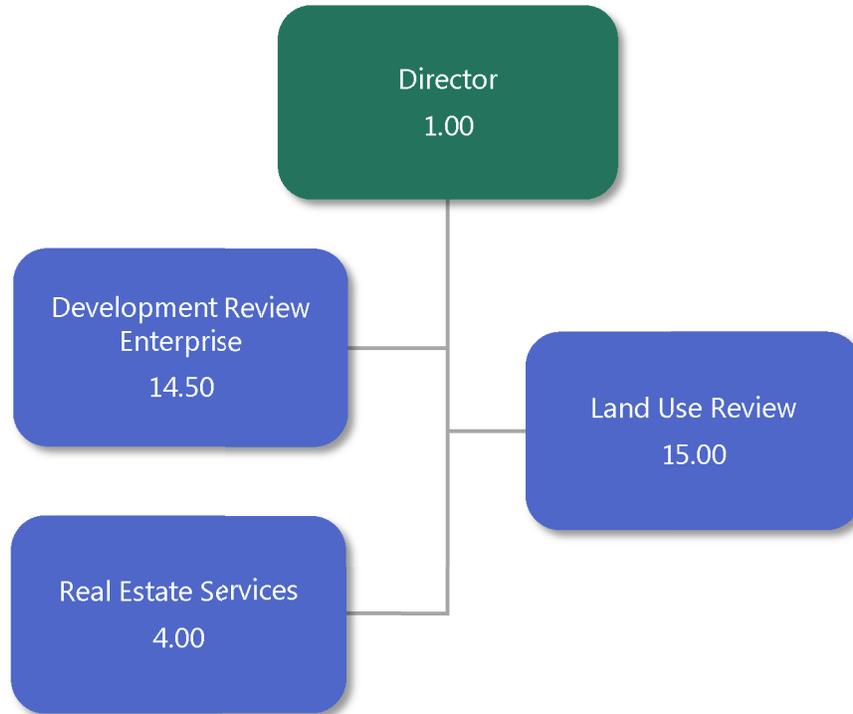
Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
52655	TRAVEL OUT OF TOWN	4,284	8,205	5,850	5,850	0	0.00%
52716	RENTAL EXPENSE	0	207	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	1,466	995	850	850	0	0.00%
52736	CELL PHONE AIRTIME	65	195	190	420	230	121.05%
52738	CELL PHONE BASE CHARGES	1,444	13,339	5,084	9,188	4,104	80.72%
52740	GENERAL INSURANCE-CITY	9,912	8,500	4,950	4,950	0	0.00%
52745	UTILITIES	(1,605)	0	0	647	647	0.00%
52746	UTILITIES ELECTRIC	334,142	333,941	239,767	221,777	(17,990)	-7.50%
52747	UTILITIES GAS	144,757	147,336	78,796	68,018	(10,778)	-13.68%
52748	UTILITIES SEWER	33,111	34,209	33,561	19,494	(14,067)	-41.91%
52749	UTILITIES WATER	95,488	103,786	54,657	44,225	(10,432)	-19.09%
52775	MINOR EQUIPMENT	4,794	6,324	10,450	10,450	0	0.00%
52776	PRINTER CONSOLIDATION COST	9,957	13,579	10,299	12,199	1,900	18.45%
52795	RENTAL OF EQUIPMENT	3,480	0	900	2,700	1,800	200.00%
52874	OFFICE SERVICES PRINTING	6,697	4,527	10,770	10,510	(260)	-2.41%
52875	OFFICE SERVICES RECORDS	1,350	543	1,330	1,030	(300)	-22.56%
52880	PURCHASES FOR RESALE	250	0	0	0	0	0.00%
60108	MAYORS TEENS	70	0	0	0	0	0.00%
65160	RECRUITMENT	27,275	0	0	0	0	0.00%
65345	ANIMAL CONTROL CONTRACT	1	0	0	0	0	0.00%
65352	EMPLOYEE AWARDS PROGRAM	128	11	0	0	0	0.00%
65368	MISC SPORTS	7,557	11,355	4,800	10,800	6,000	125.00%
65369	SOFTBALL	155,499	169,451	159,243	159,243	0	0.00%
65370	SOCCER	74,251	46,365	86,174	80,174	(6,000)	-6.96%
65371	BASKETBALL	2,825	2,157	13,700	10,000	(3,700)	-27.01%
65373	FOOTBALL	101,547	81,640	99,268	104,618	5,350	5.39%
65375	VOLLEYBALL	11,839	13,455	24,305	22,655	(1,650)	-6.79%
65379	HIGH SCHOOL HOCKEY	6,480	6,400	8,500	8,500	0	0.00%
65381	FIELD RESERVATION AND TOURN	0	(1)	0	0	0	0.00%
65383	EARLY CHILDHOOD	1,381	1,307	600	600	0	0.00%
65385	TEENS PROGRAM	2,614	2,671	3,200	3,200	0	0.00%
65389	COMMUNITY SENIOR PROGRAM	182	2,731	3,700	3,700	0	0.00%
65391	YOUTH SERVICES PROGRAMS	10,614	14,747	13,000	13,800	800	6.15%
65393	SENIOR SERVICES PROGRAMS	0	3	0	0	0	0.00%
65395	THERAPEUTIC RECREATION PGMS	13,423	39,534	35,541	35,541	0	0.00%
Total Operating Expenses		2,136,956	2,076,299	2,394,068	2,412,100	18,032	0.75%
53030	FURNITURE AND FIXTURES	0	0	1,000	1,000	0	0.00%
53050	MACHINERY AND APPARATUS	0	22,518	0	0	0	0.00%
Total Capital Outlay		0	22,518	1,000	1,000	0	0.00%
Total Expenses		5,148,364	5,121,376	5,578,193	6,086,280	508,087	9.11%

Totals may differ from narrative due to rounding.

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Planning and Development

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All Funds Summary

Division	General Fund	Other Funds	Total Budget
Land Use Review	1,671,598	0	1,671,598
Real Estate Services	337,494	0	337,494
Total Non-Enterprise	\$2,009,092	0	\$2,009,092
Development Review Enterprise*	\$0	\$1,938,239	\$1,938,239
Total All	\$2,009,092	\$1,938,239	\$3,947,331
Positions	20.00	14.50	34.50

*Included in the Enterprises section of the Budget Book

Planning and Development

All Funds History

Use of Funds	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
General Fund	\$1,840,127	\$2,366,153	\$2,366,153	\$2,009,092	(\$357,061)
Enterprise Funds	\$1,526,792	\$1,604,823	\$1,604,823	\$1,938,239	\$333,416
Total	\$3,366,919	\$3,970,976	\$3,970,976	\$3,947,331	(\$23,645)
Total Positions	31.00	31.00	31.00	34.50	3.50

* 2014 Amended Budget as of 8/14/2014

Land Use Review

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2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Develop an infill and redevelopment action plan and align development regulations to be consistent with the action plan	Submission of an action plan and ordinances to the City Planning Commission	Q4	Building Community
Implement systematic code enforcements procedures and public outreach program to improve compliance and abatement of zoning and sign violations	Implementation of code enforcement SOPs, engagement with community organizations	Q2	Building Community
Implement recommendations of the North Nevada Economic Opportunity Zone pertaining to land use and zoning	Submission of a code amendment(s) to the City Planning Commission	Q4	Jobs
Enact an incentive program to aid in the rehabilitation and abatement of derelict buildings	Activation of the program	Q2	Building Community
Work with other City departments to create a land information system for development review and record management that supports the needs of the City and other participating agencies	Long-term plan developed	Q2	Transforming Government
Collaboratively support interdepartmental efforts in Academy Boulevard Economic Opportunity Zone and overall SE area	Completion and adoption of Hancock Expressway/ Academy Boulevard Design Project	Q3	Building Community

All Funds Summary

	2013 Actual	2014	* 2014	2015 Budget	2015 Budget -
		Original Budget	Amended Budget		*2014 Amended Budget
Use of Funds					
General Fund	\$1,442,206	\$1,559,023	\$1,559,023	\$1,671,598	\$112,575
CIP - General Fund	0	206,000	206,000	0	(206,000)
General Fund Project	0	150,000	150,000	0	(150,000)
Total	\$1,442,206	\$1,915,023	\$1,915,023	\$1,671,598	(\$243,425)
Positions					
General Fund	14.00	15.00	15.00	16.00	1.00
Total	14.00	15.00	15.00	16.00	1.00

* 2014 Amended Budget as of 8/14/2014

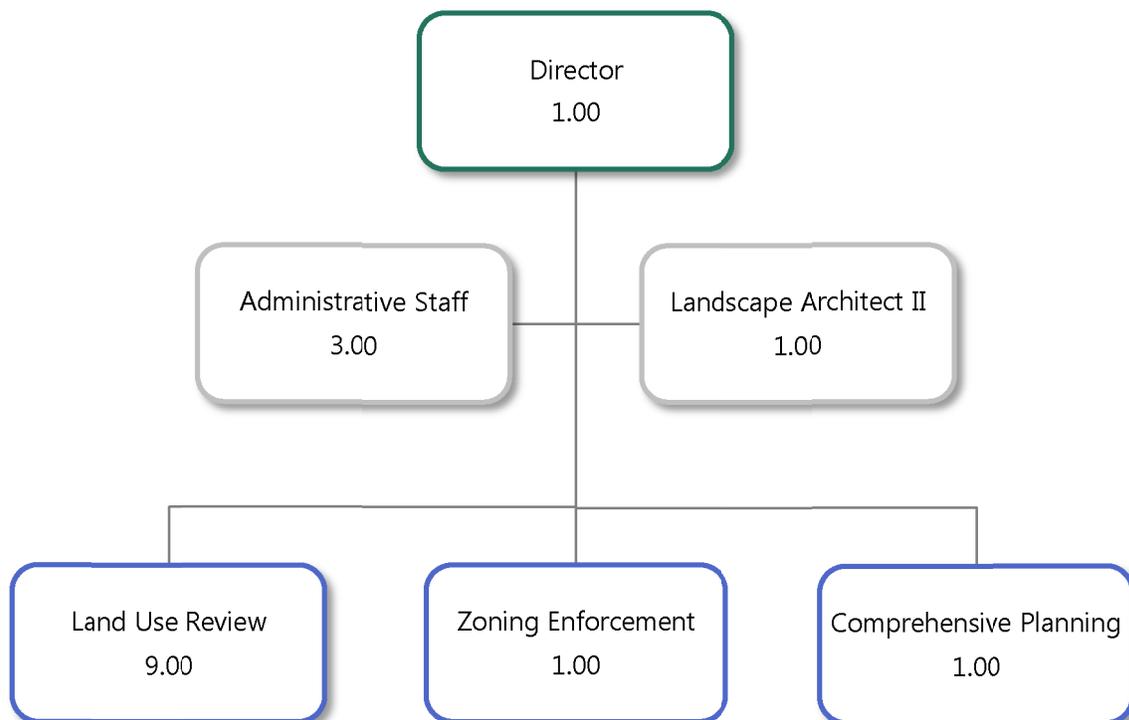
Significant Changes vs. 2014

- Net General Fund increase of \$112,574, largely to fund the addition of 1.00 FTE (Planning Assistant)
- Decrease in CIP – General Fund, as the Enterprise Land Use Information System project is on hold for 2015
- Decrease in General Fund Project to remove 2014 one-time funding for Comprehensive Plan activities

Land Use Review

The Land Use Review Division:

- Provides project review and management services for development projects undergoing City administrative and quasi-judicial review to ensure compliance with the Comprehensive Plan, Zoning Code, and Subdivision regulations
- Reviews building permits for non-single family residential construction
- Maintains the records management system; oversees the revocable permit program for private uses of public right-of-way
- Works with stakeholder groups on annual review and updates of zoning and subdivision codes
- Maintains and updates the City's Comprehensive Plan and its various components including the Intermodal Transportation Plan, and Annexation Plan
- Manages and facilitates corridor and revitalization planning efforts
- Provides key support for sustainability and economic development initiatives
- Implements the City's Special District Policy
- Enforces land use regulations on private properties



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014 and changes occurring as part of the 2015 Budget for each Fund including General Fund and CIP.

	Use of Funds	2012	2013	2014	* 2014	2015	2015 Budget -
		Actual	Actual	Original Budget	Amended Budget	Budget	*2014 Amended Budget
	Salary/Benefits/Pensions	\$1,440,954	\$1,360,380	\$1,497,277	\$1,497,277	\$1,555,250	\$57,973
	Operating	225,181	81,826	61,746	61,746	116,348	54,602
	Capital Outlay	0	0	0	0	0	0
	Total	\$1,666,135	\$1,442,206	\$1,559,023	\$1,559,023	\$1,671,598	\$112,575
General Fund	Positions		2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
		Planning and Development Director	1.00	1.00	1.00	1.00	0.00
		Planning Manager	0.00	0.00	0.00	1.00	1.00
		Principal Planner	1.00	0.00	0.00	3.00	3.00
		Senior Planner	5.00	6.00	6.00	3.00	(3.00)
		Planner I/II	3.00	3.00	3.00	2.00	(1.00)
		Landscape Architect II	1.00	1.00	1.00	1.00	0.00
		Analyst II	1.00	1.00	1.00	1.00	0.00
		Administrative Technician	1.00	1.00	1.00	1.00	0.00
		Senior Office Specialist	1.00	1.00	1.00	1.00	0.00
		Office Specialist	0.00	0.00	0.00	0.00	0.00
		Planning Technical Assistant	0.00	0.00	0.00	1.00	1.00
		Zoning Enforcement Officer	0.00	1.00	1.00	1.00	0.00
		Total Positions	14.00	15.00	15.00	16.00	1.00

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$12,284
	Increase for pay for performance	19,374
	Net increase for medical plan changes	10,650
	Increase due to the addition of 1.00 FTE (Planning Assistant)	58,267
	Decrease to transfer funds to operating	(42,602)
	Total Salaries/Benefits/Pensions	\$57,973
	Operating	
	Increase to fund digital records retention	\$12,000
	Increase to transfer funds from salaries/benefits/pension to operating	\$42,602
	Total Operating	\$54,602
Capital Outlay		
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	\$112,575	
Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Add 1.00 FTE (Planning Assistant)	1.00
	Total For 2015	1.00

* 2014 Amended Budget as of 8/14/2014

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
City Planning - Land Use

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	1,113,914	1,065,813	1,167,379	1,179,181	11,802	1.01%
51210	OVERTIME	63	1,112	0	0	0	0.00%
51220	SEASONAL TEMPORARY	13,260	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	10,960	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	2,217	1,110	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(5,871)	(5,258)	0	0	0	0.00%
51610	PERA	144,421	138,193	151,017	165,056	14,039	9.30%
51612	RETIREMENT HEALTH SAVINGS	9,212	0	0	0	0	0.00%
51615	WORKERS COMPENSATION	4,033	2,953	3,330	3,829	499	14.98%
51620	EQUITABLE LIFE INSURANCE	3,045	2,964	4,219	4,573	354	8.39%
51640	DENTAL INSURANCE	5,591	5,470	6,220	6,115	(105)	-1.69%
51665	CASH BACK	501	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	2,840	3,220	5,612	5,612	0	0.00%
51690	MEDICARE	15,946	14,765	15,885	17,588	1,703	10.72%
51695	CITY EPO MEDICAL PLAN	98,638	126,593	138,048	167,728	29,680	21.50%
51696	ADVANTAGE HD MED PLAN	20,222	3,219	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	1,962	226	5,568	5,568	0	0.00%
Total Salaries and Benefits		1,440,954	1,360,380	1,497,278	1,555,250	57,972	3.87%
52105	MISCELLANEOUS OPERATING	0	(430)	0	0	0	0.00%
52110	OFFICE SUPPLIES	2,084	720	1,300	1,300	0	0.00%
52111	PAPER SUPPLIES	2,050	1,245	1,550	1,550	0	0.00%
52120	COMPUTER SOFTWARE	(1)	0	1,000	1,000	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	724	0	500	500	0	0.00%
52125	GENERAL SUPPLIES	659	251	200	200	0	0.00%
52135	POSTAGE	8,638	10,211	9,000	9,000	0	0.00%
52220	MAINT OFFICE MACHINES	0	0	500	500	0	0.00%
52405	ADVERTISING SERVICES	0	150	500	500	0	0.00%
52431	CONSULTING SERVICES	176,392	17,425	5,300	17,300	12,000	226.42%
52573	CREDIT CARD FEES	729	897	600	600	0	0.00%
52575	SERVICES	554	2,318	950	950	0	0.00%
52607	CELL PHONE ALLOWANCE	860	897	1,500	1,500	0	0.00%
52615	DUES AND MEMBERSHIP	5,837	6,805	5,515	5,515	0	0.00%
52625	MEETING EXPENSES IN TOWN	2,758	1,978	3,000	3,000	0	0.00%
52630	TRAINING	4,493	4,090	7,000	7,000	0	0.00%
52645	SUBSCRIPTIONS	1,498	1,489	2,700	2,700	0	0.00%
52655	TRAVEL OUT OF TOWN	502	2,884	8,000	8,000	0	0.00%
52706	WIRELESS COMMUNICATION	0	0	480	480	0	0.00%
52735	TELEPHONE LONG DIST CALLS	318	323	500	500	0	0.00%
52736	CELL PHONE AIRTIME	0	0	100	100	0	0.00%
52738	CELL PHONE BASE CHARGES	336	583	700	700	0	0.00%
52775	MINOR EQUIPMENT	847	1,885	116	116	0	0.00%
52776	PRINTER CONSOLIDATION COST	5,574	6,774	6,735	6,735	0	0.00%
52795	RENTAL OF EQUIPMENT	1,683	0	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	2,539	3,130	3,000	3,000	0	0.00%
52875	OFFICE SERVICES RECORDS	526	545	1,000	1,000	0	0.00%
65160	RECRUITMENT	3,421	15,781	0	0	0	0.00%
65170	TRANSFER TO OTHER FUNDS	0	0	0	42,602	42,602	0.00%
65672	MAINT-NEWSPAPER CONDO BOXES	2,160	1,875	0	0	0	0.00%
Total Operating Expenses		225,181	81,826	61,746	116,348	54,602	88.43%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		1,666,135	1,442,206	1,559,024	1,671,598	112,574	7.22%

Totals may differ from narrative due to rounding.

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Real Estate Services

Peter Wysocki, Director | (719) 385-5347 | pwyssocki@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Identify and implement Standard Operating Policies to assist Controlling Departments and Colorado Springs Utilities with an understanding of real estate procedures and document processing to enhance the interpretation of the Real Estate Manual	Complete two new Standard Operating Policies to assure compliance with the Real Estate Manual	Q4	Transforming Government

All Funds Summary

All Funds	Use of Funds	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	General Fund**	\$397,921	\$451,130	\$451,130	\$337,494	(\$113,636)
Total	\$397,921	\$451,130	\$451,130	\$337,494	(\$113,636)	
Positions						
General Fund	6.00	5.00	5.00	4.00	(1.00)	
Total	6.00	5.00	5.00	4.00	(1.00)	

* 2014 Amended Budget as of 8/14/2014

** While the entire budget is included in the General Fund, Colorado Springs Utilities funds 60% of this office

Significant Changes vs. 2014

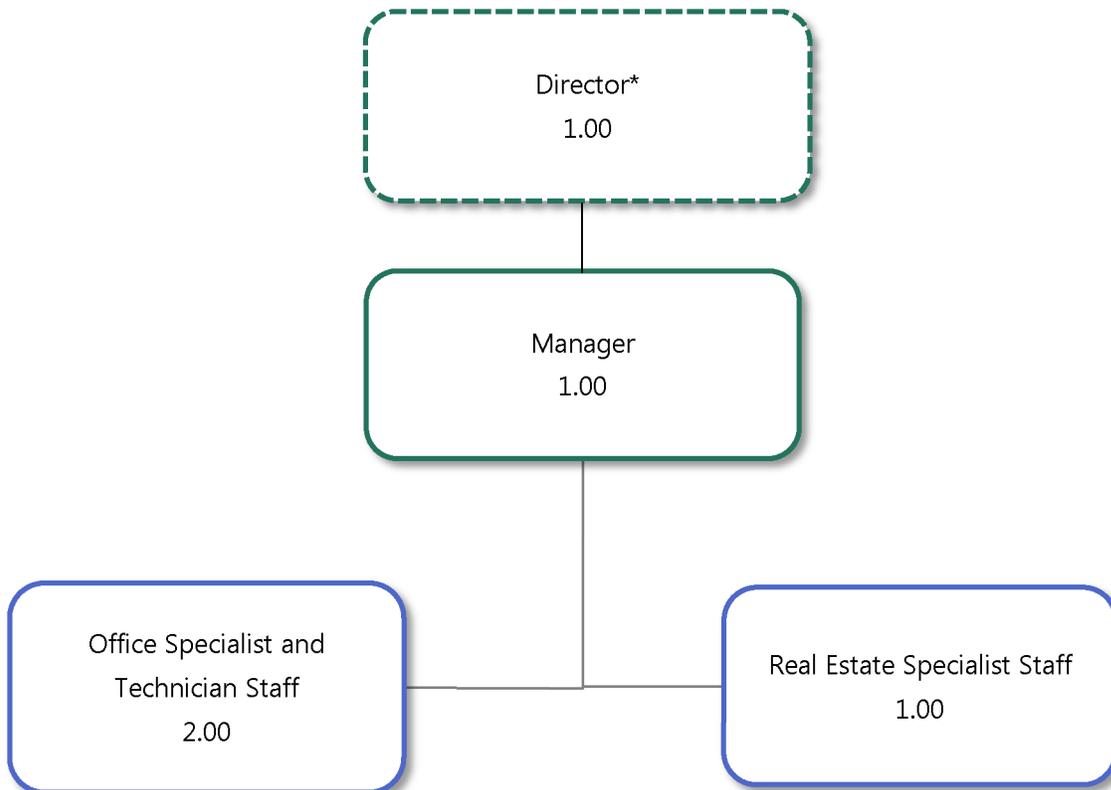
- Net decrease of \$113,636 largely due to the elimination of one-time funding (\$30,000) and the elimination of one special position

Real Estate Services

Real Estate Services (RES) Division is responsible for centralizing the real estate functions of the City of Colorado Springs, Colorado Springs Utilities, and the Memorial Health System Enterprise. Services include:

- Management oversight and support services for the acquisition of land, easements, and rights-of-way; the disposal of real property interests; real property leasing services; and compliance with *The City of Colorado Springs Procedure Manual for the Acquisition and Disposition of Real Property Interests*
- Facilitating easement vacations and encroachments
- Conducting title review and document research
- Providing lease assistance
- Assisting the City and its citizens with various research requests

RES functions as the custodian of record for the City's real estate files and real estate database while protecting and conserving the City's real property assets. Although RES is now General Fund supported, the General Fund recovers over 60% of the Division's expenses from Colorado Springs Utilities.



* The Director position is funded as part of the Land Use Review budget. This position is not reflected in the position count in the Budget Summary on the following page.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014 and changes occurring as part of the 2015 Budget for each Fund including General Fund and Support Services.

General Fund	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget
	Salary/Benefits/Pensions	\$443,983	\$377,553	\$404,490	\$404,490	\$323,277	(\$81,213)
	Operating	25,884	20,368	46,640	46,640	14,217	(32,423)
	Capital Outlay	16,289	0	0	0	0	0
	Total	\$486,156	\$397,921	\$451,130	\$451,130	\$337,494	(\$113,636)
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Real Estate Manager	1.00	1.00	1.00	1.00	0.00	
	Real Estate Specialist II	1.00	1.00	1.00	1.00	0.00	
	Administrative Technician	1.00	1.00	1.00	1.00	0.00	
	Senior Office Specialist	1.00	1.00	1.00	1.00	0.00	
Total FTE	4.00	4.00	4.00	4.00	0.00		
Special Positions							
Real Estate Services Project Manager	1.00	0.00	0.00	0.00	0.00		
Real Estate Specialist II	1.00	1.00	1.00	0.00	(1.00)		
Total Special Positions	2.00	1.00	1.00	0.00	(1.00)		
Total Positions	6.00	5.00	5.00	4.00	(1.00)		

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$15,331)
	Increase for pay for performance	10,161
	Net increase for medical plan changes	2,235
	Decrease to remove a special position fully funded by CSU (revenues also decrease the corresponding amount)	(78,277)
	Total Salaries/Benefits/Pensions	(\$81,212)
	Operating	
	Decrease due to removal of one-time funding	(\$29,866)
	Decrease to remove operating costs associated with a special position fully funded by CSU (revenues also decrease the corresponding amount)	(\$2,557)
	Total Operating	(\$32,423)
	Capital Outlay	
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	(\$113,635)	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Eliminate special position fully funded by CSU (Real Estate Specialist II)	(1.00)
	Total For 2015	(1.00)

* 2014 Amended Budget as of 8/14/2014

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
REAL ESTATE SERVICE

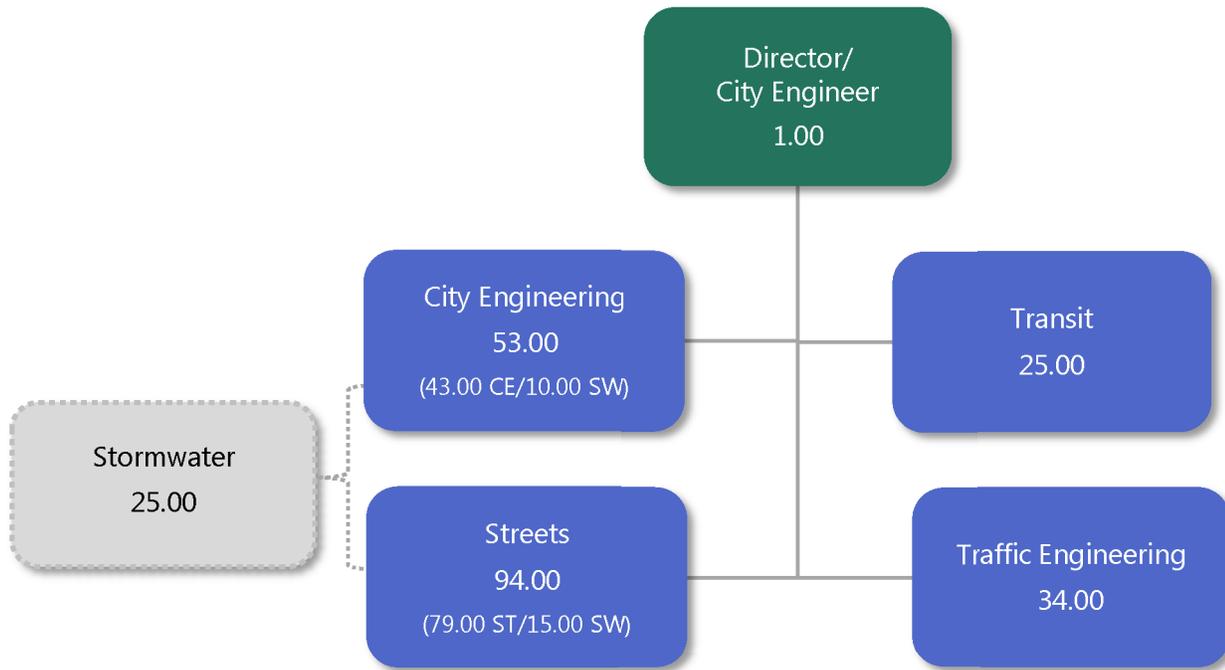
Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	350,758	293,386	309,040	236,484	(72,556)	-23.48%
51245	RETIREMENT TERM VACATION	531	3,776	0	0	0	0.00%
51260	VACATION BUY PAY OUT	247	0	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(3,667)	(1,491)	0	0	0	0.00%
51610	PERA	46,232	39,420	41,991	42,759	768	1.83%
51615	WORKERS COMPENSATION	882	571	582	590	8	1.37%
51620	EQUITABLE LIFE INSURANCE	981	798	221	1,120	899	406.79%
51640	DENTAL INSURANCE	2,087	1,918	2,340	1,865	(475)	-20.30%
51655	RETIRED EMP MEDICAL INS	549	0	2,000	2,000	0	0.00%
51665	CASH BACK	175	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	1,320	1,180	1,440	1,440	0	0.00%
51690	MEDICARE	4,904	4,235	4,444	4,560	116	2.61%
51695	CITY EPO MEDICAL PLAN	28,224	30,786	40,212	32,459	(7,753)	-19.28%
51696	ADVANTAGE HD MED PLAN	10,002	2,241	2,220	0	(2,220)	-100.00%
51697	HRA BENEFIT TO ADV MED PLAN	758	733	0	0	0	0.00%
Total Salaries and Benefits		443,983	377,553	404,490	323,277	(81,213)	-20.08%
52110	OFFICE SUPPLIES	1,181	1,454	1,200	1,300	100	8.33%
52111	PAPER SUPPLIES	333	428	600	400	(200)	-33.33%
52122	CELL PHONES EQUIP AND SUPPLIES	0	630	0	0	0	0.00%
52125	GENERAL SUPPLIES	0	214	250	250	0	0.00%
52135	POSTAGE	590	796	900	900	0	0.00%
52165	LICENSES AND TAGS	288	0	0	40	40	0.00%
52405	ADVERTISING SERVICES	0	494	0	0	0	0.00%
52431	CONSULTING SERVICES	0	0	30,000	0	(30,000)	-100.00%
52575	SERVICES	66	3,860	2,600	2,500	(100)	-3.85%
52590	TEMPORARY EMPLOYMENT	11,776	88	0	0	0	0.00%
52605	CAR MILEAGE	0	0	200	0	(200)	-100.00%
52615	DUES AND MEMBERSHIP	0	227	700	500	(200)	-28.57%
52630	TRAINING	7,468	3,045	4,315	3,802	(513)	-11.89%
52735	TELEPHONE LONG DIST CALLS	68	90	125	125	0	0.00%
52736	CELL PHONE AIRTIME	96	64	500	0	(500)	-100.00%
52738	CELL PHONE BASE CHARGES	372	519	400	500	100	25.00%
52776	PRINTER CONSOLIDATION COST	2,585	3,191	3,600	3,600	0	0.00%
52795	RENTAL OF EQUIPMENT	708	0	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	353	85	1,250	300	(950)	-76.00%
65160	RECRUITMENT	0	5,183	0	0	0	0.00%
Total Operating Expenses		25,884	20,368	46,640	14,217	(32,423)	-69.52%
53020	COMPUTERS NETWORKS	2,397	0	0	0	0	0.00%
53030	FURNITURE AND FIXTURES	13,892	0	0	0	0	0.00%
Total Capital Outlay		16,289	0	0	0	0	0.00%
Total Expenses		486,156	397,921	451,130	337,494	(113,636)	-25.19%

Totals may differ from narrative due to rounding.

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Public Works

Travis Easton, Director/City Engineer | (719) 385-5457 | teaston@springsgov.com



The organizational chart illustrates all positions that report to this department, not including 1.00 Transit position that reports to another department but is funded from the Transit Grants; however, positions funded by All Funds are reflected in the Position Totals of the funding tables. The 25.00 Stormwater positions are accounted for in the City Engineering and Streets totals.

All Funds Summary

Division	General Fund	Other Funds	Total Budget
City Engineering *	\$5,625,553	\$25,346,583	\$30,972,136
Stormwater **	3,051,162	20,545,613	23,596,775
Streets *	8,974,427	16,712,411	25,686,838
Traffic Engineering	3,610,230	14,702,470	18,312,700
Transit	4,075,826	24,896,001	28,971,827
Total	\$22,286,035	\$102,203,078	\$124,489,114
Total Positions	190.00	17.00	207.00

* For 2015, General Fund Stormwater budget is included in the City Engineering Division and Streets Division budgets. Because the stormwater budget resides in two divisions (City Engineering and Streets), a Stormwater division is included beginning on page 21-13 to show total spending on stormwater activities.

** Because the General Fund Stormwater budget is included in the General Fund budgets for City Engineering and Streets, it is not included in the Total General Fund number to avoid double counting the budget dollars. The Other Funds for Stormwater are included in the Total Other Funds number.

Public Works

All Funds History

Use of Funds	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
General Fund	\$21,972,935	23,073,268	25,073,268	\$22,286,035	(\$2,787,233)
CIP - General Fund	5,462,267	5,242,298	5,242,298	6,796,620	1,554,322
Grants Fund	5,415,784	9,939,262	9,939,262	11,144,229	1,204,967
CIP - Grants Fund	9,723,789	6,854,778	6,854,778	27,202,486	20,347,708
PPRTA - Capital	15,008,709	18,224,403	18,224,403	26,364,663	8,140,260
PPRTA - Maintenance	17,024,939	18,195,648	19,502,516	19,360,776	(141,740)
PPRTA - Transit Operating †	8,080,407	10,613,186	11,263,268	11,334,305	71,037
Total	\$82,688,830	\$92,142,843	\$96,099,793	\$124,489,114	\$28,389,321
Total Positions	206.00	208.00	207.50	207.00	(0.50)

* 2014 Amended City Budget as of 8/14/2014. 2014 Amended PPRTA Budget for maintenance as of 8/12/2014 includes additional sales tax revenue for 2013 and 2014.

† Total 2015 PPRTA Transit Operating funds include projected 2015 tax and fare revenues of \$11.3M. This does not include the 2014 carryover of \$6.2M in Planned Operating Reserve, and \$6.3M in grant match for obligated projects.

City Engineering

Travis Easton, Public Works Director | (719) 385-5457 | teaston@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Work with Land Use Review to improve Customer Service through improving submittal acceptance/processing by speeding up scanning development drawings/documents	Enhance customer service between Land Use Review and Development Review	Q2	Transforming Government
Work with Procurement to prepare for Design Build (DB) and Construction Manager-General Contractor (CM-GC) project delivery methods to speed up project delivery of Capital (and Stormwater) projects	Decrease project delivery times	Q4	Building Community
Continue implementation of asset management to assist in resource allocation for planned maintenance and replacement of infrastructure and assets, for Public Works and other departments including Parks, Forestry and Pikes Peak Highway who have similar needs	Improve tracking and planning of infrastructure maintenance	Q4	Transforming Government
Work with the Regional Development Center, Regional Building Department, and Planning Department to create a land information system for development review and record management that supports the needs of the City and other participating agencies	Vendor under contract	Q2	Building Community
Restructure and reassign administrative staff duties for the City Engineering and Traffic Engineering divisions, to provide a central customer service area and improve efficiency	Improved customer service	Q3	Building Community
Work with Parks and Parking departments to develop a prioritized replacement and new construction list for new sidewalk construction using PPRTA II sidewalk funding	Create a prioritized replacement and new construction list for new sidewalk construction	Q4	Building Community

All Funds Summary

All Funds	2013	2014	* 2014	2015	2015 Budget -
	Actual	Original Budget	Amended Budget		Budget
Use of Funds					
General Fund	\$5,144,739	\$5,488,893	\$5,488,893	\$5,625,553	\$136,660
CIP - General Fund **	3,366,499	2,721,648	2,721,648	1,779,134	(942,514)
PPRTA - Capital	12,694,986	16,212,390	16,212,390	19,229,710	3,017,320
PPRTA - Maintenance	2,699,730	2,001,521	2,145,277	1,686,416	(458,861)
CIP - Grants	8,814,348	3,356,519	3,356,519	2,651,323	(705,196)
All Funds Total	\$32,720,302	\$29,780,971	\$29,924,727	\$30,972,136	\$1,047,409
Positions					
General Fund	50.00	53.00	53.00	53.00	0.00
Total Positions	50.00	53.00	53.00	53.00	0.00

* 2014 Amended City Budget as of 8/14/2014. 2014 Amended PPRTA Budget for maintenance as of 8/12/2014 includes additional sales tax revenue for 2013 and 2014.

** For 2013, General Fund Stormwater CIP projects are included in City Engineering's budget.

Significant Changes vs. 2014

- Decrease of \$940,000 for General Fund CIP projects
- Increase of \$100,000 in operating for Cartegraph software upgrade

City Engineering

City Engineering provides civil engineering services for the City including designing, building and managing the City's transportation and stormwater infrastructure; coordinating with private development activities as they affect the public infrastructure; and regulating construction work in public rights-of-way. The Division's primary focus is to provide professional services and to construct and maintain quality infrastructure while providing safer, more efficient, multimodal transportation systems, and environmentally sound stormwater systems. City Engineering is responsible for the following:

Capital Improvement Program (CIP), Asset Management, and Right-of-way Management

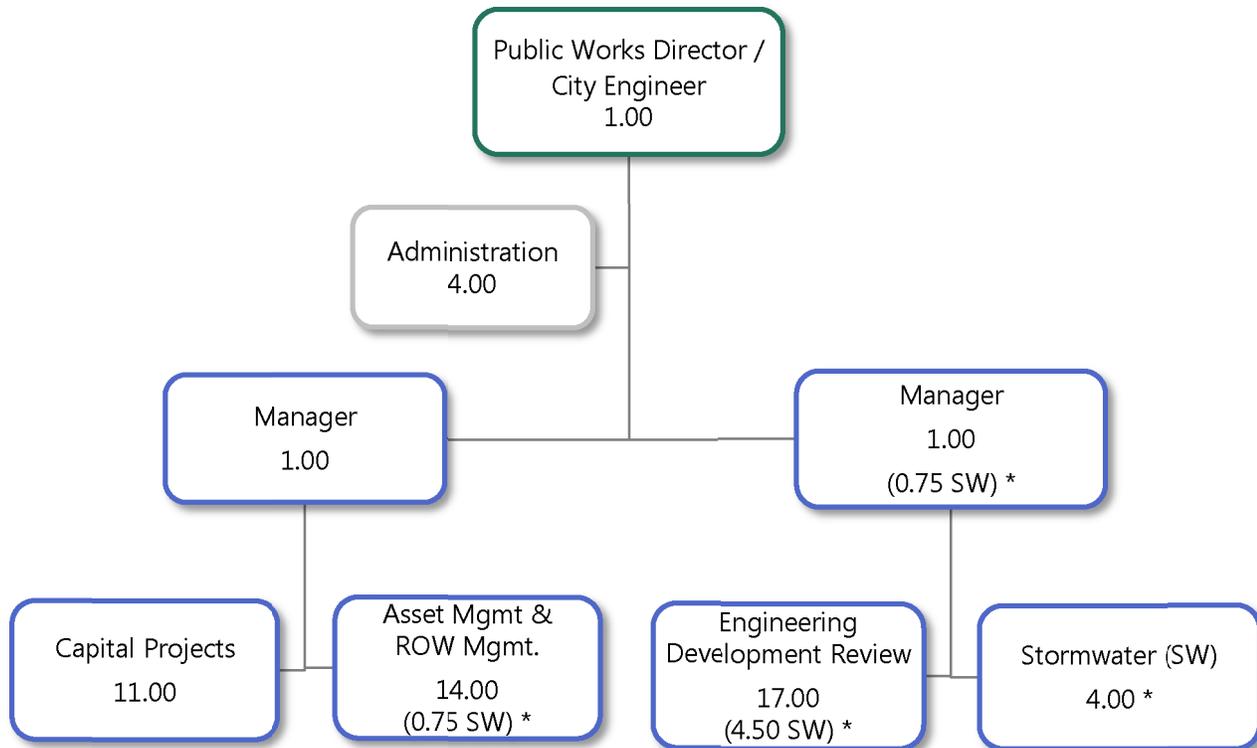
- Develops solutions to transportation and storm water drainage needs
- Delivers capital projects in the most efficient and cost effective manner possible
- Ensures that new development, new and retrofit concrete, street excavations, and capital project work in the public right-of-way is constructed to Engineering standards
- Issues permits for and inspects work performed in the City right-of-way
- Reviews traffic control plans for permitted work and capital project work to help ensure safety in the public right-of-way
- Maintains condition inventory of infrastructure assets including bridges, storm pipes and channels, roadway pavements, traffic signals, signs, pavement markings, curb and gutter, sidewalk, pedestrian ramps, trails, and more
- Analyzes and monitors the conditions, costs, and life cycle of the City's infrastructure assets to equip decision makers with information for maintaining safe and operational public infrastructure

Engineering Development Review and Stormwater

- Provides timely engineering evaluation of subdivision plans, construction drawings and related documents
- Uses long-range plans in conjunction with updated traffic impact studies to establish traffic requirements for new development
- Provides financial assurance management for all general City operations
- Works with stakeholder groups to update the Subdivision Policy Manual, Pavement Design Criteria Manual, and the Traffic Criteria Manual
- Administers the City's Municipal Separate Storm Sewer System (MS4) Permit to ensure compliance with federal and state stormwater regulations including education, water quality monitoring, inspections and mapping
- Evaluates, designs, and implements drainage improvements to address street flooding, drainage way repairs and failing infrastructure

City Engineering and Stormwater Functions	2012 Actual	2013 Actual	2014 Original Budget	2015 Budget
Engineering Development Review	\$957,740	\$1,829,531	\$1,028,289	\$1,212,162
Engineering Support	511,950	1,207,211	1,227,518	1,223,863
Permits Inspections *	862,159	0	0	0
Roadway Management	526,815	1,861,599	1,842,095	1,783,817
Total City Engineering Functions	\$2,858,664	\$4,898,341	\$4,097,902	\$4,219,842
Stormwater	1,618,969	246,398	1,390,991	1,405,711
Total City Engineering and Stormwater Functions	\$4,477,633	\$5,144,739	\$5,488,893	\$5,625,553

* Beginning in 2013, Permits Inspections is included in other function budgets.



* Staff time dedicated to Stormwater (SW) activities equates to 10.00 FTE

For 2015, General Fund City Engineering budget is split into City Engineering and Stormwater. While the full General Fund budget resides in the City Engineering Division, for tracking purposes, the stormwater portion of the General Fund is budgeted and monitored separately. Additionally, because the stormwater budget resides in two divisions (City Engineering and Streets), a stormwater division is included in the budget document to show total spending on stormwater activities.

The sections on the following pages provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014, and changes occurring as part of the 2015 Budget for each Fund including General Fund, Stormwater Enterprise, PPRTA, and CIP.

General Fund Total	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$3,959,971	\$4,282,280	\$4,856,745	\$4,856,745	\$4,873,877	\$17,132
Operating	505,548	862,459	632,148	632,148	751,676	119,528	
Capital Outlay	12,114	0	0	0	0	0	
Total	\$4,477,633	\$5,144,739	\$5,488,893	\$5,488,893	\$5,625,553	\$136,660	
Total Positions		50.00	53.00	53.00	53.00	0.00	

* 2014 Amended Budget as of 8/14/2014

	2012	2013	2014	* 2014	2015	2015 Budget -
	Actual	Actual	Original Budget	Amended Budget	Budget	* 2014 Amended Budget
Use of Funds						
Salary/Benefits/Pensions	\$3,959,971	\$4,282,280	\$3,960,763	\$3,913,609	\$3,919,845	\$6,236
Operating	505,548	862,459	184,293	184,293	299,997	115,704
Capital Outlay	12,114	0	0	0	0	0
Total	\$4,477,633	\$5,144,739	\$4,145,056	\$4,097,902	\$4,219,842	\$121,940
	2013	2014	* 2014	2015	2015 Budget -	
Position Title	Actual	Original Budget	Amended Budget	Budget	* 2014 Amended Budget	
Administrative Technician	1.00	1.00	1.00	1.00	0.00	
Analyst I-Finance & Grants	1.00	1.00	1.00	1.00	0.00	
Asset Manager	1.00	1.00	1.00	0.00	(1.00)	
Asset Management Supervisor	1.00	1.00	1.00	1.00	0.00	
Capital Program Manager	1.00	1.00	1.00	0.00	(1.00)	
City Engineering Inspector Supervisor	1.00	1.00	1.00	0.00	(1.00)	
City Engineering Standards Administrator	1.00	1.00	1.00	0.00	(1.00)	
Civil Engineer I/II/III	5.00	4.00	4.00	8.00	4.00	
Construction Manager	0.00	0.00	0.00	1.00	1.00	
EDR/Stormwater Manager	1.00	0.25	0.25	0.25	0.00	
Engineering Inspector II	7.00	4.00	4.00	4.50	0.50	
Engineering Manager	0.00	0.00	0.00	2.00	2.00	
Engineering Programs Manager	1.00	0.00	0.00	0.00	0.00	
Engineering Specialist	2.00	1.00	1.00	2.25	1.25	
Engineering Technician I/II	7.00	6.75	6.75	6.50	(0.25)	
Lead Engineering Inspector	4.00	2.00	2.00	2.00	0.00	
Licensed Surveyor	1.00	1.00	1.00	1.00	0.00	
Office Specialist / Senior Office Specialist	3.00	3.00	3.00	2.00	(1.00)	
Principal Analyst	1.00	1.00	1.00	0.00	(1.00)	
Public Works Director/City Engineer	1.00	1.00	1.00	1.00	0.00	
Senior Analyst-BDG,BRM,FIN,GRT	0.00	0.00	0.00	1.00	1.00	
Senior Civil Engineer	4.00	5.00	5.00	2.00	(3.00)	
Senior Engineering Inspector	2.00	2.00	2.00	1.50	(0.50)	
Senior Licensed Surveyor	0.00	0.00	0.00	1.00	1.00	
Senior Traffic Engineer	0.00	1.00	1.00	0.00	(1.00)	
Stormwater Specialist	1.00	1.00	1.00	0.00	(1.00)	
Traffic Technician II	3.00	3.00	3.00	3.00	0.00	
Transportation Manager	0.00	0.00	0.00	1.00	1.00	
Total Positions	50.00	43.00	43.00	43.00	0.00	

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	Decrease due to transfer of Salaries/Benefits/Pensions from City Engineering to Stormwater for current positions	(\$47,154)
	Total During 2014	(\$47,154)
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$14,818)
	Increase for pay for performance	44,464
	Net increase for medical plan changes	22,190
	Decrease due to transfer of Salaries/Benefits/Pensions to Operating for projected temporary employment cost and other operating needs	(45,600)
	Total Salaries/Benefits/Pensions	\$6,236
	Operating	
	Net increase for projected temporary employment cost	\$16,176
	Increase due to one-time funding for Cartegraph software upgrade	99,528
	Total Operating	\$115,704
	Capital Outlay	
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	\$121,940	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
	Total For 2015	0.00

* 2014 Amended Budget as of 8/14/2014

General Fund - Stormwater	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions			\$895,982	\$943,136	\$954,032	\$10,896
	Operating			447,855	447,855	451,679	3,824
	Capital Outlay			0	0	0	0
	Total		**	\$1,343,837	\$1,390,991	\$1,405,711	\$14,720
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Civil Engineer I/II		1.00	1.00	0.00	(1.00)	
	Engineering Development Review/Stormwater Manager		0.75	0.75	0.75	0.00	
	Engineering Inspector I/II		3.00	3.00	2.50	(0.50)	
	Engineering Programs Manager		1.00	1.00	0.00	(1.00)	
Engineering Manager		0.00	0.00	1.00	1.00		
Engineering Specialist		1.00	1.00	0.75	(0.25)		
Engineering Technician I/II		1.25	1.25	0.50	(0.75)		
Lead Engineering Inspector		2.00	2.00	2.00	0.00		
Senior Civil Engineer		0.00	0.00	1.00	1.00		
Senior Engineering Inspector		0.00	0.00	0.50	0.50		
Stormwater Specialist		0.00	0.00	1.00	1.00		
Total Positions		**	10.00	10.00	10.00	0.00	

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	Increase due to transfer of Salaries/Benefits/Pensions from City Engineering to Stormwater for current positions	\$47,154
	Total During 2014	\$47,154
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$30,703)
	Increase for pay for performance	10,748
	Net increase for medical plan changes	5,251
	Increase for projected cost of seasonal employment	25,600
	Total Salaries/Benefits/Pensions	\$10,896
Operating		
Increase for projected operating expenditures	\$3,824	
Total Operating	\$3,824	
Capital Outlay		
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	\$14,720	

* 2014 Amended Budget as of 8/14/2014

** For 2012-2013, Stormwater expenses and positions were included in the City Engineering and Streets budgets. Beginning in 2014, the budgets are separate for monitoring stormwater specific activities.

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
	Total For 2015	0.00

Stormwater Enterprise	Use of Funds	**2012 Actual	**2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/ Pensions	(\$86,425)		\$0	\$0	\$0	\$0
	Operating	16,416,600		0	0	0	0
	Capital Outlay	0		0	0	0	0
	Capital Projects	404,364		0	0	0	0
	Total	\$16,734,539	\$0	\$0	\$0	\$0	\$0

* 2014 Amended Budget as of 8/14/2014

** In 2012 due to the close out of the Stormwater Enterprise Fund, remaining cash and capital assets were transferred to the General Fund. Of the \$16,416,600, 88% was related to the transfer of capital assets, most significantly, infrastructure such as culverts and drainage ways resulting from prior capital projects. This funding was not spent on new capital projects.

PPRTA	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Capital †	\$13,760,701	\$12,694,986	\$16,212,390	\$16,212,390	\$19,229,710	\$3,017,320
	Maintenance	1,348,294	2,699,730	2,001,521	2,145,277	1,686,416	(698,209)
	Total	\$15,108,995	\$15,394,716	\$18,213,911	\$18,357,667	\$20,916,126	\$2,319,111
2015 PPRTA Maintenance Projects							
PPRTA Bridge Repair and Maintenance						\$1,500,000	
PPRTA Capital Project Maintenance						186,416	
† PPRTA capital projects are listed in the CIP table below in their respective funds.							
The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated for capital projects and maintenance of the City's transportation system, relevant PPRTA expenditures are included in this document.							

* 2014 Amended City Budget as of 8/14/2014. 2014 Amended PPRTA Budget for maintenance as of 8/12/2014 includes additional sales tax revenue for 2013 and 2014.

	Project Name	General Fund	Restricted Funds							Total Cost	
			Bike Tax	CTF	Enterprise	Grants	PPRTA	PSST	TOPS		Other
2015 CIP Program	Cascade Ave over Cheyenne Run Bridge Replacement	\$65,000									\$65,000
	Centennial Blvd. Extension-Fillmore to Fontanero					1,911,500					1,911,500
	Centennial Street-Garden of the Gods to Fillmore					4,033,000					4,033,000
	Cheyenne Canon Road Bridge Replacement	102,000			408,000						510,000
	Delta Dr over Sand Creek Tributary Bridge Replacement	405,000									405,000
	El Morro Dr over Sand Creek Tributary Bridge Replacement	315,000									315,000
	Emergency Bridge Fund					1,186,620					\$1,186,620
	Las Vegas & Royer UPRR Crossing Relocation					750,000					750,000
	N. Nevada Corridor-Fillmore to Austin Bluffs	363,677				1,749,494					2,113,171
	Pedestrian Improvements-Citywide					686,620					686,620
	Pedestrian Improvements-School and Neighborhood					411,970					411,970
	Shooks Run Bridge Corridor Study and Preliminary Design					1,750,000					1,750,000
	Verde Dr over Spring Creek Bridge Replacement	405,000									405,000
	W. Colorado Ave Reconstruction-31st St. to U.S. 24						1,000,000				1,000,000
	W. Uintah Street Corridor Improvements	123,457				493,829					617,286
	Woodmen Road Corridor-Union Continuous Flow						7,500,000				7,500,000
	Total 2015 CIP	\$1,779,134	\$0	\$0	\$0	\$2,651,323	\$19,229,710	\$0	\$0	\$0	\$23,660,167

For a citywide comprehensive list of projects, refer to the CIP section of the Budget, page 30-1.

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
City Engineering

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	3,061,631	3,262,647	3,735,755	3,700,964	(34,791)	-0.93%
51210	OVERTIME	9,920	9,456	15,500	15,500	0	0.00%
51220	SEASONAL TEMPORARY	3,094	30,714	64,000	44,000	(20,000)	-31.25%
51240	RETIREMENT TERMINATION SICK	8,958	7,101	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	18,197	32,116	0	0	0	0.00%
51260	VACATION BUY PAY OUT	2,005	953	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(12,945)	(8,013)	0	0	0	0.00%
51610	PERA	404,264	437,319	483,009	504,081	21,072	4.36%
51615	WORKERS COMPENSATION	25,551	23,827	24,549	25,634	1,085	4.42%
51620	EQUITABLE LIFE INSURANCE	8,492	8,973	13,298	13,595	297	2.23%
51640	DENTAL INSURANCE	17,178	18,662	20,100	19,146	(954)	-4.75%
51665	CASH BACK	2,643	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	14,620	15,500	21,000	21,000	0	0.00%
51690	MEDICARE	39,551	44,690	49,278	51,158	1,880	3.82%
51695	CITY EPO MEDICAL PLAN	315,865	347,704	430,256	478,799	48,543	11.28%
51696	ADVANTAGE HD MED PLAN	37,587	45,675	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	3,528	4,956	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	(168)	0	0	0	0	0.00%
Total Salaries and Benefits		3,959,971	4,282,280	4,856,745	4,873,877	17,132	0.35%
52105	MISCELLANEOUS OPERATING	28	(112)	0	0	0	0.00%
52110	OFFICE SUPPLIES	3,708	5,519	6,150	6,150	0	0.00%
52111	PAPER SUPPLIES	563	1,157	1,500	1,500	0	0.00%
52115	MEDICAL SUPPLIES	703	559	800	800	0	0.00%
52120	COMPUTER SOFTWARE	14,151	45,935	4,500	104,028	99,528	2211.73%
52122	CELL PHONES EQUIP AND SUPPLIES	1,225	576	1,050	1,050	0	0.00%
52125	GENERAL SUPPLIES	3,000	1,536	3,325	3,325	0	0.00%
52127	CONSTRUCTION SUPPLIES	0	2,108	0	0	0	0.00%
52135	POSTAGE	1,244	5,020	1,660	1,660	0	0.00%
52140	WEARING APPAREL	5,069	6,122	3,800	3,800	0	0.00%
52145	PAINT AND CHEMICAL	55	247	0	0	0	0.00%
52190	JANITORIAL SUPPLIES	10	0	0	0	0	0.00%
52191	STORMWATER QUALITY	261,105	342,029	207,000	207,000	0	0.00%
52192	STORMWATER PERMIT	10,580	10,580	10,580	10,580	0	0.00%
52220	MAINT OFFICE MACHINES	0	161	0	0	0	0.00%
52225	MAINT COMPUTER SOFTWARE	7,011	8,116	6,000	6,000	0	0.00%
52230	MAINT FURNITURE AND FIXTURES	5,356	0	0	0	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	737	0	1,900	1,900	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	0	3,845	0	0	0	0.00%
52305	MAINT SOFTWARE	0	0	10,635	10,635	0	0.00%
52415	CONTRACTS AND SPEC PROJECTS	22,951	121,828	79,000	79,000	0	0.00%
52423	TELECOMMUNICATION SERVICES	72	72	0	0	0	0.00%
52426	MUN FAC RUNOFF CONTROL	19,170	133,673	140,000	140,000	0	0.00%
52431	CONSULTING SERVICES	1,000	200	5,000	5,000	0	0.00%
52573	CREDIT CARD FEES	48,143	56,238	48,000	48,000	0	0.00%
52575	SERVICES	3,490	2,469	2,700	2,700	0	0.00%
52590	TEMPORARY EMPLOYMENT	4,046	215	0	20,000	20,000	0.00%
52607	CELL PHONE ALLOWANCE	3,708	6,911	7,920	7,920	0	0.00%
52610	PROFESSIONAL LICENSES	0	434	950	950	0	0.00%
52615	DUES AND MEMBERSHIP	1,919	2,255	3,055	3,055	0	0.00%
52625	MEETING EXPENSES IN TOWN	1,446	1,299	1,450	1,450	0	0.00%
52630	TRAINING	9,000	14,763	20,800	20,800	0	0.00%
52645	SUBSCRIPTIONS	158	223	200	200	0	0.00%
52655	TRAVEL OUT OF TOWN	504	11,643	6,670	6,670	0	0.00%
52656	MOVING EXPENSES	(15)	0	0	0	0	0.00%
52706	WIRELESS COMMUNICATION	7,649	6,457	6,240	6,240	0	0.00%
52735	TELEPHONE LONG DIST CALLS	880	764	750	750	0	0.00%
52736	CELL PHONE AIRTIME	1,056	3	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	16,566	9,668	8,812	8,812	0	0.00%
52775	MINOR EQUIPMENT	4,086	17,287	8,500	8,500	0	0.00%
52776	PRINTER CONSOLIDATION COST	10,048	14,562	9,540	9,540	0	0.00%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
52795	RENTAL OF EQUIPMENT	14,968	8,640	8,640	8,640	0	0.00%
52874	OFFICE SERVICES PRINTING	393	839	1,160	1,160	0	0.00%
52875	OFFICE SERVICES RECORDS	3,900	3,958	3,850	3,850	0	0.00%
60145	SUBDIVISION RECORDING FEES	0	5,067	3,187	3,187	0	0.00%
65014	COLLECTIONS AGENCY FEE	0	1,593	3,824	3,824	0	0.00%
65160	RECRUITMENT	13,889	5,715	0	0	0	0.00%
65275	COST OF COLLECTION	1,976	2,285	3,000	3,000	0	0.00%
Total Operating Expenses		505,548	862,459	632,148	751,676	119,528	18.91%
53090	BUILDINGS AND STRUCTURES	12,114	0	0	0	0	0.00%
Total Capital Outlay		12,114	0	0	0	0	0.00%
Total Expenses		4,477,633	5,144,739	5,488,893	5,625,553	136,660	2.49%

Totals may differ from narrative due to rounding.

Stormwater

Tim Mitros, Stormwater Manager | (719) 385-5061 | tmitros@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Create a robust Stormwater & Runoff Control program, achieving 100% compliance with Federal and State clean water laws and regulations, to maintain and improve the condition and flow of the stormwater infrastructure to address any existing or anticipated problem areas, in support of Mayor's "Most Sensible Approach to Stormwater"	Enhanced project delivery methods will be developed. Environmental protection and enhancement will be featured	Q4	Transforming Government
Working with Asset Management in City Engineering, have all Stormwater Facilities (pipes, inlets, manholes, channels, etc.) mapped and included in the Stormwater facilities GIS database with condition ratings/comments	Available maps of Stormwater facilities	Q4	Building Community

All Funds Summary

	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
						Use of Funds
<i>All Funds</i>		\$2,983,859	\$3,031,013	\$3,051,162	\$20,149	
	General Fund					
	CIP - General Fund	††	1,457,518	1,457,518	2,444,719	987,201
	CIP - Grants/Other		6,730,071	6,730,071	18,100,894	11,370,823
	All Funds Total	+	\$11,171,448	\$11,218,602	\$23,596,775	\$12,378,173
	Anticipated Carryover		\$13,759,000	\$13,759,000	\$14,686,139	\$927,139
	Total Anticipated Spending		\$24,930,448	\$24,977,602	\$38,282,914	\$13,305,312
	Positions					
	General Fund	+	25.00	25.00	25.00	0.00
	Total Positions	+	25.00	25.00	25.00	0.00

* 2014 Amended Budget as of 8/14/2014

† For 2013, Stormwater expenses and positions were included in the budgets for City Engineering and Streets. Beginning in 2014, the budgets are separate for monitoring stormwater specific activities.

†† For 2013, General Fund Stormwater CIP projects are included in City Engineering's budget.

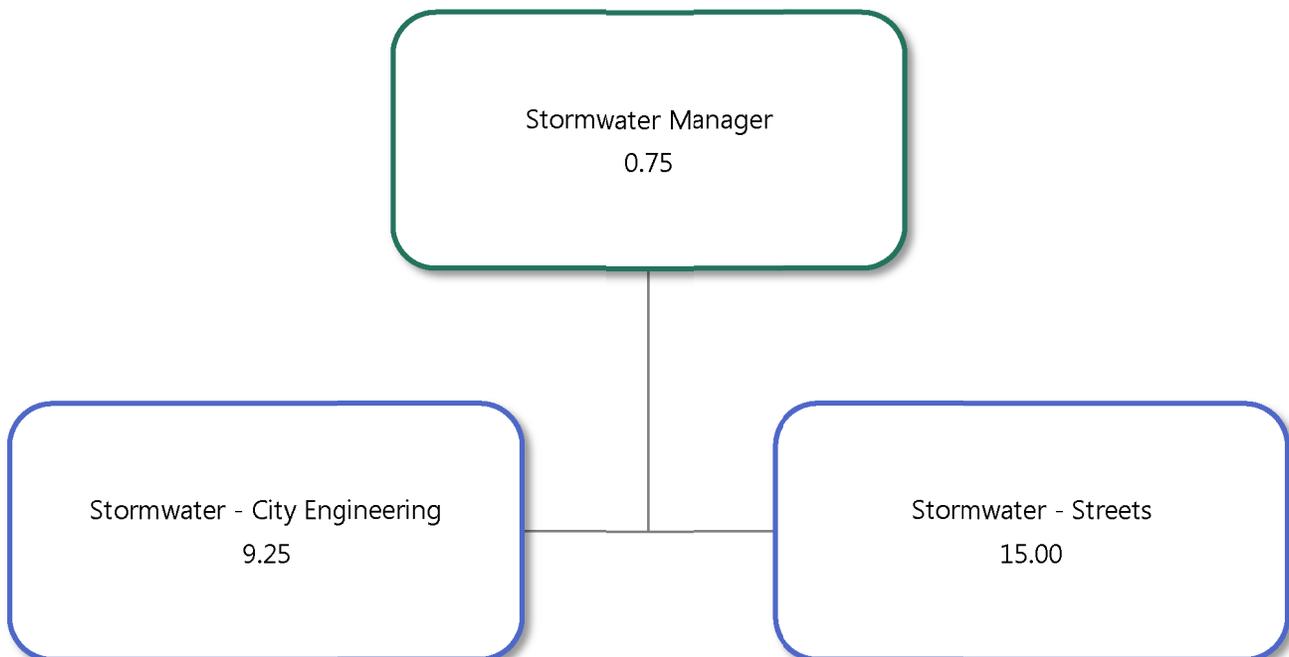
Significant Changes vs. 2014

- Increase of \$987,000 in General Fund-CIP for grant match on potential Emergency Watershed Protection (EWP)/FEMA Hazard Mitigation Grant Program (HMGP) projects. Submittal of applications for stormwater projects is expected in fall 2014 with possible awards in late 2014 or early 2015.
- Increase of \$11.4 million in Grants-CIP due to EWP/HMGP grant applications submitted on stormwater projects for award in 2015

Stormwater

The Division's primary focus is to manage an environmentally sound stormwater system. This includes the management of the City's Municipal Stormwater Discharge Permit and drainage basin concerns. The stormwater permit addresses stormwater quality with an emphasis on controlling and limiting pollutants to the City's drainage system through Best Management Practices.

- Administers the City's Municipal Separate Storm Sewer System (MS4) Permit to ensure compliance with federal and state stormwater regulations including education, water quality monitoring, inspections and mapping.
- Evaluates, designs, and implements drainage improvements to address street flooding, drainage way repairs and failing infrastructure.
- Maintenance of the City stormwater drainage is coordinated with the City's Streets Division including cleaning of inlets, catch basins, and pipes and removal of debris from inlets, culverts, and channels. In addition, crews repair and stabilize stream banks.
- Manages stormwater capital construction projects.



For 2015, General Fund Stormwater budget is divided between the City Engineering Division and the Streets Division. While the full General Fund City Engineering budget resides in the City Engineering Division, and the full General Fund Streets budget resides in the Streets Division, for tracking purposes, each division's stormwater portion of the funding will be budgeted and monitored separately. Additionally, because the stormwater budget resides in two divisions (City Engineering and Streets) this stormwater division is included in the budget document to show total spending on stormwater activities.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014, and changes occurring as part of the 2015 Budget for each Fund including General Fund, Stormwater Enterprise, and CIP.

General Fund - Total Stormwater	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Salary/Benefits/ Pensions			\$1,964,219	\$2,011,373	\$2,044,396	\$33,023	
	Operating			1,019,640	1,019,640	1,006,766	(12,874)	
	Capital Outlay			0	0	0	0	
	Total	**	**	\$2,983,859	\$3,031,013	\$3,051,162	\$20,149	
	Total Positions							
			**	25.00	25.00	25.00	0.00	

General Fund - Stormwater/City Engineering	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/ Pensions			\$895,982	\$943,136	\$954,032	\$10,896
	Operating			447,855	447,855	451,679	3,824
	Capital Outlay			0	0	0	0
	Total	**	**	\$1,343,837	\$1,390,991	\$1,405,711	\$14,720
	Position Title		2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Civil Engineer I/II			1.00	1.00	0.00	(1.00)
	Engineering Development Review/Stormwater Manager			0.75	0.75	0.75	0.00
	Engineering Inspector I/II			3.00	3.00	2.50	(0.50)
	Engineering Programs Manager			1.00	1.00	0.00	(1.00)
	Engineering Manager			0.00	0.00	1.00	1.00
Engineering Specialist			1.00	1.00	0.75	(0.25)	
Engineering Technician I/II			1.25	1.25	0.50	(0.75)	
Lead Engineering Inspector			2.00	2.00	2.00	0.00	
Senior Civil Engineer			0.00	0.00	1.00	1.00	
Senior Engineering Inspector			0.00	0.00	0.50	0.50	
Stormwater Specialist			0.00	0.00	1.00	1.00	
Total Positions		**	10.00	10.00	10.00	0.00	

* 2014 Amended Budget as of 8/14/2014

** For 2012-2013, Stormwater expenses and positions were included in the City Engineering and Streets budgets. Beginning in 2014, the budgets are separate for monitoring stormwater specific activities.

General Fund - Stormwater/Streets	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions			\$1,068,237	\$1,068,237	\$1,090,364	\$22,127
	Operating			571,785	571,785	555,087	(16,698)
	Capital Outlay			0	0	0	0
	Total	**	**	\$1,640,022	\$1,640,022	\$1,645,451	\$5,429
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Equipment Operator I		1.00	1.00	1.00	0.00	
	Equipment Operator II		2.00	2.00	3.00	1.00	
	Senior Equipment Operator		0.00	0.00	7.00	7.00	
Skilled Maintenance Tech II		1.00	1.00	0.00	(1.00)		
Streets District Crew Leader		10.00	10.00	3.00	(7.00)		
Streets District Supervisor		1.00	1.00	1.00	0.00		
Total Positions	**	15.00	15.00	15.00	0.00		

* 2014 Amended Budget as of 8/14/2014

** For 2012-2013, Stormwater expenses and positions were included in the City Engineering and Streets budgets. Beginning in 2014, the budgets are separate for monitoring stormwater specific activities.

Funding Changes - Total Stormwater	During 2014	* 2014 Amended - 2014 Original Budget
	Increase due to transfer of Salaries/Benefits/Pensions from City Engineering to Stormwater for current positions	\$47,154
	Total During 2014	\$47,154
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$30,222)
	Increase for pay for performance	24,896
	Net increase for medical plan changes	12,749
	Increase for projected cost of seasonal employment	25,600
	Total Salaries/Benefits/Pensions	\$33,023
Operating		
Decrease due to efficiencies realized	(\$12,874)	
Total Operating	(\$12,874)	
Capital Outlay		
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	\$20,149	

* 2014 Amended Budget as of 8/14/2014

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
	Total For 2015	0.00

Stormwater Enterprise	Use of Funds	**2012 Actual	**2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/ Pensions	(\$86,425)		\$0	\$0	\$0	\$0
	Operating	16,416,600		0	0	0	0
	Capital Outlay	0		0	0	0	0
	Capital Projects	404,364		0	0	0	0
	Total	\$16,734,539	\$0	\$0	\$0	\$0	\$0

* 2014 Amended Budget as of 8/14/2014

** In 2012 due to the close out of the Stormwater Enterprise Fund, remaining cash and capital assets were transferred to the General Fund. Of the \$16,416,600, 88% was related to the transfer of capital assets, most significantly, infrastructure such as culverts and drainage ways resulting from prior capital projects. This funding was not spent on new capital projects.

	Project Name	General Fund	Restricted Funds							Total Cost	
			Bike Tax	CTF	Enterprise	Grants	PPRTA	PSST	TOPS		Other
2015 CIP Program	31st Street over Camp Creek Bridge Replacement	\$20,482				\$81,929					\$102,411
	Drainage Basin Planning Studies	150,000									150,000
	Emergency Drainage Repairs - High Priority	500,000									500,000
	High Priority CIP Projects (TBD) ¹	1,774,237				17,313,965				705,000 ¹	19,793,202
	Total 2015 CIP	\$2,444,719	\$0	\$0	\$0	\$17,395,894	\$0	\$0	\$0	\$705,000	\$20,545,613

For a citywide comprehensive list of projects, refer to the CIP section of the Budget, page 30-1.

1 - EWP/FEMA HMGP Grants not awarded; Other funds are donations by The Navigators and Cloud Property on EWP projects.

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Streets

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2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Improve oversight and management internally of all PPRTA programs, while maintaining complete transparency to the Executive Team, City Council, the PPRTA Board and the citizens of Colorado Springs to ensure the effective and efficient use of taxpayer money	Make the transition transparent to the Executive Team, City Council, PPRTA Board, and citizens of Colorado Springs	Quarterly	Building Community
Work with City Departments/Enterprises (Parks, Parking, Golf Courses, Pikes Peak Highway, etc.) to identify and complete projects internally, including paving one mile of the Pikes Peak Highway (revenue offset from Pikes Peak Highway)	Completion of the cross-departmental projects	Q4	Building Community
Work with North American Salt to open deicing material hub in Colorado Springs, resulting in a more cost effective means to procure deicing material; as well as contribute to the creation of jobs	North American Salt opens a hub in Colorado Springs	Q1	Jobs

All Funds Summary

	2013 Actual	2014	* 2014	2015 Budget	2015 Budget -
		Original Budget	Amended Budget		* 2014 Amended Budget
Use of Funds					
General Fund	\$9,334,321	\$9,494,631	\$11,494,631	\$8,974,427	(\$2,520,204)
CIP - General Fund	1,477,425	2,017,339	2,017,339	1,853,612	(163,727)
PPRTA - Capital	0	0	0	411,970	411,970
PPRTA - Maintenance	11,233,911	12,554,997	13,456,736	14,446,829	990,093
Total	\$22,045,657	\$24,066,967	\$26,968,706	\$25,686,838	(\$1,281,868)
Positions					
General Fund	94.00	94.00	94.00	94.00	0.00
Total Positions	94.00	94.00	94.00	94.00	0.00

* 2014 Amended City Budget as of 8/14/2014. 2014 Amended PPRTA Budget for maintenance as of 8/12/2014 includes additional sales tax revenue for 2013 and 2014.

Significant Changes vs. 2014

- Decrease of \$2.0 million in operating for removal of 2014 one-time funding for pothole repairs
- Net decrease of \$520,000 in General Fund due to several operational efficiencies that include:
 - hiring vacant positions at entry levels and decreasing seasonal employment, which will provide savings in Salaries/Benefits/Pensions of ~\$205,000
 - operating efficiencies in pothole repair and street pavement improvements that provide a reduction of ~\$321,000 in projected operating and capital outlay expenditures without a decrease in service level

Streets

The mission of the Streets Division is to ensure that quality maintenance and rehabilitation are provided for the City's roadway and drainage infrastructure.

Street Sweeping/Air Quality Control

- Meet federal, state and local environmental and air quality mandates through sweeping and dust abatement
- Sweep streets in downtown area three times per week (avg. 45 lane miles/week), arterials once per month, and residential streets twice per year
- Collect 25,600 cubic yards of material annually while sweeping 48,000 lane miles of roadway and recycle roughly 80% of materials collected

Drainage Maintenance

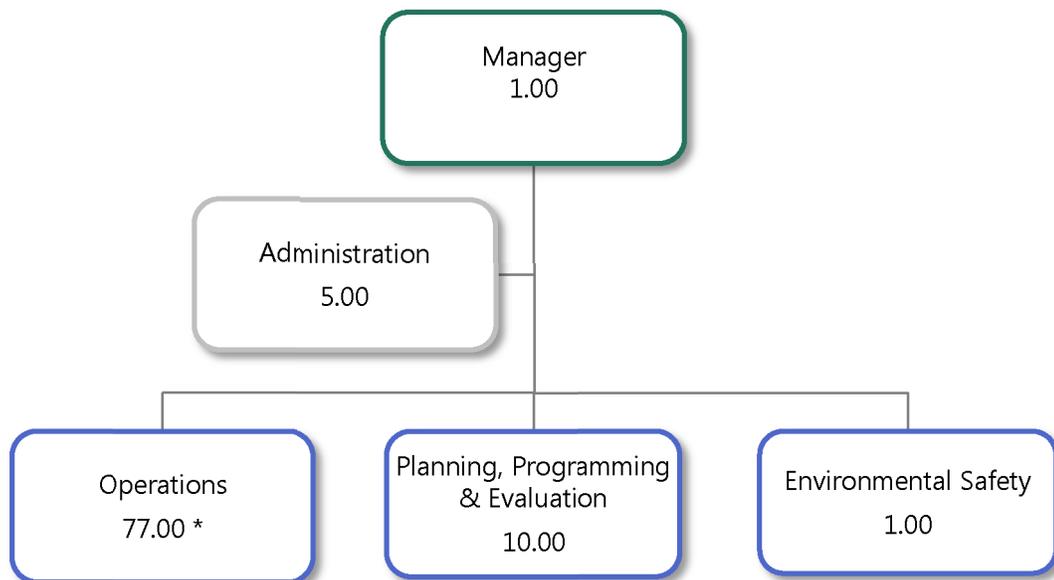
- Provide regulated/mandatory maintenance of drainage infrastructure
- Perform emergency repairs to aging infrastructure caused by major storm events
- Perform maintenance of ponds and streams to meet federal clean water regulations

Concrete Repair, Pavement Rehabilitation and Resurfacing

- Provide concrete repairs for roadway infrastructure including curb/gutter, sidewalks, pedestrian ramps, crosspans, and overlay prep for resurfacing
- Prioritize street resurfacing based on surface distress, traffic volume, faulty drainage, oxidation (weather wear), deterioration, and failure of the sub-grade material
- Outsource all pavement resurfacing (mill/overlay, chip and slurry seal)

Snow, Ice Control and Emergency Weather Response

- Provide snow and emergency weather conditions response year-round to establish safe and passable streets
- Provide service for over 7,400 lane miles of roadway extending over a 194 square-mile area



* Includes 15.00 FTE dedicated to Stormwater activities

For 2015, General Fund Streets budget is split into Streets and Stormwater. While the full General Fund budget resides in the Streets division, for tracking purposes, the stormwater portion of the General Fund is budgeted and monitored separately. Additionally, because the stormwater budget resides in two divisions (City Engineering and Streets), a stormwater division is included in the budget document to show total spending on stormwater activities.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014, and changes occurring as part of the 2015 Budget for each Fund including General Fund, PPRTA, and CIP.

General Fund Total	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$6,745,064	\$6,367,872	\$6,776,639	\$6,776,639	\$6,594,122	(\$182,517)
	Operating	2,689,832	2,951,521	2,647,992	4,647,992	2,370,305	(2,277,687)
	Capital Outlay	563,937	14,928	70,000	70,000	10,000	(60,000)
	Total	\$9,998,833	\$9,334,321	\$9,494,631	\$11,494,631	\$8,974,427	(\$2,520,204)
	Total Positions		94.00	94.00	94.00	94.00	0.00

* 2014 Amended Budget as of 8/14/2014

General Fund - Streets	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$6,745,064	\$6,367,872	\$5,708,402	\$5,708,402	\$5,503,758	(\$204,644)
	Operating	2,689,832	2,951,521	2,076,207	4,076,207	1,815,218	(2,260,989)
	Capital Outlay	563,937	14,928	70,000	70,000	10,000	(60,000)
	Total	\$9,998,833	\$9,334,321	\$7,854,609	\$9,854,609	\$7,328,976	(\$2,525,633)
Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget		
Administrative Technician	1.00	1.00	1.00	1.00	0.00		
Communications Center Dispatcher	2.00	2.00	2.00	2.00	0.00		
Engineering Inspector II	1.00	1.00	1.00	1.00	0.00		
Environmental Safety and Health Coordinator	1.00	1.00	1.00	1.00	0.00		
Equipment Operator I	5.00	8.00	8.00	12.00	4.00		
Equipment Operator II	31.00	27.00	27.00	28.00	1.00		
Equipment Operator III	21.00	0.00	0.00	0.00	0.00		
Maintenance Technician II	5.00	5.00	5.00	0.00	(5.00)		
Senior Analyst	1.00	1.00	1.00	1.00	0.00		
Senior Equipment Operator	7.00	9.00	9.00	11.00	2.00		
Senior Office Specialist	1.00	1.00	1.00	1.00	0.00		
Skilled Maintenance Supervisor	6.00	5.00	5.00	0.00	(5.00)		
Skilled Maintenance Technician II	5.00	3.00	3.00	0.00	(3.00)		
Streets District Crew Leader	0.00	7.00	7.00	8.00	1.00		
Streets District Supervisor	0.00	0.00	0.00	5.00	5.00		
Streets Manager	1.00	1.00	1.00	1.00	0.00		
Streets Operations Manager	2.00	2.00	2.00	1.00	(1.00)		
Streets Program Supervisor	2.00	2.00	2.00	3.00	1.00		
Streets Repair Inspector	2.00	3.00	3.00	3.00	0.00		
Total Positions	94.00	79.00	79.00	79.00	0.00		

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	Increase of one-time funding for pothole repairs	\$2,000,000
	Total During 2014	\$2,000,000
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$148,853)
	Increase for pay for performance	71,892
	Net increase for medical plan changes	31,246
	Decrease in projected cost of seasonal employment	(158,929)
	Total Salaries/Benefits/Pensions	(\$204,644)
	Operating	
	Decrease for removal of one-time 2014 funding for pothole repairs	(\$2,000,000)
	Net decrease for projected operating expenditures	(264,373)
	Increase for utility rate changes	3,384
Total Operating	(\$2,260,989)	
Capital Outlay		
Decrease due to reduced expenses for capital items	(\$60,000)	
Total Capital Outlay	(\$60,000)	
Total For 2015	(\$2,525,633)	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
	Total For 2015	0.00

* 2014 Amended Budget as of 8/14/2014

<i>General Fund - Stormwater</i>	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions			\$1,068,237	\$1,068,237	\$1,090,364	\$22,127
	Operating			571,785	571,785	555,087	(16,698)
	Capital Outlay			0	0	0	0
	Total	**	**	\$1,640,022	\$1,640,022	\$1,645,451	\$5,429
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Equipment Operator I		1.00	1.00	1.00	0.00	
	Equipment Operator II		2.00	2.00	3.00	1.00	
	Senior Equipment Operator		0.00	0.00	7.00	7.00	
Skilled Maintenance Tech II		1.00	1.00	0.00	(1.00)		
Streets District Crew Leader		10.00	10.00	3.00	(7.00)		
Streets District Supervisor		1.00	1.00	1.00	0.00		
Total Positions	**	15.00	15.00	15.00	0.00		

<i>Funding Changes</i>	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$481
	Increase for pay for performance	14,148
	Net increase for medical plan changes	7,498
	Total Salaries/Benefits/Pensions	\$22,127
	Operating	
	Decrease due to efficiencies realized	(\$16,698)
	Total Operating	(\$16,698)
	Capital Outlay	
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	\$5,429	

* 2014 Amended Budget as of 8/14/2014

** For 2012-2013, Stormwater expenses and positions were included in the City Engineering Streets budgets. Beginning in 2014, the budgets are separate for monitoring stormwater specific activities.

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
	Total For 2015	0.00

* 2014 Amended Budget as of 8/14/2014

	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
Maintenance	11,312,285	11,233,911	12,554,997	13,456,736	14,446,829	\$990,093	
Total	\$11,312,285	\$11,233,911	\$12,554,997	\$13,456,736	\$14,858,799	\$1,402,063	
PPRTA	<u>2015 PPRTA Maintenance Projects</u>						
	PPRTA Pavement /Mill Overlay					\$4,500,000	
	PPRTA Chip Seal					1,500,000	
	PPRTA Maintenance Paving					2,000,000	
	PPRTA Pothole/Digout					750,000	
	PPRTA Crack Seal					1,000,000	
	PPRTA Pre-Overlay Concrete					3,000,000	
	PPRTA On-Call Program					1,046,829	
	PPRTA Trip Hazard Mitigation					100,000	
	PPRTA Cost Sharing Program					100,000	
	PPRTA Project Support					450,000	
	† The PPRTA capital projects are listed below in the CIP table.						
The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated for capital projects and maintenance of the City's transportation system, relevant PPRTA expenditures are included in this document.							

* 2014 Amended City Budget as of 8/14/2014. 2014 Amended PPRTA Budget for maintenance as of 8/12/2014 includes additional sales tax revenue for 2013 and 2014.

	Project Name	General Fund	Restricted Funds							Total Cost	
			Bike Tax	CTF	Enterprise	Grants	PPRTA	PSST	TOPS		Other
2015 CIP Program	Companion Drainage Projects						\$411,970				\$411,970
	Street Pavement Improvements - Academy Blvd./Palmer Park to Bijou	947,000									947,000
	Street Pavement Improvements - Priority Corridors	906,612									906,612
	Total 2015 CIP	\$1,853,612	\$0	\$0	\$0	\$0	\$411,970	\$0	\$0	\$0	\$2,265,582
For a citywide comprehensive list of projects, refer to the CIP section of the Budget, page 30-1.											

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND

Streets

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	4,600,799	4,364,460	4,622,102	4,630,543	8,441	0.18%
51210	OVERTIME	169,577	240,884	277,000	277,000	0	0.00%
51220	SEASONAL TEMPORARY	173,314	189,905	158,929	0	(158,929)	-100.00%
51230	SHIFT DIFFERENTIAL	2,105	450	0	0	0	0.00%
51235	STANDBY	0	65	0	0	0	0.00%
51240	RETIREMENT TERMINATION SICK	21,192	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	48,372	41,399	0	0	0	0.00%
51260	VACATION BUY PAY OUT	14,684	12,419	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(27,460)	(74,210)	0	0	0	0.00%
51610	PERA	648,875	626,141	626,711	630,189	3,478	0.55%
51612	RETIREMENT HEALTH SAVINGS	0	7,741	0	0	0	0.00%
51615	WORKERS COMPENSATION	238,755	174,187	220,293	205,442	(14,851)	-6.74%
51620	EQUITABLE LIFE INSURANCE	12,737	12,082	15,883	15,895	12	0.08%
51640	DENTAL INSURANCE	35,856	34,180	35,520	31,933	(3,587)	-10.10%
51665	CASH BACK	6,140	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	1,200	1,200	0	0	0	0.00%
51690	MEDICARE	65,001	64,932	64,752	65,671	919	1.42%
51695	CITY EPO MEDICAL PLAN	657,808	615,434	719,030	701,029	(18,001)	-2.50%
51696	ADVANTAGE HD MED PLAN	68,918	67,449	36,420	36,420	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	7,474	6,460	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	(283)	(17,306)	0	0	0	0.00%
Total Salaries and Benefits		6,745,064	6,367,872	6,776,640	6,594,122	(182,518)	-2.69%
52105	MISCELLANEOUS OPERATING	1	0	0	0	0	0.00%
52110	OFFICE SUPPLIES	14,264	10,731	13,466	10,533	(2,933)	-21.78%
52120	COMPUTER SOFTWARE	3,415	1,060	3,720	1,500	(2,220)	-59.68%
52122	CELL PHONES EQUIP AND SUPPLIES	2,213	4,137	3,000	3,000	0	0.00%
52125	GENERAL SUPPLIES	23,935	27,767	29,841	24,841	(5,000)	-16.76%
52131	CONCRETE SUPPLIES	50,467	47,115	81,893	20,648	(61,245)	-74.79%
52135	POSTAGE	79	80	150	0	(150)	-100.00%
52140	WEARING APPAREL	24,897	33,550	25,000	25,000	0	0.00%
52145	PAINT AND CHEMICAL	19,652	13,657	21,275	194	(21,081)	-99.09%
52160	FUEL	10	0	0	0	0	0.00%
52165	LICENSES AND TAGS	1,605	306	400	400	0	0.00%
52175	SIGNS	5,070	336	0	0	0	0.00%
52180	ASPHALTIC MATERIAL	6,589	2,328	5,448	0	(5,448)	-100.00%
52185	AGGREGATE MATERIAL	79,793	2,185	130,000	19,615	(110,385)	-84.91%
52192	STORMWATER PERMIT	500	500	500	500	0	0.00%
52220	MAINT OFFICE MACHINES	3,703	0	1,000	1,000	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	7,003	9,272	10,000	10,000	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	117,768	189,945	185,000	35,405	(149,595)	-80.86%
52280	MAINT ROADS AND BRIDGES	1,558	0	0	0	0	0.00%
52281	MAINT INFRASTRUCTURE	169,894	324,848	500,000	500,000	0	0.00%
52305	MAINT SOFTWARE	0	590	5,000	1,000	(4,000)	-80.00%
52410	BUILDING SECURITY SERVICES	11,635	11,635	11,623	11,623	0	0.00%
52415	CONTRACTS AND SPEC PROJECTS	1,243,529	601,134	762,085	205,464	(556,621)	-73.04%
52425	ENVIRONMENTAL SERVICES	12,401	18,343	18,284	15,000	(3,284)	-17.96%
52426	MUN FAC RUNOFF CONTROL	0	941	0	0	0	0.00%
52431	CONSULTING SERVICES	3,125	8,613	18,140	0	(18,140)	-100.00%
52435	GARBAGE REMOVAL SERVICES	15,827	31,755	20,800	38,940	18,140	87.21%
52437	DEBRIS WASTE SERVICES	178,276	0	0	0	0	0.00%
52445	JANITORIAL SERVICES	19,541	19,439	19,600	19,600	0	0.00%
52460	MEDICAL SERVICE	204	0	0	0	0	0.00%
52560	PARKING SERVICES	663	239	1,700	400	(1,300)	-76.47%
52571	SNOW REMOVAL	423,241	1,077,246	485,714	1,075,465	589,751	121.42%
52575	SERVICES	20,837	21,100	20,554	20,554	0	0.00%
52590	TEMPORARY EMPLOYMENT	23,155	7	0	48,000	48,000	0.00%
52605	CAR MILEAGE	218	0	0	0	0	0.00%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
52607	CELL PHONE ALLOWANCE	1,520	1,468	3,840	1,500	(2,340)	-60.94%
52615	DUES AND MEMBERSHIP	892	1,178	1,400	1,400	0	0.00%
52625	MEETING EXPENSES IN TOWN	888	834	1,000	1,000	0	0.00%
52630	TRAINING	12,933	10,639	16,500	10,000	(6,500)	-39.39%
52655	TRAVEL OUT OF TOWN	9,672	2,288	9,442	0	(9,442)	-100.00%
52705	COMMUNICATIONS	3,145	3,419	3,300	3,656	356	10.79%
52731	STATE CNTY PPRTA TAX	1,610	77	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	221	160	245	245	0	0.00%
52736	CELL PHONE AIRTIME	854	265	856	500	(356)	-41.59%
52738	CELL PHONE BASE CHARGES	21,833	18,122	20,000	20,000	0	0.00%
52746	UTILITIES ELECTRIC	28,825	33,585	39,600	41,976	2,376	6.00%
52747	UTILITIES GAS	22,612	26,347	33,600	34,608	1,008	3.00%
52748	UTILITIES SEWER	3,710	3,836	5,400	5,400	0	0.00%
52749	UTILITIES WATER	45,027	38,195	60,000	60,000	0	0.00%
52775	MINOR EQUIPMENT	30,772	22,959	40,682	88,838	48,156	118.37%
52776	PRINTER CONSOLIDATION COST	6,987	9,723	7,000	7,000	0	0.00%
52795	RENTAL OF EQUIPMENT	3,314	26,866	20,000	5,000	(15,000)	-75.00%
52811	CHGS COMMUNITY SERVICES	0	288,671	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	588	650	1,833	500	(1,333)	-72.72%
52875	OFFICE SERVICES RECORDS	5	5	0	0	0	0.00%
52970	ENVIRON PROTECTION PROGRAM	118	50	5,000	0	(5,000)	-100.00%
65035	MISCELLANEOUS	0	(747)	0	0	0	0.00%
65160	RECRUITMENT	9,069	4,072	3,500	0	(3,500)	-100.00%
65352	EMPLOYEE AWARDS PROGRAM	169	0	600	0	(600)	-100.00%
Total Operating Expenses		2,689,832	2,951,521	2,647,991	2,370,305	(277,687)	-10.49%
53020	COMPUTERS NETWORKS	2,365	14,621	0	10,000	10,000	0.00%
53050	MACHINERY AND APPARATUS	36,949	307	70,000	0	(70,000)	-100.00%
53080	VEHICLES ADDITIONS	524,623	0	0	0	0	0.00%
Total Capital Outlay		563,937	14,928	70,000	10,000	(60,000)	-85.71%
Total Expenses		9,998,833	9,334,321	9,494,631	8,974,427	(520,205)	-5.48%

Totals may differ from narrative due to rounding.

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Traffic Engineering

Kathleen Krager, Manager | (719) 385-7628 | kkrager@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Work with Engineering, Streets, Parks, and Transit to develop a prioritized funding list for new sidewalk construction using PPRTA II funding to improve the City's infrastructure at high priority locations	Miles of sidewalk completed	Q2,4	Building Community
Develop projects and funding strategies to relieve traffic congestion that impacts Peterson Air Force Base and Colorado Springs Airport, in conjunction with City Engineering	Improve capacity and relieve traffic congestion	Q2	Jobs

All Funds Summary

	Use of Funds	2013	2014	* 2014	2015	2015 Budget -	
		Actual	Original Budget	Amended Budget		Budget	* 2014 Amended Budget
All Funds	General Fund	\$3,773,040	\$4,234,711	\$4,234,711	\$3,610,230	(\$624,481)	
	CIP - General Fund	522,012	503,311	503,311	469,021	(34,290)	
	PPRTA - Capital	2,313,723	2,012,013	2,012,013	5,601,983	3,589,970	
	PPRTA - Maintenance	3,091,298	3,639,130	3,900,503	3,227,531	(672,972)	
	CIP - Grants/Bike Tax	909,441	2,948,259	2,948,259	5,403,935	2,455,676	
	Total	\$10,609,514	\$13,337,424	\$13,598,797	\$18,312,700	\$4,713,903	
	Positions						
	General Fund	35.50	35.50	35.50	34.00	(1.50)	
	Grants Fund	1.50	0.50	0.00	0.00	0.00	
	Total	37.00	36.00	35.50	34.00	(1.50)	

* 2014 Amended City Budget as of 8/14/2014. 2014 Amended PPRTA Budget for maintenance as of 8/12/2014 includes additional sales tax revenue for 2013 and 2014.

Significant Changes vs. 2014

- Net decrease of \$137,000 in Salaries/Benefits/Pensions due to budget reduction, resulting in elimination of 1.50 FTE and other position changes
- Decrease of \$225,000 in operating for removal of 2014 one-time funding
- Decrease of \$357,000 in operating due to budget reduction
- Increase of \$3.6 million in PPRTA – Capital for PPRTA II projects beginning in 2015
- Increase in CIP - Grants/Bike Tax of \$2.5 million largely due to potential grant award for the Powers Blvd.-Platte Ave. to Fountain Blvd. project

Traffic Engineering

Traffic Engineering's primary mission is to provide safe and efficient movement of vehicles and pedestrians on the public rights-of-way, improve mobility and traffic flow, maintain public safety, reduce travel times and mitigate congestion. Traffic Engineering is responsible for three major programs:

Transportation Planning

- Plan and implement roadway, bike, school safety and pedestrian projects and programs to develop a multi-modal transportation system
- Identify and monitor projects to manage roadway congestion, high crash and unsafe locations for all modes of transportation
- Identify funding for transportation and safety projects including grant applications to leverage local funds
- Administer the School Safety Program
- Conduct public process to develop regional, sub-regional and neighborhood projects
- Address neighborhood parking and cut-through traffic issues
- Conduct various studies and analyses
- Coordinate transportation planning efforts with city departments, government agencies, and citizen groups in the Pikes Peak Region

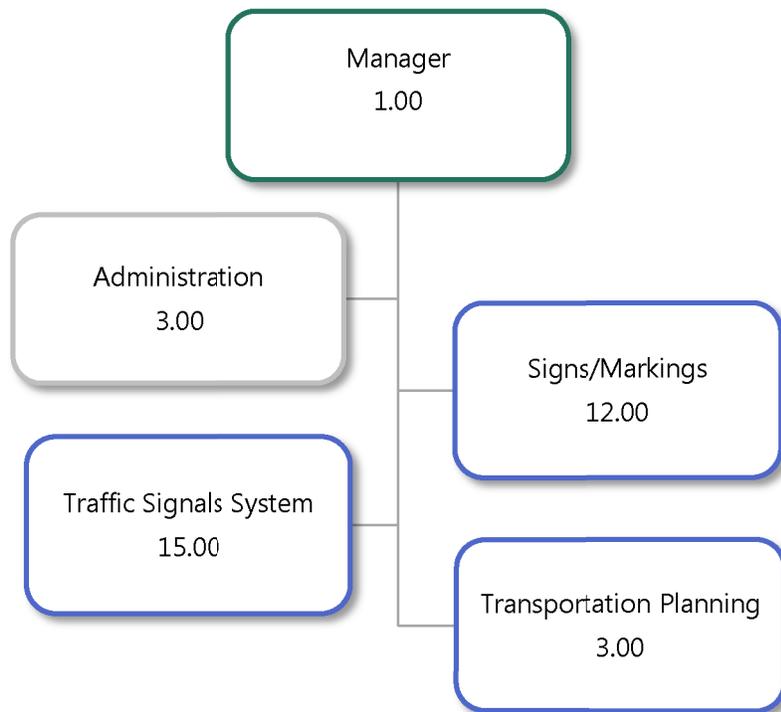
Traffic Signal Systems

- Manage signal timing, coordination and maintenance of the City's 567 traffic signals
- Operate the incident management system (traffic cameras and message boards) on key arterials throughout the City
- Analyze citizen and developer requests for new traffic signals and additional phases to existing traffic signals
- Respond to 24 hour emergency traffic signal malfunction repairs
- Coordinate the annual traffic signal rebuild program
- Maintain the priority green system for emergency first responders

Traffic Operations and Signs & Markings

- Identify Transportation and Safety projects for the City Traffic Engineer
- Review roadway plans from CIP group, PPRTA group and developers for new roadway corridors, roundabouts, bike lanes projects
- Provide technical and design assistance for our PPRTA Partnership Program
- Review and comment on traffic related Revocable Permits
- Municipal Court Liaison for traffic related legal issues including research, field investigation, and representing the city in court
- Develop and coordinate Federal Highway Administration mandated compliance programs
- Maintain the City's signs and markings system
- Install new signage and replace worn out signs to meet federal standards
- Re-stripe roadways, crosswalks, legends, and bike lanes
- Coordinate new guardrail installations and coordinates replacement of damaged guardrail
- Collect traffic data, analyze generate traffic studies
- Administer the City's truck route program

Traffic Engineering Functions	2012 Actual	2013 Actual	2014 Original Budget	2015 Budget
School Safety	\$553,745	\$568,596	\$563,562	\$427,108
Signals Maintenance and Construction	1,063,216	1,059,673	1,112,129	1,048,244
Signs and Markings	615,257	1,043,986	1,114,659	983,539
Traffic Management Center (TMC) Operations	507,887	513,312	535,235	548,236
Transportation Planning	1,386,784	587,473	909,126	603,104
Total Traffic Engineering Functions	\$4,126,889	\$3,773,040	\$4,234,711	\$3,610,230



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014 and changes occurring as part of the 2015 Budget for each Fund including General Fund, Grant Funds, PPRTA, and CIP.

General Fund	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$2,958,627	\$2,699,965	\$2,792,855	\$2,792,855	\$2,618,995	(\$173,860)
	Operating	1,168,262	1,066,340	1,441,856	1,441,856	991,235	(450,621)
	Capital Outlay	0	6,735	0	0	0	0
	Total	\$4,126,889	\$3,773,040	\$4,234,711	\$4,234,711	\$3,610,230	(\$624,481)
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Analyst II	1.00	1.00	1.00	0.00	(1.00)	
	Electronic Maintenance Technician	1.00	1.00	1.00	0.00	(1.00)	
	Electronic Specialist	5.00	5.00	5.00	0.00	(5.00)	
	Equipment Operator II	3.00	3.00	3.00	0.00	(3.00)	
	Equipment Operator III	1.00	1.00	1.00	0.00	(1.00)	
	Graphics Technician	1.00	1.00	1.00	0.00	(1.00)	
	Maintenance Technician II	1.00	1.00	1.00	1.00	0.00	
	Planner I	0.00	0.00	0.00	1.00	1.00	
	Principal Traffic Engineer	1.00	1.00	1.00	1.00	0.00	
	Senior Analyst, Bene/Fin	0.00	0.00	0.00	1.00	1.00	
	Senior Equipment Operator	1.00	1.00	1.00	4.00	3.00	
	Senior Office Specialist	2.50	2.50	2.50	2.00	(0.50)	
	Senior Planner	2.00	2.00	2.00	1.00	(1.00)	
Senior Skilled Maintenance Technician	1.00	1.00	1.00	1.00	0.00		
Senior Traffic Engineer	1.00	1.00	1.00	1.00	0.00		
Sign Technician I	0.00	0.00	0.00	1.00	1.00		
Sign Technician II	0.00	0.00	0.00	1.00	1.00		
Skilled Maintenance Technician	2.00	2.00	2.00	2.00	0.00		
Traffic Engineering Supervisor	0.00	0.00	0.00	1.00	1.00		
Traffic Signal Supervisor	1.00	1.00	1.00	1.00	0.00		
Traffic Technician I	2.00	2.00	2.00	2.00	0.00		
Traffic Technician II	8.00	8.00	8.00	9.00	1.00		
Traffic Technician III	0.00	0.00	0.00	3.00	3.00		
Transportation Manager	1.00	1.00	1.00	1.00	0.00		
Total Positions	35.50	35.50	35.50	34.00	(1.50)		

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$29,930
	Increase for pay for performance	34,329
	Net increase for medical plan changes	17,262
	Increase due to transfer from Operating to Salaries/Benefits/Pensions for projected temporary employment cost	9,600
	Increase to fund addition of .50 FTE in 2014	23,041
	Decrease due to transfer to Operating to fund School Safety Program at projected revenue level	(116,392)
	Net decrease for reclasses of two positions (Senior Planner to Planner I and Analyst II to Senior Analyst)	(17,065)
	Decrease due to elimination of 2.00 FTE	(154,565)
	Total Salaries/Benefits/Pensions	(\$173,860)
	Operating	
	Decrease due to redistribution from Operating to Salaries/Benefits/Pensions for projected seasonal temporary cost	(\$9,600)
	Decrease due to redistribution from Operating to Salaries/Benefits/Pensions for funding of position reclasses	(5,976)
	Increase due to utility rate changes	18,998
	Increase to fund School Safety Program at projected revenue level	116,392
Decrease due to removal of 2014 one-time funding	(225,000)	
Decrease due to budget reduction	(345,435)	
Total Operating	(\$450,621)	
Capital Outlay		
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	(\$624,481)	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Eliminate 1.50 FTE (.50 Senior Office Specialist and 1.00 Traffic Technician II positions)	(1.50)
	Total For 2015	(1.50)

* 2014 Amended Budget as of 8/14/2014

Grants		2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Positions					
	Engineering Specialist	1.00	0.00	0.00	0.00	0.00
	Civil Engineer II	0.50	0.50	0.00	0.00	0.00
Total Positions	1.50	0.50	0.00	0.00	0.00	
Grant funding for these positions is included in previously appropriated Capital Improvement Projects.						

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	Eliminate .50 FTE (Civil Engineer II)	(0.50)
	Total During 2014	(0.50)
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
Total For 2015	0.00	

* 2014 Amended Budget as of 8/14/2014

PPRTA	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Capital †	\$1,606,867	\$2,313,723	\$2,012,013	\$2,012,013	\$5,601,983	\$3,589,970
	Maintenance	3,267,274	3,091,298	3,639,130	3,900,503	3,227,531	(672,972)
	Total	\$4,874,141	\$5,405,021	\$5,651,143	\$5,912,516	\$8,829,514	\$2,916,998
<u>2015 PPRTA Maintenance Projects</u>							
PPRTA Guardrail Maintenance						\$150,000	
PPRTA Hazard Elimination/Safety Improvements						610,831	
PPRTA Signs and Markings						1,586,350	
PPRTA Traffic Count Program						90,000	
PPRTA Traffic Signal Maintenance						790,350	
† The PPRTA capital projects are listed below in the CIP table.							
The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated for capital projects and maintenance of the City's transportation system, relevant PPRTA expenditures are included.							

* 2014 Amended City Budget as of 8/14/2014. 2014 Amended PPRTA Budget for maintenance as of 8/12/2014 includes additional sales tax revenue for 2013 and 2014.

	Project Name	General Fund	Restricted Funds							Total Cost	
			Bike Tax	CTF	Enterprise	Grants	PPRTA	PSST	TOPS		Other
2015 CIP Program	Advanced Detection	\$73,113				\$292,452					\$365,565
	Bicycle Infrastructure Improvements		97,850								97,850
	Congestion/Incident Management					411,970					411,970
	Infrastructure Damage Repair	80,000									80,000
	Intersection Improvements-Citywide					823,940					823,940
	Old Ranch Road Improvements					1,433,000					1,433,000
	On-Street Bikeway Improvements					411,970					411,970
	Powers Blvd.-Platte Ave. to Fountain Blvd.					4,550,000					4,550,000
	Roadway Safety and Traffic Ops					1,000,000					1,000,000
	Traffic Sign Federal Mandates	200,000									200,000
	Traffic Signal System Upgrades					1,521,103					1,521,103
	Traffic Signal Upgrades	115,908				463,633					579,541
	Total 2015 CIP	\$469,021	\$97,850	\$0	\$0	\$5,306,085	\$5,601,983	\$0	\$0	\$0	\$11,474,939

For a citywide comprehensive list of projects, refer to the CIP section of the Budget, page 30-1.

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
Transportation Engineering

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	2,222,917	2,032,359	2,101,623	1,926,258	(175,365)	-8.34%
51210	OVERTIME	28,461	30,079	35,700	36,200	500	1.40%
51220	SEASONAL TEMPORARY	0	22,648	0	3,800	3,800	0.00%
51230	SHIFT DIFFERENTIAL	0	22	0	0	0	0.00%
51235	STANDBY	24,337	25,164	25,000	26,000	1,000	4.00%
51245	RETIREMENT TERM VACATION	25,013	6,138	0	0	0	0.00%
51260	VACATION BUY PAY OUT	4,196	6,324	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(9,179)	(9,964)	0	0	0	0.00%
51610	PERA	296,920	273,662	284,784	278,156	(6,628)	-2.33%
51615	WORKERS COMPENSATION	41,002	32,692	31,933	35,861	3,928	12.30%
51620	EQUITABLE LIFE INSURANCE	6,072	5,539	7,563	7,220	(343)	-4.54%
51640	DENTAL INSURANCE	12,523	12,097	12,720	11,379	(1,341)	-10.54%
51665	CASH BACK	4,414	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	3,080	1,300	1,920	1,920	0	0.00%
51690	MEDICARE	28,237	25,713	26,262	25,654	(608)	-2.32%
51695	CITY EPO MEDICAL PLAN	270,791	228,305	265,350	266,547	1,197	0.45%
51696	ADVANTAGE HD MED PLAN	0	7,197	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	690	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	(157)	0	0	0	0	0.00%
Total Salaries and Benefits		2,958,627	2,699,965	2,792,855	2,618,995	(173,860)	-6.23%
52105	MISCELLANEOUS OPERATING	107	68	0	0	0	0.00%
52110	OFFICE SUPPLIES	7,016	3,207	4,650	4,040	(610)	-13.12%
52111	PAPER SUPPLIES	0	188	100	200	100	100.00%
52115	MEDICAL SUPPLIES	648	1,057	1,705	1,555	(150)	-8.80%
52120	COMPUTER SOFTWARE	3,241	1,878	2,230	2,230	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	2,155	233	350	600	250	71.43%
52125	GENERAL SUPPLIES	6,091	2,388	4,200	2,500	(1,700)	-40.48%
52127	CONSTRUCTION SUPPLIES	13,054	28,777	16,200	20,100	3,900	24.07%
52130	OTHER SUPPLIES	0	1,751	0	0	0	0.00%
52131	CONCRETE SUPPLIES	787	245	990	0	(990)	-100.00%
52135	POSTAGE	517	318	1,050	750	(300)	-28.57%
52140	WEARING APPAREL	13,584	730	0	0	0	0.00%
52145	PAINT AND CHEMICAL	2,564	2,781	2,800	2,800	0	0.00%
52190	JANITORIAL SUPPLIES	1,510	950	1,400	1,000	(400)	-28.57%
52230	MAINT FURNITURE AND FIXTURES	1,102	0	0	0	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	428	0	2,480	2,673	193	7.78%
52244	MAINT TRAFFIC MARKINGS	1,185	0	15,000	0	(15,000)	-100.00%
52245	MAINT SIGNALS	25,334	95,659	78,705	4,000	(74,705)	-94.92%
52255	MAINT SIGNS	14,761	41,486	61,000	0	(61,000)	-100.00%
52265	MAINT BUILDINGS AND STRUCTURE	29,177	11,971	17,570	11,070	(6,500)	-36.99%
52270	MAINT WELLS AND RESERVOIRS	0	65	0	0	0	0.00%
52305	MAINT SOFTWARE	0	9,670	5,500	10,891	5,391	98.02%
52405	ADVERTISING SERVICES	99	0	2,038	0	(2,038)	-100.00%
52410	BUILDING SECURITY SERVICES	360	720	480	730	250	52.08%
52415	CONTRACTS AND SPEC PROJECTS	247,417	125,559	446,240	35,085	(411,155)	-92.14%
52431	CONSULTING SERVICES	3,800	0	0	0	0	0.00%
52435	GARBAGE REMOVAL SERVICES	1,638	1,712	2,240	1,740	(500)	-22.32%
52445	JANITORIAL SERVICES	10,586	16,090	17,500	17,500	0	0.00%
52560	PARKING SERVICES	3,715	3,200	2,400	2,100	(300)	-12.50%
52573	CREDIT CARD FEES	0	7	0	0	0	0.00%
52575	SERVICES	5,407	5,508	3,315	3,360	45	1.36%
52590	TEMPORARY EMPLOYMENT	4,536	0	0	0	0	0.00%
52591	SCHOOL CROSSING GUARDS	310,717	310,716	310,716	427,108	116,392	37.46%
52607	CELL PHONE ALLOWANCE	1,358	929	960	960	0	0.00%
52610	PROFESSIONAL LICENSES	275	62	800	800	0	0.00%
52615	DUES AND MEMBERSHIP	3,139	3,944	3,910	4,812	902	23.07%
52625	MEETING EXPENSES IN TOWN	1,040	0	500	500	0	0.00%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
52630	TRAINING	5,550	1,478	10,800	9,800	(1,000)	-9.26%
52655	TRAVEL OUT OF TOWN	13,126	0	0	0	0	0.00%
52705	COMMUNICATIONS	200	0	0	0	0	0.00%
52706	WIRELESS COMMUNICATION	9,480	12,783	12,036	11,076	(960)	-7.98%
52732	UTILITIES TRAFFIC SIGNALS	0	0	0	262,000	262,000	0.00%
52735	TELEPHONE LONG DIST CALLS	288	177	260	235	(25)	-9.62%
52736	CELL PHONE AIRTIME	29	38	612	50	(562)	-91.83%
52738	CELL PHONE BASE CHARGES	9,810	13,577	10,672	11,372	700	6.56%
52746	UTILITIES ELECTRIC	301,573	287,198	301,676	52,214	(249,462)	-82.69%
52747	UTILITIES GAS	29,704	20,185	29,923	28,996	(927)	-3.10%
52748	UTILITIES SEWER	3,061	2,062	3,100	2,100	(1,000)	-32.26%
52749	UTILITIES WATER	4,959	3,795	4,960	4,960	0	0.00%
52755	COMMUNICATIONS EQUIPMENT	2,191	0	0	0	0	0.00%
52770	SAFETY EQUIPMENT	0	9,039	16,360	12,200	(4,160)	-25.43%
52775	MINOR EQUIPMENT	58,161	30,900	30,288	23,988	(6,300)	-20.80%
52776	PRINTER CONSOLIDATION COST	4,725	9,876	10,620	10,020	(600)	-5.65%
52795	RENTAL OF EQUIPMENT	5,594	0	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	477	749	1,270	870	(400)	-31.50%
52875	OFFICE SERVICES RECORDS	1,986	2,069	2,250	2,250	0	0.00%
65160	RECRUITMENT	0	545	0	0	0	0.00%
Total Operating Expenses		1,168,262	1,066,340	1,441,856	991,235	(450,621)	-31.25%
53030	FURNITURE AND FIXTURES	0	396	0	0	0	0.00%
53090	BUILDINGS AND STRUCTURES	0	6,339	0	0	0	0.00%
Total Capital Outlay		0	6,735	0	0	0	0.00%
Total Expenses		4,126,889	3,773,040	4,234,711	3,610,230	(624,481)	-14.75%

Totals may differ from narrative due to rounding.

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Transit

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2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Continue transit service to VA Clinic and service frequency to the County Citizen Services Center	Continue ridership and improved connection to critical citizen services	Q1	Building Community
Support CDOT's new Bustang Commuter Bus service between Colorado Springs and Denver	Improve job access to Denver	Q1	Jobs
Increase frequency on one bus route and serve Economic Opportunity Zones and major employers; add 3 bus routes on Saturday; and fix on-time performance issues on multiple transit routes	Increase ridership and improve connections to jobs	Q2	Jobs
Initiate land acquisition for a Downtown Transit Station to improve safety, operations and support City for Champions project	Improved safety and operations of a transit station	Q4	Building Community
Continue to implement recommendations of the Transit Solutions Team purchasing smaller buses	Increased efficiencies and fuel savings	Q4	Transforming Government
Pursue partnerships with PPCC and UCCS to improve transit services	Increase ridership/improve connections to jobs/schools	Q4	Building Community
Collaborate with the City's Housing Division to better serve affordable housing areas	Coordinated Transit Title VI Plan/Affordable Housing Plan	Quarterly	Building Community
Collaborate with the City's Planning Department to better coordinate land use and transit	Develop the 2040 Regional Transit Plan and improved coordination with land use	Quarterly	Building Community

All Funds Summary

All Funds	Use of Funds	2013	2014	* 2014	2015	2015 Budget -
		Actual	Original Budget	Amended Budget		Budget
	General Fund	\$3,720,835	\$3,855,034	\$3,855,034	\$4,075,826	\$220,792
	CIP - General Fund	96,331	0	0	250,134	250,134
	Grants Fund	5,415,784	9,939,262	9,939,262	11,144,228	1,204,966
	CIP - Grants Fund	0	550,000	550,000	1,046,334	496,334
	PPRTA - Capital	0	0	0	1,121,000	1,121,000
	PPRTA - Operating †	8,080,407	10,613,186	11,263,268	11,334,305	71,037
	Total	\$17,313,357	\$24,957,482	\$25,607,564	\$28,971,827	\$3,364,263
	Positions					
	General Fund	8.00	9.00	9.00	9.00	0.00
	Grants Fund	17.00	16.00	16.00	17.00	1.00
	Total	25.00	25.00	25.00	26.00	1.00

* 2014 Amended City Budget as of 8/14/2014. 2014 Amended PPRTA Budget as of 8/12/2014 includes additional sales tax revenue for 2013 and 2014.

† Total 2015 PPRTA Transit Operating funds include projected 2015 tax and fare revenues of \$11.3M. This does not include the 2014 carryover of \$6.2M in Planned Operating Reserve and \$6.3M in grant match for obligated projects.

Significant Changes vs. 2014

- Net increase of \$471,000 or 11% in General Fund Operating and CIP to increase headway frequency on one bus route and provide grant match for pedestrian/transit accessibility on four routes
- Increase of \$1.2 million in available grant funds and \$1.1 million in PPRTA II Capital funds

Transit

The City of Colorado Springs is the primary provider of public transportation services in the Pikes Peak Region and is designated by the Federal Transit Administration (FTA) as the recipient of grant funding for the Pikes Peak urbanized area. Responsibilities include regional planning coordination, sub-recipient oversight, and assuring compliance with all of the FTA's rules and regulations. The Transit Services Division also coordinates local non-profit agency transit services and pursues grant opportunities for the entire region. Transit directs the activities and operations of all fixed-route and paratransit systems and rideshare programs for the region. Over ninety percent (90%) of operations is outsourced.

Mountain Metro Fixed-Route Bus Service

- Includes service to Colorado Springs, Manitou Springs, and to parts of unincorporated El Paso County with approximately 10,000 one way trips per day servicing a diverse customer base
- Maintains farebox recovery rate of 25% with 26 average hourly boardings per bus
- Provides about 80% of transit passenger miles traveled serviced by Transit
- 90% of the local fixed-route customers are transit-dependent

Mountain Metro Mobility – ADA/Paratransit service within Mountain Metro operating service area

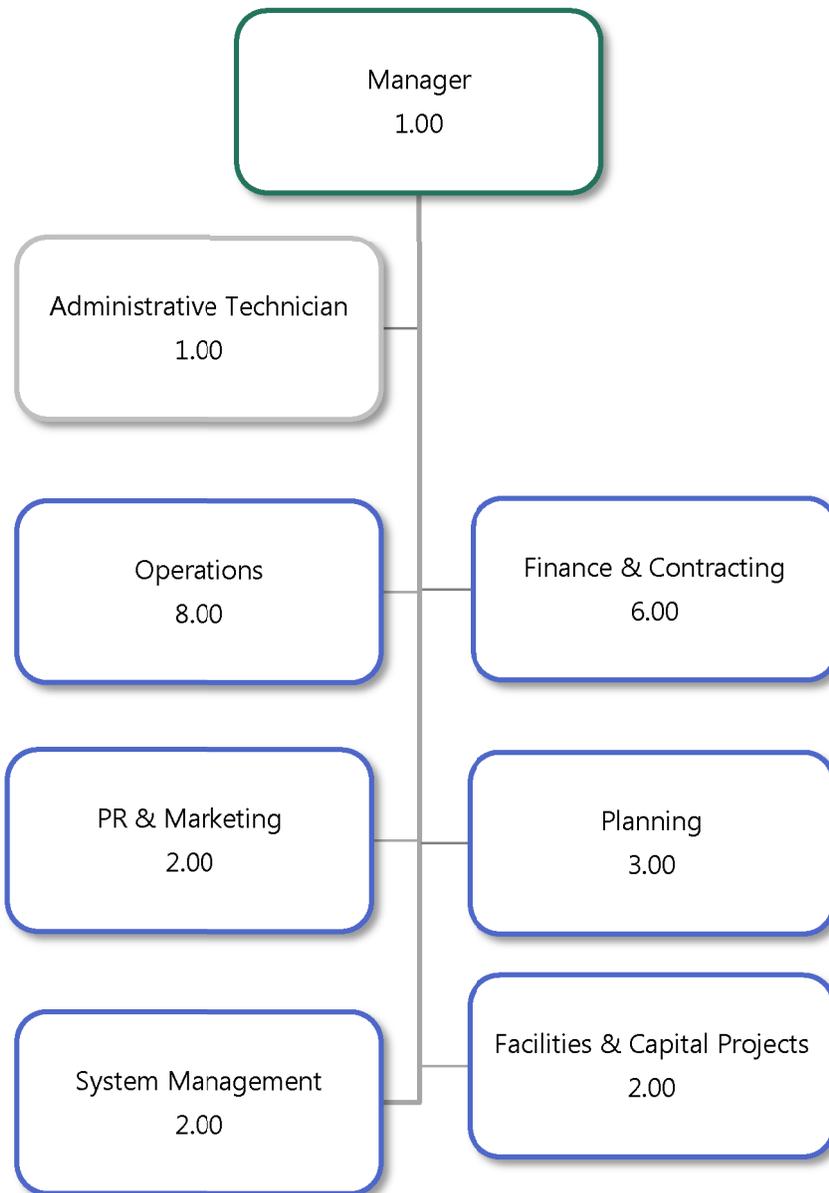
- Provides the federally-mandated Americans with Disabilities Act (ADA) complementary paratransit service, a demand-response service for individuals with mobility needs that prevent them from using the fixed-route bus system
- Provides service along a 1.5-mile corridor (3/4 mile on each side) of every bus route during the same time the fixed-route system is operating
- Riders are required to be certified as eligible to receive curb-to-curb and door-to-door paratransit service; eligible individuals can use the local fixed-route bus service at no charge, allowing the City to minimize the cost of paratransit services
- 100% of the ADA paratransit riders are transit dependent

Mountain Metro Rides – Alternative Transportation

- Promotes alternative transportation options to residents of the Pikes Peak Region
- Reduces congestion and pollution by encouraging and coordinating the use of carpools, vanpools, bicycle commuting, school pool (including bike and walk pools for children as well as carpools), telecommuting, and transit use
- Receives approximately 3,000 calls annually, with approximately 500 clients

Specialized Elderly and Disabled Transit Services – Paratransit service above and beyond ADA requirements

- Contracts with local non-profit agencies to provide essential elderly and disabled paratransit services to the community including door-to-door or door-through-door services that complement the local fixed-route and ADA paratransit services



* The organizational chart illustrates all positions that report to this department, not including 1.00 position that reports to another department but is funded from the Transit Grants; however, positions funded by the Transit Grants are reflected in the Position Totals of the funding tables in this narrative.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014, and changes occurring as part of the 2015 Budget for each Fund including General Fund, Grants, PPRTA, and CIP.

General Fund	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$534,270	\$572,373	\$674,904	\$674,904	\$672,643	(\$2,261)
	Operating	2,561,888	3,148,462	3,180,130	3,180,130	3,403,183	223,053
	Capital Outlay	0	0	0	0	0	0
	Total	\$3,096,158	\$3,720,835	\$3,855,034	\$3,855,034	\$4,075,826	\$220,792
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Administrative Technician	1.00	1.00	1.00	1.00	0.00	
	Analyst II, Benefits & Financial	0.00	0.00	0.00	1.00	1.00	
	Contract Coordinator	1.00	1.00	1.00	0.00	(1.00)	
	Dispatcher	3.00	3.00	3.00	3.00	0.00	
Lead Dispatcher	1.00	1.00	1.00	1.00	0.00		
Office Specialist	1.00	1.00	1.00	1.00	0.00		
Service Coordinator	0.00	1.00	1.00	1.00	0.00		
Transit Services Manager	1.00	1.00	1.00	1.00	0.00		
Total Positions	8.00	9.00	9.00	9.00	0.00		

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$17,048)
	Increase for pay for performance	10,750
	Net increase for medical plan changes	4,037
	Total Salaries/Benefits/Pensions	(\$2,261)
	Operating	
Increase headway frequency on one bus route	\$220,000	
Increase due to utility rate changes	3,053	
Total Operating	\$223,053	
Capital Outlay		
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	\$220,792	

* 2014 Amended Budget as of 8/14/2014

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
	Total For 2015	0.00

	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
Use of Funds						
Grants Fund	\$6,914,214	\$5,415,784	\$9,939,262	\$9,939,262	\$11,144,228	\$1,204,966
Total	\$6,914,214	\$5,415,784	\$9,939,262	\$9,939,262	\$11,144,228	\$1,204,966
For 2015, the Grants Fund includes both operating and capital funds. The capital projects are reflected on the following page.						
	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
Position Title						
Accounting Technician II	1.00	1.00	1.00	1.00	0.00	
Analyst II, Benefits & Financial	2.00	2.00	2.00	2.00	0.00	
Contract Specialist II	1.00	1.00	1.00	1.00	0.00	
Project Design Specialist	1.00	1.00	1.00	1.00	0.00	
Public Communications Specialist II	1.00	1.00	1.00	1.00	0.00	
Senior Analyst, BDG, CRM, FIN, GRT	2.00	2.00	2.00	2.00	0.00	
Senior Applications Support Admin.	1.00	1.00	1.00	1.00	0.00	
Senior Business Analyst	1.00	1.00	1.00	1.00	0.00	
Senior Office Specialist	1.00	1.00	1.00	1.00	0.00	
Sr. Public Communications Specialist	0.00	1.00	1.00	1.00	0.00	
Transit Business Administrator	1.00	0.00	0.00	0.00	0.00	
Transit Fleet Coordinator	0.00	0.00	0.00	1.00	1.00	
Transit Services Administrator	0.00	0.00	0.00	1.00	1.00	
Transit Services Supervisor	4.00	3.00	3.00	2.00	(1.00)	
Transit Scheduler	1.00	1.00	1.00	1.00	0.00	
Total Positions	17.00	16.00	16.00	17.00	1.00	

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Increase in available grant funds	\$1,204,966
	Total For 2015	\$1,204,966

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Add 1.00 FTE (Transit Fleet Coordinator)	1.00
	Total For 2015	1.00

PPRTA	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	2014 * Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Capital	\$0	\$0	\$0	\$0	\$1,121,000	\$1,121,000
	Operating †	9,444,314	8,080,407	10,613,186	11,263,268	11,334,305	71,037
	Total	\$9,444,314	\$8,080,407	\$10,613,186	\$11,263,268	\$12,455,305	\$1,192,037
	The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated for operating the City's transit services, relevant PPRTA expenditures are included in this document. For 2015, the PPRTA includes both operating and capital project funds. PPRTA capital projects are listed in the CIP table below in their respective funds.						

* 2014 Amended City Budget as of 8/14/2014. 2014 Amended PPRTA Budget as of 8/12/2014 includes additional sales tax revenue for 2013 and 2014.

† Total 2015 PPRTA Transit Operating funds include projected 2015 tax and fare revenues of \$11.3M. This does not include the 2014 carryover of \$6.2M in Planned Operating Reserve and \$6.3M in grant match for obligated projects.

	Project Name	General Fund	Restricted Funds							Total Cost
			Bike Tax	CTF	Enterprise	Grants	PPRTA	PSST	TOPS	
2015 CIP Program	ADA-Paratransit Bus System Vehicle Replacement						\$187,000			\$187,000
	Fixed Route Bus System Vehicle Replacement						627,000			627,000
	Pedestrian/Transit Accessibility Grants	250,134				1,046,334				1,296,468
	Sidewalk/Bus Stop Program on Existing Routes						200,000			200,000
	Vanpool Vehicle Replacement						107,000			107,000
	Total 2015 CIP	\$250,134	\$0	\$0	\$0	\$1,046,334	\$1,121,000	\$0	\$0	\$0

For a citywide comprehensive list of projects, refer to the CIP section of the Budget, page 30-1.

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND

Transit

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	516,477	441,434	509,516	502,017	(7,499)	-1.47%
51210	OVERTIME	6,638	3,768	14,326	14,326	0	0.00%
51220	SEASONAL TEMPORARY	0	6,146	7,680	7,680	0	0.00%
51225	SHIFT WORKER HOLIDAY	5,182	5,226	5,200	5,200	0	0.00%
51230	SHIFT DIFFERENTIAL	1,394	1,561	1,500	1,500	0	0.00%
51260	VACATION BUY PAY OUT	1,703	1,431	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(140,882)	(5,142)	0	0	0	0.00%
51610	PERA	69,660	60,820	68,310	70,016	1,706	2.50%
51615	WORKERS COMPENSATION	1,322	935	1,223	970	(253)	-20.69%
51620	EQUITABLE LIFE INSURANCE	1,434	1,230	1,794	1,815	21	1.17%
51640	DENTAL INSURANCE	2,866	2,471	2,880	2,626	(254)	-8.82%
51665	CASH BACK	1,645	0	0	0	0	0.00%
51690	MEDICARE	5,787	4,844	5,623	5,802	179	3.18%
51695	CITY EPO MEDICAL PLAN	61,320	46,510	56,852	60,691	3,839	6.75%
51696	ADVANTAGE HD MED PLAN	0	1,049	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	90	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	(276)	0	0	0	0	0.00%
Total Salaries and Benefits		534,270	572,373	674,904	672,643	(2,261)	-0.34%
52110	OFFICE SUPPLIES	9,005	4,699	4,500	4,500	0	0.00%
52115	MEDICAL SUPPLIES	7	168	0	0	0	0.00%
52135	POSTAGE	3,364	3,164	4,200	4,200	0	0.00%
52140	WEARING APPAREL	100	38	200	200	0	0.00%
52160	FUEL	113,513	141,050	169,000	206,000	37,000	21.89%
52165	LICENSES AND TAGS	203	4,033	5,500	5,500	0	0.00%
52190	JANITORIAL SUPPLIES	1,593	2,245	3,000	3,000	0	0.00%
52192	STORMWATER PERMIT	525	0	0	0	0	0.00%
52202	TICKET VENDING MACHINES	5,176	9,254	25,800	25,800	0	0.00%
52205	MAINT LANDSCAPING	0	0	500	500	0	0.00%
52220	MAINT OFFICE MACHINES	10,384	11,989	14,188	14,188	0	0.00%
52225	MAINT COMPUTER SOFTWARE	278,589	0	0	0	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	0	661	77,000	77,000	0	0.00%
52241	MAINT PARA TRANSIT PREV MAINT	36,525	20,520	19,500	19,500	0	0.00%
52242	MAINT BENCHES AND SHELTERS	5,957	147	5,000	5,000	0	0.00%
52243	MAINT TRANSIT PREV MAINT	0	0	0	38,000	38,000	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	8,513	16,471	9,800	9,800	0	0.00%
52281	MAINT INFRASTRUCTURE	7,191	6,428	8,000	8,000	0	0.00%
52282	MAINT DATA COMMUNICATION	(1)	0	0	0	0	0.00%
52305	MAINT SOFTWARE	0	258,519	338,868	338,868	0	0.00%
52405	ADVERTISING SERVICES	67,047	45,429	110,100	110,100	0	0.00%
52410	BUILDING SECURITY SERVICES	87,616	104,579	206,500	206,500	0	0.00%
52435	GARBAGE REMOVAL SERVICES	1,440	1,117	1,200	1,200	0	0.00%
52440	HUMAN SERVICES	360,209	401,236	392,716	392,716	0	0.00%
52445	JANITORIAL SERVICES	7,692	2,654	8,760	8,760	0	0.00%
52560	PARKING SERVICES	950	689	500	500	0	0.00%
52573	CREDIT CARD FEES	6,852	6,021	8,400	8,400	0	0.00%
52574	LEGAL SERVICES	9,340	3,621	18,000	18,000	0	0.00%
52575	SERVICES	5	5,646	6,000	6,000	0	0.00%
52576	AUDIT SERVICES	17,890	10,470	19,724	19,724	0	0.00%
52579	INSPECTIONS	362	0	0	0	0	0.00%
52590	TEMPORARY EMPLOYMENT	187,591	171,969	179,600	179,600	0	0.00%
52615	DUES AND MEMBERSHIP	46,175	45,932	49,000	49,000	0	0.00%
52625	MEETING EXPENSES IN TOWN	361	333	500	500	0	0.00%
52645	SUBSCRIPTIONS	365	916	450	450	0	0.00%
52705	COMMUNICATIONS	7,849	10,728	6,600	6,600	0	0.00%
52706	WIRELESS COMMUNICATION	(409)	8,175	9,000	9,000	0	0.00%
52725	RENTAL OF PROPERTY	83,852	109,499	160,284	160,284	0	0.00%
52735	TELEPHONE LONG DIST CALLS	410	425	300	300	0	0.00%
52738	CELL PHONE BASE CHARGES	7,174	8,397	6,000	6,000	0	0.00%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
52746	UTILITIES ELECTRIC	54,805	45,587	44,100	46,746	2,646	6.00%
52747	UTILITIES GAS	14,445	10,843	13,562	13,969	407	3.00%
52748	UTILITIES SEWER	1,146	673	1,200	1,200	0	0.00%
52749	UTILITIES WATER	8,827	5,459	6,594	6,594	0	0.00%
52873	PRINTING OUTSOURCE	35,225	44,221	74,000	74,000	0	0.00%
52874	OFFICE SERVICES PRINTING	917	279	1,000	1,000	0	0.00%
52875	OFFICE SERVICES RECORDS	0	855	900	900	0	0.00%
52886	RADIO MAINTENANCE MISC	19,194	19,194	20,000	20,000	0	0.00%
52888	RADIO MAINTENANCE PPRCN	11,200	12,400	12,000	12,000	0	0.00%
65023	PARA ELIGIBILITY	59,031	64,840	77,150	77,150	0	0.00%
65025	ADA PARATRANSIT CONTRACT	194,130	177,620	109,000	109,000	0	0.00%
65026	ADA SUPPLEMENTAL	5,241	30,740	25,000	25,000	0	0.00%
65030	TRANSIT SERVICE CONTRACT	538,568	1,075,968	706,000	851,000	145,000	20.54%
65160	RECRUITMENT	1,054	8,100	1,200	1,200	0	0.00%
65365	HEALTH PROGRAMS	(600)	0	0	0	0	0.00%
65405	GRANT MATCH SALARIES	245,290	234,461	219,734	219,734	0	0.00%
Total Operating Expenses		2,561,888	3,148,462	3,180,130	3,403,183	223,053	7.01%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		3,096,158	3,720,835	3,855,034	4,075,826	220,792	5.73%

Totals may differ from narrative due to rounding.

Police

Peter Carey, Police Chief | (719) 444-7401 | careype@ci.colospgs.co.us

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Implement Phase II recommendations of Patrol Efficiency Study while maintaining authorized strength	Increase authorized strength by 20 positions; host two academy classes for approximately 70 recruits	Quarterly	Building Community
CSPD will enhance customer service to citizens by improving the False Alarm Program, in conjunction with the City Clerk's Office and the City Attorneys' Office	Reduce number of false alarms	Bi-Annually	Transforming Government
CSPD will enhance public safety in the South Academy Economic Opportunity Zone using proven techniques and new, innovative approaches	Reduce violent crime	Quarterly	Jobs

All Funds Summary

All Funds	Use of Funds	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	General Fund	\$79,366,509	\$82,412,022	\$82,412,022	\$88,982,619	\$6,570,597
CIP - General Fund	154,354	141,000	141,000	1,000,000	859,000	
PSST	13,703,106	16,160,808	16,160,808	14,981,940	(1,178,868)	
Grants Fund	1,330,076	1,300,000	1,300,000	1,300,000	0	
Total	\$94,554,045	\$100,013,830	\$100,013,830	\$106,264,559	\$6,250,729	
Positions						
General Fund	774.50	801.50	801.50	824.50	23.00	
Other Funds	134.00	139.00	139.00	140.00	1.00	
Total	908.50	940.50	940.50	964.50	24.00	

* 2014 Amended Budget as of 8/14/2014

Significant Changes vs. 2014

- Increase to hire 20 Sworn Officers as part of implementing Phase II of the Patrol Efficiency Study
- Increase for ballistic vests and new vehicles for Officers hired in Phase I

Police Department

The Colorado Springs Police Department (CSPD) provides police services in partnership with the community to promote the safety and welfare of our citizens. Police services span a large continuum, from answering citizens' calls for service to solving crimes and arresting criminals. Police services also include other critical components, such as tactical operations, traffic safety and enforcement, code enforcement, community and media outreach, victim services and crime prevention.

To achieve this mission, the CSPD collaborates extensively with local, state, and federal partners from the military, multiple communities, and other public sectors. Numerous relationships are essential to gathering community input on police services and engaging the community as partners in solving issues. The Colorado Springs Police Department is comprised of three areas: The Office of the Chief of Police, the Patrol Operations Bureau, and the Operations Support Bureau.

The Office of the Chief of Police provides leadership and strategic direction for the Police Department through the development and implementation of the Department's goals, objectives, policies, and priorities for each assigned service area.

The Patrol Operations Bureau consists of the Gold Hill Division, Falcon Division, Sand Creek Division, Stetson Hills Division and the Communications Center.

Patrol Divisions respond to citizens' calls for service, conduct criminal investigations, provide traffic enforcement/control, investigate traffic crashes, and engage in problem-solving efforts in collaboration with the community. Patrol officers are also involved in providing safety assessments and public awareness presentations. In addition, specially trained, non-sworn Community Service Officers assigned to each patrol division perform a variety of duties that have traditionally been handled by police officers. These duties include, but are not limited to, making face-to-face contact with citizens to prepare certain types of case reports; enforcing City code and parking complaints; addressing abandoned vehicles and traffic hazards; providing traffic control at accident scenes; and, offering car seat safety checks.

The **Communications Center** is responsible for answering 911 calls as well as non-emergency requests for police, fire or medical within the City of Colorado Springs. In addition, all 911 cell phone calls in El Paso County are answered by the Center and redirected to the appropriate agency. Through the knowledge, procedures, and skills of the trained communications personnel, pre-arrival instructions are given to callers while responders are en route. The Center is committed to providing safe, efficient, and effective service delivery in emergency dispatch.

The Operations Support Bureau consists of five divisions.

The Investigations Division investigates violent crimes, including homicides, robberies, sexual assaults, felony assaults, child abuse, felony domestic violence, and felony elder abuse; provides assistance to victims of crimes; investigates financial crimes to include fraud and identity theft; investigates and combats the exploitation of children on the Internet; operates the Metro Crime Lab where DNA analyses and many other tests and evaluations of physical evidence are performed, and provides crime scene investigation.

The **Specialized Enforcement Division's** mission is to provide a tactical and/or canine response to volatile situations, security to numerous municipal facilities, selected traffic enforcement at high accident locations and school zones, investigative response to traffic fatalities, parking meter enforcement downtown and Old Colorado City, and handicap parking enforcement. The Specialized Enforcement Division also supports special events throughout the City, provides VIP security services for dignitaries visiting our community, and addresses quality of life issues by enforcing City codes related to the health and welfare of our citizens.

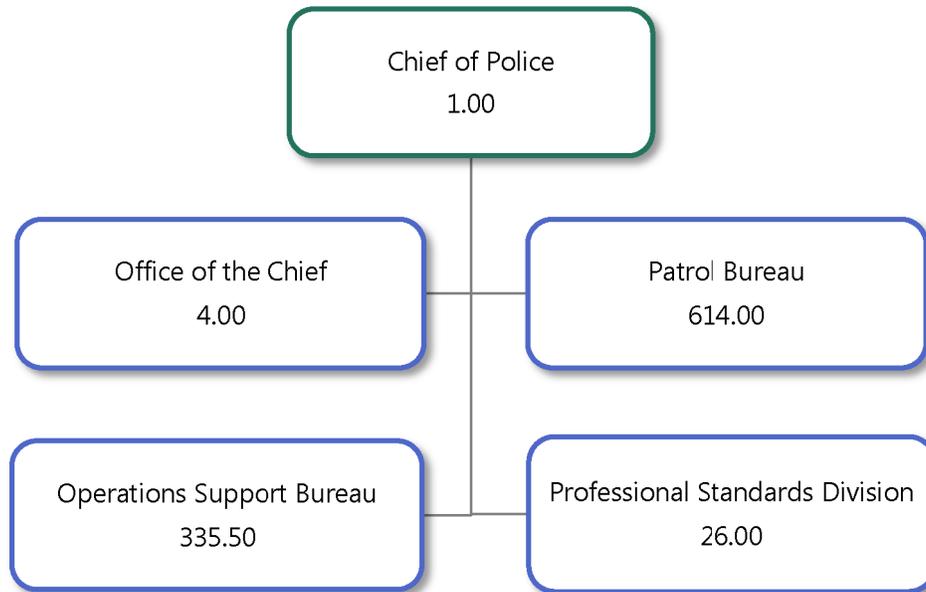
The **Metro Vice, Narcotics and Intelligence Division (MVNI)** works to impact the local drug and human trafficking market and its negative effects on our community; performs complex investigations of major drug organizations, money laundering, and the smuggling of drugs throughout the United States; and, acts to eliminate other vice crimes such as prostitution and gambling. The Division is also responsible for enforcement and compliance of laws and regulations affecting marijuana and liquor throughout the 4th Judicial District. MVNI is multijurisdictional, with members from the Colorado Springs, Woodland Park and Fountain Police Departments, as well as, the El Paso and Teller County Sheriff's Offices. MVNI is actively engaged with similar federal and state investigative agencies, providing for criminal information gathering and sharing, threat analysis and enforcement. In addition, MVNI oversees the Strategic Information Center (STIC), an active collaboration of Crime Analysis and Intelligence, responsible for advancing Intelligence Led Policing within CSPD. This integrated approach is designed to provide enhanced tactical, operational, and strategic intelligence to CSPD personnel and leadership targeted toward the identification and examination of specific targets, threats and problems.

The **Professional Standards Division** is responsible for a number of compliance functions, such as distribution of policies and procedures, accreditation, inspections and internal investigations. This Division is also responsible for the Training Academy, Planning, Grants and Research and the Department's continuous connection to the community through the Media Liaison and Community Relations Unit. Professional Standards is also responsible for the Evidence and Impound units, the department's fleet and resource allocation, and facilities maintenance.

The **Management Services Division** is responsible for a number of support services for general City functions, as well as, independent CSPD units. Support services include Human Resources, Fiscal Services, Records and Identification, and the Volunteer Program administration. Interface with the City's Information Technology Division and oversight of CSPD's multiple technology solutions are also responsibilities of the Management Services Division.

The Police Department's direct public service functions are the following (both General Fund and PSST support shown) (these amounts do not include Grants Fund or CIP-General Fund amounts):

Police Functions	2012 Budget	2013 Budget	2014 Original Budget	2015 Budget
CAPS	\$0	\$0	\$140,086	\$148,716
Evidence	563,955	635,521	703,356	771,072
Impound Lot	1,022,873	1,103,730	1,022,574	1,161,466
Communications Center	5,970,740	5,904,963	6,568,728	6,844,069
Records and ID	2,272,063	2,301,083	2,710,838	2,668,628
Investigations	9,850,431	8,720,705	9,165,913	9,358,860
Crime Lab	1,005,030	1,098,861	1,376,684	1,241,719
Vice Narcotics	3,110,206	3,337,115	3,452,128	5,741,945
Specialized Enforcement	8,290,151	8,202,641	8,215,136	8,402,625
Code Enforcement	724,319	902,276	1,010,965	1,016,341
Patrol	40,967,009	43,485,454	44,844,047	48,390,352
Direct Public Service Functions	\$73,776,777	\$75,692,349	\$79,210,455	\$85,745,793
All other support/management functions	14,766,338	17,377,266	19,362,375	18,218,766
All Police Functions	\$88,543,115	\$93,069,615	\$98,572,830	\$103,964,559



* The organizational chart illustrates all positions that report to this department including 16.00 enterprise-funded positions that are funded in Airport Fund (13.00 FTE) and the Parking System Enterprise (3.00 FTE); therefore, these positions are not counted in the Position Totals of the funding tables in this narrative.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014 and changes occurring as part of the 2015 Budget for each Fund including General Fund, PSST, Grant Funds, and CIP.

General Fund	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$70,044,066	\$73,579,321	\$76,584,790	\$76,598,377	\$82,435,803	\$5,837,426
	Operating	4,649,605	4,969,435	5,758,232	5,744,645	6,438,816	694,171
	Capital Outlay	998,645	817,753	69,000	69,000	108,000	39,000
	Total	\$75,692,316	\$79,366,509	\$82,412,022	\$82,412,022	\$88,982,619	\$6,570,597

General Fund Positions	Civilian Positions	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Accounting Technician	1.00	0.00	0.00	0.00	0.00
	Administrative Technician	7.00	8.00	8.00	7.00	(1.00)
	Analyst I and II	6.00	6.00	6.00	5.00	(1.00)
	Code Enforcement Officer	6.00	5.00	5.00	5.00	0.00
	Code Enforcement Supervisor	1.00	1.00	1.00	1.00	0.00
	Community Service Officer	8.00	8.00	8.00	8.00	0.00
	Crime Analysis Supervisor (formerly Principal Analyst)	0.00	0.00	0.00	1.00	1.00
	Crime Lab Manager	1.00	1.00	1.00	0.00	(1.00)
	Crime Lab Supervisor	0.00	0.00	0.00	1.00	1.00
	Crime Scene Investigator	4.00	4.00	4.00	3.00	(1.00)
	DNA Analyst	1.00	1.00	1.00	1.00	0.00
	DNA Technical Leader	1.00	1.00	1.00	1.00	0.00
	Emergency Response Technician	34.00	40.00	40.00	40.00	0.00
	Evidence Technician	11.00	11.00	11.00	11.00	0.00
	Fingerprint Technician	10.00	9.00	9.00	9.00	0.00
	Forensic Chemist	1.00	1.00	1.00	0.00	(1.00)
	Systems Analyst II	0.00	1.00	1.00	1.00	0.00
Investigative Specialist	4.00	4.00	4.00	4.00	0.00	

* 2014 Amended Budget as of 8/14/2014

General Fund Positions	Civilian Positions	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Latent Fingerprint Examiner	0.00	1.00	1.00	1.00	0.00
	Maintenance Technician II	2.00	2.00	2.00	2.00	0.00
	Marshal	4.00	4.00	4.00	4.00	0.00
	Office Specialist	29.00	33.00	33.00	33.00	0.00
	Police Administrative Services Manager	1.00	1.00	1.00	1.00	0.00
	Police Court Liaison	1.00	1.00	1.00	1.00	0.00
	Police Evidence Supervisor	1.00	1.00	1.00	1.00	0.00
	Police Financial Services Coordinator	0.00	0.00	0.00	1.00	1.00
	Police Impound Facility Supervisor	1.00	1.00	1.00	1.00	0.00
	Police Logistics Support Manager	1.00	1.00	1.00	1.00	0.00
	Police Fleet/Supply Coordinator	1.00	1.00	1.00	1.00	0.00
	Police Psychologist	1.00	1.00	1.00	1.00	0.00
	Police Records Manager	1.00	1.00	1.00	1.00	0.00
	Police Services Representative	16.00	16.00	16.00	16.00	0.00
	Polygrapher	1.00	1.00	1.00	1.00	0.00
	Principal or Senior Analyst	5.00	5.00	5.00	4.00	(1.00)
	Program Coordinator	1.00	1.00	1.00	1.00	0.00
	Public Safety Communications Manager	1.00	1.00	1.00	1.00	0.00
	Public Safety Communications Supervisor	5.00	9.00	9.00	9.00	0.00
	Public Safety Dispatch Trainer	0.00	0.00	0.00	1.00	1.00
	Public Safety Dispatcher	39.00	35.00	35.00	34.00	(1.00)
	Program Administrator II	3.50	3.50	3.50	3.50	0.00
	Records Supervisor	6.00	6.00	6.00	6.00	0.00
	Senior Code Enforcement Officer	1.00	2.00	2.00	2.00	0.00
	Senior Communications Specialist	1.00	1.00	1.00	0.00	(1.00)
	Senior Crime Scene Investigator	0.00	0.00	0.00	1.00	1.00
	Senior Forensic Chemist	1.00	1.00	1.00	2.00	1.00
	Senior Office Specialist	10.00	10.00	10.00	10.00	0.00
Senior Maintenance Technician	1.00	1.00	1.00	1.00	0.00	
Senior Marshal	1.00	1.00	1.00	1.00	0.00	
Staff Assistant	1.00	1.00	1.00	1.00	0.00	
Victim Advocate Coordinator (formerly Senior Analyst)	0.00	0.00	0.00	1.00	1.00	
Volunteer Coordinator	1.00	1.00	1.00	1.00	0.00	
Total Civilian	233.50	244.50	244.50	243.50	(1.00)	

* 2014 Amended Budget as of 8/14/2014

General Fund Positions	Sworn Positions	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Police Chief	1.00	1.00	1.00	1.00	0.00
	Deputy Chief	2.00	2.00	2.00	2.00	0.00
	Police Commander	7.00	7.00	7.00	7.00	0.00
	Police Lieutenant	18.00	18.00	18.00	19.00	1.00
	Police Sergeant	58.00	63.00	63.00	68.00	5.00
	Police Officer	455.00	466.00	466.00	484.00	18.00
	Total Sworn	541.00	557.00	557.00	581.00	24.00
	Total Positions	774.50	801.50	801.50	824.50	23.00

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$1,327,205
	Increase for pay for performance	946,263
	Net increase for medical plan changes	380,790
	Increase for Police Old Hire and New Hire Pension costs	170,609
	Increase due to addition of 23.00 FTE positions (18.00 Police Officers, 5.00 Police Sgt., 1.00 Police Lieutenant) and the elimination of 1.00 (Office Specialist)	3,012,559
	Total Salaries/Benefits/Pensions	\$5,837,426
	Operating	
	Increase Towing Services (revenue off-set)	\$184,820
	Increase purchase of ballistic vests & wearing apparel	311,480
	Increase Civil Service Testing	37,850
	Increase Hosted IT Service	28,240
	Increase Displacement (relocation expenses) (revenue off-set)	20,000
	Increase Contracts & Special Projects	129,000
	Increase Ammunition price increase	28,642
	Increase Grant Match	45,232
	Increase Parking Services	30,200
Increase Dues & Membership (CISC)	22,375	
Increase Vet Services & Minor Equipment	61,296	
Decrease due to efficiencies in other accounts	(204,964)	
Total Operating	\$694,171	
Capital Outlay		
Increase machinery and apparatus	\$31,000	
Increase reprographics	8,000	
Total Capital Outlay	\$39,000	
Total For 2015	\$6,570,597	

* 2014 Amended Budget as of 8/14/2014

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Convert 2.00 Grant Funded positions to General Fund Positions	2.00
	Converted Civilian PIO position to Sworn PIO position (Lieutenant)	0.00
	Add 1.00 Arson position	1.00
	Add of 20.00 FTE positions (Police Officer) as part of implementing the second phase of the Patrol Staffing efficiency study	20.00
	Total For 2015	23.00

PSST	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
		Salary/Benefits/ Pensions	\$11,556,332	\$12,393,587	\$13,731,469	\$13,731,469	13,464,375
	Operating	956,183	1,223,119	1,333,339	1,333,339	1,236,065	(97,274)
	Capital Outlay	338,284	86,400	1,096,000	1,096,000	281,500	(814,500)
	Total	\$12,850,799	\$13,703,106	\$16,160,808	\$16,160,808	\$14,981,940	(\$1,178,868)

* 2014 Amended Budget as of 8/14/2014

PSST Positions	Civilian Positions	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Analyst I/II	2.00	2.00	2.00	2.00	0.00
	Crime Scene Investigator	1.00	1.00	1.00	0.00	(1.00)
	Driver	2.00	2.00	2.00	2.00	0.00
	Emergency Response Technician	3.00	3.00	3.00	3.00	0.00
	Evidence Technician	3.00	3.00	3.00	3.00	0.00
	Fingerprint Technician	2.00	2.00	2.00	2.00	0.00
	Information Systems Analyst III	1.00	1.00	1.00	0.00	(1.00)
	Maintenance Technician II	1.00	1.00	1.00	1.00	0.00
	Office Specialist	2.00	2.00	2.00	2.00	0.00
	Police Services Representative	12.00	12.00	12.00	12.00	0.00
	Public Safety Comm. Supervisor	1.00	1.00	1.00	1.00	0.00
	Public Safety Dispatcher	6.00	6.00	6.00	6.00	0.00
	Senior Analyst	1.00	1.00	1.00	1.00	0.00
	Senior Crime Scene Investigator	0.00	0.00	0.00	1.00	1.00
	Senior Office Specialist	3.00	3.00	3.00	3.00	0.00
	Skilled Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00
	Senior Systems Analyst	1.00	1.00	1.00	1.00	0.00
	Systems Analyst II	0.00	0.00	0.00	1.00	1.00
	Total Civilian	42.00	42.00	42.00	42.00	0.00
Sworn Positions	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
Police Commander	1.00	1.00	1.00	1.00	0.00	
Police Lieutenant	3.00	3.00	3.00	3.00	0.00	
Police Sergeant	20.00	20.00	20.00	20.00	0.00	
Police Officer	51.00	61.00	61.00	61.00	0.00	
Total Sworn	75.00	85.00	85.00	85.00	0.00	
Total Positions	117.00	127.00	127.00	127.00	0.00	

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Increase to Overtime Funding	\$30,489
	Increase for pay for performance	132,705
	Net increase for medical plan changes	52,576
	Decrease for Salary and Benefits for Current Positions	(482,864)
	Total Salaries/Benefits/Pensions	(\$267,094)
	Operating	
	Decrease due to efficiencies realized	(\$109,274)
	Increase due to Downtown Satellite Office Lease	12,000
	Total Operating	(\$97,274)
	Capital Outlay	
Increase due to additional vehicles	\$143,500	
Decrease due to removal of 2014 one time funding	(958,000)	
Total Capital Outlay	(\$814,500)	
Total For 2015	(\$1,178,868)	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
	Total For 2015	0.00

* 2014 Amended Budget as of 8/14/2014

<i>Enterprise Positions</i>		2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Civilian Positions					
	Parking Enforcement Officer - Parking	3.00	3.00	3.00	3.00	0.00
	Civilian Positions	3.00	3.00	3.00	3.00	0.00
		2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Sworn Positions					
	Police Sergeant – Airport	2.00	1.00	1.00	1.00	0.00
	Police Officer – Airport	13.00	12.00	12.00	12.00	0.00
	Sworn Positions	15.00	13.00	13.00	13.00	0.00
	Total Positions	18.00	16.00	16.00	16.00	0.00
The personnel report to the Police Department, but are funded in the Airport and Parking Enterprise budgets.						

<i>Position Changes</i>	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
Total For 2015	0.00	

* 2014 Amended Budget as of 8/14/2014

Grants Fund	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Operating	\$2,176,667	\$1,330,076	\$1,300,000	\$1,300,000	\$1,300,000	\$0
	Total	\$2,176,667	\$1,330,076	\$1,300,000	\$1,300,000	\$1,300,000	\$0
	Civilian Positions	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Administrative Technician	1.00	0.00	0.00	0.00	0.00	
	Analyst I	3.00	3.00	3.00	0.00	(3.00)	
	Code Enforcement Officer	3.00	3.00	3.00	3.00	0.00	
	Office Specialist	2.00	2.00	2.00	3.00	1.00	
	Program Coordinator	1.00	1.00	1.00	1.00	0.00	
	Victim Advocate (formerly Analyst I)	0.00	0.00	0.00	3.00	3.00	
Total Civilian	10.00	9.00	9.00	10.00	1.00		
Sworn Positions	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget		
Police Officer	4.00	3.00	3.00	3.00	0.00		
Total Sworn	4.00	3.00	3.00	3.00	0.00		
Total Positions	17.00	12.00	12.00	13.00	1.00		
Grant funding and associated positions will vary by year depending on the amount of grant funds anticipated or awarded.							

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Add 1.00 FTE position (Office Specialist)	1.00
	Transfer 2.00 Grant Funded positions to General Fund	(2.00)
	Added 2.00 Grant Funded positions (2014 COPS Hiring Grant)	2.00
	Total For 2015	1.00

	Project Name	General Fund	Restricted Funds							Total Cost
			Bike Tax	CTF	Enterprise	Grants	PPRTA	PSST	TOPS	
2015 CIP Program	Emergency Responder Driving Simulators (2)	\$230,000								\$230,000
	Gas Chromatograph/Mass Spectrometer	108,000								108,000
	National Integrated Ballistic Information Network	162,000								162,000
	Sand Creek Substation Replacement/Renovation	500,000								500,000
	Total 2015 CIP	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

* 2014 Amended Budget as of 8/14/2014

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
Police_All_Departments

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	10,853,169	11,208,926	12,655,467	12,533,255	(122,212)	-0.97%
51210	OVERTIME	265,226	291,125	131,251	291,809	160,558	122.33%
51220	SEASONAL TEMPORARY	509,394	885,759	1,160,228	1,355,800	195,572	16.86%
51225	SHIFT WORKER HOLIDAY	167,439	163,885	173,890	177,000	3,110	1.79%
51230	SHIFT DIFFERENTIAL	125,075	121,975	130,376	132,200	1,824	1.40%
51235	STANDBY	207,218	256,129	224,900	285,426	60,526	26.91%
51240	RETIREMENT TERMINATION SICK	193,803	153,797	200,000	203,000	3,000	1.50%
51245	RETIREMENT TERM VACATION	24,895	64,809	50,000	50,750	750	1.50%
51250	SPECIAL ASSIGNMENT PAY	0	13	0	0	0	0.00%
51260	VACATION BUY PAY OUT	140,198	133,564	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(877,054)	(319,406)	0	0	0	0.00%
51405	UNIFORM SALARIES	36,543,755	38,048,755	39,332,642	42,717,083	3,384,441	8.60%
51410	UNIFORM OVERTIME	2,690,076	2,471,711	598,967	1,241,835	642,868	107.33%
51425	UNIFORM SHIFT DIFFERENTIAL	196,122	188,098	197,800	191,100	(6,700)	-3.39%
51430	UNIFORM SPECIAL ASSIGNMENT	45,244	50,235	58,400	55,571	(2,829)	-4.84%
51435	EXTRA DUTY EXPENDITURE	667,308	708,457	725,000	1,015,000	290,000	40.00%
51445	LONGEVITY	301,912	306,152	288,600	329,700	41,100	14.24%
51455	SWORN VAC TWK	131,445	137,589	171,200	165,872	(5,328)	-3.11%
51460	UNIFORM HAZARD DUTY	56,326	53,566	63,600	61,000	(2,600)	-4.09%
51465	UNIFORM COURT OVERTIME	95,686	100,325	102,812	108,290	5,478	5.33%
51470	UNIFORM RETIREMENT COST	140,452	142,026	150,000	152,250	2,250	1.50%
51482	POLICE TRAINING OFFICERS	32,889	53,475	60,100	62,017	1,917	3.19%
51610	PERA	1,563,466	1,708,620	1,749,821	1,934,605	184,784	10.56%
51612	RETIREMENT HEALTH SAVINGS	144,685	210,200	225,000	228,375	3,375	1.50%
51615	WORKERS COMPENSATION	1,367,000	1,247,273	1,361,287	1,529,375	168,088	12.35%
51620	EQUITABLE LIFE INSURANCE	132,323	136,978	186,415	204,995	18,580	9.97%
51640	DENTAL INSURANCE	274,610	282,766	306,169	284,505	(21,664)	-7.08%
51650	NEW HIRE POLICE PENSION PLAN	5,702,813	6,139,800	6,419,663	6,861,321	441,658	6.88%
51651	OLD HIRE POLICE PENSION	1,415,549	1,543,281	1,543,257	1,466,935	(76,322)	-4.95%
51652	STATEWIDE POLICE PENSION	671,312	816,328	1,304,779	1,145,000	(159,779)	-12.25%
51655	RETIRED EMP MEDICAL INS	91	0	0	0	0	0.00%
51665	CASH BACK	72,415	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	1,200	1,240	35,780	1,920	(33,860)	-94.63%
51690	MEDICARE	686,828	742,712	735,850	771,362	35,512	4.83%
51695	CITY EPO MEDICAL PLAN	5,111,817	4,991,228	6,241,536	6,878,452	636,916	10.20%
51696	ADVANTAGE HD MED PLAN	364,582	490,151	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	37,896	48,711	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	(13,099)	(932)	0	0	0	0.00%
Total Salaries and Benefits		70,044,066	73,579,321	76,584,790	82,435,803	5,851,013	7.64%
52105	MISCELLANEOUS OPERATING	60,416	(51,069)	0	0	0	0.00%
52110	OFFICE SUPPLIES	69,446	60,070	94,821	91,871	(2,950)	-3.11%
52111	PAPER SUPPLIES	20,020	23,468	31,842	32,732	890	2.80%
52112	AMMUNITION	129,059	100,752	211,016	257,658	46,642	22.10%
52114	K9 SUPPLIES	5,162	17,974	12,600	18,000	5,400	42.86%
52115	MEDICAL SUPPLIES	269	167	0	0	0	0.00%
52120	COMPUTER SOFTWARE	12,144	23,498	8,271	20,266	11,995	145.02%
52122	CELL PHONES EQUIP AND SUPPLIES	4,150	(2,039)	0	0	0	0.00%
52125	GENERAL SUPPLIES	177,225	201,102	226,067	209,345	(16,722)	-7.40%
52129	HVAC-HEAT VENTILATN AIR SUPPLI	23,036	56,176	79,900	28,400	(51,500)	-64.46%
52135	POSTAGE	27,711	26,225	35,000	32,300	(2,700)	-7.71%
52140	WEARING APPAREL	307,908	462,227	425,784	727,459	301,675	70.85%
52145	PAINT AND CHEMICAL	8,030	2,871	14,250	5,500	(8,750)	-61.40%
52155	AUTOMOTIVE	156,541	95,473	178,846	150,000	(28,846)	-16.13%
52160	FUEL	14,286	11,087	17,500	15,500	(2,000)	-11.43%
52161	CRIME PREVENTION	0	0	0	3,000	3,000	0.00%
52165	LICENSES AND TAGS	565	9,379	9,540	3,050	(6,490)	-68.03%
52175	SIGNS	1,360	724	0	0	0	0.00%
52190	JANITORIAL SUPPLIES	24,572	24,513	19,000	22,000	3,000	15.79%
52215	MAINT GROUNDS	1,635	0	0	0	0	0.00%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
52216	EOD PROGRAM	0	312	15,000	16,000	1,000	6.67%
52220	MAINT OFFICE MACHINES	1,637	2,255	9,840	9,340	(500)	-5.08%
52225	MAINT COMPUTER SOFTWARE	0	5,569	0	0	0	0.00%
52230	MAINT FURNITURE AND FIXTURES	776	224	0	0	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	37,607	68,383	92,206	99,259	7,053	7.65%
52238	MAINT LARGE VEHICLES	0	4,912	11,000	20,000	9,000	81.82%
52240	MAINT NONFLEET VEHICLES EQP	0	3,900	0	0	0	0.00%
52250	MAINT RADIOS ALLOCATION	61,148	76,596	50,740	80,896	30,156	59.43%
52265	MAINT BUILDINGS AND STRUCTURE	79,520	107,272	108,320	125,000	16,680	15.40%
52275	MAINT RUNWAYS	546	0	0	0	0	0.00%
52305	MAINT SOFTWARE	77,535	3,878	404	14,000	13,596	3365.35%
52405	ADVERTISING SERVICES	29,415	6,525	20,875	17,488	(3,387)	-16.23%
52410	BUILDING SECURITY SERVICES	122,429	118,485	139,696	137,000	(2,696)	-1.93%
52415	CONTRACTS AND SPEC PROJECTS	19,260	47,784	19,920	149,520	129,600	650.60%
52420	EMPLOYEE SERVICES	0	16,126	0	0	0	0.00%
52421	CIVIL SERVICE TESTING	86,525	151,974	96,500	134,350	37,850	39.22%
52422	INCARCERATION SERVICES	217,570	208,184	222,600	233,200	10,600	4.76%
52423	TELECOMMUNICATION SERVICES	0	309	0	0	0	0.00%
52428	HOSTED IT SERVICES	0	0	0	33,940	33,940	0.00%
52434	TOWING SERVICES	356,248	450,192	315,180	500,000	184,820	58.64%
52435	GARBAGE REMOVAL SERVICES	5,074	5,279	6,485	6,700	215	3.32%
52440	HUMAN SERVICES	0	(3,900)	0	0	0	0.00%
52445	JANITORIAL SERVICES	176,831	177,782	163,944	175,000	11,056	6.74%
52450	LAUNDRY AND CLEANING SERVICES	1,862	2,105	300	4,500	4,200	1400.00%
52455	LAWN MAINTENANCE SERVICE	18,463	11,624	14,352	14,500	148	1.03%
52460	MEDICAL SERVICE	0	0	7,960	6,200	(1,760)	-22.11%
52465	MISCELLANEOUS SERVICES	0	0	700	825	125	17.86%
52560	PARKING SERVICES	1,230	184	3,325	33,700	30,375	913.53%
52565	PEST CONTROL	2,994	2,800	7,028	8,028	1,000	14.23%
52566	KENNEL SERVICES	2,900	3,451	6,000	6,600	600	10.00%
52567	VETERINARY SERVICES	50	20,425	3,500	27,000	23,500	671.43%
52570	REIMBURSABLE SERVICES	7,257	18,983	22,000	22,000	0	0.00%
52571	SNOW REMOVAL	7,275	19,827	16,000	20,000	4,000	25.00%
52573	CREDIT CARD FEES	2,690	5,847	2,500	20,412	17,912	716.48%
52574	LEGAL SERVICES	0	35,569	0	0	0	0.00%
52575	SERVICES	307,838	306,707	374,987	253,830	(121,157)	-32.31%
52578	INTERPRETING SERVICES	14,175	18,324	21,520	21,520	0	0.00%
52590	TEMPORARY EMPLOYMENT	69,830	51,545	48,300	48,300	0	0.00%
52615	DUES AND MEMBERSHIP	10,790	17,333	35,335	51,437	16,102	45.57%
52625	MEETING EXPENSES IN TOWN	17,032	12,682	30,588	31,093	505	1.65%
52630	TRAINING	35,254	58,399	163,184	163,684	500	0.31%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	40,747	20,603	40,000	40,000	0	0.00%
52645	SUBSCRIPTIONS	5,469	10,508	11,843	11,040	(803)	-6.78%
52655	TRAVEL OUT OF TOWN	59,502	81,446	0	0	0	0.00%
52705	COMMUNICATIONS	75,225	48,233	51,000	50,000	(1,000)	-1.96%
52706	WIRELESS COMMUNICATION	162,522	195,848	218,312	238,361	20,049	9.18%
52725	RENTAL OF PROPERTY	20,566	20,006	30,500	40,500	10,000	32.79%
52735	TELEPHONE LONG DIST CALLS	10,565	9,047	9,500	8,876	(624)	-6.57%
52736	CELL PHONE AIRTIME	1,418	569	0	1,480	1,480	0.00%
52738	CELL PHONE BASE CHARGES	171,653	140,625	242,792	250,450	7,658	3.15%
52740	GENERAL INSURANCE-CITY	7,152	1,610	9,735	11,135	1,400	14.38%
52744	ENERGY AUDITS	33,072	33,072	33,072	33,072	0	0.00%
52746	UTILITIES ELECTRIC	415,232	372,192	410,000	400,000	(10,000)	-2.44%
52747	UTILITIES GAS	69,677	76,346	102,500	106,675	4,175	4.07%
52748	UTILITIES SEWER	14,034	11,526	20,000	12,000	(8,000)	-40.00%
52749	UTILITIES WATER	35,557	28,428	39,600	29,000	(10,600)	-26.77%
52755	COMMUNICATIONS EQUIPMENT	126	0	0	0	0	0.00%
52765	LEASE PURCHASE PAYMENTS	0	130,730	0	0	0	0.00%
52775	MINOR EQUIPMENT	180,886	176,286	587,140	479,320	(107,820)	-18.36%
52776	PRINTER CONSOLIDATION COST	64,243	130,705	149,596	149,150	(446)	-0.30%
52785	RADIO REPLACEMENT	0	288	0	0	0	0.00%
52795	RENTAL OF EQUIPMENT	73,803	21,046	11,269	14,953	3,684	32.69%
52805	ADMIN PRORATED CHARGES	3,657	0	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	96	9	1,250	1,250	0	0.00%
52875	OFFICE SERVICES RECORDS	12,549	11,148	10,000	13,000	3,000	30.00%
52908	REPROGRAPHICS POLICE	60,831	44,352	64,500	56,000	(8,500)	-13.18%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
60135	EQUITABLE LIFE RETIRED PERA	5	0	0	0	0	0.00%
65075	INTEREST	74,943	72,569	72,569	72,569	0	0.00%
65097	INTEREST OLD CITY HALL COP	0	59,530	59,530	59,530	0	0.00%
65160	RECRUITMENT	12,112	12,033	23,200	27,222	4,022	17.34%
65185	PRINCIPAL	58,245	60,620	60,620	60,620	0	0.00%
65209	PRINCIPAL OLD CITY HALL COP	134,507	74,978	74,978	74,978	0	0.00%
65352	EMPLOYEE AWARDS PROGRAM	276	(75)	0	0	0	0.00%
65356	RETIREMENT AWARDS	50	16	0	0	0	0.00%
65357	VOLUNTEER RESOURCES	35,586	25,728	0	0	0	0.00%
65359	PARKING MGMT	3	0	0	0	0	0.00%
65361	RELOCATION ASSISTANCE	0	0	0	20,000	20,000	0.00%
65375	VOLLEYBALL	0	8	0	0	0	0.00%
65409	GRANT MATCH	0	(1,039)	30,000	75,232	45,232	150.77%
Total Operating Expenses		4,649,605	4,969,435	5,758,232	6,438,816	680,584	11.82%
53020	COMPUTERS NETWORKS	214,820	54,305	0	0	0	0.00%
53030	FURNITURE AND FIXTURES	150	(75)	0	0	0	0.00%
53050	MACHINERY AND APPARATUS	7,391	19,506	19,000	58,000	39,000	205.26%
53070	VEHICLES REPLACEMENT	744	300,000	0	0	0	0.00%
53080	VEHICLES ADDITIONS	28,750	7,900	0	0	0	0.00%
53090	BUILDINGS AND STRUCTURES	746,790	436,117	50,000	50,000	0	0.00%
Total Capital Outlay		998,645	817,753	69,000	108,000	39,000	56.52%
Total Expenses		75,692,316	79,366,509	82,412,022	88,982,619	6,570,597	7.97%

Totals may differ from narrative due to rounding.

**City of Colorado Springs
Budget Detail Report**

171 PUBLIC SAFETY SALES TAX
Police_All_Departments

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	2,333,942	1,879,897	2,020,196	2,059,364	39,168	1.94%
51210	OVERTIME	50,252	84,670	72,247	73,179	932	1.29%
51220	SEASONAL TEMPORARY	0	229,681	349,996	293,536	(56,460)	-16.13%
51225	SHIFT WORKER HOLIDAY	22,371	19,931	20,081	24,871	4,790	23.85%
51230	SHIFT DIFFERENTIAL	30,503	27,845	28,199	31,014	2,815	9.98%
51235	STANDBY	22,383	18,365	14,606	18,974	4,368	29.91%
51240	RETIREMENT TERMINATION SICK	49,334	9	0	200	200	0.00%
51245	RETIREMENT TERM VACATION	8,761	13,966	14,360	15,225	865	6.02%
51260	VACATION BUY PAY OUT	31,571	20,019	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(112,449)	(44,549)	0	0	0	0.00%
51405	UNIFORM SALARIES	4,870,805	5,363,191	6,294,458	6,239,533	(54,925)	-0.87%
51410	UNIFORM OVERTIME	1,559,594	1,299,362	1,758,069	1,897,527	139,458	7.93%
51425	UNIFORM SHIFT DIFFERENTIAL	35,439	37,302	37,440	38,773	1,333	3.56%
51430	UNIFORM SPECIAL ASSIGNMENT	10,005	11,682	617	10,903	10,286	1667.10%
51435	EXTRA DUTY EXPENDITURE	(9,562)	0	0	0	0	0.00%
51445	LONGEVITY	46,126	49,578	64,191	45,983	(18,208)	-28.37%
51455	SWORN VAC TWK	29,540	30,497	23,319	30,967	7,648	32.80%
51460	UNIFORM HAZARD DUTY	4,023	2,594	3,396	3,184	(212)	-6.24%
51465	UNIFORM COURT OVERTIME	18,832	18,956	19,631	19,790	159	0.81%
51470	UNIFORM RETIREMENT COST	56,108	27,808	0	0	0	0.00%
51482	POLICE TRAINING OFFICERS	3,865	5,246	4,332	4,974	642	14.82%
51610	PERA	321,964	263,221	276,903	316,210	39,307	14.20%
51612	RETIREMENT HEALTH SAVINGS	69,036	82,586	30,155	30,450	295	0.98%
51615	WORKERS COMPENSATION	186,018	173,501	197,363	219,189	21,826	11.06%
51620	EQUITABLE LIFE INSURANCE	20,449	20,286	31,772	31,079	(693)	-2.18%
51640	DENTAL INSURANCE	40,845	40,290	45,300	43,075	(2,225)	-4.91%
51645	NEW HIRE FIRE PENSION PLAN	0	3	0	0	0	0.00%
51647	STATEWIDE FIRE PENSION	0	17	0	0	0	0.00%
51650	NEW HIRE POLICE PENSION PLAN	851,784	1,741,104	1,109,830	748,405	(361,425)	-32.57%
51652	STATEWIDE POLICE PENSION	45,352	85,974	70,333	232,725	162,392	230.89%
51665	CASH BACK	11,627	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	30,139	30,161	30,870	0	(30,870)	-100.00%
51690	MEDICARE	101,341	99,544	110,871	113,699	2,828	2.55%
51695	CITY EPO MEDICAL PLAN	768,273	677,131	1,102,934	921,546	(181,388)	-16.45%
51696	ADVANTAGE HD MED PLAN	44,832	77,056	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	4,861	6,680	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	(1,632)	(17)	0	0	0	0.00%
Total Salaries and Benefits		11,556,332	12,393,587	13,731,469	13,464,375	(267,094)	-1.95%
52105	MISCELLANEOUS OPERATING	1	905	0	0	0	0.00%
52110	OFFICE SUPPLIES	6,220	6,309	5,879	5,879	0	0.00%
52111	PAPER SUPPLIES	1,879	1,584	2,068	2,068	0	0.00%
52112	AMMUNITION	1,168	11,843	24,150	24,150	0	0.00%
52115	MEDICAL SUPPLIES	53	20	0	0	0	0.00%
52120	COMPUTER SOFTWARE	920	7,411	804	804	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	47	0	0	0	0	0.00%
52125	GENERAL SUPPLIES	9,563	10,983	11,651	12,750	1,099	9.43%
52129	HVAC-HEAT VENTILATN AIR SUPPLI	2,409	3,320	8,757	8,750	(7)	-0.08%
52135	POSTAGE	57	3,545	0	0	0	0.00%
52140	WEARING APPAREL	28,493	38,456	64,944	64,944	0	0.00%
52145	PAINT AND CHEMICAL	0	72	0	0	0	0.00%
52161	CRIME PREVENTION	0	0	0	1,000	1,000	0.00%
52175	SIGNS	0	107	0	0	0	0.00%
52190	JANITORIAL SUPPLIES	8,206	7,024	5,000	7,500	2,500	50.00%
52215	MAINT GROUNDS	220	0	0	0	0	0.00%
52220	MAINT OFFICE MACHINES	0	585	0	0	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	72,754	41,757	44,245	44,245	0	0.00%
52250	MAINT RADIOS ALLOCATION	15,000	18,400	19,780	18,400	(1,380)	-6.98%
52265	MAINT BUILDINGS AND STRUCTURE	42,863	41,205	42,000	62,000	20,000	47.62%
52305	MAINT SOFTWARE	169,250	159,363	280,915	358,915	78,000	27.77%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
52410	BUILDING SECURITY SERVICES	12,254	11,237	31,000	11,500	(19,500)	-62.90%
52415	CONTRACTS AND SPEC PROJECTS	0	2,250	0	0	0	0.00%
52421	CIVIL SERVICE TESTING	0	28,177	0	0	0	0.00%
52428	HOSTED IT SERVICES	0	30,368	20,554	20,554	0	0.00%
52435	GARBAGE REMOVAL SERVICES	1,546	1,455	3,074	3,000	(74)	-2.41%
52445	JANITORIAL SERVICES	65,635	51,832	50,916	55,200	4,284	8.41%
52450	LAUNDRY AND CLEANING SERVICES	0	327	0	1,200	1,200	0.00%
52455	LAWN MAINTENANCE SERVICE	9,403	9,431	11,500	12,000	500	4.35%
52460	MEDICAL SERVICE	0	0	3,100	0	(3,100)	-100.00%
52565	PEST CONTROL	3,525	1,934	3,380	4,000	620	18.34%
52568	BANK AND INVESTMENT FEES	4,461	3,539	1,833	0	(1,833)	-100.00%
52570	REIMBURSABLE SERVICES	252	0	0	0	0	0.00%
52571	SNOW REMOVAL	6,163	14,425	10,500	14,400	3,900	37.14%
52575	SERVICES	37,399	8,757	26,664	21,664	(5,000)	-18.75%
52578	INTERPRETING SERVICES	183	0	4,230	4,230	0	0.00%
52590	TEMPORARY EMPLOYMENT	0	21,275	0	0	0	0.00%
52615	DUES AND MEMBERSHIP	0	120	0	0	0	0.00%
52625	MEETING EXPENSES IN TOWN	334	351	317	317	0	0.00%
52630	TRAINING	711	250	10,000	10,000	0	0.00%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	(2,322)	0	0	0	0	0.00%
52645	SUBSCRIPTIONS	0	105,205	116,946	51,620	(65,326)	-55.86%
52655	TRAVEL OUT OF TOWN	2,800	4,341	0	0	0	0.00%
52705	COMMUNICATIONS	107,402	101,587	21,234	21,000	(234)	-1.10%
52706	WIRELESS COMMUNICATION	36	26,829	33,000	31,649	(1,351)	-4.09%
52725	RENTAL OF PROPERTY	0	0	0	12,000	12,000	0.00%
52735	TELEPHONE LONG DIST CALLS	1,283	1,029	1,124	1,124	0	0.00%
52738	CELL PHONE BASE CHARGES	0	19,141	28,830	28,830	0	0.00%
52746	UTILITIES ELECTRIC	82,654	79,851	90,261	84,800	(5,461)	-6.05%
52747	UTILITIES GAS	12,225	14,780	15,605	15,450	(155)	-0.99%
52748	UTILITIES SEWER	3,521	3,437	3,297	3,570	273	8.28%
52749	UTILITIES WATER	16,145	12,893	17,760	13,260	(4,500)	-25.34%
52765	LEASE PURCHASE PAYMENTS	0	21,942	0	0	0	0.00%
52775	MINOR EQUIPMENT	35,034	166,283	194,031	40,692	(153,339)	-79.03%
52776	PRINTER CONSOLIDATION COST	7,376	12,155	13,000	13,000	0	0.00%
52795	RENTAL OF EQUIPMENT	2,402	0	0	3,600	3,600	0.00%
52827	CHGS POLICE	104,512	88,114	110,990	146,000	35,010	31.54%
52875	OFFICE SERVICES RECORDS	0	1,520	0	0	0	0.00%
52908	REPROGRAPHICS POLICE	196	5,553	0	0	0	0.00%
65170	TRANSFER TO OTHER FUNDS	0	19,792	0	0	0	0.00%
65300	CAPITAL LEASE PURCHASES	81,950	0	0	0	0	0.00%
65356	RETIREMENT AWARDS	0	50	0	0	0	0.00%
Total Operating Expenses		956,183	1,223,119	1,333,339	1,236,065	(97,274)	-7.30%
53020	COMPUTERS NETWORKS	332,909	64,191	200,000	100,000	(100,000)	-50.00%
53050	MACHINERY AND APPARATUS	0	0	60,000	0	(60,000)	-100.00%
53070	VEHICLES REPLACEMENT	0	0	798,000	0	(798,000)	-100.00%
53080	VEHICLES ADDITIONS	0	0	0	143,500	143,500	0.00%
53090	BUILDINGS AND STRUCTURES	5,375	22,209	38,000	38,000	0	0.00%
Total Capital Outlay		338,284	86,400	1,096,000	281,500	(814,500)	-74.32%
Total Expenses		12,850,799	13,703,106	16,160,808	14,981,940	(1,178,868)	-7.29%

Totals may differ from narrative due to rounding.

Airport

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2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Create a sustainable, credible Plan of Finance to reconcile past PFC expenditures and strategy to eliminate 2007 debt	Eliminate 2007 Debt	Q3	Transforming Government
Maintain or lower the Airport's Cost Per Enplanement (CPE) of \$7.48 for 2014	CPE of \$7.48 or lower	Quarterly	Jobs
Exceed the 2014 total enplanement forecast of 633,000	Total enplanement greater than 633,000	Q4	Jobs

All Funds Summary

	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
Source of Funds					
Airport Enterprise	\$20,394,773	\$18,321,603	\$18,321,603	\$17,827,162	(\$494,441)
Grants	13,466,449	12,400,000	12,400,000	10,719,500	(1,680,500)
Passenger Facility Charges	2,052,372	1,805,221	1,805,221	1,789,136	(16,085)
Other	1,961,211	1,644,779	1,644,779	2,105,576	460,797
Total	\$37,874,804	\$34,171,603	\$34,171,603	\$32,441,374	(\$1,730,229)
Use of Funds					
Airport Enterprise	\$13,952,471	\$18,121,650	\$18,011,650	\$16,822,651	(\$1,188,999)
Airport Enterprise - CIP	3,859,421	150,000	260,000	150,000	(110,000)
Grants - Operating	195,772	207,500	207,500	226,000	18,500
Grants - CIP	13,466,449	12,400,000	12,400,000	10,493,500	(1,906,500)
Passenger Facility Charges - CIP	1,394,296	1,147,145	1,147,145	1,425,924	278,779
Passenger Facility Charges - SIB Loan Payments	658,076	658,076	658,076	363,212	(294,864)
Other CIP	1,961,211	2,302,855	2,302,855	2,105,576	(197,279)
Total	\$35,487,696	\$34,987,226	\$34,987,226	\$31,586,863	(\$3,400,363)
Positions					
Airport Enterprise	121.00	96.00	96.00	91.00	(5.00)
Total	121.00	96.00	96.00	91.00	(5.00)

* 2014 Amended Budget as of 8/14/2014

Significant Changes vs. 2014

- Decrease of 5.00 FTE and reduction in debt service to reduce operational expenses
- Projected decrease in grant revenue and associated grant-funded projects

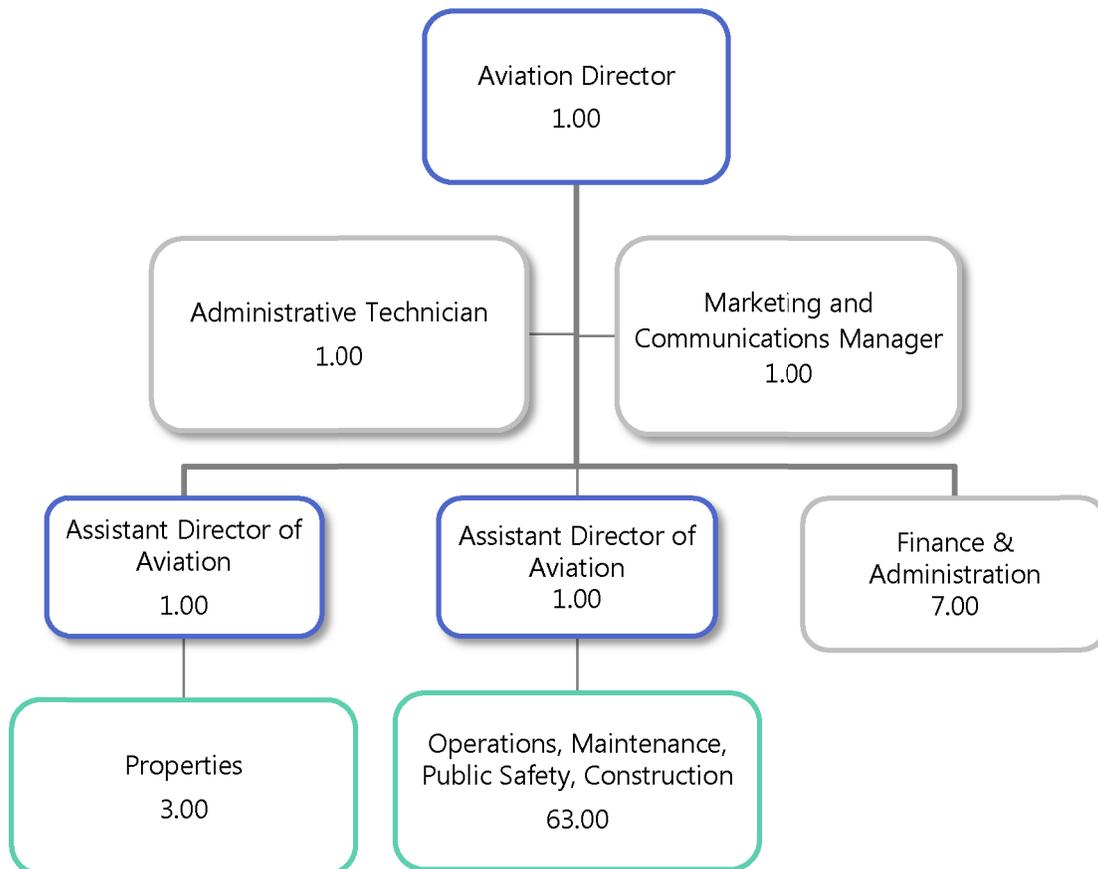
Airport

The Colorado Springs Airport (COS) is a primary commercial service airport. COS:

- Services southern Colorado as well as portions of western Kansas and northern New Mexico, with nearly 1.3 million anticipated passengers in 2015
- Will provide approximately 31 daily departures with non-stop services to 11 major cities across the U.S. in 2014
- Maintains active corporate, cargo and general aviation populations and is host to Peterson Air Force Base, home of the U.S. Air Force Space Command, NORAD/NORTHCOM, the Army Space and Missile Defense Command

According to *Economic Impact of Airports in Colorado 2008 Economy*, COS generates a combined impact of over \$1.6 billion each year for the region. COS and Peterson AFB provide 19,672 direct and indirect jobs in the aviation, aerospace, and defense sectors.

The Colorado Springs Airport is a fully self-sustaining public enterprise that accepts no local tax revenue.



* The organizational chart illustrates all positions that report to this department, not including 13.00 positions that report to another department but are funded by the Airport; however, positions funded by the Airport are reflected in the Position Totals of the funding tables in this narrative.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014, and changes occurring as part of the 2015 Budget for the Airport Enterprise Fund.

Airport Enterprise Fund	Source of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget
	Airline Revenue	\$6,921,414	\$8,985,467	\$6,614,486	\$6,614,486	\$6,325,049	(\$289,437)
	Non-Airline Revenue						
	Public Parking	5,315,816	4,300,955	4,519,700	4,519,700	4,560,293	40,593
	Rental Car	3,760,440	3,039,339	2,753,838	2,753,838	2,855,025	101,187
	Terminal Concessions	875,160	734,455	808,268	808,268	781,250	(27,018)
	Interest Income	284,900	267,393	271,182	271,182	16,210	(254,972)
	Ground/ Building Rent	1,607,772	1,561,506	1,682,793	1,682,793	1,773,148	90,355
	Other Income	1,728,674	1,505,658	1,671,336	1,671,336	1,516,188	(155,148)
	Total	\$20,494,176	\$20,394,773	\$18,321,603	\$18,321,603	\$17,827,162	(\$494,441)
Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget	
Salary/Benefits/Pensions	\$8,352,121	\$7,839,250	\$7,536,976	\$7,536,976	\$7,450,395	(\$86,580)	
Operating	5,923,893	5,764,075	6,513,171	6,403,171	6,667,626	264,455	
Capital Outlay	190,976	120,216	72,245	72,245	277,180	204,935	
Debt Service	2,225,762	228,930	3,999,258	3,999,258	2,427,450	(1,571,808)	
CIP	1,481,669	3,859,421	150,000	260,000	150,000	(110,000)	
Total	\$18,174,421	\$17,811,892	\$18,271,650	\$18,271,650	\$16,972,651	(\$1,298,999)	

* 2014 Amended Budget as of 8/14/2014

	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget
Director of Aviation	1.00	1.00	1.00	1.00	0.00
Accountant I	0.00	0.00	0.00	0.00	0.00
Accounting Supervisor	1.00	1.00	1.00	1.00	0.00
Accounting Technician	0.00	0.00	0.00	2.00	2.00
Administrative Technician	7.00	5.00	5.00	3.00	(2.00)
Airport Maintenance Coordinator	1.00	0.00	0.00	0.00	0.00
Airport Marketing & Communications	0.00	0.00	0.00	1.00	1.00
Airport Public Communications	1.00	1.00	1.00	0.00	(1.00)
Analyst I/II	2.00	1.00	1.00	2.00	1.00
Assistant Director of Aviation	3.00	2.00	2.00	2.00	0.00
Assistant Maintenance Manager	0.00	0.00	0.00	0.00	0.00
Assistant Operations Manager	0.00	0.00	0.00	0.00	0.00
Associate Fleet Technician	1.00	1.00	1.00	1.00	0.00
Communications Center Dispatcher	5.00	6.00	6.00	5.00	(1.00)
Communications Center Supervisor	1.00	1.00	1.00	1.00	0.00
Customer Care Specialist I	1.00	1.00	1.00	0.00	(1.00)
Design & Construction Manager	1.00	1.00	1.00	1.00	0.00
Electrician/Master Electrician	1.00	1.00	1.00	0.00	(1.00)
Electronic Maintenance Technician	1.00	0.00	0.00	0.00	0.00
Electronic Specialist	2.00	2.00	2.00	2.00	0.00
Engineering Technician II	1.00	1.00	1.00	1.00	0.00
Environment Safety & Health Specialist	1.00	1.00	1.00	1.00	0.00
Equipment Operator I, II, III	12.00	6.00	6.00	8.00	2.00
Facilities Supervisor	1.00	1.00	1.00	0.00	(1.00)
HR/Administration Manager	1.00	0.00	0.00	0.00	0.00
Fleet Technician	0.00	0.00	0.00	0.00	0.00
Information Systems Analyst II	2.00	2.00	2.00	2.00	0.00
Maintenance Manager	1.00	0.00	0.00	0.00	0.00
Maintenance Service Workers	18.00	18.00	18.00	15.00	(3.00)
Maintenance Technician II	3.00	3.00	3.00	2.00	(1.00)
Office Assistant	3.00	1.00	1.00	0.00	(1.00)
Office Specialist	1.00	1.00	1.00	1.00	0.00
Operations Agent	5.00	4.00	4.00	3.00	(1.00)
Operations Coordinator	3.00	2.00	2.00	0.00	(2.00)
Operations Manager	1.00	1.00	1.00	1.00	0.00
Parking Enforcement Officer (Civilian) †	1.00	0.00	0.00	0.00	0.00
Planning & Development Manager	1.00	1.00	1.00	0.00	(1.00)
Police Officer (Sworn) †	15.00	12.00	12.00	12.00	0.00
Police Sergeant (Sworn) †	2.00	1.00	1.00	1.00	0.00
Principal Accountant	1.00	1.00	1.00	1.00	0.00
Properties Administrator	1.00	1.00	1.00	1.00	0.00
Senior Accountant	0.00	0.00	0.00	0.00	0.00
Senior Analyst, Financial	0.00	0.00	0.00	1.00	1.00
Senior Equipment Operator	2.00	2.00	2.00	1.00	(1.00)
Senior Fleet Technician	1.00	1.00	1.00	1.00	0.00
Senior Office Specialist	2.00	2.00	2.00	3.00	1.00
Operations Supervisor	1.00	1.00	1.00	1.00	0.00
Senior Operations Agent	0.00	0.00	0.00	3.00	3.00
Senior Public Communications	1.00	0.00	0.00	0.00	0.00
Senior Skilled Maintenance Technician	2.00	2.00	2.00	3.00	1.00
Skilled Maintenance Supervisor	3.00	3.00	3.00	3.00	0.00
Skilled Maintenance Technician	6.00	4.00	4.00	4.00	0.00
Total Positions	121.00	96.00	96.00	91.00	(5.00)

† The police personnel report to the Chief of Police, but are funded in the Airport Enterprise budget.

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$110,300
	Increase for pay for performance	86,515
	Net increase for medical plan changes	60,356
	Decrease due to elimination of 5.00 FTE	(343,751)
	Total Salaries/Benefits/Pensions	(\$86,580)
	Operating	
	Increase to fund maintenance of buildings and infrastructure to attract a new revenue producing lease	\$174,269
	Increase to correct one-time amendment	\$110,000
	Increase for utility rate increases	53,996
	Decrease due to renegotiation of parking contract	(159,244)
	Increase to fund other operational needs	85,434
	Total Operating	\$264,455
Capital Outlay		
Increase to fund deferred replacement of equipment	\$204,936	
Total Capital Outlay	\$204,936	
Debt Service		
Decrease due to restructuring of debt	(\$1,571,808)	
Total Debt Service	(\$1,571,808)	
CIP		
Decrease in CIP to remove one-time amendment	(\$110,000)	
Total CIP	(\$110,000)	
Total For 2015	(\$1,298,997)	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Net decrease of 5.00 FTE	(5.00)
	Total For 2015	(5.00)

* 2014 Amended Budget as of 8/14/2014

Grant Funds	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$0	\$0	\$0	\$0	\$0	\$0
	Operating	191,307	195,772	207,500	207,500	226,000	18,500
	Capital Outlay	0	0	0	0	0	0
	Total	\$191,307	\$195,772	\$207,500	\$207,500	\$226,000	\$18,500

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	None	\$0
	Total Salaries/Benefits/Pensions	\$0
	Operating	
	Decrease in TSA Canine Explosive Detection Team Grant (now \$150,500)	(\$31,000)
	Increase for new CDOT Equipment DIA Surplus Grant	\$49,500
Total Operating	\$18,500	
Capital Outlay		
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	\$18,500	

* 2014 Amended Budget as of 8/14/2014

	Project Name	General Fund	Restricted Funds							Total Cost	
			Bike Tax	CTF	Enterprise	Grants	PPRTA	PSST	TOPS		Other
2015 CIP Program	Airfield Pavement Localized Repair & Maintenance				150,000						\$150,000
	Airport Canine Explosive Detection Teams ¹								150,500 ¹		150,500
	Airport Fleet Improvement Phase VII-Equipment Replacement ¹								900,000 ¹		900,000
	Airport Terminal Apron and Trench Drain System Reconstruction ¹				10,493,500				593,500 ¹		11,087,000
	Airport Terminal Building Rehabilitation ¹								500,000 ¹		500,000
	Airport Other Funded Capital Improvement Projects ¹								1,387,500 ¹		1,387,500
	Total 2015 CIP	\$0	\$0	\$0	\$150,000	\$10,493,500	\$0	\$0	\$0	\$3,381,000	\$14,175,000
	For a citywide comprehensive list of projects, refer to the CIP section of the Budget, page 30-1.										

¹Airport CIP projects - Other funds include PFC CIP and Other CIP

**City of Colorado Springs
Budget Detail Report**

401 AIRPORT GROSS REV FUND
Airport

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	4,840,924	4,474,191	4,375,140	4,263,168	(111,972)	-2.56%
51210	OVERTIME	159,871	153,790	177,410	168,905	(8,505)	-4.79%
51220	SEASONAL TEMPORARY	42,459	30,479	76,320	76,320	0	0.00%
51225	SHIFT WORKER HOLIDAY	47,099	44,757	54,060	48,832	(5,228)	-9.67%
51230	SHIFT DIFFERENTIAL	37,280	36,526	43,389	44,727	1,338	3.08%
51235	STANDBY	7,855	17,994	17,830	14,751	(3,079)	-17.27%
51240	RETIREMENT TERMINATION SICK	8,294	11,812	0	19,155	19,155	0.00%
51245	RETIREMENT TERM VACATION	36,389	90,959	0	19,525	19,525	0.00%
51247	VAR PROGRAM	0	32,773	0	0	0	0.00%
51260	VACATION BUY PAY OUT	16,669	12,111	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(33,757)	(30,957)	0	0	0	0.00%
51405	UNIFORM SALARIES	1,162,288	1,070,467	938,360	940,677	2,317	0.25%
51410	UNIFORM OVERTIME	101,255	111,210	82,907	86,349	3,442	4.15%
51425	UNIFORM SHIFT DIFFERENTIAL	6,288	5,130	7,072	6,240	(832)	-11.76%
51430	UNIFORM SPECIAL ASSIGNMENT	1,971	802	2,360	682	(1,678)	-71.10%
51445	LONGEVITY	16,327	15,489	15,676	15,988	312	1.99%
51455	SWORN VAC TWK	13,454	12,467	9,465	9,135	(330)	-3.49%
51460	UNIFORM HAZARD DUTY	3,614	3,201	3,600	3,600	0	0.00%
51465	UNIFORM COURT OVERTIME	114	0	529	389	(140)	-26.47%
51482	POLICE TRAINING OFFICERS	272	156	0	307	307	0.00%
51610	PERA	683,274	626,556	620,738	618,131	(2,607)	-0.42%
51615	WORKERS COMPENSATION	139,904	112,922	110,798	112,967	2,169	1.96%
51620	EQUITABLE LIFE INSURANCE	16,941	15,421	18,416	18,740	324	1.76%
51640	DENTAL INSURANCE	38,728	36,560	36,002	32,643	(3,359)	-9.33%
51650	NEW HIRE POLICE PENSION PLAN	176,842	203,278	186,053	198,955	12,902	6.93%
51652	STATEWIDE POLICE PENSION	10,948	5,783	0	8,365	8,365	0.00%
51655	RETIRED EMP MEDICAL INS	24,332	24,332	26,000	26,000	0	0.00%
51665	CASH BACK	13,448	0	13,323	0	(13,323)	-100.00%
51675	UNEMPLOYMENT INSURANCE	(2,539)	9,353	0	0	0	0.00%
51690	MEDICARE	87,085	81,755	74,921	72,372	(2,549)	-3.40%
51695	CITY EPO MEDICAL PLAN	650,188	595,662	642,857	348,917	(293,940)	-45.72%
51696	ADVANTAGE HD MED PLAN	39,295	31,349	0	269,806	269,806	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	5,009	2,926	3,750	24,750	21,000	560.00%
51699	BENEFITS REIMBURSEMENT	0	(4)	0	0	0	0.00%
Total Salaries and Benefits		8,352,121	7,839,250	7,536,976	7,450,396	(86,580)	-1.15%
52105	MISCELLANEOUS OPERATING	1	0	0	0	0	0.00%
52110	OFFICE SUPPLIES	22,403	18,230	19,850	19,425	(425)	-2.14%
52112	AMMUNITION	1,318	0	1,686	1,566	(120)	-7.12%
52115	MEDICAL SUPPLIES	815	871	1,316	1,066	(250)	-19.00%
52120	COMPUTER SOFTWARE	610	1,905	2,140	1,200	(940)	-43.93%
52122	CELL PHONES EQUIP AND SUPPLIES	550	2,469	250	1,000	750	300.00%
52125	GENERAL SUPPLIES	30,884	8,548	53,185	45,138	(8,047)	-15.13%
52126	ELECTRICAL SUPPLIES	48,915	95,886	66,433	61,057	(5,376)	-8.09%
52127	CONSTRUCTION SUPPLIES	15,186	18,767	19,492	23,579	4,087	20.97%
52128	PLUMBING SUPPLIES	3,180	3,618	4,392	7,369	2,977	67.78%
52129	HVAC-HEAT VENTILATN AIR SUPPLI	34,622	36,373	40,573	57,062	16,489	40.64%
52130	OTHER SUPPLIES	10,289	6,049	5,455	6,310	855	15.67%
52135	POSTAGE	4,214	4,508	4,560	4,656	96	2.11%
52140	WEARING APPAREL	20,952	19,761	24,521	24,047	(474)	-1.93%
52145	PAINT AND CHEMICAL	120,431	93,509	108,442	127,131	18,689	17.23%
52146	DEICING CHEMICALS AND MATERIAL	89,091	90,397	115,147	137,637	22,490	19.53%
52150	SEED AND FERTILIZER	11,494	2,324	8,897	5,377	(3,520)	-39.56%
52156	INVENTORY OVER SHORT	638	1,367	2,000	2,000	0	0.00%
52160	FUEL	196,123	214,147	221,023	220,911	(112)	-0.05%
52165	LICENSES AND TAGS	993	556	1,198	1,892	694	57.93%
52170	SPECIAL PHOTOGRAPHY ETC	2,000	0	0	0	0	0.00%
52175	SIGNS	12,726	17,289	16,010	25,905	9,895	61.81%
52180	ASPHALTIC MATERIAL	15,084	1,412	10,950	15,140	4,190	38.26%
52185	AGGREGATE MATERIAL	9,225	4,040	6,225	5,925	(300)	-4.82%
52190	JANITORIAL SUPPLIES	92,649	71,740	78,870	75,305	(3,565)	-4.52%
52195	ENVIRONMENTAL SUPPLIES ETC	405	477	1,368	1,192	(176)	-12.87%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
52205	MAINT LANDSCAPING	6,997	4,664	0	0	0	0.00%
52215	MAINT GROUNDS	29,838	79,043	21,850	32,350	10,500	48.05%
52220	MAINT OFFICE MACHINES	7,769	9,073	7,600	20,031	12,431	163.57%
52225	MAINT COMPUTER SOFTWARE	6,571	7,487	7,500	9,000	1,500	20.00%
52230	MAINT FURNITURE AND FIXTURES	2,000	0	3,145	3,145	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	26,222	14,414	42,872	35,143	(7,729)	-18.03%
52236	MAINT LOADING BRIDGES	38,104	41,853	41,353	44,004	2,651	6.41%
52237	MAINT BAGGAGE	2,758	3,254	10,700	17,480	6,780	63.36%
52250	MAINT RADIOS ALLOCATION	48,906	24,750	58,630	56,705	(1,925)	-3.28%
52265	MAINT BUILDINGS AND STRUCTURE	201,040	116,650	230,824	406,618	175,794	76.16%
52275	MAINT RUNWAYS	31,333	24,769	27,454	17,127	(10,327)	-37.62%
52278	MAINT RNWY LIGHTING	31,567	56,683	58,738	50,738	(8,000)	-13.62%
52280	MAINT ROADS AND BRIDGES	4,971	1,872	5,700	5,700	0	0.00%
52305	MAINT SOFTWARE	25,200	45,442	29,575	41,685	12,110	40.95%
52405	ADVERTISING SERVICES	53,494	202,358	282,370	282,370	0	0.00%
52410	BUILDING SECURITY SERVICES	18,000	14,000	21,400	21,400	0	0.00%
52423	TELECOMMUNICATION SERVICES	24,965	35	30,000	0	(30,000)	-100.00%
52425	ENVIRONMENTAL SERVICES	9,374	8,939	15,610	14,280	(1,330)	-8.52%
52430	FINANCIAL SERVICES	5,000	19,360	4,000	0	(4,000)	-100.00%
52435	GARBAGE REMOVAL SERVICES	21,489	23,890	24,611	26,338	1,727	7.02%
52565	PEST CONTROL	939	1,325	1,082	1,082	0	0.00%
52568	BANK AND INVESTMENT FEES	46,154	40,294	40,000	40,000	0	0.00%
52572	BAD DEBT EXPENSE	(20,358)	7,814	1,500	2,500	1,000	66.67%
52573	CREDIT CARD FEES	0	655	0	250	250	0.00%
52574	LEGAL SERVICES	30,752	59,439	45,000	90,000	45,000	100.00%
52575	SERVICES	65,500	140,434	203,611	246,381	42,770	21.01%
52576	AUDIT SERVICES	60,000	60,000	75,000	75,000	0	0.00%
52590	TEMPORARY EMPLOYMENT	40,958	44,075	9,600	9,600	0	0.00%
52605	CAR MILEAGE	1,682	934	2,665	2,065	(600)	-22.51%
52615	DUES AND MEMBERSHIP	29,811	26,256	29,436	29,225	(211)	-0.72%
52625	MEETING EXPENSES IN TOWN	27,064	7,421	14,150	9,575	(4,575)	-32.33%
52630	TRAINING	20,883	4,697	23,287	23,244	(43)	-0.18%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	(3,349)	0	0	5,000	5,000	0.00%
52645	SUBSCRIPTIONS	90,819	79,474	82,014	64,763	(17,251)	-21.03%
52655	TRAVEL OUT OF TOWN	20,926	12,500	24,306	27,648	3,342	13.75%
52705	COMMUNICATIONS	14,552	15,290	13,720	13,220	(500)	-3.64%
52706	WIRELESS COMMUNICATION	0	0	468	468	0	0.00%
52735	TELEPHONE LONG DIST CALLS	1,024	767	1,100	1,100	0	0.00%
52736	CELL PHONE AIRTIME	184	1,125	100	100	0	0.00%
52738	CELL PHONE BASE CHARGES	16,560	12,110	13,800	13,800	0	0.00%
52740	GENERAL INSURANCE-CITY	206,310	205,390	206,820	215,168	8,348	4.04%
52746	UTILITIES ELECTRIC	929,210	791,738	1,063,479	1,096,260	32,781	3.08%
52747	UTILITIES GAS	242,286	202,361	259,535	272,512	12,977	5.00%
52748	UTILITIES SEWER	25,895	24,609	25,897	27,192	1,295	5.00%
52749	UTILITIES WATER	217,819	117,473	130,570	137,513	6,943	5.32%
52755	COMMUNICATIONS EQUIPMENT	3,414	1,735	1,255	830	(425)	-33.86%
52757	SECURITY SURVEILLANCE EQUIP	14,757	9,633	11,820	10,600	(1,220)	-10.32%
52775	MINOR EQUIPMENT	27,789	19,749	20,580	28,186	7,606	36.96%
52795	RENTAL OF EQUIPMENT	14,116	6,155	16,335	9,268	(7,067)	-43.26%
52805	ADMIN PRORATED CHARGES	635,004	631,848	640,000	581,300	(58,700)	-9.17%
52859	INSURANCE OTHER	125	0	0	2,400	2,400	0.00%
52872	MAINT FLEET VEHICLES EQP	165,566	158,560	165,024	179,419	14,395	8.72%
52874	OFFICE SERVICES PRINTING	2,014	726	3,227	3,411	184	5.70%
52875	OFFICE SERVICES RECORDS	9	0	0	0	0	0.00%
52970	ENVIRON PROTECTION PROGRAM	0	0	7,000	7,000	0	0.00%
65070	ADM FEE AIRPORT REV BONDS	3,400	14,900	4,600	7,500	2,900	63.04%
65160	RECRUITMENT	8,905	925	2,031	1,042	(989)	-48.70%
65170	TRANSFER TO OTHER FUNDS	0	16,039	0	0	0	0.00%
65359	PARKING MGMT	1,642,777	1,634,845	1,636,244	1,477,000	(159,244)	-9.73%
Total Operating Expenses		5,923,893	5,764,075	6,513,171	6,667,626	154,455	2.37%

**City of Colorado Springs
Budget Detail Report**

401 AIRPORT GROSS REV FUND
Airport

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
53020	COMPUTERS NETWORKS	47,251	1,122	22,044	105,060	83,016	376.59%
53030	FURNITURE AND FIXTURES	3,241	1,200	750	500	(250)	-33.33%
53050	MACHINERY AND APPARATUS	51,330	67,068	45,550	115,276	69,726	153.08%
53070	VEHICLES REPLACEMENT	82,237	48,266	0	38,969	38,969	0.00%
53090	BUILDINGS AND STRUCTURES	0	0	0	10,000	10,000	0.00%
53100	LAND	0	0	0	3,250	3,250	0.00%
65401	RADIO FUND PURCHASES	6,917	2,560	3,900	4,125	225	5.77%
Total Capital Outlay		190,976	120,216	72,244	277,180	204,936	283.67%
Total Expenses		14,466,990	13,723,541	14,122,391	14,395,202	272,811	1.93%
	CIP - Restricted	1,481,669	3,859,421	150,000	150,000	0	96.49%

**City of Colorado Springs
Budget Detail Report**

404 AIRPORT BOND FUND
Airport

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to 2015 Budget \$ Change	2014 Budget to 2015 Budget % Change
Total Salaries and Benefits		0	0	0	0	0	0.00%
65070	ADM FEE AIRPORT REV BONDS	4,266	4,549	0	0	0	0.00%
65075	INTEREST	2,221,496	2,059,032	1,139,258	862,450	(276,808)	-24.30%
65185	PRINCIPAL	0	0	2,860,000	1,565,000	(1,295,000)	-45.28%
65215	BOND ISSUANCE COSTS	0	217,349	0	0	0	0.00%
Total Operating Expenses		2,225,762	2,280,930	3,999,258	2,427,450	(1,571,808)	-39.30%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		2,225,762	2,280,930	3,999,258	2,427,450	(1,571,808)	-39.30%

Totals may differ from narrative due to rounding.

**City of Colorado Springs
Budget Detail Report**

405 AIRPORT PFC FUND
Airport

Account #	Description	2012 Actuals*	2013 Actuals*	2014 Budget	2015 Budget	2014 Budget to 2015 Budget \$ Change	2014 Budget to 2015 Budget % Change
Total Salaries and Benefits		0	0	0	0	0	0.00%
65075	INTEREST	0	0	0	63,928	63,928	0.00%
65185	PRINCIPAL	0	0	0	299,284	299,284	0.00%
Total Operating Expenses		0	0	0	363,212	363,212	0.00%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		0	0	0	363,212	363,212	0.00%
	CIP - Restricted	3,864,736	1,394,296	1,147,145	1,425,924	278,779	24.30%

*Operating expenses for 2012 and 2013 are not reflected in the table above

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Cemeteries

Will DeBoer, Cemetery Operations Administrator | (719) 385-6251 | wdeboer@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
To increase the Cemeteries' market share in the community	Over 25% market share in El Paso County	Quarterly	Transforming Government
To stabilize the maintenance cost per site at the two City Cemeteries	Maintenance cost per site at \$17.00	Quarterly	Transforming Government

All Funds Summary

	Source of Funds	2013	2014	* 2014	2015	2015 Budget -
		Actual	Original Budget	Amended Budget		Budget
All Funds	Cemetery Enterprise Fund	\$1,192,264	\$1,273,715	\$1,273,715	\$1,390,792	\$117,077
	Total	\$1,192,264	\$1,273,715	\$1,273,715	\$1,390,792	\$117,077
	Use of Funds					
	Cemetery Enterprise Fund	\$1,195,648	\$1,310,635	\$1,310,635	\$1,382,142	\$71,507
	Total	\$1,195,648	\$1,310,635	\$1,310,635	\$1,382,142	\$71,507
	Positions					
	Cemetery Enterprise Fund	6.00	6.00	6.00	6.00	0.00
	Total	6.00	6.00	6.00	6.00	0.00

* 2014 Amended Budget as of 8/14/2014

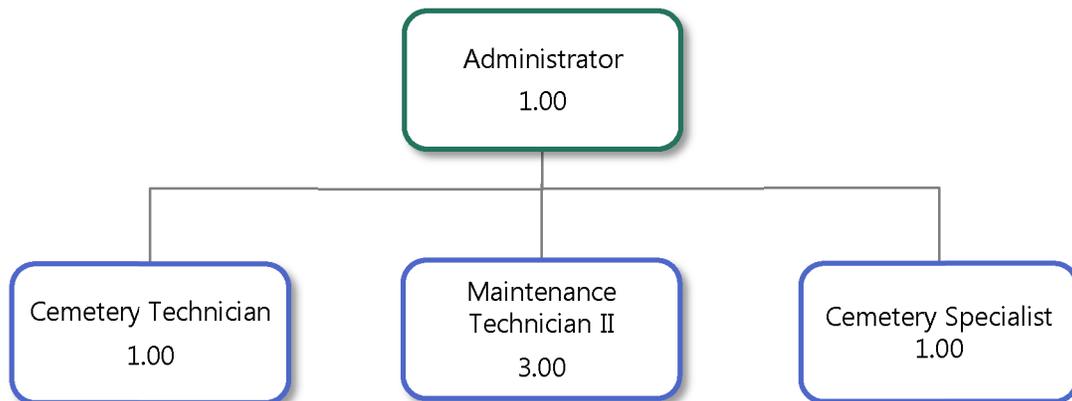
Significant Changes vs. 2014

- Increase in revenues are projected to exceed increases in expenses due to fee increases implemented in 2014

Cemeteries

The City owns two cemeteries, operated as enterprises and partially supported by an endowment fund, which offer burial services including casket interments and cremation inurnments. The Cemeteries Enterprise strives to provide self-supportive, quality cemetery services for the public for the interment of the deceased in a dignified and respectful manner and to maintain the perpetual care responsibilities of the cemetery grounds.

Evergreen Cemetery was established shortly after Colorado Springs was founded in 1871 and deeded to the City in 1875. Fairview Cemetery, initially established in 1895, was annexed by Colorado Springs in 1917. The two cemeteries are home to such notable historical figures as Winfield Scott Stratton, General William Jackson Palmer, and Helen Hunt Jackson.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014, and changes occurring as part of the 2015 Cemeteries Enterprise Budget.

Cemeteries Funds	Source of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Interments and Removals	\$460,002	\$432,934	\$459,225	\$459,225	\$506,230	\$47,005
	Sales of Lots	383,520	368,925	382,740	382,740	437,812	55,072
	Interest - Endowment/Other	254,948	216,116	252,500	252,500	252,500	0
	Burial Vaults & Bronze Markers	75,820	79,031	76,500	76,500	91,500	15,000
	Miscellaneous	88,291	95,258	102,750	102,750	102,750	0
	Total	\$1,262,581	\$1,192,264	\$1,273,715	\$1,273,715	\$1,390,792	\$117,077
Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
Salary/Benefits/Pensions	\$468,675	\$492,939	\$491,252	\$491,252	\$539,077	\$47,825	
Operating	782,974	695,409	754,324	754,324	808,065	53,741	
Capital Outlay	0	7,300	65,059	65,059	35,000	(30,059)	
Total	\$1,251,649	\$1,195,648	\$1,310,635	\$1,310,635	\$1,382,142	\$71,507	

Positions	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Cemetery Operations Administrator	1.00	1.00	1.00	1.00	0.00
	Cemetery Technician	1.00	1.00	1.00	1.00	0.00
	Cemetery Specialist	0.00	1.00	1.00	1.00	0.00
	Maintenance Technician II	4.00	3.00	3.00	3.00	0.00
	Total Positions	6.00	6.00	6.00	6.00	0.00

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$12,878
	Increase for pay for performance	4,499
	Net increase for medical plan changes	3,428
	Increase to fund additional seasonal temporary	27,020
	Total Salaries/Benefits/Pensions	\$47,825
	Operating	
	Increase to fund utility rate increases	\$13,000
	Increase to fund increased costs of maintenance of grounds, lawn and buildings	21,250
	Increase for other operational needs	19,491
	Total Operating	\$53,741
Capital Outlay		
Decrease to remove 2014 one-time equipment purchases	(\$30,059)	
Total Capital Outlay	(\$30,059)	
Total For 2015	\$71,507	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
	Total For 2015	0.00

* 2014 Amended Budget as of 8/14/2014

**City of Colorado Springs
Budget Detail Report**

475 CEMETERY FUND

Cemetery

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	283,244	283,290	318,310	326,507	8,197	2.58%
51210	OVERTIME	34,844	41,176	31,000	35,000	4,000	12.90%
51220	SEASONAL TEMPORARY	32,977	42,456	22,880	35,500	12,620	55.16%
51230	SHIFT DIFFERENTIAL	0	63	0	0	0	0.00%
51610	PERA	46,642	48,374	49,305	45,452	(3,853)	-7.81%
51615	WORKERS COMPENSATION	6,073	5,502	6,922	4,794	(2,128)	-30.74%
51620	EQUITABLE LIFE INSURANCE	828	819	916	1,191	275	30.02%
51640	DENTAL INSURANCE	1,574	1,874	2,188	2,520	332	15.17%
51655	RETIRED EMP MEDICAL INS	8,846	9,854	0	8,900	8,900	0.00%
51665	CASH BACK	920	0	0	0	0	0.00%
51675	UNEMPLOYMENT INSURANCE	0	1,852	0	1,500	1,500	0.00%
51690	MEDICARE	4,915	5,137	4,553	4,811	258	5.67%
51695	CITY EPO MEDICAL PLAN	47,812	52,168	55,178	72,902	17,724	32.12%
51696	ADVANTAGE HD MED PLAN	0	352	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	22	0	0	0	0.00%
Total Salaries and Benefits		468,675	492,939	491,252	539,077	47,825	9.74%
52110	OFFICE SUPPLIES	151	1,337	1,000	1,500	500	50.00%
52115	MEDICAL SUPPLIES	44	0	100	100	0	0.00%
52120	COMPUTER SOFTWARE	0	0	100	100	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	20	100	100	0	0.00%
52125	GENERAL SUPPLIES	1,903	1,254	1,750	1,500	(250)	-14.29%
52135	POSTAGE	381	653	650	650	0	0.00%
52140	WEARING APPAREL	1,450	2,006	500	500	0	0.00%
52145	PAINT AND CHEMICAL	0	0	100	100	0	0.00%
52150	SEED AND FERTILIZER	5,914	20,250	20,000	22,000	2,000	10.00%
52165	LICENSES AND TAGS	0	0	50	50	0	0.00%
52175	SIGNS	0	0	100	100	0	0.00%
52190	JANITORIAL SUPPLIES	428	532	650	650	0	0.00%
52205	MAINT LANDSCAPING	0	0	300	300	0	0.00%
52210	MAINT TREES	888	3,015	16,000	18,000	2,000	12.50%
52215	MAINT GROUNDS	18,295	17,423	11,000	20,000	9,000	81.82%
52220	MAINT OFFICE MACHINES	1,650	0	210	210	0	0.00%
52225	MAINT COMPUTER SOFTWARE	0	0	100	100	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	1,080	1,184	1,250	1,250	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	95	198	300	300	0	0.00%
52250	MAINT RADIOS ALLOCATION	0	0	25	0	(25)	-100.00%
52265	MAINT BUILDINGS AND STRUCTURE	1,927	3,412	2,000	3,500	1,500	75.00%
52270	MAINT WELLS AND RESERVOIRS	9,786	8,166	8,250	10,000	1,750	21.21%
52405	ADVERTISING SERVICES	14,458	7,928	17,750	17,750	0	0.00%
52410	BUILDING SECURITY SERVICES	5,044	5,058	5,200	5,200	0	0.00%
52450	LAUNDRY AND CLEANING SERVICES	0	0	50	50	0	0.00%
52455	LAWN MAINTENANCE SERVICE	161,468	189,741	181,165	190,165	9,000	4.97%
52465	MISCELLANEOUS SERVICES	23	0	0	0	0	0.00%
52568	BANK AND INVESTMENT FEES	268	273	0	300	300	0.00%
52573	CREDIT CARD FEES	5,079	5,604	5,100	6,000	900	17.65%
52575	SERVICES	53,896	54,167	65,150	55,150	(10,000)	-15.35%
52578	INTERPRETING SERVICES	0	0	100	100	0	0.00%
52605	CAR MILEAGE	0	0	100	100	0	0.00%
52615	DUES AND MEMBERSHIP	2,100	0	2,200	500	(1,700)	-77.27%
52625	MEETING EXPENSES IN TOWN	613	0	250	250	0	0.00%
52630	TRAINING	0	0	250	250	0	0.00%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	0	0	100	100	0	0.00%
52645	SUBSCRIPTIONS	236	275	250	250	0	0.00%
52655	TRAVEL OUT OF TOWN	72	228	2,175	500	(1,675)	-77.01%
52705	COMMUNICATIONS	3,699	0	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	0	1	150	150	0	0.00%
52736	CELL PHONE AIRTIME	0	0	500	250	(250)	-50.00%
52738	CELL PHONE BASE CHARGES	1,139	1,548	1,200	1,750	550	45.83%
52740	GENERAL INSURANCE-CITY	1,375	1,537	1,450	2,000	550	37.93%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
52746	UTILITIES ELECTRIC	5,504	5,540	6,000	7,000	1,000	16.67%
52747	UTILITIES GAS	6,588	8,752	6,000	9,000	3,000	50.00%
52748	UTILITIES SEWER	1,444	1,431	3,500	2,000	(1,500)	-42.86%
52749	UTILITIES WATER	347,659	201,469	256,000	262,000	6,000	2.34%
52775	MINOR EQUIPMENT	2,398	6,979	4,000	7,000	3,000	75.00%
52776	PRINTER CONSOLIDATION COST	393	509	0	500	500	0.00%
52795	RENTAL OF EQUIPMENT	514	495	900	600	(300)	-33.33%
52805	ADMIN PRORATED CHARGES	49,212	49,524	49,524	59,815	10,291	20.78%
52806	PAYMENT IN LIEU OF TAXES	2,064	1,655	2,500	1,750	(750)	-30.00%
52872	MAINT FLEET VEHICLES EQP	39,334	34,147	35,000	37,000	2,000	5.71%
52874	OFFICE SERVICES PRINTING	706	946	1,000	1,000	0	0.00%
52875	OFFICE SERVICES RECORDS	183	165	150	200	50	33.33%
52880	PURCHASES FOR RESALE	33,213	57,687	40,000	58,000	18,000	45.00%
52893	RENTAL OF FLEET VEHICLES	0	0	75	75	0	0.00%
52970	ENVIRON PROTECTION PROGRAM	300	300	2,000	300	(1,700)	-85.00%
Total Operating Expenses		782,974	695,409	754,324	808,065	53,741	7.12%
53050	MACHINERY AND APPARATUS	0	7,300	30,000	15,000	(15,000)	-50.00%
53090	BUILDINGS AND STRUCTURES	0	0	35,059	20,000	(15,059)	-42.95%
Total Capital Outlay		0	7,300	65,059	35,000	(30,059)	-46.20%
Total Expenses		1,251,649	1,195,648	1,310,635	1,382,142	71,507	5.46%

Totals may differ from narrative due to rounding.

Development Review Enterprise

Peter Wysocki, Director | (719) 385-5347 | pwysocki@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Work with other City departments to create a land information system for development review and record management that supports the needs of the City and other participating agencies	Long-term plan developed	Q2	Transforming Government

All Funds Summary

	Source of Funds	2013	2014	* 2014	2015	2015 Budget -
		Actual	Original Budget	Amended Budget		Budget
<i>All Funds</i>	Enterprise Revenue	\$1,740,319	\$1,611,102	\$1,611,102	\$1,759,438	\$148,336
	Total	\$1,740,319	\$1,611,102	\$1,611,102	\$1,759,438	\$148,336
	Use of Funds					
	Enterprise Services	\$1,165,671	\$1,604,823	\$1,604,823	\$1,938,239	\$333,416
	Total	\$1,165,671	\$1,604,823	\$1,604,823	\$1,938,239	\$333,416
	Positions					
Enterprise Fund	11.00	11.00	11.00	14.50	3.50	
Total	11.00	11.00	11.00	14.50	3.50	

* 2014 Amended Budget as of 8/14/2014

Significant Changes vs. 2014

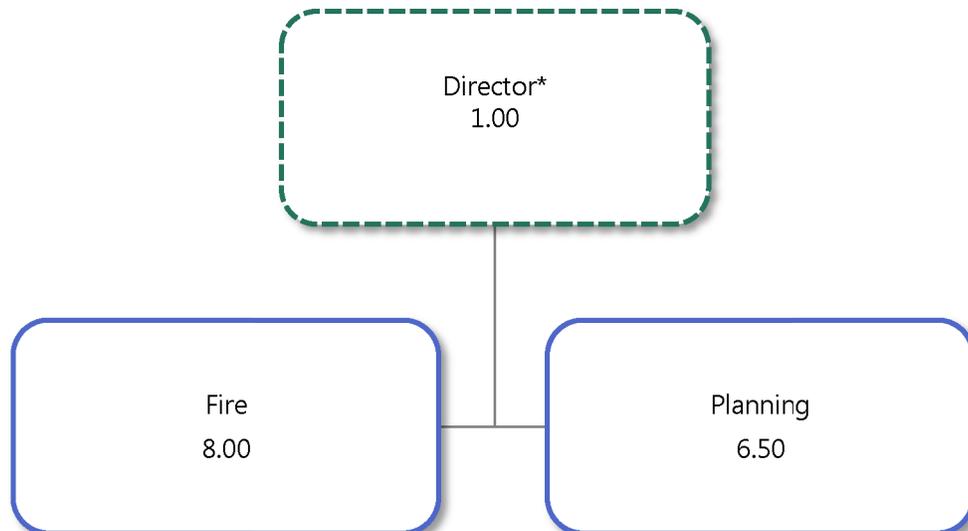
- Increase to fund 3.50 FTE (Senior Fire Inspector, Fire Inspector II, Planning Assistant, Office Specialist)
- Increased expenses will result in a draw from the current fund balance (~\$1,400,000) of approximately \$185,000, based on current revenue projections

Development Review Enterprise

Established in 2001, the Development Review Enterprise (DRE) Division is responsible for the final implementation of City land use regulations and fire codes. The DRE:

- reviews building permit applications for single-family homes and additions, signs, fire protection systems, fire code review for all construction, and fire inspections
- reviews minor ministerial applications associated with building permits

There are two sections of the DRE, City Planning and Fire Construction Services, both of which are located on the upper floor of the Pikes Peak Regional Development Center. Like other City enterprises, the DRE is 100% self-sufficient, requiring no taxpayer support.



* The Director position is funded as part of the Land Use Review budget. This position is not reflected in the position count in the Budget Summary on the following page.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014 and changes occurring as part of the 2015 Development Review Enterprise Budget.

Enterprise Funds	Source of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget
	Administrative Review Fees (Planning) ¹	\$1,849,561	\$1,723,084	\$1,602,102	\$1,602,102	\$1,283,938	(\$318,164)
	Interest	13,263	17,235	9,000	9,000	9,000	0
	Fire Service Fees ¹	0	0	0	0	466,500	466,500
	Total	\$1,862,824	\$1,740,319	\$1,611,102	\$1,611,102	\$1,759,438	\$148,336
	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget
	Salary/Benefits/Pensions	\$842,929	\$804,042	\$1,198,906	\$1,198,906	\$1,132,918	(\$65,988)
	Operating	359,755	352,219	399,938	399,938	792,916	392,978
	Capital Outlay	5,713	9,410	5,979	5,979	12,405	6,426
	Total	\$1,208,397	\$1,165,671	\$1,604,823	\$1,604,823	\$1,938,239	\$333,416

¹ Fire Service-Related DRE Fees were not separately budgeted for in prior years

Enterprise Positions	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Development Review Enterprise Manager	0.00	0.00	0.00	0.00	0.00
	Senior Fire Code Inspector	0.00	0.00	0.00	2.00	2.00
	Fire Protection Engineer I/II	1.00	1.00	1.00	1.00	0.00
	Fire Code Examiner	0.00	0.00	0.00	0.00	0.00
	Fire Code Inspector I/II	4.00	4.00	4.00	4.00	0.00
	Planner I/II	3.00	3.00	3.00	4.00	1.00
	Landscape Architect	0.00	0.00	0.00	0.00	0.00
	Engineering Technician II	1.00	1.00	1.00	0.00	(1.00)
	Planning Assistant	0.00	0.00	0.00	1.00	1.00
	Land Use Inspector	1.00	1.00	1.00	1.00	0.00
	Senior Office Specialist	1.00	1.00	1.00	1.50	0.50
Total Positions	11.00	11.00	11.00	14.50	3.50	

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$3,419)
	Increase for pay for performance	26,984
	Net increase for medical plan changes	12,530
	Increase due to addition of 1.00 FTE (Senior Fire Inspector)	91,373
	Increase due to addition of 1.00 FTE (Fire Inspector II)	89,970
	Increase due to addition of 1.00 FTE (Planning Assistant)	58,266
	Increase due to addition of 0.50 FTE (Office Specialist)	29,556
	Decrease to transfer out of DRE to the General Fund Land Use Review for fees collected by DRE but associated with General Fund Land Use Review work (move from salaries/benefits/pensions to operating)	(371,248)
	Total Salaries/Benefits/Pensions	(\$65,988)
	Operating	
Increase to fund software improvements, training and other increased operational needs related to new positions	\$21,730	
Increase to transfer out of DRE to the General Fund Land Use Review for fees collected by DRE but associated with General Fund Land Use Review work (move from salaries/benefits/pensions to operating)	371,248	
Total Operating	\$392,978	
Capital Outlay		
Increase to fund operational needs	\$6,426	
Total Capital Outlay	\$6,426	
Total For 2015	\$333,416	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Add 1.00 FTE (Senior Fire Inspector)	1.00
	Add 1.00 FTE (Fire Inspector II)	1.00
	Add 1.00 FTE (Planning Assistant)	1.00
	Add 0.50 FTE (Office Specialist)	0.50
	Total For 2015	3.50

* 2014 Amended Budget as of 8/14/2014

**City of Colorado Springs
Budget Detail Report**

480 DEVELOPMENT REVIEW ENTERPRISE
Development Review Enterprise

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	647,902	612,823	1,009,265	855,014	(154,251)	-15.28%
51210	OVERTIME	5,263	11,039	0	0	0	0.00%
51230	SHIFT DIFFERENTIAL	0	88	0	0	0	0.00%
51235	STANDBY	0	94	0	0	0	0.00%
51240	RETIREMENT TERMINATION SICK	3,337	7,507	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	28,289	7,400	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,471	2,961	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(3,498)	661	0	0	0	0.00%
51610	PERA	82,641	73,291	84,875	110,254	25,379	29.90%
51615	WORKERS COMPENSATION	6,460	4,945	1,567	5,678	4,111	262.35%
51620	EQUITABLE LIFE INSURANCE	1,678	1,523	2,584	2,873	289	11.18%
51640	DENTAL INSURANCE	3,511	3,680	4,320	5,730	1,410	32.64%
51655	RETIRED EMP MEDICAL INS	3,316	3,316	4,158	4,158	0	0.00%
51665	CASH BACK	508	0	0	0	0	0.00%
51690	MEDICARE	9,671	7,899	8,549	11,375	2,826	33.06%
51695	CITY EPO MEDICAL PLAN	52,465	62,969	83,588	137,836	54,248	64.90%
51696	ADVANTAGE HD MED PLAN	0	1,869	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	185	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	(85)	1,792	0	0	0	0.00%
Total Salaries and Benefits		842,929	804,042	1,198,906	1,132,918	(65,988)	-5.50%
52105	MISCELLANEOUS OPERATING	0	(273)	500	500	0	0.00%
52110	OFFICE SUPPLIES	836	886	1,000	1,200	200	20.00%
52111	PAPER SUPPLIES	995	826	1,200	1,270	70	5.83%
52120	COMPUTER SOFTWARE	0	2,434	3,750	19,250	15,500	413.33%
52122	CELL PHONES EQUIP AND SUPPLIES	270	0	100	350	250	250.00%
52125	GENERAL SUPPLIES	431	1,245	2,000	2,200	200	10.00%
52135	POSTAGE	305	441	2,000	2,200	200	10.00%
52140	WEARING APPAREL	1,394	1,693	2,250	2,950	700	31.11%
52165	LICENSES AND TAGS	0	0	420	520	100	23.81%
52560	PARKING SERVICES	1,320	1,240	1,200	1,300	100	8.33%
52568	BANK AND INVESTMENT FEES	1,882	2,274	2,500	2,601	101	4.04%
52573	CREDIT CARD FEES	3,857	3,967	4,223	4,476	253	5.99%
52575	SERVICES	3,045	883	1,000	1,200	200	20.00%
52615	DUES AND MEMBERSHIP	2,540	980	2,410	2,870	460	19.09%
52625	MEETING EXPENSES IN TOWN	30	0	50	50	0	0.00%
52630	TRAINING	1,800	2,830	3,000	3,500	500	16.67%
52645	SUBSCRIPTIONS	1,678	2,957	1,500	1,600	100	6.67%
52655	TRAVEL OUT OF TOWN	1,690	2,165	2,000	2,200	200	10.00%
52705	COMMUNICATIONS	9,973	9,418	13,000	13,000	0	0.00%
52706	WIRELESS COMMUNICATION	0	240	580	644	64	11.03%
52725	RENTAL OF PROPERTY	196,481	186,041	192,000	192,000	0	0.00%
52735	TELEPHONE LONG DIST CALLS	358	264	500	500	0	0.00%
52736	CELL PHONE AIRTIME	0	4	100	220	120	120.00%
52738	CELL PHONE BASE CHARGES	1,843	1,302	3,000	3,826	826	27.53%
52740	GENERAL INSURANCE-CITY	2,128	2,424	1,500	1,574	74	4.93%
52775	MINOR EQUIPMENT	518	2,231	1,000	1,000	0	0.00%
52776	PRINTER CONSOLIDATION COST	1,618	2,206	1,260	1,260	0	0.00%
52795	RENTAL OF EQUIPMENT	315	0	0	0	0	0.00%
52805	ADMIN PRORATED CHARGES	66,492	69,288	70,000	72,038	2,038	2.91%
52859	INSURANCE OTHER	4,572	2,878	6,195	6,513	318	5.13%
52872	MAINT FLEET VEHICLES EQP	15,334	13,004	19,000	19,500	500	2.63%
52873	PRINTING OUTSOURCE	1,237	0	200	200	0	0.00%
52874	OFFICE SERVICES PRINTING	454	618	500	524	24	4.80%
52876	PASS THROUGH EXPENSES	20	0	0	0	0	0.00%
65170	TRANSFER TO OTHER FUNDS	0	0	0	369,883	369,883	0.00%
65275	COST OF COLLECTION	36,339	37,753	60,000	60,000	0	0.00%
Total Operating Expenses		359,755	352,219	399,938	792,919	392,981	98.26%
53010	OFFICE MACHINES	168	0	0	1,426	1,426	0.00%
53020	COMPUTERS NETWORKS	5,545	7,891	4,979	8,479	3,500	70.30%
53030	FURNITURE AND FIXTURES	0	1,519	1,000	2,500	1,500	150.00%
Total Capital Outlay		5,713	9,410	5,979	12,405	6,426	107.48%
Total Expenses		1,208,397	1,165,671	1,604,823	1,938,242	333,419	20.78%

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Golf Courses

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2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Attract golfers to play a 9-hole or 18-hole round of golf at Patty Jewett and Valley Hi Golf Courses	Increased number of rounds played - exceeding 117,163 9-hole rounds at Patty Jewett and 63,315 rounds at Valley Hi	Q4	Transforming Government
Provide quality, affordable golf services to the residents and visitors of the City of Colorado Springs	Average green fee revenue per 9-hole round at 85% or higher of our rack rate of \$14.50; contribution to each golf course fund balance of \$20,000 at Patty Jewett and \$10,000 at Valley Hi	Q4	Transforming Government

All Funds Summary

	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
All Funds	Source of Funds					
	Patty Jewett Golf Course	\$1,988,339	\$2,075,118	\$2,075,118	\$2,173,770	\$98,652
	Valley Hi Golf Course	969,752	1,153,596	1,153,596	1,150,842	(2,754)
	Total	\$2,958,091	\$3,228,714	\$3,228,714	\$3,324,612	\$95,898
	Use of Funds					
	Patty Jewett Golf Course	\$1,951,158	\$2,058,516	\$2,058,516	\$2,157,589	\$99,073
	Valley Hi Golf Course	1,051,522	1,273,471	1,273,471	1,153,231	(120,240)
	Total	\$3,002,680	\$3,331,987	\$3,331,987	\$3,310,820	(\$21,167)
	Positions					
	Patty Jewett Golf Course	8.00	8.00	8.00	7.50	(0.50)
Valley Hi Golf Course	3.00	3.00	3.00	3.50	0.50	
Total	11.00	11.00	11.00	11.00	0.00	

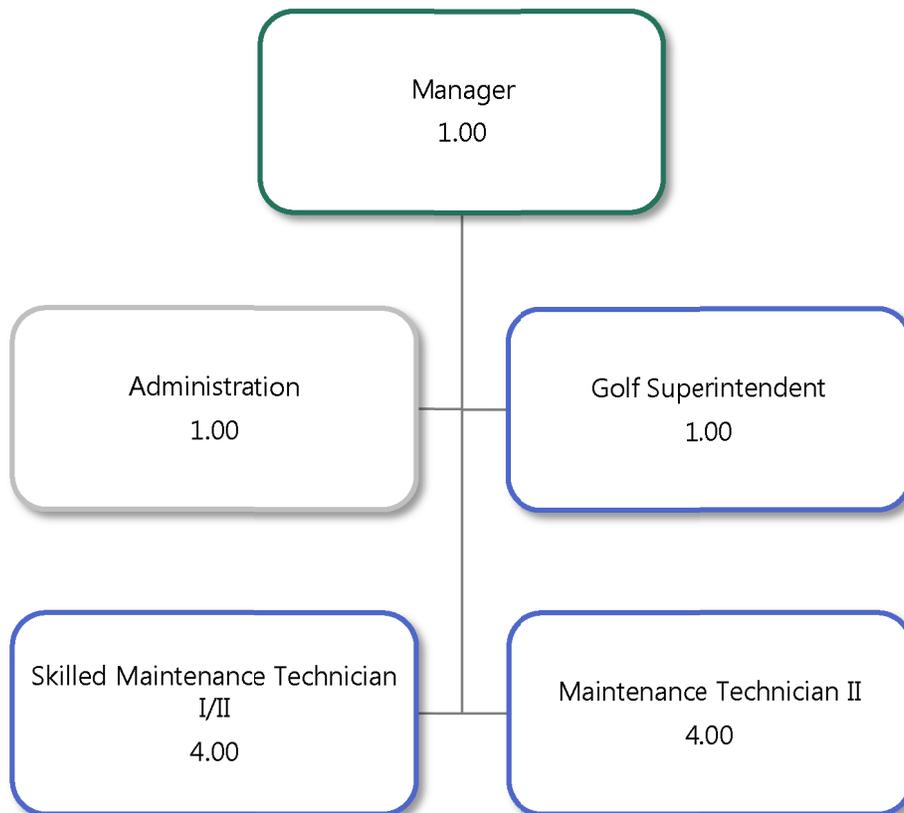
* 2014 Amended Budget as of 8/14/2014

Significant Changes vs. 2014

- Revenues are projected to exceed expenses at the Patty Jewett Golf Course
- After removing 2014 one-time equipment costs, the Valley Hi Golf Course is projected to draw only marginally from fund balance

Golf Courses

The City owns two golf courses, operated as enterprises, which are maintained for players of all abilities. The Golf Enterprise provides a high quality, affordable golf experience while being a financially responsible self-supporting enterprise. Patty Jewett Golf Course, the third oldest public course west of the Mississippi, has been City-owned since 1919. Valley Hi Golf Course was constructed in 1956 and purchased by the City in 1975. Both courses provide a wide range of services including full-service restaurants, pro-shops, lessons, leagues, golf outings, men's and women's association play, and competitive tournament play.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014, and changes occurring as part of the 2015 Golf Enterprise Budget.

<i>Patty Jewett</i>	Source of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget
	Annual Permit Fees	\$78,642	\$75,461	\$73,948	\$73,948	\$77,127	\$3,179
	Daily 9 and 18 Hole Green Fees	1,409,201	1,242,385	1,346,806	1,346,806	1,372,200	25,394
	Cart Fees	303,534	270,313	246,938	246,938	298,350	51,412
	Concessions	175,597	185,335	166,138	166,138	180,456	14,318
	Operating Fee Daily	239,858	202,979	220,077	220,077	233,120	13,043
	Miscellaneous	10,335	6,887	7,813	7,813	7,438	(375)
	Interest	5,084	5,079	13,398	13,398	5,079	(8,319)
	Total	\$2,222,251	\$1,988,339	\$2,075,118	\$2,075,118	\$2,173,770	\$98,652
Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget	
Salary/Benefits/Pensions	\$714,650	\$671,465	\$724,497	\$724,497	\$743,798	\$19,301	
Operating	1,310,489	1,174,813	1,239,419	1,239,419	1,245,291	5,872	
Capital Outlay	104,073	104,880	94,600	94,600	168,500	73,900	
Total	\$2,129,212	\$1,951,158	\$2,058,516	\$2,058,516	\$2,157,589	\$99,073	

<i>Patty Jewett Positions</i>	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget
	Golf Course Division Manager	1.00	1.00	1.00	1.00	0.00
	Golf Course Superintendent	1.00	1.00	1.00	0.50	(0.50)
	Maintenance Technician II	3.00	3.00	3.00	3.00	0.00
	Skilled Maintenance Technician I/II	2.00	2.00	2.00	2.00	0.00
	Senior Office Specialist	1.00	1.00	1.00	1.00	0.00
	Total Positions	8.00	8.00	8.00	7.50	(0.50)

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$640
	Increase for pay for performance	10,326
	Net increase for medical plan changes	5,025
	Increase for seasonal temporary	3,310
	Total Salaries/Benefits/Pensions	\$19,301
	Operating	
	Increase for operational needs	\$5,872
	Total Operating	\$5,872
	Capital Outlay	
Increase to fund purchase of equipment and replace roof	\$73,900	
Total Capital Outlay	\$73,900	
Total For 2015	\$99,073	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Eliminate 0.50 FTE (Vacant Superintendent position)	(0.50)
	Total For 2015	(0.50)

* 2014 Amended Budget as of 8/14/2014

Valley Hi	Source of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget
	Annual Permit Fees	\$42,075	\$35,500	\$42,463	\$42,463	\$38,787	(\$3,676)
	Daily 9 and 18 Hole Green Fees	742,961	605,754	729,076	729,076	699,951	(29,125)
	Cart Fees	210,951	177,087	209,772	209,772	197,083	(12,689)
	Concessions	42,900	42,900	42,900	42,900	42,900	0
	Operating Fee Daily	128,990	101,756	121,420	121,420	121,480	60
	Miscellaneous	7,121	3,632	3,843	3,843	4,285	442
	Interest	3,716	3,123	4,122	4,122	3,419	(703)
	Footgolf	0	0	0	0	42,937	42,937
	Total	\$1,178,714	\$969,752	\$1,153,596	\$1,153,596	\$1,150,842	(\$2,754)
Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget	
Salary/Benefits/Pensions	\$300,500	\$290,668	\$316,563	\$316,563	\$342,039	\$25,476	
Operating	773,637	725,619	854,708	854,708	811,192	(43,516)	
Capital Outlay	28,000	35,235	102,200	102,200	0	(102,200)	
Total	\$1,102,137	\$1,051,522	\$1,273,471	\$1,273,471	\$1,153,231	(\$120,240)	

Valley Hi Positions	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget
	Golf Course Superintendent	1.00	1.00	1.00	0.50	(0.50)
	Maintenance Technician II	0.00	0.00	0.00	1.00	1.00
	Skilled Maintenance Technician	2.00	2.00	2.00	2.00	0.00
	Total Positions	3.00	3.00	3.00	3.50	0.50

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	(\$5,737)
	Increase for pay for performance	2,730
	Net increase for medical plan changes	1,439
	Increase due to addition of 1.00 FTE (Maintenance Technician)	50,155
	Decrease in seasonal temporary due to addition of 1.00 FTE (Maintenance Technician)	(23,111)
	Total Salaries/Benefits/Pensions	\$25,476
	Operating	
	Decrease in operational costs to account for projected decrease in revenue	(\$43,516)
	Total Operating	(\$43,516)
Capital Outlay		
Decrease to remove 2014 one-time equipment purchases	(\$102,200)	
Total Capital Outlay	(\$102,200)	
Total For 2015	(\$120,240)	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2015	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Add 1.00 FTE (Maintenance Technician)	1.00
	Eliminate 0.50 FTE (Vacant Superintendent)	(0.50)
	Total For 2015	0.50

* 2014 Amended Budget as of 8/14/2014

**City of Colorado Springs
Budget Detail Report**

451 GOLF PATTY JEWETT

Golf - Patty Jewett

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	% Change
						\$ Change	% Change
51205	CIVILIAN SALARIES	416,622	391,460	433,368	443,561	10,193	2.35%
51210	OVERTIME	17,570	10,238	15,000	15,000	0	0.00%
51220	SEASONAL TEMPORARY	118,607	112,238	110,000	110,000	0	0.00%
51230	SHIFT DIFFERENTIAL	0	246	0	0	0	0.00%
51235	STANDBY	2,886	3,107	1,000	3,000	2,000	200.00%
51245	RETIREMENT TERM VACATION	0	1,650	0	0	0	0.00%
51260	VACATION BUY PAY OUT	847	1,524	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(2,023)	(2,371)	0	0	0	0.00%
51610	PERA	72,632	67,351	70,860	70,860	0	0.00%
51615	WORKERS COMPENSATION	13,785	11,192	14,139	14,139	0	0.00%
51620	EQUITABLE LIFE INSURANCE	1,176	1,091	1,505	1,571	66	4.39%
51640	DENTAL INSURANCE	3,032	2,536	3,240	3,240	0	0.00%
51655	RETIRED EMP MEDICAL INS	4,428	3,904	4,000	4,000	0	0.00%
51665	CASH BACK	470	0	0	0	0	0.00%
51675	UNEMPLOYMENT INSURANCE	2,298	1,448	0	0	0	0.00%
51690	MEDICARE	7,702	7,145	6,567	6,567	0	0.00%
51695	CITY EPO MEDICAL PLAN	50,424	58,077	64,818	71,860	7,042	10.86%
51696	ADVANTAGE HD MED PLAN	3,701	585	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	493	44	0	0	0	0.00%
Total Salaries and Benefits		714,650	671,465	724,497	743,798	19,301	2.66%
52105	MISCELLANEOUS OPERATING	(1)	0	0	0	0	0.00%
52110	OFFICE SUPPLIES	1,753	1,743	1,000	1,500	500	50.00%
52115	MEDICAL SUPPLIES	412	515	1,025	525	(500)	-48.78%
52120	COMPUTER SOFTWARE	491	0	500	500	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	55	631	0	0	0	0.00%
52125	GENERAL SUPPLIES	5,676	1,678	8,000	5,000	(3,000)	-37.50%
52135	POSTAGE	11	3	0	0	0	0.00%
52140	WEARING APPAREL	5,187	3,906	4,500	4,500	0	0.00%
52145	PAINT AND CHEMICAL	102	1,115	1,500	1,000	(500)	-33.33%
52150	SEED AND FERTILIZER	90,693	113,447	110,000	113,000	3,000	2.73%
52155	AUTOMOTIVE	1,601	310	2,500	1,750	(750)	-30.00%
52175	SIGNS	306	947	2,000	2,000	0	0.00%
52190	JANITORIAL SUPPLIES	7,348	9,181	6,750	7,750	1,000	14.81%
52205	MAINT LANDSCAPING	5,861	5,086	6,000	6,000	0	0.00%
52210	MAINT TREES	12,346	13,218	14,000	17,500	3,500	25.00%
52215	MAINT GROUNDS	29,733	27,407	29,000	29,000	0	0.00%
52220	MAINT OFFICE MACHINES	80	456	700	700	0	0.00%
52230	MAINT FURNITURE AND FIXTURES	1,741	3,136	0	0	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	45,438	38,302	45,000	45,000	0	0.00%
52238	MAINT LARGE VEHICLES	0	(387)	0	0	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	301	394	1,000	1,000	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	24,444	14,256	16,000	16,000	0	0.00%
52270	MAINT WELLS AND RESERVOIRS	33,614	27,271	35,000	35,000	0	0.00%
52280	MAINT ROADS AND BRIDGES	6,042	237	7,000	7,000	0	0.00%
52405	ADVERTISING SERVICES	3,230	4,201	4,500	4,500	0	0.00%
52410	BUILDING SECURITY SERVICES	5,525	3,631	3,500	3,500	0	0.00%
52450	LAUNDRY AND CLEANING SERVICES	1,477	1,568	2,000	2,000	0	0.00%
52465	MISCELLANEOUS SERVICES	68	0	0	0	0	0.00%
52568	BANK AND INVESTMENT FEES	719	683	500	500	0	0.00%
52575	SERVICES	353,778	286,255	326,604	321,604	(5,000)	-1.53%
52605	CAR MILEAGE	204	147	400	400	0	0.00%
52615	DUES AND MEMBERSHIP	2,372	1,908	2,800	2,300	(500)	-17.86%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to 2015 Budget \$ Change	2014 Budget to 2015 Budget % Change
52625	MEETING EXPENSES IN TOWN	885	123	475	475	0	0.00%
52630	TRAINING	1,149	1,142	2,200	1,700	(500)	-22.73%
52645	SUBSCRIPTIONS	65	130	300	300	0	0.00%
52655	TRAVEL OUT OF TOWN	2,694	3,113	3,000	3,000	0	0.00%
52705	COMMUNICATIONS	13,673	1,371	0	0	0	0.00%
52725	RENTAL OF PROPERTY	(142)	0	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	87	67	600	600	0	0.00%
52736	CELL PHONE AIRTIME	0	5	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	4,268	6,752	4,860	6,860	2,000	41.15%
52740	GENERAL INSURANCE-CITY	8,167	7,940	4,370	5,648	1,278	29.24%
52745	UTILITIES	(12,383)	(12,550)	0	0	0	0.00%
52746	UTILITIES ELECTRIC	71,519	73,565	61,000	68,000	7,000	11.48%
52747	UTILITIES GAS	22,602	19,686	20,000	20,000	0	0.00%
52748	UTILITIES SEWER	11,694	10,995	9,156	9,156	0	0.00%
52749	UTILITIES WATER	308,663	262,086	255,835	260,717	4,882	1.91%
52765	LEASE PURCHASE PAYMENTS	90,016	90,016	90,015	90,015	0	0.00%
52775	MINOR EQUIPMENT	2,671	8,403	9,656	8,500	(1,156)	-11.97%
52776	PRINTER CONSOLIDATION COST	814	1,056	800	800	0	0.00%
52795	RENTAL OF EQUIPMENT	1,206	1,042	2,000	1,500	(500)	-25.00%
52805	ADMIN PRORATED CHARGES	93,504	98,148	98,148	93,266	(4,882)	-4.97%
52872	MAINT FLEET VEHICLES EQP	37,868	29,310	34,000	34,000	0	0.00%
52874	OFFICE SERVICES PRINTING	134	440	500	500	0	0.00%
52970	ENVIRON PROTECTION PROGRAM	10,728	10,728	10,725	10,725	0	0.00%
Total Operating Expenses		1,310,489	1,174,813	1,239,419	1,245,291	5,872	0.47%
53050	MACHINERY AND APPARATUS	104,073	104,880	94,600	119,500	24,900	26.32%
53090	BUILDINGS AND STRUCTURES	0	0	0	49,000	49,000	0.00%
Total Capital Outlay		104,073	104,880	94,600	168,500	73,900	78.12%
Total Expenses		2,129,212	1,951,158	2,058,516	2,157,589	99,073	4.81%

Totals may differ from narrative due to rounding.

**City of Colorado Springs
Budget Detail Report**

455 GOLF VALLEY HI
Golf - Valley Hi

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	146,133	146,878	160,918	191,324	30,406	18.90%
51210	OVERTIME	5,106	4,391	3,000	3,000	0	0.00%
51220	SEASONAL TEMPORARY	75,712	68,168	82,540	59,635	(22,905)	-27.75%
51230	SHIFT DIFFERENTIAL	0	91	0	0	0	0.00%
51235	STANDBY	3,061	3,305	0	3,000	3,000	0.00%
51260	VACATION BUY PAY OUT	906	906	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(906)	(906)	0	0	0	0.00%
51610	PERA	30,250	29,438	31,577	33,187	1,610	5.10%
51615	WORKERS COMPENSATION	6,129	5,374	7,165	8,315	1,150	16.05%
51620	EQUITABLE LIFE INSURANCE	408	416	529	702	173	32.70%
51640	DENTAL INSURANCE	1,054	844	1,260	1,680	420	33.33%
51655	RETIRED EMP MEDICAL INS	1,102	1,102	1,000	1,000	0	0.00%
51675	UNEMPLOYMENT INSURANCE	2,802	1,950	0	0	0	0.00%
51690	MEDICARE	3,207	3,117	2,328	2,838	510	21.91%
51695	CITY EPO MEDICAL PLAN	25,536	24,965	26,246	37,358	11,112	42.34%
51696	ADVANTAGE HD MED PLAN	0	585	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	44	0	0	0	0.00%
Total Salaries and Benefits		300,500	290,668	316,563	342,039	25,476	8.05%
52110	OFFICE SUPPLIES	1,758	440	961	500	(461)	-47.97%
52115	MEDICAL SUPPLIES	234	377	425	425	0	0.00%
52120	COMPUTER SOFTWARE	146	0	0	0	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	95	64	0	0	0	0.00%
52125	GENERAL SUPPLIES	7,721	3,470	6,920	4,000	(2,920)	-42.20%
52135	POSTAGE	0	22	0	0	0	0.00%
52140	WEARING APPAREL	2,038	2,443	3,000	2,000	(1,000)	-33.33%
52145	PAINT AND CHEMICAL	0	0	850	350	(500)	-58.82%
52150	SEED AND FERTILIZER	61,207	66,811	72,603	67,603	(5,000)	-6.89%
52155	AUTOMOTIVE	1,300	974	1,764	1,264	(500)	-28.34%
52165	LICENSES AND TAGS	0	0	170	0	(170)	-100.00%
52175	SIGNS	252	0	850	500	(350)	-41.18%
52190	JANITORIAL SUPPLIES	3,749	2,552	3,550	3,550	0	0.00%
52205	MAINT LANDSCAPING	1,149	1,412	2,000	2,000	0	0.00%
52210	MAINT TREES	1,900	1,500	4,675	3,675	(1,000)	-21.39%
52215	MAINT GROUNDS	14,195	11,569	17,000	14,000	(3,000)	-17.65%
52220	MAINT OFFICE MACHINES	0	514	425	425	0	0.00%
52225	MAINT COMPUTER SOFTWARE	0	0	149	149	0	0.00%
52230	MAINT FURNITURE AND FIXTURES	925	0	850	850	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	26,058	26,025	35,000	28,000	(7,000)	-20.00%
52240	MAINT NONFLEET VEHICLES EQP	1,606	1,083	811	811	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	15,586	17,188	25,540	21,540	(4,000)	-15.66%
52270	MAINT WELLS AND RESERVOIRS	17,990	8,086	28,415	25,000	(3,415)	-12.02%
52280	MAINT ROADS AND BRIDGES	0	0	4,250	3,000	(1,250)	-29.41%
52405	ADVERTISING SERVICES	1,546	1,488	3,000	2,000	(1,000)	-33.33%
52410	BUILDING SECURITY SERVICES	1,672	1,672	1,670	1,670	0	0.00%
52450	LAUNDRY AND CLEANING SERVICES	1,625	1,708	1,575	1,575	0	0.00%
52465	MISCELLANEOUS SERVICES	62	136	0	0	0	0.00%
52568	BANK AND INVESTMENT FEES	525	412	350	350	0	0.00%
52573	CREDIT CARD FEES	1,908	0	0	0	0	0.00%
52575	SERVICES	204,970	185,599	203,000	198,000	(5,000)	-2.46%
52605	CAR MILEAGE	0	0	255	255	0	0.00%
52615	DUES AND MEMBERSHIP	1,819	1,368	1,488	1,488	0	0.00%
52625	MEETING EXPENSES IN TOWN	78	213	153	153	0	0.00%
52630	TRAINING	1,785	1,469	1,700	1,700	0	0.00%
52645	SUBSCRIPTIONS	65	0	170	170	0	0.00%
52655	TRAVEL OUT OF TOWN	1,493	2,141	2,200	2,200	0	0.00%
52705	COMMUNICATIONS	9,642	0	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	96	(44)	150	150	0	0.00%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
52736	CELL PHONE AIRTIME	98	27	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	3,481	5,054	3,500	6,000	2,500	71.43%
52740	GENERAL INSURANCE-CITY	6,011	5,321	8,349	10,483	2,134	25.56%
52745	UTILITIES	(2,400)	(2,400)	0	0	0	0.00%
52746	UTILITIES ELECTRIC	42,295	37,447	41,947	41,947	0	0.00%
52747	UTILITIES GAS	15,364	17,457	16,537	16,537	0	0.00%
52748	UTILITIES SEWER	3,927	4,102	4,000	4,000	0	0.00%
52749	UTILITIES WATER	143,380	136,056	164,258	155,379	(8,879)	-5.41%
52765	LEASE PURCHASE PAYMENTS	89,086	89,086	89,085	89,085	0	0.00%
52775	MINOR EQUIPMENT	5,139	3,284	7,040	5,000	(2,040)	-28.98%
52776	PRINTER CONSOLIDATION COST	355	472	280	280	0	0.00%
52795	RENTAL OF EQUIPMENT	61	394	1,295	750	(545)	-42.08%
52805	ADMIN PRORATED CHARGES	49,620	56,952	56,952	56,831	(121)	-0.21%
52806	PAYMENT IN LIEU OF TAXES	3,180	2,543	2,571	2,572	1	0.04%
52872	MAINT FLEET VEHICLES EQP	26,029	26,541	30,000	30,000	0	0.00%
52874	OFFICE SERVICES PRINTING	260	35	425	425	0	0.00%
52970	ENVIRON PROTECTION PROGRAM	2,556	2,556	2,550	2,550	0	0.00%
Total Operating Expenses		773,637	725,619	854,708	811,192	(43,516)	-5.09%
53050	MACHINERY AND APPARATUS	28,000	35,235	102,200	0	(102,200)	-100.00%
Total Capital Outlay		28,000	35,235	102,200	0	(102,200)	-100.00%
Total Expenses		1,102,137	1,051,522	1,273,471	1,153,231	(120,240)	-9.44%

Totals may differ from narrative due to rounding.

Memorial Health System Enterprise

Kara Skinner, Chief Financial Officer | (719) 385-5224 | kskinner@springsgov.com

2015 Goals

City Council authorized and directed that such funds and monies from the Health System Operating Lease Agreement or the Integration and Affiliation Agreement with University of Colorado Health are placed into an appropriate segregated account and shall be spent only to satisfy obligations specifically provided for in the agreements. Funds remaining after satisfying the obligations shall be transferred directly into the City controlled non-profit foundation, Colorado Springs Health Foundation, as provided for under IRS Sections 501(c)(3) and 509(a) and authorized by City Council and the Mayor pursuant to Resolution No. 89-12.

The goal of the Memorial Health System Enterprise is to satisfy those obligations and, at the appropriate time, transfer funds to the foundation as required.

All Funds Summary

All Funds	Source of Funds	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Memorial Enterprise Revenue	\$4,146,937	\$5,792,112	\$5,792,112	\$5,712,112	(\$80,000)
Total	\$4,146,937	\$5,792,112	\$5,792,112	\$5,712,112	(\$80,000)	
Use of Funds						
Memorial Enterprise	\$7,507,729	\$2,140,650	\$2,140,650	\$5,712,112	\$3,571,462	
Total	\$7,507,729	\$2,140,650	\$2,140,650	\$5,712,112	\$3,571,462	

* 2014 Amended Budget as of 8/14/2014

Significant Changes vs. 2014

- Decrease of \$436,000 in total expenses due to replacement benefit agreement (RBA) payments no longer supported by this fund
- Increase of \$5.7 million due to transfer to the established Colorado Springs Health Foundation
- Decrease of \$80,000 in interest revenue due to lower fund balance

Memorial Health System Enterprise

Since 1949, the City of Colorado Springs owned and operated Memorial Health System, dedicated to being a regional leader in providing high quality healthcare services to all citizens.

Upon careful consideration, City Council considered the option of leasing the assets of Memorial Health System to an outside independent operator to ensure the best possible healthcare for the entire community. The Memorial Health System Task Force, created by City Council, recommended that City Council select the University of Colorado Health System as the exclusive bidder to be considered for this strategic partnership.

On August 28, 2012, voters approved the proposed operating lease agreement and the integration and affiliation agreement with the University of Colorado Health System. The transaction was finalized on October 1, 2012.

The Memorial Health System Enterprise remains primarily as a leasing entity. The Memorial Health System Enterprise collects lease payments and continues to incur expenditures related to excluded liabilities, such as the run-out on medical claims and workers' compensation claims incurred prior to October 1, 2012.

The sections below provide a summary of the Budget, changes that occurred after the budget was implemented for 2014, and changes occurring as part of the 2015 Memorial Health System Enterprise budget.

<i>Memorial Health System Enterprise Fund</i>	Source of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Rental	**	\$3,336,607	\$5,612,112	\$5,612,112	\$5,612,112	\$0	
	Interest	**	431,196	180,000	180,000	100,000	(80,000)	
	Gain/Loss on Investment	**	224,352	0	0	0	0	
	Miscellaneous	**	154,782	0	0	0	0	
	Total		\$0	\$4,146,937	\$5,792,112	\$5,792,112	\$5,712,112	(\$80,000)
	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Salary/Benefits/Pensions	**	\$1,160,755	\$440,793	\$440,793	\$10,000	(\$430,793)	
	Operating	**	6,346,974	1,699,857	1,699,857	1,695,000	(4,857)	
Transfer to Foundation	**	0	0	0	4,007,112	4,007,112		
Total		\$0	\$7,507,729	\$2,140,650	\$2,140,650	\$5,712,112	\$3,571,462	

* 2014 Amended Budget as of 8/14/2014

** 2012 Actual not representative of the enterprise as it now functions; as such, these figures have not been included.

<i>Funding Changes</i>	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Decrease due to reduced projected salary expenditure	(\$11,000)
	Decrease due to replacement benefit agreement (RBA) payments no longer supported by this fund	(419,793)
	Total Salaries/Benefits/Pensions	(\$430,793)
	Operating	
	Net decrease for projected expenditures	(\$4,857)
Increase for transfer to Colorado Springs Health Foundation	\$4,007,112	
Total Operating	\$4,002,255	
Capital Outlay		
None	\$0	
Total Capital Outlay	\$0	
Total For 2015	\$3,571,462	

* 2014 Amended Budget as of 8/14/2014

**City of Colorado Springs
Budget Detail Report**

430 MEMORIAL HEALTH SYSTEM
MEMORIAL HEALTH SYSTEM

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	0	16,397	21,000	10,000	(11,000)	-52.38%
51210	OVERTIME	0	9	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	0	837,992	419,793	0	(419,793)	-100.00%
51615	WORKERS COMPENSATION	0	49	0	0	0	0.00%
51675	UNEMPLOYMENT INSURANCE	0	80,886	0	0	0	0.00%
51695	CITY EPO MEDICAL PLAN	0	225,422	0	0	0	0.00%
Total Salaries and Benefits		0	1,160,755	440,793	10,000	(430,793)	-97.73%
52105	MISCELLANEOUS OPERATING	0	15,885	0	0	0	0.00%
52110	OFFICE SUPPLIES	0	156	0	0	0	0.00%
52125	GENERAL SUPPLIES	0	0	0	0	0	0.00%
52405	ADVERTISING SERVICES	0	35	0	0	0	0.00%
52408	SETTLEMENT COSTS	0	5,484,547	0	0	0	0.00%
52465	MISCELLANEOUS SERVICES	0	0	0	0	0	0.00%
52568	BANK AND INVESTMENT FEES	0	23,766	20,000	15,000	(5,000)	-25.00%
52572	BAD DEBT EXPENSE	0	0	0	0	0	0.00%
52575	SERVICES	0	71,701	0	32,000	32,000	0.00%
52576	AUDIT SERVICES	0	6,996	30,000	25,000	(5,000)	-16.67%
52590	TEMPORARY EMPLOYMENT	0	3,908	0	18,000	18,000	0.00%
52615	DUES AND MEMBERSHIP	0	2,500	0	0	0	0.00%
52625	MEETING EXPENSES IN TOWN	0	51	0	0	0	0.00%
52630	TRAINING	0	667	0	0	0	0.00%
52655	TRAVEL OUT OF TOWN	0	33	0	0	0	0.00%
52740	GENERAL INSURANCE-CITY	0	2,996	0	0	0	0.00%
52805	ADMIN PRORATED CHARGES	0	0	0	0	0	0.00%
52859	INSURANCE OTHER	0	27,271	0	0	0	0.00%
52872	MAINT FLEET VEHICLES EQP	0	0	0	0	0	0.00%
60138	EQUITABLE DENTAL ACTIVE EMP	0	0	0	0	0	0.00%
60140	MEDICAL CLAIMS EXPENSES	0	519,735	0	0	0	0.00%
60241	DENTAL CLAIM EXPENSES	0	126,409	0	0	0	0.00%
65051	ADM FEE	0	2,833	500	0	(500)	-100.00%
65075	INTEREST	0	0	0	0	0	0.00%
65105	ELECTION EXPENSES	0	0	0	0	0	0.00%
65127	CLAIMS AND DAMAGES MEMORIAL	0	897,149	430,000	405,000	(25,000)	-5.81%
65133	INSURED LIAB CLAIMS MEMORIAL	0	101,987	300,150	200,000	(100,150)	-33.37%
65150	LEGAL DEFENSE	0	2,244,748	919,207	1,000,000	80,793	8.79%
65181	RESIDUAL EQUITY TRANSFER OUT	0	0	0	4,007,112	4,007,112	0.00%
65210	ADJUST RESERVE	0	(3,186,399)	0	0	0	0.00%
65216	DEBT REFUNDING	0	0	0	0	0	0.00%
Total Operating Expenses		0	6,346,974	1,699,857	5,702,112	4,002,255	235.45%
Total Capital Outlay		0	0	0	0	0	0.00%
Total Expenses		0	7,507,729	2,140,650	5,712,112	3,571,462	166.84%

Totals may differ from narrative due to rounding.

Parking System Enterprise

Greg Warnke, Manager | (719) 385-5682 | gwarnke@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Support downtown renaissance through collaborating with City Departments and CSU to increase streetscaping projects, and partnering with private enterprises on right-of-way improvements near mixed-use developments	Projects identified/under construction	Q4	Building Community
Optimize utility usage within the City's parking structures by collaborating with CSU to re-lamp remaining facilities with high efficiency LED light fixtures	Re-lamping completed and electric consumption reduced	Q4	Transforming Government

All Funds Summary

	Source of Funds	2013	2014	* 2014	2015	2015 Budget -
		Actual	Original Budget	Amended Budget		Budget
<i>All Funds</i>	Parking Enterprise	\$4,098,094	\$4,649,278	\$4,649,278	\$4,674,977	\$25,699
	Total	\$4,098,094	\$4,649,278	\$4,649,278	\$4,674,977	\$25,699
	Use of Funds					
	Parking Enterprise	\$2,551,318	\$2,870,277	\$2,870,277	\$2,883,084	\$12,807
	CIP - Parking Enterprise	2,278,522	440,000	440,000	1,759,000	1,319,000
	Total	\$4,829,840	\$3,310,277	\$3,310,277	\$4,642,084	\$1,331,807
	Positions					
	Parking Enterprise	7.50	8.50	8.50	8.50	0.00
	Total	7.50	8.50	8.50	8.50	0.00

*2014 Amended Budget as of 8/14/2014

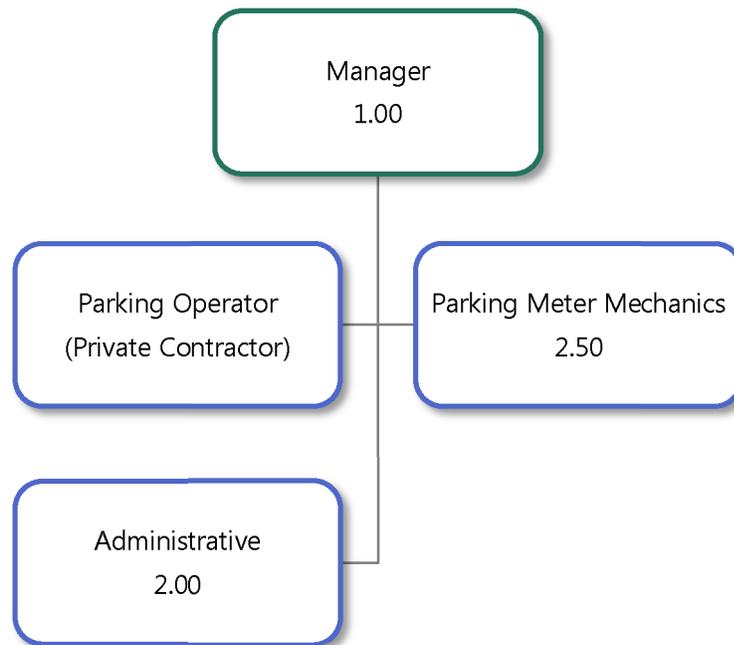
Significant Changes vs. 2014

- Increase of \$1.3M for projected CIP projects in 2015

Parking System Enterprise

The Parking System Enterprise provides public parking spaces as a key element in maintaining the economic vitality of the downtown and surrounding activity centers. Public parking is an economic development tool used to attract private investment into the community and manage urban growth.

The Enterprise operates solely on fees collected from users. No taxpayer support is required. All proceeds from these operations are reinvested back into the community in the form of increasing the Parking System's capacity and funding parking and pedestrian projects aimed at improving the health, safety, and welfare of the community.



The organizational chart illustrates all positions that report to this department, not including 3.00 positions that report to another department but are funded from the Parking System Enterprise Fund; however, positions funded by the Parking Enterprise Fund are reflected in the Position Totals of the funding tables in this narrative.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014, and changes occurring as part of the 2015 Parking System Enterprise and CIP budgets.

Parking Enterprise Fund	Source of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Monthly Parking	\$1,656,623	\$1,682,396	\$1,695,900	\$1,695,900	\$1,843,740	\$147,840
	Transient Parking	337,245	358,496	427,675	427,675	460,920	33,245
	Parking Meters and Hoods	1,743,506	1,773,222	2,251,863	2,251,863	2,076,141	(175,722)
	Misc. Transit Lease	83,852	109,499	101,840	101,840	112,176	10,336
	Interest	46,958	41,293	40,000	40,000	50,000	10,000
	POC Garage Loan Payment	133,188	133,188	132,000	132,000	132,000	0
	Total	\$4,001,372	\$4,098,094	\$4,649,278	\$4,649,278	\$4,674,977	\$25,699
	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$508,449	\$475,252	\$555,753	\$555,753	\$580,311	\$24,558
Operating	960,628	1,018,319	1,236,648	1,236,648	1,216,447	(20,201)	
Capital Outlay	7,159	0	20,000	20,000	20,000	0	
Debt Service	1,054,043	1,057,747	1,057,876	1,057,876	1,066,326	8,450	
CIP - Restricted	1,739,114	2,278,522	440,000	440,000	1,759,000	1,319,000	
Total	\$4,269,393	\$4,829,840	\$3,310,277	\$3,310,277	\$4,642,084	\$1,331,807	
Position Title		2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
Administrative Technician		1.00	1.00	1.00	1.00	0.00	
Analyst I		0.00	1.00	1.00	1.00	0.00	
Parking Administrative Manager		1.00	1.00	1.00	1.00	0.00	
Parking Enforcement Officer †		3.00	3.00	3.00	3.00	0.00	
Parking Meter Mechanic		1.50	1.50	1.50	1.50	0.00	
Senior Parking Meter Mechanic		1.00	1.00	1.00	1.00	0.00	
Total Positions		7.50	8.50	8.50	8.50	0.00	
† The 3.00 Parking Enforcement Officer positions report to the Police Department but are funded in the Parking Enterprise Budget.							

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$13,595
	Increase for pay for performance	7,521
	Net increase for medical plan changes	3,442
	Total Salaries/Benefits/Pensions	\$24,558
	Operating	
	Decrease due to efficiencies realized	(\$20,201)
	Total Operating	(\$20,201)
	Capital Outlay	
	None	\$0
	Total Capital Outlay	\$0
Debt Service		
Net Increase for debt service	\$8,450	
Total Debt Service	\$8,450	
CIP		
Increase to fund CIP projects	\$1,319,000	
Total CIP	\$1,319,000	
Total For 2015	\$1,331,807	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
	Total For 2015	0.00

* 2014 Amended Budget as of 8/14/2014

	Project Name	General Fund	Restricted Funds							Total Cost	
			Bike Tax	CTF	Enterprise	Grants	PPRTA	PSST	TOPS		Other
2015 CIP Program	Credit Card Parking Meters				\$550,000						\$550,000
	Downtown Streetscape Project				864,000						864,000
	LED Light Replacement				225,000						225,000
	Parking System Maintenance				120,000						120,000
	Total 2015 CIP	\$0	\$0	\$0	\$1,759,000	\$0	\$0	\$0	\$0	\$0	\$1,759,000

For a citywide comprehensive list of projects, refer to the CIP section of the Budget, page 30-1.

**City of Colorado Springs
Budget Detail Report**

470 PARKING SYSTEM GROSS INCOME

Parking

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	398,934	369,604	423,874	434,744	10,870	2.56%
51210	OVERTIME	5,107	3,731	6,300	6,300	0	0.00%
51220	SEASONAL TEMPORARY	361	0	0	0	0	0.00%
51230	SHIFT DIFFERENTIAL	10	53	0	0	0	0.00%
51260	VACATION BUY PAY OUT	0	1,328	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(2,268)	(3,369)	0	0	0	0.00%
51405	UNIFORM SALARIES	193	0	0	0	0	0.00%
51425	UNIFORM SHIFT DIFFERENTIAL	4	0	0	0	0	0.00%
51610	PERA	49,448	49,657	57,392	59,186	1,794	3.13%
51615	WORKERS COMPENSATION	5,947	5,579	5,598	5,500	(98)	-1.75%
51620	EQUITABLE LIFE INSURANCE	1,013	1,035	1,454	1,493	39	2.68%
51640	DENTAL INSURANCE	2,661	3,042	3,994	3,404	(590)	-14.77%
51655	RETIRED EMP MEDICAL INS	2,213	2,214	2,196	2,196	0	0.00%
51665	CASH BACK	1,998	0	0	0	0	0.00%
51690	MEDICARE	5,254	5,308	5,260	6,304	1,044	19.85%
51695	CITY EPO MEDICAL PLAN	29,875	28,049	48,233	59,732	11,499	23.84%
51696	ADVANTAGE HD MED PLAN	6,941	8,175	1,452	1,452	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	758	846	0	0	0	0.00%
Total Salaries and Benefits		508,449	475,252	555,753	580,311	24,558	4.42%
52110	OFFICE SUPPLIES	983	1,187	800	800	0	0.00%
52125	GENERAL SUPPLIES	1,077	2,363	1,700	1,700	0	0.00%
52135	POSTAGE	69	227	350	350	0	0.00%
52140	WEARING APPAREL	276	758	900	900	0	0.00%
52145	PAINT AND CHEMICAL	1,268	1,448	1,750	1,750	0	0.00%
52190	JANITORIAL SUPPLIES	81	125	250	350	100	40.00%
52235	MAINT MACHINERY AND APPARATUS	3,304	60	4,400	5,400	1,000	22.73%
52260	MAINT METERS	73,500	47,010	70,000	50,000	(20,000)	-28.57%
52265	MAINT BUILDINGS AND STRUCTURE	13,264	18,808	22,700	24,700	2,000	8.81%
52405	ADVERTISING SERVICES	357	3,837	3,500	3,500	0	0.00%
52410	BUILDING SECURITY SERVICES	150,689	60,299	93,000	63,000	(30,000)	-32.26%
52415	CONTRACTS AND SPEC PROJECTS	396,366	528,534	581,068	703,295	122,227	21.03%
52435	GARBAGE REMOVAL SERVICES	1,161	1,147	1,050	1,100	50	4.76%
52568	BANK AND INVESTMENT FEES	6,516	5,470	3,200	3,200	0	0.00%
52573	CREDIT CARD FEES	1,510	9,111	14,000	44,861	30,861	220.44%
52575	SERVICES	5,979	29,693	11,200	11,450	250	2.23%
52607	CELL PHONE ALLOWANCE	0	2,052	2,960	2,960	0	0.00%
52615	DUES AND MEMBERSHIP	990	595	925	925	0	0.00%
52620	CREDIT CARD FEES - METERS	0	0	144,000	0	(144,000)	-100.00%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	0	0	500	500	0	0.00%
52655	TRAVEL OUT OF TOWN	0	0	2,500	2,500	0	0.00%
52705	COMMUNICATIONS	14,999	(6)	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	69	55	225	225	0	0.00%
52736	CELL PHONE AIRTIME	841	733	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	1,122	498	850	500	(350)	-41.18%
52740	GENERAL INSURANCE-CITY	17,211	15,590	20,450	20,450	0	0.00%
52746	UTILITIES ELECTRIC	154,350	109,561	109,275	124,650	15,375	14.07%
52748	UTILITIES SEWER	2,420	2,077	2,400	2,450	50	2.08%
52749	UTILITIES WATER	3,923	4,088	4,013	4,850	837	20.86%
52775	MINOR EQUIPMENT	8,404	6,049	2,300	2,500	200	8.70%
52776	PRINTER CONSOLIDATION COST	2,752	3,677	3,770	3,770	0	0.00%
52795	RENTAL OF EQUIPMENT	894	0	0	0	0	0.00%
52805	ADMIN PRORATED CHARGES	70,692	114,264	114,264	117,138	2,874	2.52%
52806	PAYMENT IN LIEU OF TAXES	19,140	15,307	13,398	11,723	(1,675)	-12.50%
52872	MAINT FLEET VEHICLES EQP	7,805	2,511	3,500	3,500	0	0.00%
52874	OFFICE SERVICES PRINTING	(1,878)	(961)	1,000	1,000	0	0.00%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to 2015 Budget \$ Change	2014 Budget to 2015 Budget % Change
52875	OFFICE SERVICES RECORDS	194	175	150	150	0	0.00%
65051	ADM FEE	300	300	300	300	0	0.00%
65075	INTEREST	509,043	485,674	462,876	436,326	(26,550)	-5.74%
65175	TRANSFER TO GENERAL FUND	0	33,750	0	0	0	0.00%
65185	PRINCIPAL	545,000	570,000	595,000	630,000	35,000	5.88%
Total Operating Expenses		2,014,671	2,076,066	2,294,524	2,282,773	(11,751)	-0.51%
53050	MACHINERY AND APPARATUS	7,159	0	20,000	20,000	0	0.00%
Total Capital Outlay		7,159	0	20,000	20,000	0	0.00%
Total Expenses		2,530,279	2,551,318	2,870,277	2,883,084	12,807	0.45%
	CIP - Restricted	1,739,114	2,278,522	440,000	1,759,000	1,319,000	299.77%
Total Funds		4,269,393	4,829,840	3,310,277	4,642,084	1,331,807	40.23%

Totals may differ from narrative due to rounding.

Pikes Peak - America's Mountain

Jack Glavan, Manager | (719) 385-7325 | jglavan@springsgov.com

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed by:	Strategic Plan Goal
Explore public and private funding opportunities for the design, development and construction of a new Summit House. Work with CSU Environmental to facilitate the NEPA Process	Design and NEPA process complete	Q4	Transforming Government
To maintain an average operational cost per visitor that is fair and equitable in relation to the expenditures of the Enterprise necessary for long-term sustainability	Operational Cost of \$16 per Visitor	Q4	Transforming Government
Working with Information Systems Project Team, investigate the feasibility and functionality of WiFi hotspots and install at all visitor centers on the Pikes Peak	Operational WiFi hotspots	Q4	Transforming Government

All Funds Summary

	Source of Funds	2013	2014	* 2014	2015	2015 Budget -
		Actual	Original Budget	Amended Budget		Budget
<i>All Funds</i>	Pikes Peak - America's Mountain Enterprise Fund	\$4,412,160	\$3,695,314	\$3,695,314	\$4,750,616	\$1,055,302
	Total	\$4,412,160	\$3,695,314	\$3,695,314	\$4,750,616	\$1,055,302
	Uses of Funds					
	Pikes Peak - America's Mountain Enterprise Fund	\$2,629,628	\$3,195,314	\$3,195,314	\$3,750,616	\$555,302
	CIP - Restricted	712,991	1,200,000	1,200,000	1,500,000	300,000
	Total	\$3,342,619	\$4,395,314	\$4,395,314	\$5,250,616	\$855,302
	Positions					
	Pikes Peak - America's Mountain Enterprise Fund	19.00	19.00	19.00	19.00	0.00
	Total	19.00	19.00	19.00	19.00	0.00

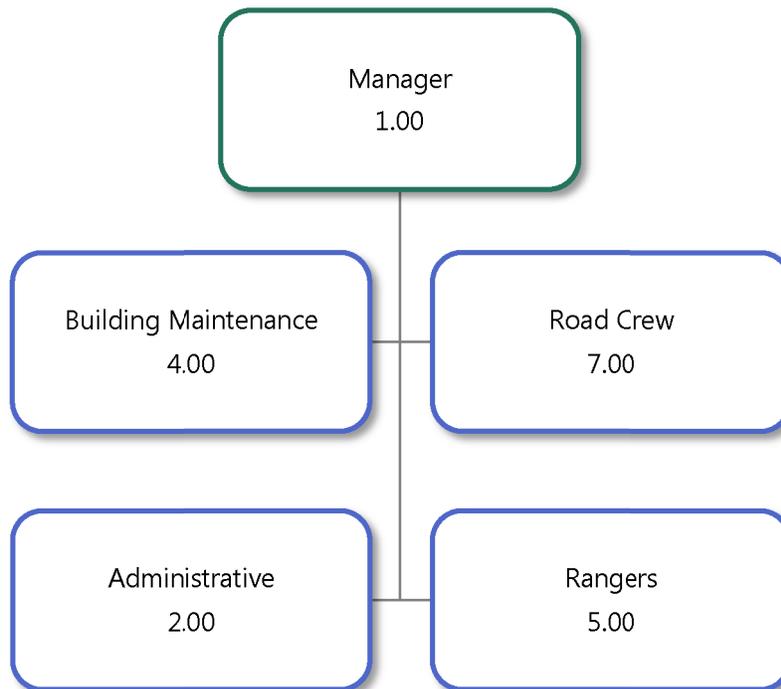
* 2014 Amended Budget as of 8/14/2014

Significant Changes vs. 2014

- Increase to fund Wifi at Gift Shops, payoff existing loans and continued design of the Summit House

Pikes Peak - America's Mountain

Pikes Peak – America's Mountain operates the Pikes Peak Highway under a Term Special Use Permit issued by the U.S. Forest Service. Included in the operation are the associated visitor facilities including the Summit House, Glen Cove Inn and Crystal Reservoir Gift Shop, and the Pikes Peak Recreational Corridor for activities such as hiking, picnic grounds, and interpretive trails. Revenue is primarily generated from Gateway entry fees and concessionaire fees. These fees provide visitor and ranger services, highway maintenance and construction, facility maintenance and construction, and interpretive and educational services.



The sections on the following pages provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014, and changes occurring as part of the 2015 Pikes Peak – America's Mountain Enterprise Budget.

<i>Enterprise Funds</i>	Source of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget
	Tollgate Entry Fees	\$2,359,171	\$2,547,522	\$2,116,557	\$2,116,557	\$2,120,000	\$3,443
	ARAMARK Concessions	1,242,857	1,242,857	1,242,857	1,242,857	2,266,666	1,023,809
	Tower Optical Viewers	792	962	900	900	950	50
	Miscellaneous	343,008	534,304	280,000	280,000	308,000	28,000
	Transfer from Other Funds	436,790	36,470	33,000	33,000	33,000	0
	Interest	44,280	50,045	22,000	22,000	22,000	0
	Total	\$4,426,898	\$4,412,160	\$3,695,314	\$3,695,314	\$4,750,616	\$1,055,302
	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget
	Salary/Benefits/Pensions	\$1,145,066	\$1,193,235	\$1,366,260	\$1,366,260	\$1,443,351	\$77,091
Operating	1,308,693	1,359,471	1,777,149	1,777,149	2,156,765	379,616	
Capital Outlay	193,014	76,922	51,905	51,905	150,500	98,595	
CIP	1,662,621	712,991	1,200,000	1,200,000	1,500,000	300,000	
Total	\$4,309,394	\$3,342,619	\$4,395,314	\$4,395,314	\$5,250,616	\$855,302	

<i>Enterprise Positions</i>	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - *2014 Amended Budget
	Pikes Peak - America's Mountain Manager	1.00	1.00	1.00	1.00	0.00
	Equipment Operator I	1.00	1.00	1.00	0.00	(1.00)
	Equipment Operator II	1.00	1.00	1.00	2.00	1.00
	Maintenance Technician II	1.00	1.00	1.00	1.00	0.00
	Office Specialist	1.00	1.00	1.00	1.00	0.00
	Pikes Peak Highway Rangers	4.00	4.00	4.00	4.00	0.00
	Ranger Supervisor	1.00	1.00	1.00	1.00	0.00
	Parks Operations Administrator	1.00	1.00	1.00	1.00	0.00
	Project Construction Specialist	1.00	1.00	1.00	1.00	0.00
	Senior Equipment Operator	3.00	3.00	3.00	3.00	0.00
	Senior Fleet Technician	1.00	1.00	1.00	1.00	0.00
	Senior Maintenance Technician	2.00	2.00	2.00	2.00	0.00
	Senior Office Specialist	0.00	0.00	0.00	0.00	0.00
	Skilled Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00
	Total Positions	19.00	19.00	19.00	19.00	0.00

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$21,270
	Increase for pay for performance	20,837
	Net increase for medical plan changes	35,059
	Decrease to fund operating needs below	(75)
	Total Salaries/Benefits/Pensions	\$77,091
	Operating	
	Increase to fund early payoff of existing loan	375,034
	Increase to fund operational needs	4,582
	Total Operating	\$379,616
	Capital Outlay	
Increase to fund replacement of two vehicles	\$55,000	
Increase to fund WiFi at Gift Shops	\$43,595	
Total Capital Outlay	\$98,595	
CIP		
Increase to fund continued design of the Summit House	\$300,000	
Total CIP	\$300,000	
Total For 2015	\$855,302	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	None	0.00
	Total For 2015	0.00

* 2014 Amended Budget as of 8/14/2014

2015 CIP Program	Project Name	General Fund	Restricted Funds							Total Cost	
			Bike Tax	CTF	Enterprise	Grants	PPRTA	PSST	TOPS		Other
	Summit House				1,500,000						1,500,000
	Total 2015 CIP	\$0	\$0	\$0	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$1,500,000

For a citywide comprehensive list of projects, refer to the CIP section of the Budget, page 30-1.

**City of Colorado Springs
Budget Detail Report**

460 PIKES PEAK AMERICAS MTN
PIKES PEAK AMERICAS MTN

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	755,509	778,696	912,080	946,915	34,835	3.82%
51210	OVERTIME	17,345	16,203	17,000	17,000	0	0.00%
51220	SEASONAL TEMPORARY	86,183	91,707	104,000	95,000	(9,000)	-8.65%
51230	SHIFT DIFFERENTIAL	0	224	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	61	12,684	0	5,000	5,000	0.00%
51260	VACATION BUY PAY OUT	0	1,426	1,000	500	(500)	-50.00%
51299	SALARIES REIMBURSEMENTS	(4,386)	(1,309)	0	0	0	0.00%
51610	PERA	113,040	119,556	132,552	146,023	13,471	10.16%
51612	RETIREMENT HEALTH SAVINGS	0	4,684	500	5,000	4,500	900.00%
51615	WORKERS COMPENSATION	35,940	28,015	40,000	33,258	(6,742)	-16.86%
51620	EQUITABLE LIFE INSURANCE	2,119	2,215	2,368	3,249	881	37.20%
51640	DENTAL INSURANCE	5,672	5,601	5,802	7,834	2,032	35.02%
51655	RETIRED EMP MEDICAL INS	11,059	11,060	11,100	11,100	0	0.00%
51665	CASH BACK	1,905	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	60	0	75	0	(75)	-100.00%
51675	UNEMPLOYMENT INSURANCE	0	0	2,500	2,500	0	0.00%
51690	MEDICARE	12,011	12,719	14,000	13,662	(338)	-2.41%
51695	CITY EPO MEDICAL PLAN	101,321	90,390	107,668	17,966	(89,702)	-83.31%
51696	ADVANTAGE HD MED PLAN	6,490	18,152	14,039	127,618	113,579	809.02%
51697	HRA BENEFIT TO ADV MED PLAN	1,275	1,212	1,576	10,726	9,150	580.58%
51699	BENEFITS REIMBURSEMENT	(538)	0	0	0	0	0.00%
Total Salaries and Benefits		1,145,066	1,193,235	1,366,260	1,443,351	77,091	5.64%
52110	OFFICE SUPPLIES	2,682	2,716	3,000	3,000	0	0.00%
52111	PAPER SUPPLIES	53	0	0	0	0	0.00%
52115	MEDICAL SUPPLIES	1,522	1,482	1,800	1,800	0	0.00%
52120	COMPUTER SOFTWARE	17,566	0	0	0	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	105	30	100	100	0	0.00%
52125	GENERAL SUPPLIES	3,227	2,150	3,500	3,500	0	0.00%
52126	ELECTRICAL SUPPLIES	4,415	3,188	0	0	0	0.00%
52127	CONSTRUCTION SUPPLIES	4,793	3,717	9,500	7,500	(2,000)	-21.05%
52128	PLUMBING SUPPLIES	1,629	2,207	0	0	0	0.00%
52129	HVAC-HEAT VENTILATN AIR SUPPLI	4,457	1,287	0	0	0	0.00%
52135	POSTAGE	509	298	400	400	0	0.00%
52140	WEARING APPAREL	4,627	4,769	3,000	5,795	2,795	93.17%
52145	PAINT AND CHEMICAL	214	443	4,000	4,000	0	0.00%
52155	AUTOMOTIVE	6,363	1,558	4,500	4,500	0	0.00%
52165	LICENSES AND TAGS	323	857	1,500	1,500	0	0.00%
52175	SIGNS	1,688	2,560	5,000	5,000	0	0.00%
52190	JANITORIAL SUPPLIES	1,618	3,260	2,200	2,200	0	0.00%
52215	MAINT GROUNDS	759	296	250	250	0	0.00%
52220	MAINT OFFICE MACHINES	0	0	200	200	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	6,115	288	2,200	2,200	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	152,751	122,282	200,000	0	(200,000)	-100.00%
52250	MAINT RADIOS ALLOCATION	18,497	10,500	18,200	18,200	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	64,397	57,385	60,000	75,242	15,242	25.40%
52280	MAINT ROADS AND BRIDGES	158,619	246,960	350,000	350,000	0	0.00%
52305	MAINT SOFTWARE	0	2,702	2,000	15,472	13,472	673.60%
52403	PIKES PEAK MARKETING	26,803	22,679	40,000	65,000	25,000	62.50%
52405	ADVERTISING SERVICES	33	0	0	0	0	0.00%
52410	BUILDING SECURITY SERVICES	11,385	3,264	3,500	3,500	0	0.00%
52425	ENVIRONMENTAL SERVICES	9,058	922	10,000	25,000	15,000	150.00%
52435	GARBAGE REMOVAL SERVICES	5,061	9,302	5,500	7,500	2,000	36.36%
52450	LAUNDRY AND CLEANING SERVICES	4,329	5,700	5,500	6,500	1,000	18.18%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
52460	MEDICAL SERVICE	0	0	340	340	0	0.00%
52465	MISCELLANEOUS SERVICES	118	3,559	150	500	350	233.33%
52565	PEST CONTROL	1,015	1,549	450	3,500	3,050	677.78%
52568	BANK AND INVESTMENT FEES	6,129	6,625	7,500	7,500	0	0.00%
52570	REIMBURSABLE SERVICES	134,003	118,131	225,000	225,000	0	0.00%
52573	CREDIT CARD FEES	16,919	20,929	18,000	22,000	4,000	22.22%
52575	SERVICES	19,650	73,264	20,000	15,000	(5,000)	-25.00%
52578	INTERPRETING SERVICES	0	815	9,798	15,000	5,202	53.09%
52579	INSPECTIONS	1,408	276	5,000	6,500	1,500	30.00%
52590	TEMPORARY EMPLOYMENT	4,375	2,704	0	0	0	0.00%
52605	CAR MILEAGE	0	0	50	50	0	0.00%
52615	DUES AND MEMBERSHIP	688	313	0	500	500	0.00%
52625	MEETING EXPENSES IN TOWN	702	543	600	700	100	16.67%
52630	TRAINING	1,754	1,612	2,500	4,000	1,500	60.00%
52645	SUBSCRIPTIONS	0	149	0	0	0	0.00%
52655	TRAVEL OUT OF TOWN	0	392	500	500	0	0.00%
52705	COMMUNICATIONS	17,751	0	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	244	96	500	500	0	0.00%
52736	CELL PHONE AIRTIME	109	(65)	200	200	0	0.00%
52738	CELL PHONE BASE CHARGES	1,031	995	1,000	1,000	0	0.00%
52740	GENERAL INSURANCE-CITY	12,543	12,758	9,000	15,000	6,000	66.67%
52746	UTILITIES ELECTRIC	11,768	13,213	12,000	17,000	5,000	41.67%
52747	UTILITIES GAS	25,796	32,225	32,000	60,000	28,000	87.50%
52748	UTILITIES SEWER	921	0	0	0	0	0.00%
52749	UTILITIES WATER	3,843	3,015	3,000	3,350	350	11.67%
52765	LEASE PURCHASE PAYMENTS	232,900	176,615	215,623	150,279	(65,344)	-30.30%
52775	MINOR EQUIPMENT	4,994	2,924	10,000	15,000	5,000	50.00%
52776	PRINTER CONSOLIDATION COST	2,288	3,311	4,800	4,800	0	0.00%
52785	RADIO REPLACEMENT	4,585	9,635	10,000	5,000	(5,000)	-50.00%
52795	RENTAL OF EQUIPMENT	2,679	24,623	23,000	20,000	(3,000)	-13.04%
52805	ADMIN PRORATED CHARGES	100,488	108,706	120,000	120,865	865	0.72%
52872	MAINT FLEET VEHICLES EQP	0	0	0	180,000	180,000	0.00%
52874	OFFICE SERVICES PRINTING	8,233	6,050	10,000	10,000	0	0.00%
52875	OFFICE SERVICES RECORDS	4,596	98	150	150	0	0.00%
52880	PURCHASES FOR RESALE	1,239	1,284	2,500	1,500	(1,000)	-40.00%
52881	PURCH FOR RESALE FUEL	55,720	113,855	180,000	150,000	(30,000)	-16.67%
52882	PURCH FOR RESALE COMMERCIAL	936	1,623	2,000	2,000	0	0.00%
52883	PURCH FOR RESALE NON STCK PART	32,936	22,179	34,000	34,000	0	0.00%
52884	PURCH FOR RESALE STOCK PARTS	196	131	0	0	0	0.00%
52970	ENVIRON PROTECTION PROGRAM	900	900	0	0	0	0.00%
65075	INTEREST	23,907	21,574	19,148	25,000	5,852	30.56%
65185	PRINCIPAL	57,731	60,063	62,490	431,672	369,182	590.79%
Total Operating Expenses		1,308,693	1,359,471	1,777,149	2,156,765	379,616	21.36%
53020	COMPUTERS NETWORKS	6,705	7,167	1,405	45,000	43,595	3102.85%
53030	FURNITURE AND FIXTURES	5,399	0	500	500	0	0.00%
53070	VEHICLES REPLACEMENT	9,500	69,755	50,000	105,000	55,000	110.00%
53080	VEHICLES ADDITIONS	171,410	0	0	0	0	0.00%
Total Capital Outlay		193,014	76,922	51,905	150,500	98,595	189.95%
Total Expenses		2,646,773	2,629,628	3,195,314	3,750,616	555,302	17.38%
CIP - RESTRICTED		1,662,621	712,991	1,200,000	1,500,000	300,000	25.00%
Total Funds		4,309,394	3,342,619	4,395,314	5,250,616	855,302	7.62%

Totals may differ due to rounding.

Capital Improvements Program (CIP)

The City is responsible for building and maintaining capital facilities such as police and fire facilities, roads, bridges, parks, and other public buildings to facilitate service delivery. Some of this infrastructure is more visible to the public eye, such as construction of a new fire station or an interchange; while other projects are virtually hidden but still vitally important, such as technology infrastructure.

Capital improvements are defined by the City as projects with a relatively high monetary value, a long life, and that results in the creation of a fixed asset or significant revitalization that upgrades and extends the useful life of a fixed asset. Capital improvements are not only vital to our City's infrastructure; they affect every city resident and visitor by providing the safety, mobility, recreation, and other services upon which the community depends.



\$11.2M General Fund

- ✓ Increase of \$182,000 over 2014 General Fund CIP
- ✓ \$6.8 million of 2015 General Fund CIP for Stormwater, Roads & Bridges (includes federal grant matches)
- ✓ General Fund grant match of \$2.9 million is leveraging ~\$22 million in grant funds for capital improvements

\$89.7M Restricted CIP

- ✓ Decrease of \$2.6 million in PSST Fund with completion of Fire Station #21 and other public safety facility improvements completed
- ✓ Increase of \$3.8 million in TOPS Fund for trail and parkland expansion, water footprint reduction projects, and playground structure replacements
- ✓ Grant funds of nearly \$40 million for critical roadway improvements, stormwater projects, bridge rehabilitation projects, airport improvements, school safety, parkland expansion, and transit pedestrian accessibility



**\$100.8M
Total CIP**

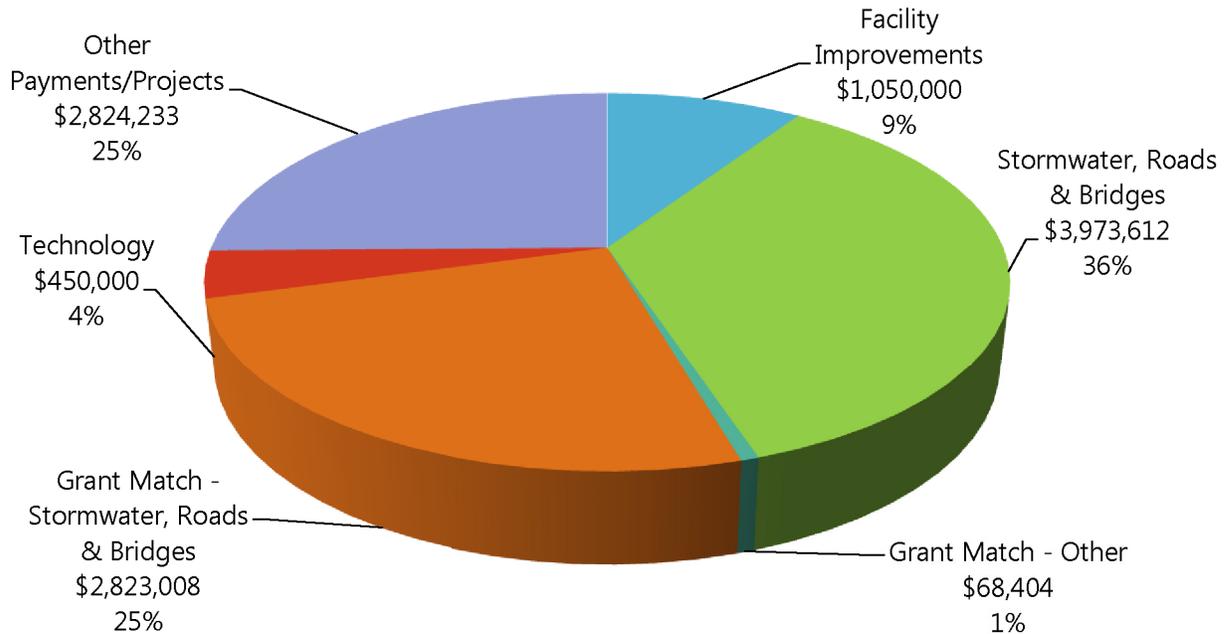


of nearly **\$0.2 million** in General Fund

of nearly **\$23.5 million** in total CIP funds

For 2015, the General Fund contribution toward capital improvement projects is \$11,033,257 and is augmented by \$76,000 in anticipated interest earnings and \$80,000 in anticipated insurance damage settlements.

2015 General Fund CIP Project Fund



Grant Matches for Capital Projects:

- Match dollars for federally funded stormwater projects and transportation projects that address congestion, safety, bridge replacements, pedestrian and transit accessibility, and air quality
- For 2015, also including a grant match for the exterior renovation of the Pioneer Museum

Facility Improvements:

- Critical repair and maintenance of City facilities such as police stations, fire stations, community centers, and the Pioneer Museum

Technology:

- Funding for High Priority IT Projects

Stormwater, Roads & Bridges:

- Resurface critical segments of Academy Boulevard and other priority corridors
- Design and/or construction of 4 bridges that have significant stormwater components
- Design phase and potential construction of high priority stormwater projects
- Damage done to City property with reimbursement from insurance companies

Other Payments/Projects:

- Financial commitments for land acquisition and other major projects such as the radio infrastructure, Police substation replacement/renovation and equipment

Five-Year General Fund CIP Plan

The Five-Year General Fund CIP Plan is detailed in the table below and on the following page. Please note that the CIP program is fluid and as other funding mechanisms are identified, projects may drop off and as new priorities are determined, new projects may be added on.

	2015	2016	2017	2018	2019	Total
31st Street Bridge over Camp Creek Replacement	\$20,482	-	-	-	-	\$20,482
Advanced Detection	73,113	73,113	73,113	117,190	-	336,529
Arterial Reimbursements	150,000	150,000	150,000	150,000	150,000	750,000
Building Security Enhancements-Fire	-	-	230,000	300,000	-	530,000
Cache La Poudre over Monument Creek Bridge Rehabilitation	-	-	292,700	2,634,300	-	2,927,000
Cascade Ave over Cheyenne Run Bridge Replacement	65,000	450,000	-	-	-	515,000
Cheyenne Canyon Road Bridge Replacement	102,000	-	236,844	236,844	-	575,688
Chelton Rd over Spring Creek Bridge Replacement	-	-	-	-	1,000,000	1,000,000
Critical Fire Facility Repairs	75,000	-	-	-	-	75,000
Delta Dr over Sand Creek Tributary Bridge Replacement	405,000	-	-	-	-	405,000
Drainage Basin Planning Studies	150,000	-	-	-	-	150,000
Driveway Exit - Squad 8 at FDC	-	-	-	350,000	-	350,000
El Morro Dr over Sand Creek Tributary Bridge Replacement	315,000	-	-	-	-	315,000
Emergency Drainage Repairs- High Priority	500,000	-	-	-	-	500,000
Emergency Generators	-	-	520,000	300,000	-	820,000
Emergency Responder Driving Simulators	230,000	-	-	-	-	230,000
Energy Efficiency Retrofits	174,233	174,233	174,233	174,233	174,233	871,165
Facilities Maintenance - Fire	25,000	-	-	-	-	25,000
Facilities Maintenance - General City Facilities	250,000	500,000	500,000	500,000	500,000	2,250,000
Fire Burn Props	-	-	-	-	150,000	150,000
Gas Chromatograph/Mass Spectrometer	108,000	-	-	-	-	108,000
High Priority CIP Projects (TBD)	1,774,237	-	-	-	-	1,774,237
High Priority IT Projects	450,000	450,000	450,000	450,000	-	1,800,000
High Priority Projects and Facility Needs	500,000	-	-	-	-	500,000
Infrastructure Damage Repair	80,000	80,000	80,000	80,000	80,000	400,000
Museum Exterior Renovation	68,404	-	-	-	-	68,404
Museum HVAC Upgrades	200,000	250,000	-	-	-	450,000

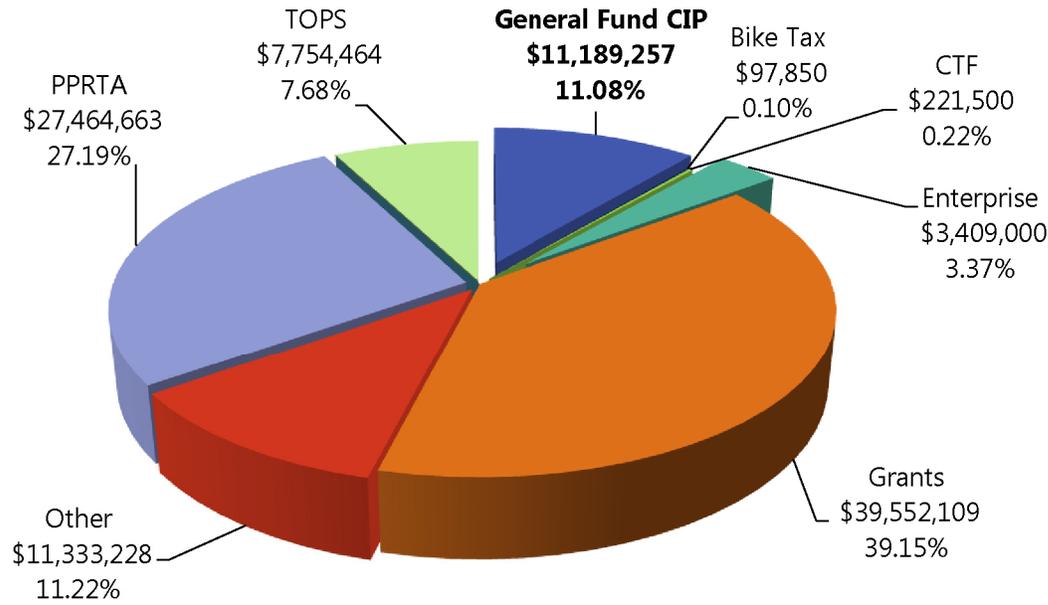
Five-Year General Fund CIP Plan

		2015	2016	2017	2018	2019	Total
Five-Year General Fund CIP Plan	National Integrated Ballistic Information Network	162,000	-	-	-	-	162,000
	North Nevada Corridor - Fillmore to Austin Bluffs	363,677	-	-	-	-	363,677
	Pedestrian/Transit Accessibility Grants	250,134	77,878	174,933	29,243	-	532,188
	Platte Avenue Bridge over Sand Creek	-	1,767,182	2,542,648	1,913,736	-	6,223,566
	Police Driver Testing Course	-	-	-	-	400,000	400,000
	POC 4th Floor Paint and Carpet	-	-	160,000	-	-	160,000
	Radio Infrastructure (City Share)	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
	Sand Creek Substation Replacement/Renovation	500,000	3,000,000	-	-	-	3,500,000
	Station 1 Remodel	-	-	-	150,000	1,850,000	2,000,000
	Station 3 Renovation	-	-	-	-	1,614,375	1,614,375
	Station 7 Renovation	-	-	-	-	1,127,500	1,127,500
	Station Bathroom Remodels	-	-	-	-	517,625	517,625
	Street Pavement Improvements - Academy/Palmer Park to Bijou	947,000	-	-	-	-	947,000
	Street Pavement Improvements - Priority Corridors	906,612	1,500,941	3,448,494	1,901,809	1,694,127	9,451,983
	Ticket Vending Machines	-	-	166,000	167,000	167,000	500,000
	Traffic Sign Federal Mandates	200,000	-	-	-	-	200,000
	Traffic Signal Upgrades	115,908	157,896	157,896	157,896	-	589,596
	Training Tower Upgrade/Replacement	-	-	-	-	200,000	200,000
	Verde Dr over Spring Creek Bridge Replacement	405,000	-	-	-	-	405,000
	W. Uintah Corridor Improvements	123,457	356,543	-	-	-	480,000
Total by Year	\$11,189,257	\$10,487,786	\$10,856,861	\$11,112,251	\$11,124,860	\$54,771,015	

2015 ALL FUNDS CIP

The 2015 CIP Budget is primarily funded by restricted funds (approximately 89%), and funds the construction of a number of major capital improvements throughout the City, including various transportation improvements, facility improvements, park projects and IT infrastructure.

For 2015, the total capital improvements program (CIP) is \$101,022,071. The total is derived from a multitude of sources, to be expended as shown below:



The 2014 original CIP Program budget totaled \$77.4 million, of which \$11 million was funded by the General Fund. For 2015, there is an increase of \$23.6 million of All Funds dollars to the CIP Program, with an approximate increase of \$182,000 General Fund dollars. The table below details the changes to each of the funding sources included in the CIP program.

Fund	2013 Budget	2014 Budget	2015 Budget	Variance
General Fund CIP ¹	\$9,444,633	\$11,007,472	\$11,189,257	\$181,785
Bike Tax	100,000	95,000	97,850	2,850
CTF ²	50,000	-	221,500	221,500
Enterprise	5,027,844	1,790,000	3,409,000	1,619,000
Grants	23,139,220	25,136,951	39,552,109	14,415,158
Other	560,227	2,944,901	11,333,228	8,388,327
PPRTA	34,856,580	29,914,400	27,464,663	(2,449,737)
PSST	475,000	2,550,000	-	(2,550,000)
TOPS ³	3,376,807	3,946,527	7,754,464	3,807,937
Total	\$77,030,311	\$77,385,251	\$101,022,071	\$23,636,820

¹ Prior to 2013, the SCIP debt payment was included in the transfer to General Fund CIP and the total transfer was \$13,658,280, however, the number in the 2012 table above was adjusted for comparison purposes. For 2013 and 2014, the payment is included in the General Fund, General Cost budget.

² Conservation Trust Funds (CTF) were reduced in 2013 due to an accounting change and are \$0 for 2014. Prior to 2013, all CTF funds were budgeted through projects. Beginning in 2013, administrative and maintenance funds are accounted for in the operating budgets for Parks, Recreation and Cultural Services.

³ Trails, Open Space and Parks (TOPS) funds are reduced in 2013 due to an accounting change. Prior to 2013, all TOPS funds were budgeted through projects. Beginning in 2013, administrative and maintenance funds are accounted for in the operating budgets for Parks, Recreation and Cultural Services.

2015 ALL FUNDS CIP Detail

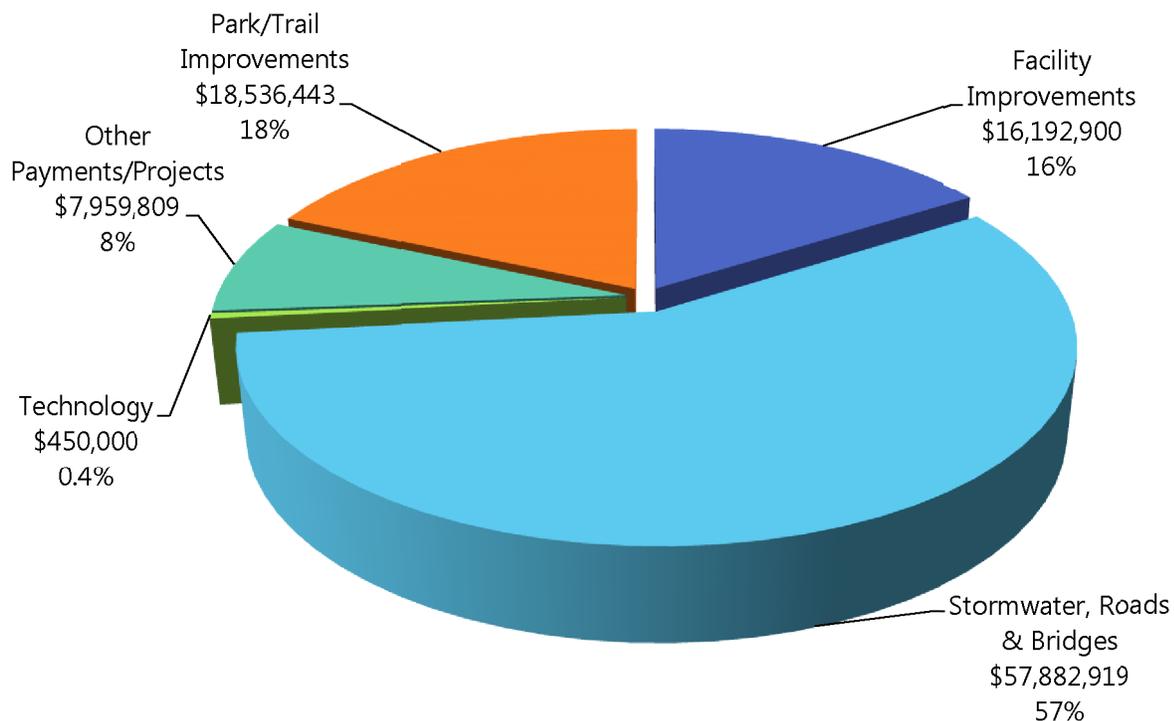
Facility Improvements: Includes repair and maintenance of City facilities such as police stations, fire stations and community centers, as well as upgrades to the Airport, Pioneers Museum and Pikes Peak Summit House. Funding for these projects include General Fund, Enterprise funds (including Airport Passenger Facility Charges), CTF.

Technology: Includes technology projects to enhance customer service and improve efficiency.

Stormwater, Roads & Bridges: Includes critical transportation and stormwater projects such as bridge replacements, drainage channels and intersection improvements to increase safety and maintain critical infrastructure. Funding for these projects include General Fund, PPRTA capital funds, CDBG, and federal transportation, emergency watershed protection and flood mitigation grants.

Park/Trail Improvements: Includes upgrades to playgrounds, irrigation systems, park expansion, and trails, as well as turf reduction in neighborhood park land to increase efficiency and decrease ongoing maintenance costs. Funding for these projects include General Fund, CTF, TOPS, PPRTA capital funds, grant funds, and other funds such as Public Space & Development Fund, Colorado Springs Utilities, Friends Groups, and private donations.

Other Payments/Projects: Includes financial commitments for land acquisition and other major projects such as the purchase of Police equipment, radio infrastructure upgrade, replacement of Transit buses and vanpool vehicles, Airport equipment replacement, parking system improvements and credit card parking meters, downtown streetscaping, and federally mandated upgrades to traffic signs. Funding for these projects include General Fund, Parking System Enterprise funds, PPRTA capital funds, and TOPS funds.



2015 ALL FUNDS CIP Detail

Project Name	General Fund	Restricted Funds								Total Cost
		Bike Tax	CTF	Enterprise	Grants	PPRTA	PSST	TOPS	Other	
31st Street over Camp Creek Bridge Replacement	\$20,482				\$81,929					\$102,411
ADA-Paratransit Bus System Vehicle Replacement						187,000				187,000
Advanced Detection	73,113				292,452					365,565
Airfield Pavement Localized Repair & Maintenance				150,000						150,000
Airport Canine Explosive Detection Teams ¹									150,500 ¹	150,500
Airport Fleet Improvement Phase VII-Equipment Replacement ¹									900,000 ¹	900,000
Airport Other Funded Capital Improvement Projects									1,387,500 ¹	1,387,500
Airport Terminal Apron and Trench Drain System Reconstruction ¹					10,493,500				593,500 ¹	11,087,000
Airport Terminal Building Rehabilitation ¹									500,000 ¹	500,000
Arterial Reimbursements	150,000									150,000
Bicycle Infrastructure Improvements		97,850								97,850
Bluestem Prairie Open Space Management Plan								14,000		14,000
Cascade Avenue over Cheyenne Run Bridge Replacement	65,000									65,000
CDBG Projects					488,000					488,000
Centennial Boulevard Extension-Fillmore to Fontanero						1,911,500				1,911,500
Centennial Street-Garden of the Gods to Fillmore						4,033,000				4,033,000
Cheyenne Canon Road Bridge Replacement	102,000				408,000					510,000
Companion Drainage Projects						411,970				411,970
Congestion/Incident Management						411,970				411,970
Cottonwood Trail-Austin Bluffs/Woodmen Underpass II								420,000		420,000
Cottonwood Trail-Vincent to Academy								235,000		235,000
Credit Card Parking Meters				550,000						550,000
Critical Fire Facility Repairs	75,000									75,000
Delta Drive over Sand Creek Tributary Bridge Replacement	405,000									405,000
Downtown Streetscape Project				864,000						864,000
Drainage Basin Planning Studies	150,000									150,000
El Morro Drive over Sand Creek Tributary Bridge Replacement	315,000									315,000
Emergency Bridge Fund						1,186,620				1,186,620
Emergency Drainage Repairs-High Priority	500,000									500,000
Emergency Repairs and Equipment Replacement								50,000		50,000
Emergency Responder Driving Simulators	230,000									230,000
Energy Efficiency Retrofits ²	174,233								99,259 ²	273,492
Facilities Maintenance-Fire	25,000									25,000
Facilities Maintenance-General City Facilities	250,000									250,000
Fixed Route Bus System Vehicle Replacement						627,000				627,000

2015 ALL FUNDS CIP Detail

Project Name	General Fund	Restricted Funds								Total Cost
		Bike Tax	CTF	Enterprise	Grants	PPRTA	PSST	TOPS	Other	
Gas Chromatograph/Mass Spectrometer	108,000									108,000
High Priority CIP Projects (TBD) ³	1,774,237				17,313,965				705,000 ³	19,793,202
High Priority IT Projects	450,000									450,000
High Priority Projects and Facility Needs	500,000									500,000
Infrastructure Damage Repair	80,000									80,000
Intersection Improvements-Citywide						823,940				823,940
Las Vegas & Royer UPRR Crossing Relocation						750,000				750,000
LED Light Replacement				225,000						225,000
Manitou Incline Mitigation Project ⁴					448,182				64,026 ⁴	512,208
Midland Trail-Columbia to Ridge Improvements and Right-of-Way								230,000		230,000
Museum Exterior Renovation ⁵	68,404				197,703				33,443 ⁵	299,550
Museum HVAC Upgrades	200,000									200,000
National Integrated Ballistic Information Network	162,000									162,000
N. Nevada Corridor-Fillmore to Austin Bluffs	363,677				1,749,494					2,113,171
Old Ranch Road Improvements						1,433,000				1,433,000
On-Street Bikeway Improvements						411,970				411,970
Open Space Acquisition								50,000		50,000
Open Space Stewardship for TOPS Open Space Properties								249,000		249,000
Outdoor Sculpture Preservation			15,000							15,000
Park ADA Improvements								150,000		150,000
Park Facility Roof Replacements			100,000							100,000
Parking System Maintenance				120,000						120,000
Pedestrian Improvements-Citywide						686,620				686,620
Pedestrian Improvements-School and Neighborhood						411,970				411,970
Pedestrian/Transit Accessibility Grants	250,134				1,046,334					1,296,468
Pikes Peak Greenway						1,100,000				1,100,000
Playground Renovations								280,000		280,000
Powers Boulevard-Platte Avenue to Fountain Boulevard					4,550,000					4,550,000
Radio Infrastructure	1,500,000									1,500,000
Red Rock Canyon Landfill Monitoring			75,000							75,000
Red Rock Canyon Management Plan Implementation								250,000		250,000
Red Rock Canyon Purchase Payment ⁶								1,005,817		1,005,817
Roadway Safety and Traffic Ops						1,000,000				1,000,000
Rock Island Trail-Pikes Peak Greenway to Templeton Gap								640,000		640,000

2015 ALL FUNDS CIP Detail

Project Name	General Fund	Restricted Funds								Total Cost
		Bike Tax	CTF	Enterprise	Grants	PPRTA	PSST	TOPS	Other	
Rock Island Trail-Sand Creek to Constitution Phase 2					516,588			129,147		645,735
Sand Creek Substation Replacement/Renovation	500,000									500,000
Sertich Ice Rink Chill Tower			21,000							21,000
Shooks Run Bridge Corridor Study and Preliminary Design						1,750,000				1,750,000
Sidewalk/Bus Stop Program on Existing Routes						200,000				200,000
Sinton Pond Management Plan			10,500							10,500
Skyview Softball Complex Payment ⁷									100,000 ⁷	100,000
Stratton Open Space Management Plan								15,000		15,000
Street Pavement Improvements-Academy Boulevard/Palmer Park to	947,000									947,000
Street Pavement Improvements-Priority Corridors	906,612									906,612
Summit House				1,500,000						1,500,000
Traffic Sign Federal Mandates	200,000									200,000
Traffic Signal System Upgrades						1,521,103				1,521,103
Traffic Signal Upgrades	115,908				463,633					579,541
University Park Open Space Management Plan								11,500		11,500
Ute Valley Park Expansion Phase II					1,008,500			2,800,000		3,808,500
Ute Valley Park Management Plan Implementation and Stewardship								275,000		275,000
Vanpool Vehicle Replacement						107,000				107,000
Venezia Community Park ⁸								550,000	6,800,000 ⁸	7,350,000
Verde Drive over Spring Creek Bridge Replacement	405,000									405,000
Water Footprint Reduction								400,000		400,000
W. Colorado Avenue Reconstruction-31st Street to U.S. Hwy. 24						1,000,000				1,000,000
W. Utah Street Corridor Improvements	123,457				493,829					617,286
Woodmen Road Corridor-Union Continuous Flow						7,500,000				7,500,000
Total 2015 CIP	\$11,189,257	\$97,850	\$221,500	\$3,409,000	\$39,552,109	\$27,464,663	\$0	\$7,754,464	\$11,333,228	\$101,022,071

1 - Airport CIP projects - Other funds source is Passenger Facility Charge (PFC)

2 - CAB/SeniorCenter/Sertich Ice Center/Municipal Court Payment - Other funds source is energy savings

3 - EWP/FEMA HMGP grants not awarded and Powers Blvd. TIP funding not confirmed; Other funds sources are donations by The Navigators and Cloud Property on EWP projects

4 - Other funds sources are Colorado Springs Utilities and Friends of the Incline Group

5 - Other funds sources are Boettcher Foundation and private donation

6 - Red Rock Canyon Purchase payment of \$1,117,575 - balance of the payment is budgeted in CTF operating funds

7 - Skyview Softball Complex payment of \$273,300 - Other funds source includes concession revenue and ballplayer fees (\$100,200 budgeted each year), with the balance paid from CTF operating funds

8 - Other funds source is the Public Space & Development Fund for park land dedication fees

Five-Year ALL FUNDS CIP Plan

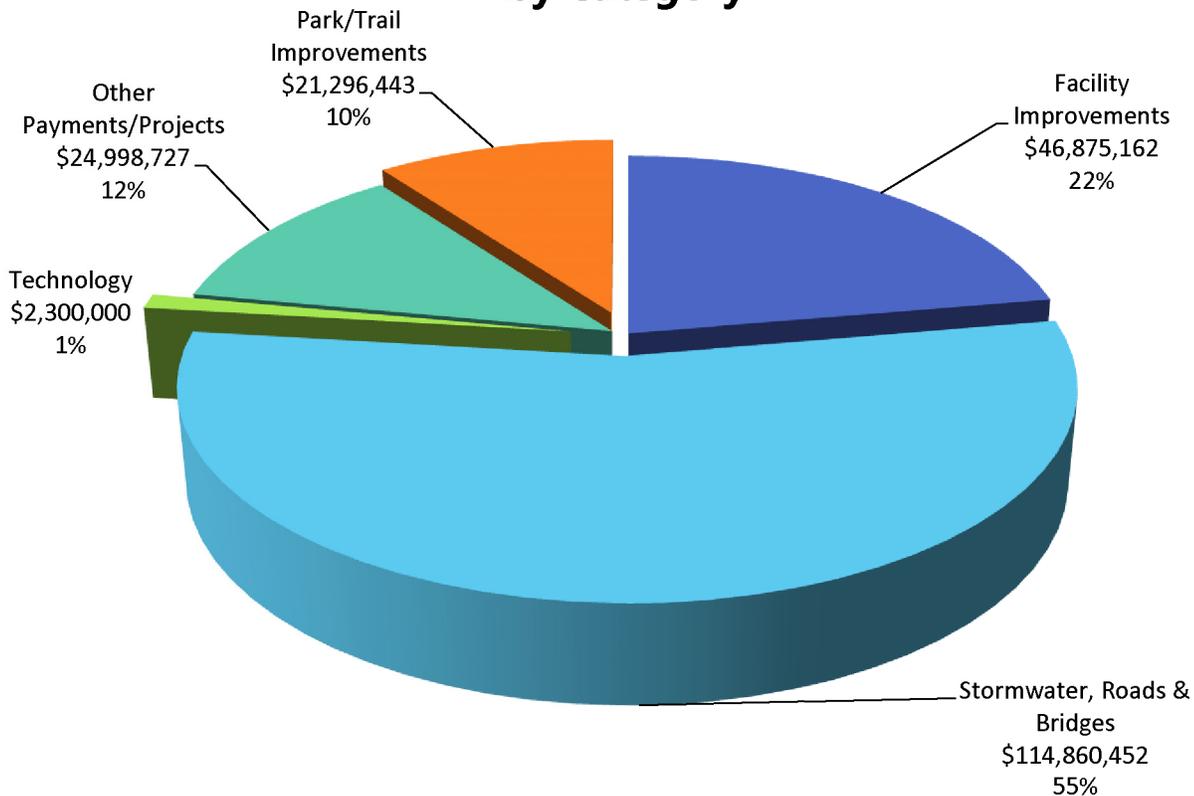
Over the next five years, the City has nearly \$220 million in planned capital improvements. This includes projects from all funding sources such as Grant funds, Passenger Facilitated Charges (PFC) funds, Pikes Peak Rural Transportation Authority (PPRTA), the Trails, Open Space and Parks (TOPS) Fund, Conservation Trust Fund, and General Fund Projects as prioritized in the 2015-2019 General Fund CIP Plan.



Since 2015 is the only year that funds are budgeted, the dollar values for years 2016-2019 are estimates that will very likely change based on anticipated costs, revenue projections and construction schedules. However, at the very least, it gives a reasonable estimate for future planned capital projects.

Below is a summary of the five-year Capital Program by project type. The following pages include all projects anticipated between 2015 and 2019.

2015-2019 ALL FUNDS CIP by Category



Five-Year ALL FUNDS CIP Plan Detail

		2015	2016	2017	2018	2019	Total
Five-Year All Funds CIP Plan	31st Street Bridge over Camp Creek Replacement	\$102,411	-	-	-	-	\$102,411
	ADA-Paratransit Bus System - Vehicle Replacement	187,000	-	-	-	-	187,000
	Advanced Detection	365,565	365,565	365,565	585,949	-	1,682,644
	Airfield Pavement Localized Repair & Maintenance	150,000	150,000	150,000	150,000	150,000	750,000
	Airport Canine Explosive Detection Teams	150,500	-	-	-	-	150,500
	Airport Fleet Improvement (Phase VII-IX) Equipment	900,000	900,000	1,000,000	1,000,000	-	3,800,000
	Airport Other Funded Capital Improvement Projects	1,387,500	-	-	-	-	1,387,500
	Airport Safety Area Separation & Rehabilitation	-	-	-	1,111,111	-	1,111,111
	Airport Terminal Apron and Trench Drain System Reconstruction	11,087,000	-	-	-	-	11,087,000
	Airport Terminal Building Rehabilitation	500,000	-	-	-	-	500,000
	Arterial Reimbursements	150,000	150,000	150,000	150,000	150,000	750,000
	Bicycle Infrastructure Improvements	97,850	100,785	103,809	106,925	110,132	519,501
	Bluestem Prairie Open Space Management Plan	14,000	-	-	-	-	14,000
	Building Security Enhancements-Fire	-	-	230,000	300,000	-	530,000
	Cache La Poudre over Monument Creek Bridge Rehabilitation	-	-	292,700	2,634,300	-	2,927,000
	Cascade Ave over Cheyenne Run Bridge Replacement	65,000	450,000	-	-	-	515,000
	CDBG Projects	488,000	-	-	-	-	488,000
	Centennial Blvd Extension-Fillmore to Fontanero	1,911,500	-	-	-	-	1,911,500
	Centennial Street-Garden of the Gods to Fillmore	4,033,000	-	-	-	-	4,033,000
	Cheyenne Canyon Road Bridge Replacement	510,000	-	1,184,220	1,184,220	-	2,878,440
	Chelton Rd over Spring Creek Bridge Replacement	-	-	-	-	1,000,000	1,000,000
	Companion Drainage Projects	411,970	411,970	411,970	411,970	411,970	2,059,850
	Congestion/Incident Management	411,970	411,970	411,970	411,970	411,970	2,059,850
	Cottonwood Trail - Austin Bluffs/ Woodmen Underpass	420,000	-	-	-	-	420,000
	Cottonwood Trail - Vincent to Academy	235,000	-	-	-	-	235,000
	Credit Card Parking Meters	550,000	-	-	-	-	550,000
	Critical Fire Facility Repairs	75,000	-	-	-	-	75,000
	Delta Dr over Sand Creek Tributary Bridge Replacement	405,000	-	-	-	-	405,000

Five-Year ALL FUNDS CIP Plan Detail

		2015	2016	2017	2018	2019	Total
Five-Year All Funds CIP Plan	Downtown Streetscape Project	864,000	740,000	620,000	-	-	2,224,000
	Drainage Basin Planning Studies	150,000	-	-	-	-	150,000
	Driveway Exit - Squad 8 at FDC	-	-	-	350,000	-	350,000
	El Morro Dr over Sand Creek Tributary Bridge Replacement	315,000	-	-	-	-	315,000
	Emergency Bridge Fund	1,186,620	1,186,620	1,186,620	1,186,620	1,186,620	5,933,100
	Emergency Drainage Repairs- High Priority	500,000	-	-	-	-	500,000
	Emergency Generators	-	-	520,000	300,000	-	820,000
	Emergency Repairs and Equipment Replacement	50,000	-	-	-	-	50,000
	Emergency Responder Driving Simulators	230,000	-	-	-	-	230,000
	Energy Efficiency Retrofits	273,492	273,492	273,492	273,492	273,492	1,367,460
	Facilities Maintenance - Fire	25,000	-	-	-	-	25,000
	Facilities Maintenance - General City Facilities	250,000	500,000	500,000	500,000	500,000	2,250,000
	Fire Burn Props	-	-	-	-	150,000	150,000
	Fixed Route Bus System - Vehicle Replacement	627,000	-	-	-	150,000	777,000
	Gas Chromatograph/Mass Spectrometer	108,000	-	-	-	-	108,000
	High Priority CIP Projects (TBD)	19,793,202	-	-	-	-	19,793,202
	High Priority IT Projects	450,000	450,000	450,000	450,000	-	1,800,000
	High Priority Projects and Facility Needs	500,000	-	-	-	-	500,000
	Infrastructure Damage Repair	80,000	80,000	80,000	80,000	80,000	400,000
	Intersection Improvements- Citywide	823,940	823,940	823,940	823,940	823,940	4,119,700
	Las Vegas & Royer UPRR Crossing Relocation	750,000	-	-	-	-	750,000
	LED Light Replacement	225,000	-	-	-	-	225,000
	Manitou Incline Mitigation Project	512,208	-	-	-	-	512,208
	Midland Trail - Columbia to Ridge Improvements and Right-of-Way	230,000	-	-	-	-	230,000
	Museum Exterior Renovation	299,550	-	-	-	-	299,550
	Museum HVAC Upgrades	200,000	-	-	-	-	200,000
	National Integrated Ballistic Information Network	162,000	-	-	-	-	162,000
	North Nevada Corridor - Fillmore to Austin Bluffs	2,113,171	-	-	-	-	2,113,171
	Old Ranch Road Improvements	1,433,000	-	-	-	-	1,433,000
	On-Street Bikeway Improvements	411,970	411,970	411,970	411,970	411,970	2,059,850
Open Space Acquisition	50,000	-	-	-	-	50,000	
Open Space Stewardship for TOPS Open Space Properties	249,000	-	-	-	-	249,000	

Five-Year ALL FUNDS CIP Plan Detail

		2015	2016	2017	2018	2019	Total
Five-Year All Funds CIP Plan	Outdoor Sculpture Preservation	15,000	-	-	-	-	15,000
	Park ADA Improvements	150,000	-	-	-	-	150,000
	Park Facility Roof Replacements	100,000	-	-	-	-	100,000
	Parking System Maintenance	120,000	110,000	110,000	110,000	110,000	560,000
	Pedestrian Improvements-Citywide	686,620	686,620	686,620	686,620	686,620	3,433,100
	Pedestrian Improvements-School and Neighborhood	411,970	411,970	411,970	411,970	411,970	2,059,850
	Pedestrian/Transit Accessibility Grants	1,296,468	389,390	874,666	146,215	-	2,706,739
	Pikes Peak Greenway Corridor Improvements	1,100,000	-	-	-	-	1,100,000
	Platte Avenue Bridge over Sand Creek	-	1,767,182	2,542,648	1,913,736	-	6,223,566
	Playground Renovations	280,000	-	-	-	-	280,000
	Police Driver Testing Course	-	-	-	-	400,000	400,000
	POC 4th Floor Paint and Carpet	-	-	160,000	-	-	160,000
	Powers Blvd. - Platte Ave to Fountain Blvd	4,550,000	-	-	-	-	4,550,000
	Radio Infrastructure (City Share)	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
	Red Rock Canyon Landfill Monitoring	75,000	75,000	75,000	80,000	80,000	385,000
	Red Rock Canyon Management Plan Implementation	250,000	-	-	-	-	250,000
	Red Rock Canyon Purchase Pymnt.	1,005,817	1,122,375	1,123,825	1,128,750	-	4,380,767
	Roadway Safety and Traffic Operations	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
	Rock Island Trail - Pikes Peak Greenway to Templeton Gap	640,000	-	-	-	-	640,000
	Rock Island Trail - Sand Creek Constitution, Phase 2	645,735	-	-	-	-	645,735
	Sand Creek Substation Replacement/Renovation	500,000	3,000,000	-	-	-	3,500,000
	Sertich Ice Rink Chill Tower	21,000	-	-	-	-	21,000
	Shooks Run Bridge Corridor Study and Preliminary Design	1,750,000	-	-	-	-	1,750,000
	Sidewalk/Bus Stop Program on Existing Routes	200,000	200,000	200,000	200,000	200,000	1,000,000
	Sinton Pond Management Plan	10,500	-	-	-	-	10,500
	Skyview Softball Complex Pymnt.	100,000	100,000	100,000	100,000	-	400,000
	Station 1 Remodel	-	-	-	150,000	1,850,000	2,000,000
	Station 3 Renovation	-	-	-	-	1,614,375	1,614,375
	Station 7 Renovation	-	-	-	-	1,127,500	1,127,500
	Station Bathroom Remodels	-	-	-	-	517,625	517,625
Stratton Open Space Management Plan	15,000	-	-	-	-	15,000	

Five-Year ALL FUNDS CIP Plan Detail

		2015	2016	2017	2018	2019	Total
Five-Year All Funds CIP Plan	Street Pavement Improvements - Academy/Palmer Park to Bijou	947,000	-	-	-	-	947,000
	Street Pavement Improvements - Priority Corridors	906,612	1,500,941	3,448,494	1,901,809	1,694,127	9,451,983
	Summit House Design	1,500,000	500,000	8,000,000	8,000,000		18,000,000
	Ticket Vending Machines	-	-	166,000	167,000	167,000	500,000
	Traffic Sign Federal Mandates	200,000	-	-	-	-	200,000
	Traffic Signal System Upgrades - PPRTA	1,521,103	1,521,103	1,521,103	1,521,103	1,521,103	7,605,515
	Traffic Signal Upgrades - Grant	579,541	789,480	789,480	789,480	-	2,947,981
	Training Tower Upgrade/ Replacement	-	-	-	-	200,000	200,000
	University Park Open Space Management Plan	11,500	-	-	-	-	11,500
	Ute Valley Park Expansion, Phase II	3,808,500	-	-	-	-	3,808,500
	Ute Valley Park Management Plan Implementation and Stewardship	275,000	-	-	-	-	275,000
	Vanpool Vehicle Replacement	107,000	-	-	-	-	107,000
	Venezia Community Park	7,350,000	2,450,000	-	-	-	9,800,000
	Verde Dr over Spring Creek Bridge Replacement	405,000	-	-	-	-	405,000
	Water Footprint Reduction	400,000	-	-	-	-	400,000
	W. Colorado Avenue Reconstruction- 31st Street to U.S. Hwy. 24	1,000,000	-	-	-	-	1,000,000
	W. Uintah Corridor Improvements	617,286	1,782,714	-	-	-	2,400,000
	Woodmen Road Corridor - Union Continuous Flow	7,500,000	-	-	-	-	7,500,000
	Total by Year	\$101,022,071	\$26,313,087	\$31,876,062	\$32,229,150	\$18,890,414	\$210,330,784

General Fund 5-Year CIP Prioritization Process

In 2013, the CIP Committee consisting of community leaders, city staff and council members conducted a 5-year CIP prioritization process with the following results:

1. Developed project rating criteria based on two tiers of criteria:
 - Tier 1 Criteria included safety, service level and legal mandates
 - Tier 2 Criteria included linkage to other CIP projects, Economic Opportunity Zones or City approved plans (e.g., Strategic Plan or Comprehensive Plan), and financial commitments for funding from Non-General Fund sources
2. Made recommendations for an achievable 5-year CIP plan using a constrained budget model of \$35 million per year.
3. Made recommendations for funding backlogs of capital improvements and capital infrastructure needs; vehicles, radios, cardiac monitors (rolling stock); and maintenance of City facilities and infrastructure.
4. Made policy recommendations that included: increase focus on lifecycle costs, the City's warranty requirement, and funding to maintain the City's infrastructure; review and update the Vehicle Replacement Policy; and create an annual City facilities maintenance fund.

Based on the results and recommendations of the CIP Committee, the following strategies were incorporated into the City's 2014 Five-Year Strategic Plan:

- Develop a five-year CIP program on a biennial basis
- Develop funding strategies to address the backlog of needs
- Develop a plan to address ongoing and deferred maintenance
- Reassess use of City facilities/space to maximize utilization
- Enhance infrastructure development standards to provide a high return on investment
- Renovate or develop infrastructure, roads and buildings, with a low-impact, low-energy approach to reduce long-term maintenance and operating costs

In 2014, 5-Year CIP Plan was updated after reviewing the projects with multi-year funding that were in the 2014-2018 plan and evaluating new project requests for funding in years of 2015-2019.

Pikes Peak Rural Transportation Authority (PPRTA)

The 2015 budgets for PPRTA maintenance, capital projects and transit are listed below. This is presented for informational purposes only as the City Council does not appropriate PPRTA funds.

Project Name	Capital	Maintenance	Operating
City Engineering			
Centennial Blvd. Ext. Fillmore to Fontanero	\$1,911,500		
Centennial St. GOG to Fillmore	4,033,000		
Emergency Bridge Fund	1,186,620		
Las Vegas & Royer UPRR Crossing Relocation	750,000		
Pedestrian Improvements	686,620		
PPRTA Bridge Repair and Maintenance		1,500,000	
PPRTA Capital Project Maintenance		186,416	
School and Neighborhood Pedestrian Improvements	411,970		
Shooks Run Bridge Corridor Study and Preliminary Design	1,750,000		
W. Colorado Ave. Reconstruction	1,000,000		
Woodmen Road Imps: Union Cont Flow	7,500,000		
Subtotal - City Engineering	\$19,229,710	\$1,686,416	\$0
Parks, Recreation and Cultural Services			
Pikes Peak Greenway	\$1,100,000		
Subtotal - Parks, Recreation and Cultural Services	\$1,100,000	\$0	\$0
Streets			
Companion Drainage Projects	\$411,970		
PPRTA Chip Seal		1,500,000	
PPRTA Cost Sharing Program		100,000	
PPRTA Crack Seal		1,000,000	
PPRTA Maintenance Paving		2,000,000	
PPRTA On-Call Concrete Program		1,000,000	
PPRTA Pavement /Mill Overlay		4,500,000	
PPRTA Pothole/Digout		750,000	
PPRTA Pre-Overlay Concrete		3,000,000	
PPRTA Project Support		450,000	
PPRTA Trip Hazard Mitigation		100,000	
Subtotal - Streets	\$411,970	\$14,400,000	\$0

Pikes Peak Rural Transportation Authority (PPRTA)

Project Name	Capital	Maintenance	Operating
Traffic Engineering			
Congestion and Incident Management	\$411,970		
Intersection Improvements	823,940		
Old Ranch Road Improvements	1,433,000		
On-Street Bikeway Improvements	411,970		
PPRTA Guardrail Maintenance		150,000	
PPRTA Hazard Elimination/Safety Improvements		610,831	
PPRTA Signs and Markings		1,586,350	
PPRTA Traffic Count Program		90,000	
PPRTA Traffic Signal Maintenance		790,350	
Roadway Safety & Traffic Operations	1,000,000		
Traffic Signal System Upgrades	1,521,103		
Subtotal - Traffic Engineering	\$5,601,983	\$3,227,531	\$0
Transit			
ADA-Paratransit Bus System Vehicle Replacement	\$187,000		
Fixed Route Bus System Vehicle Replacement	627,000		
Sidewalk/Bus Stop Program on Existing Routes	200,000		
Vanpool Vehicle Replacement	107,000		
On-Street Bikeway Improvements			
PPRTA ADA Paratransit Service			4,342,813
PPRTA Contracts and Temporary Personnel			500,000
PPRTA Fixed-Route Service			7,500,950
PPRTA Fuel (ADA Paratransit)			1,041,250
PPRTA Fuel (Fixed-Route)			1,917,493
PPRTA Specialized Transportation Services			375,199
PPRTA Transit Grant Match			8,156,600
Subtotal - Transit *	\$1,121,000	\$0	\$23,834,305
Total 2015 PPRTA	\$27,464,663	\$19,360,776	\$23,834,305

* Total PPRTA Transit Operating funds includes 2015 tax and fare revenues of \$11.3M. This does not include 2014 carryover of \$6.2M in Planned Operating Reserve and \$6.3M in grant match for obligated projects.

Restricted Funds Descriptions

This includes revenue from a number of sources, as described below:

Bicycle Tax: The City's \$4 excise tax on new bikes began in 1988 and the revenue goes toward bikeway improvements as recommended in the City's Bicycle Plan.

Conservation Trust Fund (CTF): This is lottery revenue distributed through the Colorado Conservation Trust Program. These funds must be spent on park-related development, renovation and maintenance.

Enterprise Funds: This is a general category of funds that includes allocations for CIP projects from various City-owned Enterprises. The source of funds comes from revenue earned during the course of conducting business. It includes the Airport, Parking, and Pikes Peak – America's Mountain.

Grant Funds: The City will receive approximately \$30.5 million in grant funds for capital projects in 2015. Below are a few of the categories for capital-related grant funding.



Airport Grant Funds: This funding comes from the Airport Improvement Program (AIP) Grant funded by the federal government, as well as the Colorado Discretionary Aviation Grant.

Community Development Block Grant (CDBG): This funding is allocated by the federal government based on census records of the recipient municipality's population and must adhere to strict federal guidelines. The City's share of the funding must go toward identified Neighborhood Strategy Areas and are spent on public improvements in residential neighborhoods such as sidewalks, curbs, gutter, and pedestrian ramps. These funds cannot go toward the maintenance of existing facilities.

The Safe, Accountable, Flexible, Efficient Transportation Equity Act-Legacy for Users (SAFETEA-LU): These are funds that stem from the federal gas tax revenue, which are administered by the Pikes Peak Area Council of Governments (PPACG). The City competes regionally for federal grants for Transportation Enhancement (TE) projects, Congestion Mitigation and Air Quality (CMAQ) projects, and Surface Transportation (STP) projects. In general, the City receives funding annually in varying amounts according to the Transportation Improvement Program (TIP).

Funding Advancement for Surface Transportation & Economic Recovery (FASTER): These are state funds that stem primarily from daily car rental fees and weight based vehicle registration fee increases. The state allocates funding annually for state and local road and bridge safety projects and provides grants to local governments for Transit and Rail projects.

Other Funds: This is a general category that includes various sources of funding. For any given project, the funds listed here do not easily fall into another category. Examples include energy savings, concession/player fee funding, CTF and TOPS operating, gift trust funds, and donations.

Pikes Peak Rural Transportation Authority (PPRTA): These funds stem from a 1.0% sales and use tax dedicated to transportation-related improvements in the region. It allocates funding such that 10% of the sales tax revenue goes toward the City's transit program, 35% is for maintenance of the transportation system, and 55% goes to capital projects, which is the only portion of the tax with a scheduled sunset date of 2014. In 2013, the PPRTA Extension was passed by the voters to fund new capital projects through 2025. The PPRTA is an authority comprised of the City of Colorado Springs, El Paso County, the City of Manitou Springs, the Town of Ramah, and the Town of Green Mountain Falls.



Public Safety Sales Tax (PSST): The PSST was approved by voters in the November 2001 El Paso County coordinated election. This 0.4% portion of the increase in the City's Sales and Use Tax is dedicated to funding 20 public safety projects and related operational needs.



Trails, Open Space, and Parks (TOPS): This program uses revenue from a 0.1% sales and use tax, approved by voters in 1997. It was slated to expire in 2009, until an extension was approved by voters in 2003 and will expire in 2025. Over the life of the funds, a minimum of 60% must go toward open space; a maximum of 20% goes toward parks, and another maximum of 20% toward trails. This percentage split may vary from year to year.

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Budget Development

Development of the annual City Budget is an ongoing process. However, the actual formulation of the budget is a year-long process that ends in December with the final review and formal adoption of the Budget.

Overview of Budget Process

Planning Process

The Mayor establishes budget guidelines, which the Budget Office uses to guide departments for their 2015 Budget proposal. For 2014, at the Mayor's direction, staff implemented priority based budgeting process requiring departments to scrutinize their budgets and prioritize their needs based on completing Breakthrough Strategies in line with the Strategic Plan – this process was continued in 2015.

Department and Division Budget Submittals

During this phase, formal instructions and guidelines are issued to departments and divisions to prepare budget requests. The Budget Office meets with department/division managers to discuss guidelines and instructions as well as emerging budget issues. Using the guidelines, divisions and the Budget Office together prepared budgets for the Mayor's Executive Team budget review sessions.

Formulation of Mayor's Recommended Budget

The Executive Team conducts budget review meetings with each department to review the budget submittals from each area of the City. At these sessions, discussions occur regarding services provided and resources needed to complete Breakthrough Strategies. For 2015, The Mayor's Executive Team, the Chief Financial Officer, and the Budget Manager sat on the Budget Review Committee. At the budget review meetings, Division Managers had the opportunity to discuss their proposed budgets. After preliminary adjustments of revenue and expenditure estimates, the Budget Review Committee balanced the budget. The Budget Office then prepared the preliminary budget document.

City Council Review

The Mayor's Budget is transmitted to City Council on the first Monday in October. A series of City Council budget work sessions are then conducted which are open to all citizens.

Public Hearing and E-Town Hall

The City holds one enhanced public input session annually. This session is a formal public hearing E-Town Hall meeting, which is typically held in mid to late October, and is televised on Cable Channel 18 as well as simulcast on the internet at www.ColoradoSprings.gov. The E-Town Hall meeting gives citizens an additional opportunity to provide input on budget development. Citizens can submit comments and questions in person, by e-mail or telephone. All input is transmitted to City Council.

City Council Markup

The City Council makes recommendation of final resource allocation at a budget balancing session (referred to as a City Council Budget Markup Session) normally held in early November.

Final Review and Adoption of Budget and Annual Tax Levy

The City Council formally adopts the budget and sets the annual tax levy through the approval of appropriation ordinances. Adoption of these ordinances takes two readings. The Charter 3-70(e) allows the Mayor to line item veto within five days of receiving the final ordinance passed by City Council. If six (6) Council members vote to override the Mayor's veto, the ordinance shall become a finally adopted ordinance. The Council also sets the mill levy through a resolution that must be approved by December 13 and sent to El Paso County. By Colorado Revised Statute and in accordance with the City Charter, the budget must be adopted by December 31.

Major Phases

February - April

Planning

- 
1. Mayor updates Strategic Plan.
 2. Budget Team meets weekly to resolve issues and prepare budget outlook.
 3. Budget Office presents financial outlook and key fiscal issues for upcoming year.

May - June

Department & Division Budget Requests

- 
1. In conjunction with the Budget Office, departments and divisions prepare budget proposals.
 2. Budget Office and departments together prepare summaries and recommendations for Executive Team's budget review sessions with departments.

July - September

Formulation of the Mayor's Budget

- 
1. Executive Team conducts budget review sessions with each business unit to review budget submittals of the departments and divisions.
 2. Final adjustments in revenue and expenditure estimates prepared
 3. Mayor balances budget.
 4. Budget Office prepares Budget document.

October - November

Review, Public Input and Budget Markup

- 
1. City Council reviews recommended Budget.
 2. City Council holds budget work sessions.
 3. Public Hearing/E-Town Hall held on Budget.
 4. City Council makes allocation and policy decisions at final budget markup session.

November - December

Final Review and Adoption

1. First reading of appropriation ordinances held adopting Budget and setting the annual tax levy.
2. City Council sets mill levy.
3. Second reading of appropriation ordinances held adopting Budget and setting the annual tax levy.
4. Budget Office produces final Budget document.

2015 Budget Calendar

APRIL	
April 1-30	2015 Budget meetings with Division Managers/Analysts
April 21	2013 Financial Update and 2015 Budget Forecast to Council
MAY	
May 1-30	Budget Office working with Departments on Budgets
May 9	Proposed Breakthrough Strategies to Mayor Bach
JULY	
July 7-18	Executive Team meets with departments to review budget proposals
AUGUST	
August 1	2015 budget balancing
August 27	Mayor and Executive Team budget meetings begin
SEPTEMBER	
September 1-30	Preparation of 2015 Budget
OCTOBER	
October 6	Mayor distributes recommended 2015 Budget
October 20-21	City Council Budget Work Session
October 23	Formal Public Hearing/E-Town Hall on 2015 Budget
October 27	Council Work Session – Introduction of Ordinance for 2015 Mill Levy Certification – Introduction of Ordinance Adopting 2015 Salary Structure for Civilian and Sworn Municipal Employees
October 30	City Council Budget Markup Session
NOVEMBER	
November 10	Council Regular Meeting – First reading of Ordinance Making City's 2014 Mill Levy – First reading of Ordinance Adopting 2015 Salary Structure for Civilian and Sworn Municipal Employees – First reading of 2015 Budget Appropriation Ordinance
November 25	Council Regular Meeting – Second reading of Ordinance Making City's 2014 Mill Levy – Second reading of Ordinance Adopting 2015 Salary Structure for Civilian and Sworn Municipal Employees – Second reading of 2015 Budget Appropriation Ordinance, 2015 City Budget officially adopted – Resolution Setting City's 2014 Mill Levy (Certification to County) – Resolutions for 2014 Mill Levy Certifications on SIMDs
November 27	Deadline to provide Budget Ordinance to Mayor (within 48 hours of Second Reading)
DECEMBER	
5 days after receipt or December 2	City Charter deadline for Mayor's veto (within 5 days of Mayor's receipt)
December 9	Council vote to determine override of Mayor veto; 2015 City Budget finalized
December 11	Deadline for Mayor to receive Budget
December 15	Deadline for certifying mill levy to County (CRS §39-5-128) and adopting budget (CRS §29-1-108)
December 31	Deadline for appropriating budget (CRS §29-1-108 and City Charter 7-50)

GFOA Distinguished Budget Award Program Requirements

Budget Best Practices		
GFOA Item	GFOA Requirements	City
Table of Contents	The document shall include a table of contents that makes it easier to locate information in the document.	<ul style="list-style-type: none"> * City provides a table of contents * All pages in the document are numbered * The page number references in the budget table of contents agree with the related page numbers in the budget submission
Strategic Goals and Strategies	The document should include a coherent statement of organization-wide, strategic goals and strategies that address long-term concerns and issues.	<ul style="list-style-type: none"> * Non-financial policies/goals are included (Mayor's Letter, Strategic Plan, and General Fund Forecast) * These policies/goals are included with the Budget Message * Other planning processes discussed are in the Capital Improvement Program (CIP) section
Short-term organization factors	The document should describe the entity's short-term factors that influence the decisions made in the development of the budget for the upcoming year.	<ul style="list-style-type: none"> * Short-term factors are addressed (Overview) * The document discusses how short-term factors guided the development of the annual budget (Overview) * A summary of service level changes is presented (Overview)
Priorities and Issues	The document shall include a budget message that articulates priorities and issues for the upcoming year. The message should describe significant changes in priorities from the current year and explain the factors that led to those changes. The message may take one of several forms (e.g., transmittal letter, budget summary section)	<ul style="list-style-type: none"> * The message highlights the principal issues facing the governing body in developing the budget (e.g., policy issues, economic factors, regulatory, and legislative challenges) (Overview) * The message describes the action to be taken to address the issues * The message explains how the priorities for the budget year differ from the priorities of the current year * The message is comprehensive enough to address the entire entity
Budget Overview	The document should provide an overview of significant budgetary items and trends. An overview should be presented within the budget document either in a separate section (e.g., executive summary) or integrated within the transmittal letter or as a separate budget-in-brief document.	<ul style="list-style-type: none"> * An overview is contained in the budget message/transmittal letter, executive summary, and will be included in the annual Budget in Brief document (Overview & All Funds Summary) * Summary information on significant budgetary items and budgetary trends are conveyed in an easy to read format
Organization Chart	The document shall include an organization chart for the entire entity.	<ul style="list-style-type: none"> * An organization chart is supplied for the entire entity
Fund Descriptions and Fund Structure	The document should include and describe all funds that are subject to appropriation.	<ul style="list-style-type: none"> * A narrative or graphic overview of the entity's budgetary fund structures included in the document * The document indicates which funds are appropriated * The document includes a description of each individual major fund included within the document

Budget Best Practices		
GFOA Item	GFOA Requirements	City
Department/ Fund Relationship	The document should provide narrative, tables, schedules, or matrices to show the relationship between functional units, major funds, and non-major funds in the aggregate.	* The relationship between the entity's functional unit, major funds, and non-major funds is explained or illustrated in several sections and in the departmental narratives
Basis of Budgeting	The document shall explain the basis of budgeting for all funds, whether cash, modified accrual, or some other statutory basis.	* The basis of budgeting is defined in the Appendix * The basis of budgeting is the same as the basis of accounting and is clearly stated in the All Funds Summary
Financial Policies	The document should include a coherent statement of entity-wide long-term financial policies.	* There is a summary of financial policies and goals stated in the Appendix * The financial policies include the City's definition of balanced budget and are all presented in one place
Budget Process	The document shall describe the process for preparing, reviewing, and adopting the budget for the coming fiscal year. It also should describe the procedures for amending the budget after adoption.	* A description of the process used to develop, review, and adopt the budget is included in the Appendix * A budget calendar provided to supplement (not replace) the narrative information on the budget process is provided in the Appendix * A discussion of how the budget is amended provided in the budget document available to the public (Appendix)
Consolidated Financial Schedule	The document shall present a summary of major revenues and expenditures, as well as other financing sources and uses, to provide an overview of the total resources budgeted by the organization.	* The document includes an overview of revenues and other financing sources and expenditures and other financing uses of all appropriated funds * Revenues and other financing sources and expenditures and other financing uses presented together in separate but adjacent/sequential schedules * Revenues are presented by major type in this schedule * Expenditures presented by function, organizational unit is presented in this schedule
Three/(four) Year Consolidated and Fund Financial Schedules	The document must include summaries of revenue and other financing sources, and of expenditures and other financing uses for the prior year actual, the current year budget and/or estimated current year actual, and the proposed budget year.	* For the annual budget, the revenue and other financing sources and expenditures and other uses for the prior year, the current year, and the budget year are presented together on schedules presented on adjacent pages (Overview) * The information is presented for the appropriate funds in total (All Funds Summary and Appendix) This information is also presented for each major fund and for other funds in the aggregate (All Funds Summary)

Budget Best Practices		
GFOA Item	GFOA Requirements	City
Fund Balance	The document shall include projected changes in fund balances, as defined by the entity in the document, for appropriated governmental funds included in the budget presentation.	<ul style="list-style-type: none"> * The document includes the entity's definition of "fund balance" (Appendix) * The fund balance information presented for the budget year (All Funds Summary) * There is a schedule showing (1) beginning fund balances, (2) increases and decreases in total fund balances (reported separately), and (3) ending fund balances for appropriated funds (All Funds Summary) * This information is presented at a minimum for each major fund and for non-major funds in the aggregate (All Funds Summary) * Fund balances of any major or non-major funds in the aggregate that are anticipated to increase or decline by more than 10% is shown (All Funds Summary)
Revenues	The document shall describe major revenue sources, explain the underlying assumptions for the revenue estimates, and discuss significant revenue trends.	<ul style="list-style-type: none"> * Individual revenue sources are described (Overview and All Funds Summary) * The revenue sources used to estimate revenue for the budget year described represents at least 75% of total revenue of appropriated funds * The methods used to estimate revenues for the budget year described are shown in Overview section * Revenues are projected based on trend information, and both those trends and the underlying assumptions are adequately described
Long-Range Financial Plans	The document should explain long-range financial plans and its affect upon the budget and the budget process.	<ul style="list-style-type: none"> * Long-range financial outlook is included
Capital Expenditures	The document should include budgeted capital expenditures, whether authorized in the operating budget or in a separate capital budget.	<ul style="list-style-type: none"> * The document defines "capital expenditures" (CIP Section) *The document indicates the total dollar amount of capital expenditures for the budget year (CIP Section) * Significant nonrecurring capital expenditures are described along with dollar amounts (CIP Section)
Impact of Capital Investments on Operating Budget	The document should describe if and to what extent significant nonrecurring capital investments will affect the entity's current and future operating budget and the services that the entity provides.	<ul style="list-style-type: none"> * The anticipated operating costs associated with significant nonrecurring capital investments described and quantified * Anticipated savings or revenues expected to result from significant nonrecurring capital investments described and quantified
Debt	The document shall include financial data on current debt obligations, describe the relationship between current debt levels and legal debt limits, and explain the effects of existing debt levels on current operations.	<ul style="list-style-type: none"> * Debt limits are described and the amounts of those debt limits are expressed in terms of total dollars, millage rates or percentage of assessed value (All Funds Summary) * The City clearly states the type of debt (All Funds Summary) * The amount of principal and interest payments for the budget year are shown for each debt issuance (All Funds Summary)

Budget Best Practices		
GFOA Item	GFOA Requirements	City
Position Summary Schedule	A schedule or summary table of personnel or position counts for prior, current and budgeted years shall be provided.	<ul style="list-style-type: none"> * A summary table or position counts is provided for the entire City (Personnel Summary) * The table includes prior year, the current year, and budget year position counts * Changes in staffing levels for the budget year are explained in the narratives
Department Descriptions	The document shall describe activities, services or functions carried out by organizational units.	* The document clearly presents the organizational units and provides a description of each unit (Narratives)
Unit Goals and Objectives	The document should include clearly stated goals and objectives or organizational units.	<ul style="list-style-type: none"> * Unit goals and objectives are identified and goals are clearly linked to overall goals of the City (Breakthrough Strategies - Narratives) The goals and objectives are quantifiable and timeframes are shown
Performance Measures	The document should provide objective measures of the progress toward accomplishing the government's mission as well as goals and objectives for specific units and programs.	<ul style="list-style-type: none"> * Performance data directly related to the stated goals and objectives of the unit (Breakthrough Strategies - Narratives) * Performance measures focus on results and accomplishments rather than inputs (Appendix)
Statistical/ Supplemental Section	The document should include statistical and supplemental data that describe the organization, its community, and population. It should furnish other pertinent background information related to the services provided.	<ul style="list-style-type: none"> * Performance data for individual departments is included in the final document (Appendix) * The statistical information that defines the community is included in the document * Supplemental information on the local economy is included in the document * Other pertinent information on the community is also provided
Glossary	A glossary should be included for any terminology that is not readily understandable to a reasonably informed lay reader.	<ul style="list-style-type: none"> * A glossary that defines technical terms related to finance and accounting, as well as non-financial terms related to the entity, is included in the document * Any acronyms or abbreviations used in the document are defined in the glossary * The glossary is written in a non-technical language
Charts and Graphs	Charts and graphs should be used to highlight financial and statistical information. Narrative interpretation should be provided when the messages conveyed by the graphs are not self-evident.	<ul style="list-style-type: none"> * Graphs and charts are used throughout the document to convey essential information * The graphics supplement the information contained in the narratives
Understandability and Usability	The document should be produced and formatted in such a way as to enhance its understanding by the average reader. It should be attractive, consistent, and oriented to the reader's needs.	<ul style="list-style-type: none"> * Page formatting is consistent, main sections are easily identifiable, and the level of detail is appropriate * The text, tables, and graphs are legible and the budget numbers in the document are accurate and consistent throughout the document

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Financial Policies

The City of Colorado Springs (“the City”) is a Colorado home rule municipality operating under its City Charter. The City functions under the direction of an elected Mayor. The purpose of these policies is to help frame resource allocation decisions and establish objectives, standards, and internal controls for the funds of the City. Financial policies have been adopted and used to frame major policy initiatives.

The following policies are summarized: Budget Policy, Debt Policy, Investment Policy, Reserve Policy, and the Capital Improvements Program Policy. A number of source documents provide the financial policies for the City. The State Constitution and the City Charter provide the basic legal requirements and timelines for policies; while City Council approves ordinances and resolutions that provide more specific direction that responds to the needs of the City.

Section 1 - Financial Management Overview

The City of Colorado Springs (“City”) is a Colorado home rule municipality operating under its City Charter. The City functions under the direction of an elected Mayor and a nine-member City Council.

The following financial policies establish the framework for the City’s overall fiscal planning and management. It is the intent of the City that these policies demonstrate to residents, the credit rating industry, municipal bond investors, auditors, and the State that the City is committed to sound financial management and fiscal integrity. The goals of the City’s financial policies are:

- I. To support sustainable municipal services.
- II. To have a capital improvement program that adequately maintains and enhances the public’s assets over their useful life.
- III. To provide cost-effective services to citizens and visitors.
- IV. To provide financial and other service information to enable citizens to assess the costs and results of City Services.
- V. To follow prudent and professional financial management practices to assure residents of the City of Colorado Springs and the financial community that our City government is well managed and in sound fiscal condition.

This document is intended to be an overview of various financial policies and is not meant to be a detailed procedures source or detailed department specific source. If the material in this document does not answer a specific question, please contact the Finance Department.

Detailed City department policies provide more specific direction on how to achieve identified goals and are the basis for consistent actions that move the community and organization toward sound financial management decisions.

Section 2 - General Financial Policy

I. Fund Accounting

A fund is a separate, self-balancing set of accounts used to account for resources that are segregated for specific purposes in accordance with special regulations, restrictions or limitations.

The separation of the City's activities into funds allows the City to maintain the appropriate (required) controls over expenditures for each activity and to report on specific activities to interested citizens.

Fund Types: All funds are classified into six (6) fund types. These fund types, and the purpose of each are:

- a. General Fund – To account for the administrative, police and fire protection, parks, recreation, community development, infrastructure, and technology functions of the City. Principal sources of revenue consists of property taxes, franchise and occupancy taxes, sales and use taxes, licenses and permits, grants, charges for services, intergovernmental revenue, interest earnings, and operating transfers from other funds. Major expenditures are for personnel costs, materials and supplies, purchased services, capital outlay, and transfers to other funds.
- b. Special Revenue Funds – To account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. One or more specific restricted or committed revenues should comprise a substantial portion of the fund's resources but may also include other restricted, committed, and assigned resources.
- c. Capital Projects Fund – To account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets. Outflows financed by proprietary funds and assets held in trust are excluded.
- d. Debt Service Fund – To account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest.
- e. Enterprise Funds (also called Business or Proprietary Funds) – To account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user determination of revenues earned, expenses incurred, and/or net income as appropriate for capital maintenance, public policy, management control, accountability, or other purposes.
- f. Fiduciary Funds – To account for resources received and held by the City in a fiduciary capacity. Disbursements from these funds are made in accordance with the trust or other agreements or conditions of the trust for the particular source of funds.

II. Accounting and Auditing Policies

The City maintains a system for financial monitoring, control and reporting for all operations, funds and agencies in order to provide effective means to ensure that overall City goals and objectives are met and to instill confidence in the City's partners and investors that the City is well-managed and fiscally sound.

The City maintains its accounting records and reports on its financial condition and results of operations in accordance with state and federal law and regulations and generally accepted accounting principles in

the United States (GAAP), which are set by the Governmental Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB).

Annually, an independent firm of certified public accountants performs a financial and compliance audit of the City's financial statements. Their opinions are included in the City's Comprehensive Annual Financial Report (CAFR) and the Report on Compliance with the Single Audit Act of 1984.

III. Basis of Accounting and Reporting Focus

The term "basis of accounting" refers to when revenues, expenses, expenditures – and the related assets and liabilities – are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made. The following are the basis of accounting available for use by the City:

- a. Cash Basis – Transactions are recognized only when cash is received or disbursed.
- b. Accrual Basis – Transactions are recognized when the economic event occurs, regardless of whether or not cash is received or paid. Proprietary funds, which encompass the enterprise funds, use the accrual basis of accounting. These funds have an income measurement/capital maintenance focus. The accrual basis of accounting is used by private enterprises as well.
- c. Modified Accrual Basis – Expenditure transactions are recognized when incurred. Revenues are recognized when they are both measurable and available to finance the expenditures of the current period. Governmental funds, including general, special revenue, debt service, and capital projects, use the modified accrual basis of accounting. For a revenue to be recognized in a governmental fund, it must be "measurable" (the amount must be known or be reasonably estimated), and it must be "available" to finance the expenditures of the same fiscal period for which the revenue is recorded. "Available," in this case, means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. For purposes of consistency, that time-frame shall be sixty (60) days, which was set for purposes of property tax revenues.

Reporting Focus (Budget vs. GAAP) – This concept is used to refer to the way transactions are recorded and reported for compliance with Colorado Budget Law as opposed to financial statement presentation in conformance with GAAP.

- a. Budget Basis – The City's monthly statement of revenues and expenditures are reported during the fiscal year on what is informally called a "budget basis." The City's transactions are recorded throughout the year in accordance with the financial statement requirements as set forth within the Colorado Revised Statutes. By recording the transactions in general compliance with this law, the revenues and expenditures can be more easily monitored on a monthly basis to ensure compliance with the legal requirements as set forth within the Colorado Revised Statutes.
- b. GAAP – At the end of the fiscal year, adjustments are made to present the financial information in a format that is comparable to that used by other local government units around the country. The standards for this reporting are referred to as "generally accepted accounting principles" (or GAAP basis). The adjustments to convert the City's financial records from "budget basis" to "GAAP basis" are made to ensure that the City's financial statements are fairly and consistently presented in conformance with GAAP.

IV. Internal Control Structure

The City maintains an internal control structure consisting of the following three elements:

- a. Control Environment – an overall attitude and awareness of actions as they influence the City.

- b. Accounting System – an effective accounting system that results in identification and recording of all valid transactions, description on a timely basis of the type of transaction in sufficient detail to permit proper classification of the transaction for reporting purposes, recording of the transaction in the correct time period, and proper presentation of all transactions and related disclosures in the financial statements.
- c. Control Procedures – proper authorization of transactions and activities, adequate segregation of duties, adequate documentation and records, adequate safeguards regarding access and use of assets and records, and independent checks on performance.

Funds are categorized by standard GAAP functional classifications; and the development of new funds, departments, programs, and accounts shall be approved by the Finance Department.

Each fund in the City's budget will have an introductory statement of purpose which shall consist of the intent of the fund, sources of revenue and restricted revenues, if any, and required reserves and justification for such reserves.

V. Financial Monitoring

The Budget Manager is charged with the primary responsibility for monitoring the fiscal implementation of the approved budget. In addition, the Budget Office and Finance Department will work closely with other departments to apprise them of their financial status and of any potential issues that may affect their budgets. The Budget Office and the Finance Department may review fiscal issues affecting any part of the City organization. This activity supports the monitoring role and focuses on the protection of City assets and the legal, efficient, and effective use of City resources. Together the Budget Manager and the Chief Financial Officer will provide City Council with regular reports on the City's finances including a financial report containing budget versus actual revenue and expense information. These reports fulfill a requirement in City Charter §3-140.

Individual departments are responsible for monitoring and managing their resources to ensure that the legal and administrative appropriation to the department is not overspent and that all expenditures and uses of City resources are in conformity with City, state, and federal ordinances, statutes, policies, and regulations.

- a. Legal Appropriation – Each department is responsible for ensuring that expenditures do not exceed the legal appropriation level for their department within each fund, operating and capital expenditures combined.
- b. Revenues – Each department is responsible for monitoring revenues that are collected as a result of programs administered. If a significant change in the estimate for the current or future fiscal year's results, the department must contact the Budget Office to advise of the change.

VI. Audit

The Charter and Code of the City of Colorado Springs, State of Colorado statutes, and federal laws and regulations will be followed wherever they apply to the financial activities of the City. The source of historical financial information about the City will be the central accounting system as operated and maintained by the Finance Department. The source of all current and future budget information, including spending plans, revenues, and expenditures, is the annual budget document.

- a. Internal Audit – The City of Colorado Springs Office of the City Auditor evaluates the adequacy of financial controls, systems, records, and organizational operations. They provide Council,

management and employees objective analysis, appraisals and recommendations for improving systems and activities.

- b. External Audit – In accordance with City Charter §3-160, an annual external audit will be performed by an independent public accounting firm with the subsequent issuance of a financial report and opinion.
- c. Single Audit – Per OMB Circular A-133, all non-federal entities that expend \$500,000 or more in a year on federal awards, either as the grantee or the sub-grantee, shall have a single or program-specific audit conducted for that year in accordance with the provisions of the circular guidance. The single audit encompasses both the entity's financial statements and the federal awards received by the entity; whereas a program-specific audit will audit one federal program and can only be used when the grantee receives grant awards only from one federal program. The City contracts with an external firm to conduct a single audit on an annual basis. The awarding agency may also specify additional audit requirements in the grant award letter or grant guidance.

Section 3 - Budget Policy

I. Overview

The annual budget is an operational plan that provides the Mayor and City Council with the financial information necessary to guide resource allocation to accomplish the goals and objectives of the City. The budget details how municipal services will be provided. The budget, along with the annual appropriation ordinance and any supplemental appropriations, provide the basis for the control of expenditures and set the financial guidelines for the City. The basic legal requirements and budget process are defined by the State Constitution and City Charter.

II. Budget Philosophy

The City is committed to developing a sound financial plan for the operations and capital improvements that meet the City's Strategic Plan goals. The City provides a wide variety of services to residents and visitors. It is the responsibility of the City Council to adopt a budget and the Mayor's responsibility to manage the available resources to best meet the service needs for the overall good of the community. To achieve this, the City:

- a. Utilizes conservative growth and revenue forecasts;
- b. Prepares plans for operations and capital improvements;
- c. Allows staff to manage the operating and capital budgets, with City Council approving the allocations for both;
- d. Adopts financial policies;
- d. Establishes budgets for all funds based on adopted policies;
- e. Appropriates the budget in accordance with the City Charter and State Constitution; and
- f. Develops a budget that minimizes adverse impacts to the community.

III. Budget Preparation Process

The City identifies important community outcomes and develops a financial and service delivery plan to achieve those outcomes. City Council allocates funding based on current priorities and results, and does not simply increase the prior year's budget. Each year, the Budget Office prepares a forecast for the following year's budget. In May, the Budget Office prepares a budget manual with the Mayor's budget objectives and guidelines for developing the following year's budget for the departments use. In June and July, departments develop revenue and expense projections for the following year and submit them to the Budget Office. In July, departments present their budget to the Budget Review Committee for review and analysis. Not later than the first Monday in October, the Mayor submits a preliminary budget to City Council for review. In October, the citizens of Colorado Springs provide their feedback on the proposed budget and City Council holds work sessions on each department's proposed budget. In November, City Council may amend the Mayor's proposed budget. In December, City Council approves the budget and appropriations ordinances. The Mayor may then veto specific lines of the budget. The City Council can override the Mayor's vetoes with six votes. By December 31st City Council must adopt the following year's budget.

IV. State Statutory Requirements

The State Statute indicates that no later than October 15 of each year, the budget shall be submitted to the governing body. As a result, the Mayor presents the recommended budget for the ensuing fiscal year to City Council no later than October 15 of each year.

V. Colorado Springs City Charter Requirements

- a. Budget Fiscal Year – Colorado Springs City Charter §7-10.

The fiscal year of the City shall commence on the first day of January and end on the last day of December of each year." (1909; 1977)

- b. Mayor's Powers and Duties – Colorado Springs City Charter §3-70 (e).

Every ordinance finally passed by the Council shall be presented to the Mayor within forty-eight hours thereafter for final adoption. If the Mayor approves such ordinance, he or she shall finally adopt it by signing it within five days after receiving it. If the Mayor disapproves, the ordinance shall be returned to the Council within five days with the Mayor's objections in writing. If then six (6) of the members vote to pass the same over the Mayor's veto, it shall become a finally adopted ordinance, notwithstanding the objections of the Mayor. If the Mayor does not return the ordinance with written objections within the time specified, it shall become finally adopted as if the Mayor had approved it. (2010)

(1) In any ordinance appropriating funds, the Mayor may disapprove specific line items without disapproving the entire ordinance. After disapproval of specific line items, the ordinance shall be returned to Council to complete the over-ride process as outlined above as to each line item vetoed. (2010)

(2) Notwithstanding the foregoing subsections, the Mayor shall not have power to disapprove by veto the following listed types of ordinances, this limitation applying only to the following specifically identified ordinances: an ordinance accomplishing any quasi-judicial act; an ordinance approving bonds to be issued by any City enterprise; an ordinance pertaining to Article VI, "Utilities," of this Charter; an ordinance submitting a Charter amendment to a vote of the qualified electors; or an ordinance proposing a Charter convention. (2010)

c. Specific Powers and Duties of the Mayor – Colorado Springs City Charter §4-40 (i).

(i) On or before the first Monday in October in each year, the Mayor shall furnish to the Council estimates in writing of the probable expenses to be incurred in the several departments of the City for the ensuing fiscal year, specifying in detail probable expenditures, including a statement of the salaries of all administrative officers and employees, and certify the amount of money to be raised by taxation during the ensuing fiscal year to make payment of interest, sinking fund, and principal of bonded indebtedness and also the estimated amount of revenue from all sources other than tax levy. At the same time or on such later date in each year as shall be fixed by the Council, the Mayor shall prepare and present to the Council the annual budget for the ensuing fiscal year, which shall include interest and sinking fund on the bonded debt. The budget so prepared shall be in such detail as to the aggregate sum and the items thereof allowed to each department, office, board, or commission as the Mayor may deem advisable except such as are fixed by law. (2010)

d. City Council Duties - Strategic Plan – Colorado Springs City Charter §3-10(c).

To provide for the future of the City, Council shall maintain a strategic plan which prioritizes goals for the City Council and establishes measurable outcomes. The plan process shall consider public input. Council shall provide the plan and goals to the Mayor for consideration in the development of the municipal administrative budget. (1909; 1920; 1977; 1993; 2005; 2010)

e. Budget Process – Colorado Springs City Charter §7-30.

The City Council shall, upon receipt of the budget, adopt the budget with or without amendment. In amending the budget, the City Council may add or increase programs or amounts and may delete or decrease any programs or amounts, except amounts required by law or for debt service on general obligation bonds or for estimated cash deficit provided, however, that no amendment to the budget shall increase the authorized expenditures to an amount greater than the total of estimated income. (1909; 1977)

In adopting the budget, the City Council shall also estimate and declare the amount of money necessary to be raised by tax levy. The estimate shall take into account the amounts available from other sources to meet the expenses of the City for the ensuing fiscal year. The budget and estimate as finally adopted shall be signed by the Mayor and City Clerk and filed with the Chief Financial Officer. (1909; 1977) (Ed. note: Formerly section 41)

The budget shall include all stipends and other expenses of City Council and the salary of the Mayor and the budget shall declare the amount of money necessary to fund the budget. Subject to any pre-existing bond covenants, the City Council's budget shall be apportioned among the City's general fund, its Utilities funds and its health system fund as a reflection of City Council's direct responsibilities for all municipal and Utilities matters as well as City Council's general supervision and control of health system matters based upon such reasonable allocation methodology as City Council may determine. (2005; 2010)

A public hearing is held on the fourth Thursday in October of each fiscal year to allow public comment upon the proposed budget.

f. Appropriations – Colorado Springs City Charter §7-50.

Upon the basis of the budget as adopted and filed, the several sums shall forthwith be appropriated by ordinance to the several purposes therein named for the ensuing fiscal year. Said ordinance shall be adopted not later than the thirty-first day of December in each year, and shall be entitled "The Annual Appropriation Ordinance." (1909; 1977) (Ed. note: Formerly Section 43)

VI. Colorado Springs City Code Requirements

City Code §1.5 Financial Management Procedures details required financial management procedures. This section defines appropriation, budget, department, and special fund. It outlines procedures for the creation of accounts, amendments to the appropriation and tax levy ordinance, transfers of funds within departments or special funds, transfers of funds between departments or special funds, transfer of funds from contingency account, special projects abandonment or partial abandonment, special projects transfer of funds, special projects non-lapse of appropriations, and filing of inventories.

All appropriations not spent or encumbered at the end of the fiscal year lapse into the fund balance applicable to the specific fund, except for:

- a. Capital Projects – appropriations for capital projects, which do not lapse until the project is completed and/or closed out;
- b. Grant Funds – appropriations for federal or state grants, which do not lapse until the expiration of the grant.

The annual operating budget will normally provide for adequate funding of City retirement systems, adequate maintenance and/or replacement of capital plant and equipment, and adequate maintenance of an insurance fund, providing for self-insurance or using other acceptable insurance methods. If adequate funding cannot be budgeted, these differences shall be disclosed.

The budget includes appropriations for debt service payments and reserve requirements for all outstanding debt and for debt anticipated to be issued within the ensuing budget year.

Section 4 - Debt Policy

I. Overview

The City recognizes the primary purpose of facilities is to support provision of services to its residents. The City must balance debt financing and "pay-as-you-go" methods to meet the capital needs of the community. The City realizes failure to meet the demands of growth may inhibit its continued economic viability but also realizes too much debt has detrimental effects. Historically, the City's total bonded indebtedness as a percentage of total general obligation debt limits has been minimal. As of 2013, the City has no general obligation debt.

The City uses lease purchase financing for several purposes, which include the acquisition of real property and the replacement of equipment and vehicles. Lease purchases decrease the impact of the cost to a department by spreading the costs over several years, and are subject to annual appropriation by City Council.

II. Colorado Springs City Charter Requirements Debt Limitations – Colorado Springs City Charter §7-80.

- a. No bonds or other evidences of indebtedness, payable in whole or in part from the proceeds of ad valorem property taxes or to which the full faith and credit of the City are pledged in writing or otherwise shall be issued, except in pursuance of an ordinance authorizing the same, and unless the question of the issuance of the bonds shall at any special or general municipal election be submitted to a vote of the qualified electors of the City and approved by a majority of those voting on the question. However, City Council pursuant to ordinance and without election may:
 - Issue local improvement district bonds;

- Borrow money or issue bonds for the purpose of acquiring, constructing, extending or improving water, electric, gas, sewer, or other public utilities or income-producing projects provided, further, that said borrowing shall be repaid and said bonds shall be made payable solely out of the net revenue derived from the operation of the utility, utilities, or other income-producing projects, or any or all thereof. Net revenue shall mean gross revenue less all operation and maintenance expenses of the project for which the money has been borrowed or bonds issued.

- b. The City shall not become indebted for any purpose or in any manner to an amount which, including existing indebtedness, shall exceed 10% of the assessed valuation of the taxable property within the City as shown by the last preceding assessment for City purposes provided; however, that in determining the amount of indebtedness, there shall not be included within the computation of indebtedness local improvement district bonds, revenue bonds, or general obligation bonds or other evidences of indebtedness issued for the acquisition, construction, extension, or improvement of water facilities or supplies, or both. (1909; 1922; 1951; 1965; 1977) (Ed. note: Formerly section 47)

III. Security and Exchange Commission (SEC) Rule 15c2-12 "Municipal Securities Disclosure" Requirements

As a means reasonably designed to prevent fraudulent, deceptive, or manipulative acts or practices, it shall be unlawful for any participating underwriter (broker, dealer, or municipal securities dealer) to act as an underwriter in a primary offering of municipal securities with an aggregate principal amount of \$1 million or more unless the participating underwriter complies with SEC Rule 15c2-12 requirements or is exempted from the provisions of the Rule.

The City is committed to providing timely and consistent dissemination of financial information with SEC regulatory requirements. It is imperative that disclosure be accomplished in a timely fashion in accordance SEC required SEC Rule 15c2-12 compliance and the City's Disclosure Dissemination Agent Agreement (DDAA).

This disclosure policy confirms the City's commitment to fair disclosure. Its goal is to develop and maintain guidelines for presenting related financial reports and events to interested third parties, financial institutions and the general public.

This policy covers all City employees and elected officials of the City. It covers disclosure documents filed with the SEC, statements made in the City's CAFR, and any unaudited interim reports.

IV. Establishment of a Disclosure Working Group

Through authority of the Finance Department of the City, the City has authorized the establishment of a Disclosure Working Group (DWG) consisting of the Chief Financial Officer, Mayor and City Attorney. As a Group, the DWG will decide when material developments justify release and meet as conditions dictate.

The role of the DWG is to systematically review filings, reports and other public statements to determine whether any updating or correcting of information is appropriate. The DWG will review and update, if necessary, the disclosure policy on an annual basis. The DWG will react quickly to negative developments and events that affect the City and notify SEC, when appropriate.

The City's primary spokesperson related to Audited Financial Statements, other financial reports, and events is the Chief Financial Officer. The Mayor and City Attorney are designated alternative spokespersons and will be fully apprised of City's financial developments. Others within the City or its agencies may, from time to time, be designated by the Chief Financial Officer as spokespersons on behalf of the City and respond to specific inquiries. It is essential that the DWG be fully apprised of all material

developments of the City in order to evaluate, discuss those events and determine the appropriateness and timing for release.

The City or its designated agent must provide continuing disclosure documents and related information to the Municipal Securities Rulemaking Board's EMMA (a regulator) website at <http://dataport.emma.msrb.org>.

Section 5 – Cash Management Policy

I. Scope

The City recognizes that effective cash management is an integral component of sound financial management. Therefore it is the policy of the City that funds deemed idle, based on projected cash flow, shall be invested in a manner that seeks to maximize their productivity until such time as they are needed for the operation of the City. (Refer to Section 6 – Investment Policy)

II. Cash Deposits and Receipts

- a. Departments collecting cash receipts, whether in cash or other forms of payment, must turn in such receipts to the Finance Department on a daily basis together with records required to verify accuracy of such collections.
- b. Departments authorized to make deposits should promptly submit bank deposit receipts and daily cash reports to the Finance Department to verify the accuracy of collections.
- c. The Finance Department will set forth general cash handling procedures to be followed for all City departments. Departments may have more restrictive policies but will not have less restrictive policies as set forth from the Finance Department.

Section 6 - Investments

I. Investment Policy – Operating and Reserve Accounts

Existing Colorado State Statutes provide home rule municipalities with legal authority to promulgate and implement local standards for cash and investment management operations. City Code 1.6.102 states that we will invest in securities in a manner authorized by Colorado statutes and as directed by City Council. The purpose of the City's Investment Policy is to establish the investment scope, objectives, delegation of authority, standards of prudence, reporting requirements, internal controls, eligible investments and transactions, diversification requirements, risk tolerance, and safekeeping and custodial procedures for the investment of the funds of the City.

The Investment Policy was adopted by the City Council of the City of Colorado Springs by resolution on September 28, 1993. It was revised on November 8, 1994, February 27, 1996; October 8, 1996; October 26, 1999; February 12, 2002; March 9, 2004; May 24, 2005; July 11, 2006; April 24, 2007; June 24, 2008; May 26, 2009, May 25, 2010; November 22, 2011; and December 10, 2013. It replaces any previous investment guidelines formulated by members of City staff.

III. Cemetery Endowment Fund Investment Policy

City Code §1.6.102(B):

The Chief Financial Officer may establish other trusts or accounts to invest assets of the cemetery endowment fund, assets of the C.D. Smith trust fund and other nontax funds in investments other than those listed in Colorado statutes. These funds shall be subject to the standards of the City investment policy as approved by City Council and investment guidelines established by the Chief Financial Officer for each trust fund or account.

The Cemetery Endowment Investment Policy was last adopted by the City Council of the City of Colorado Springs by Resolution No. 212-11 on November 22, 2011. The purpose of the Cemetery Endowment Fund is to provide perpetual maintenance of the cemeteries under the jurisdiction of the City. The type of investment assets held by the Fund shall vary from time to time in response to changes in the economy and prospects for achieving the Endowment's objectives commensurate with prudent risk.

IV. Investment Advisory Committee

City Council created the Investment Advisory Committee for the City of Colorado Springs by Resolution No. 157-91 on September 24, 1991. The Investment Advisory Committee shall advise City Staff and as deemed necessary make recommendations to the City Council as to the investment policies and procedures of the City. The citizen members shall be selected for their skills in investment and finance. However, this Committee is not responsible for advice for investment of the Utilities Fund as that operation has existing Boards or Commissions for this purpose.

Section 7 – Fund Balance Policy

I. Overview

The City's Fund Balance is the accumulated difference between assets and liabilities within governmental funds. A sufficient fund balance allows the City to meet its contractual obligations, provide funds for new and existing programs established by City Council, mitigate negative revenue implications of federal or state budget actions, mitigate economic downturns, fund disaster or emergency costs, provide funds for cash flow timing discrepancies and fund non-recurring expenses identified as necessary by City Council.

II. Governmental Fund Balance Type Definitions

The Governmental Accounting Standards Board (GASB) issued Statement Number 54, "*Fund Balance Reporting and Governmental Fund Type Definitions*" effective for periods after June 15, 2010. The objective of this Statement was to enhance the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying the existing governmental fund type definitions. This Statement establishes limitations on the purposes for which fund balances can be used.

- a. *Non-spendable Fund Balance* – Some assets reported in governmental funds may be inherently non-spendable from the vantage point of the current period.
 - Assets that will never convert to cash such as prepaid items or inventories,
 - Assets that will not convert to cash soon enough to affect the current period such as non-financial assets held for resale,
 - Resources that must be maintained intact pursuant to legal or contractual requirements such as capital of a revolving loan fund.

- b. Restricted Fund Balance – This represents the portion of fund balance that is subject to externally enforceable legal restrictions. Such restrictions are typically imposed by parties altogether outside the City such as creditors, grantors, contributors or other governments. Restrictions can also arise when the authorization to raise revenues is conditioned upon the revenue being used for a particular purpose.
- c. Committed Fund Balance – This represents the portion of fund balance whose use is constrained by limitations that the City imposes on itself by City Council (highest decision making level) and remains binding unless removed in the same manner. The City does not use committed funds in its normal course of business.
- Requires action by City Council to commit fund balance
 - Formal City Council action is necessary to impose, remove or modify a constraint reflected in the committed fund balance
- d. Assigned Fund Balance – This describes the portion of fund balance that reflects the City’s intended use of resources. This authority rests with the Mayor and is delegated to staff through the use of encumbrances.

III. General Fund Unrestricted Fund Balance

A top priority goal of the Mayor is to improve the long-term fiscal health of the City. Revenue projections are conservative and authorized expenditures are closely monitored. In stable economic times, the combination of these two strategies leads to revenue collections higher than actual expenditures.

Net revenue (actual revenue collections less actual expenditures) is available to first fund the Taxpayer’s Bill of Rights (TABOR) reserve for emergencies required under Article X, §20 of the Colorado State Constitution and then to the designated reserves. Year-end balances in the undesignated reserves may be used as a funding source in the next budget year.

The City’s policy is to accumulate adequate reserves to protect the City during economic downturns or large scale emergencies. The City also maintains reserves that are required by law or contract and that serve a specific purpose. These types of reserves are considered restricted and are not available for other uses. Within specific funds, additional reserves may be maintained according to adopted policies.

The Government Finance Officers Association (GFOA) is a professional association of state and local finance officers in the US and Canada whose members are dedicated to the sound management of government financial resources. GFOA recommends that “governments establish a formal policy on the level of unrestricted fund balance that should be maintained in the general fund.”¹

The GFOA recommends, at a minimum, that general-purpose governments, regardless of size, incorporate in its financial policies that unrestricted fund balance in their general fund be no less than two months of regular general fund operating revenues or regular General Fund operating expenditures.

The City’s goal target range for General Fund Reserve – Unrestricted Fund Balance is 16.67 % to 25% of the following year’s expenditure budget. The target for the unrestricted General Fund balance would exclude the TABOR emergency reserves but include other categories of fund balance that are committed, assigned or unassigned.

¹ “Appropriate Level of Unrestricted Fund Balance in the General Fund (2002 and 2009)(BUDGET and CAFR), Government Finance Officers Association

The City's Unrestricted Fund Balance, as a percentage of the following year expenditure budget, was 13.4% as of December 31, 2010; 19.2% as of December 31, 2011; and 23.3% as of December 31, 2012. The City's goal is 19.0% for fiscal year 2013 and 17.9% in 2014. It is the City's goal to increase the fund balance to 25%; however, we realize that will take time barring an unexpected robust increase in sales and use tax revenue.

IV. The Taxpayer's Bill of Rights City Charter §7-90(e) – Emergency Reserves

For use in declared emergencies only, the City shall reserve in 1991 one percent (1%) or more, in 1992 two percent (2%) or more, and in all later years three percent (3%) or more of fiscal year spending. An unused reserve shall apply to the next year's reserve. (1991)

"Emergency" is defined to exclude economic conditions, revenue shortfalls, or City salary or fringe benefit increases.

V. Other Funds

- a. Enterprise and some Special Revenue Funds – These reserves provide for unexpected revenue losses or unanticipated expenditures during the year. A portion of these reserves may be appropriated as part of the annual budget and may be utilized at the end of the fiscal year if necessary.
- b. Internal Services Funds – Internal Services Funds are expressly designed to function on a cost-reimbursement basis and should not accumulate a significant reserve. A small reserve is appropriate to allow for differences in timing of revenues and expenditures.
- c. Self Insured Fund Reserves – As required by the State of Colorado Self Insurer's Reserve Trust Agreement, the City maintains a fund balance reserve for liability and workers' compensation.

VI. Debt Reserves

Debt reserves are established to protect bond holders from payment defaults. Adequate debt reserves are essential in maintaining good bond ratings and the marketability of bonds. The amount of debt reserves are established by bond ordinance for each fund in association with each bond issuance. At times, it may be desirable to use bond insurance rather than debt reserves. This is usually based on the recommendation from our Financial Advisor.

VII. Use of Fund Balances

Available fund balances shall not be used for ongoing operating expenditures.

Section 8 - Capital Improvement Program Policy

I. Overview

The City has a significant investment in its streets, facilities, parks, natural areas and other capital improvements. In past years, the City Council and the residents of Colorado Springs through their actions have demonstrated a firm commitment to and investment in City capital projects.

II. City Charter Requirement §4-40(b)(1), – Five-Year Capital Improvement Program (CIP) Plan

The strategic plan shall include the Comprehensive Plan and a five-year capital improvements plan for municipal needs.

III. Funding Sources and Requirements

- a. All City capital improvements will be constructed and expenditures incurred for the purpose as approved by City Council, with funds rolled over from year to year until a project is deemed complete.
- b. The City will use a variety of different sources to fund capital projects, with an emphasis on the “pay-as-you-go” philosophy.
- c. Funding for operating and maintenance costs for approved capital projects must be identified at the time projects are approved.

IV. Transfer of Funds

Funds cannot be transferred from one active CIP project to another without City Council’s approval.

Section 9 - Revenue Policy

The City shall strive to maintain a balanced and diversified revenue structure to protect the City from fluctuations in any one source due to changes in local economic conditions which adversely impact that source.

Revenue estimates will be conservative and based upon trend analysis, economic conditions and other factors. Estimates will be established by the Budget Office and reviewed by the Mayor, Chief of Staff, and Executive Team.

Non-recurring revenues and other financing sources will not be used to finance ongoing operations with the exception of the use of approved grants or the use of fund balance in accordance with fund balance policies.

Federal aid, state aid, gifts, and grants will be accepted only after an assessment is made of potential cost implications.

- a. Grants will be spent for the purposes intended and will not be relied on for basic General Fund services.
- b. The City will review grants for operating programs on an individual basis to determine suitability of accepting the grants from a sustainable long-term financial perspective.
- c. The City will vigorously pursue grants for capital projects that fit long-range community improvement goals.
- d. All potential grants will be carefully examined for matching requirements; both dollar and level-of-effort matches.

The City will review its fees and other charges for services annually to ensure that revenues are meeting intended program goals and are keeping pace with inflation, other cost increases and any applicable competitive rate. The City will evaluate cost recovery and align fees with cost recovery goals. Enterprise and Internal Service operations will be self-supporting.

Section 10 - Expenditure Policy

The City will pursue goals of efficiency and effectiveness by balancing short-term and long-term community needs.

Current operating expenditures will be funded with current operating revenues, approved grants, or the use of fund balance in accordance with fund balance policies. The Budget Office and Finance Department will monitor

revenues and expenditures during the year to provide an opportunity for actions to be taken to bring expenditures in line with revenues received.

The City will undertake periodic reviews of City programs for both efficiency and effectiveness. Privatization and contracting with other governmental agencies will be evaluated as alternatives to services delivery. Programs that are determined to be inefficient and/or ineffective shall be reduced in scope and eliminated.

Section 11 - Grants Policy

Grants will follow all regulations included in the grant contract. City departments and staff that occupy positions of responsibility with respect to grant activity have specific roles and responsibilities that they shall perform and uphold both ethically and in the best interests of the City. The City Council has sole responsibility for approving grant awards, through resolution or ordinance.

I. Conflict of Interest

No employee or official of the City shall have any interest, financial or otherwise, direct or indirect, or have any arrangement concerning prospective employment that will, or may be reasonably expected to, bias the design, conduct, or reporting of a grant funded project on which he or she is working.

It shall be the responsibility of the Grant Administrator for each particular grant-funded project to ensure that in the use of project funds, officials or employees of the City and nongovernmental recipients or sub-recipients shall avoid any action that might result in, or create the appearance of:

- a. Using his or her official position for private gain
- b. Giving preferential treatment to any person or organization
- c. Losing complete independence or impartiality
- d. Making an official decision outside official channels
- e. Affecting adversely public confidence in the grant funded program in particular and the City in general

II. Accounting and Reporting

- a. The accounting system will separate revenues and expenditures by funding source for all grants. The accounting system will break down revenues and expenditures for each individual grant via the project system and supporting documentation will be maintained in the financial system for all grant expenditures, as is required of all expenditures.
- b. The accounting system has a project system that tracks all revenues and expenditures by the specific grant or project by line item or by broad category as may be included in a grant application budget. Grant Administrators will reconcile on a regular basis to ensure all revenues and expenditures are being appropriately coded to the correct grant. Project system reports can be run to accommodate different grant time periods that may differ from calendar year reporting.
- c. Federal grant funds will not be commingled with funds from other federal grants or other local match money. When applicable, any matching funds for a grant will be tracked by the department who is responsible for the grant and will only include items that directly correlate to an approved activity identified in the grant proposal.

- d. Capital assets are tracked through the fixed asset system and, if a grant has purchased a capital asset, this will be noted in the fixed asset system.
- e. Only allowable costs will be allocated to a grant.
- f. Grants will only be budgeted when a grant award letter or statement of grant award has been received. If this is prior to adoption of the budget, it will be included in that year's budget. If it is mid-year, a budget amendment will be requested by the department and approved by City Council resolution or ordinance.
- g. City departments are responsible for all aspects of the grant process including planning for grant acquisition, preparation and submitting grant proposals, preparing resolution requests to accept funds, developing grant implementation plans, managing grant programs, preparing and submitting reports to grantors, and properly closing out grant projects. Department staff and Finance staff will maintain a close working relationship with respect to any grant activity to ensure a clear understanding of the project status.

III. Documentation

All grant expenses must comply with the terms set forth in the grant application, grant award letter, City procurement policies and the guidelines in the Office of Management and Budget (OMB) Circular A-87, Cost Principles for State, Local and Indian Tribe Governments. The March 2006 Supplemental to OMB Circular A-133 also provides compliance information based on the federal granting agency. City procurement policies are located on the City's intranet, under City Contracts.

- a. Documentation for all expenditures must be retained by the department for audit purposes and should include:
 - i. Timesheets signed by the employee and approved by their supervisor for all payroll expenses
 - ii. Purchasing documents for expenditures (if necessary based on dollar amount of purchase)
 - iii. City, state or federal governmental agreement number
 - iv. Formal bids for all purchases over \$50,000
 - v. Detailed receipts or invoices
 - vi. General Ledger showing expenditure activity
 - vii. Some grants may require the check number and payment date for payments issued through accounts payable
- b. The City's Finance Department, with the assistance of specific grantee City departments, shall maintain the following information:
 - i. Identify, through a project and account structure, all federal awards received and expended and the federal programs under which they were received. All awards should be identifiable by the Catalog of Federal Domestic Assistance (CFDA) title and number, award number, award year, name of federal agency, and the name of the pass-through agency (if applicable).

- ii. Maintain internal control over federal programs that provides reasonable assurance that the grantee is managing the award in compliance with the laws, regulations, and the provisions of the contract or grant agreement.
 - iii. Comply with laws, regulations and the provisions of contract or grant agreements related to each grant award.
 - iv. Prepare required financial statements, including financial statements that reflect the entity's financial position, results of operations or changes in net assets, and where appropriate, cash flows for the fiscal year audited. In addition, a schedule of federal assistance will be prepared for the external auditors which include all federal grants.
- c. Grant documents should be read carefully to ensure compliance with all grant requirements. Additional documentation may be required under the terms and conditions of the specific grant award to include, but not limited to, procurement justification, grant reconciliation frequency, cash match calculation and tracking, and records retention.
 - d. Grant administrators are responsible for confirming that the information in the financial system is accurate as outlined above.

IV. Audit

Per OMB Circular A-133 all non-federal entities that expend \$500,000 or more in a year on federal awards, either as the grantee or the sub-grantee, shall have a single or program-specific audit conducted for that year in accordance with the provisions of the circular guidance. The single audit encompasses both the entity's financial statements and the federal awards received by the entity; whereas a program-specific audit will audit one federal program and can only be used when the grantee receives grant awards only from one federal program. The City contracts with an external firm to conduct a single audit on an annual basis. The awarding agency may also specify additional audit requirements in the grant award letter or grant guidance.

The Finance Department, with the assistance of the specific grantee City departments, shall follow up and take corrective action on all audit findings.

Section 12 - Identify Theft Prevention Policy

In 2008, Congress directed the Federal Trade Commission (FTC) and other agencies to develop regulations requiring "creditors" and "financial institutions" to address the risk of identity theft. The resulting Red Flag Rules requires all such entities that have "covered accounts" to develop and implement written identify theft prevention programs.

The FTC defined "creditors" as businesses or organizations that regularly defer payment for goods or services and bill customers later. This includes nearly any organization extending credit, whether by granting loans, making credit decisions, etc.

Pursuant to the FTC enforcement policy of the Identify Theft Red Flags Rule, the City of Colorado Springs has evaluated risk factors to develop a policy designed to help identify, detect, and respond to patterns, practices, or specific activities – known as "red flags" – that could indicate identify theft.

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Detailed Revenue Estimates

General Fund Revenue											
Category	Sub-Category	Org	Acct	Account Description	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2015 - 2014 \$ Change	2015-2014 % Change	
Taxes - Sales and Use Tax	Sales and Use Tax	1330	45100	Sales And Use Tax	128,018,959	136,035,592	142,100,000	147,855,000	5,755,000	4.0%	
Taxes - Property Tax	Property Tax	1330	45025	Property Taxes - Current Year	19,158,441	19,191,554	19,682,000	19,811,225	129,225	0.7%	
			45050	Property Taxes - Delinquent	50,014	34,469	0	0	0	0.0%	
			45055	Property Taxes - Penalty	33,877	33,070	0	0	0	0.0%	
Taxes - Other	Specific Ownership Tax	1330	45126	State Automobile Tax	1,870,385	1,965,309	0	0	0	0.0%	
	State Automobile Tax	1330	45125	Specific Ownership Tax	0	0	1,892,339	2,145,256	252,917	13.4%	
Taxes - Other	Admissions Tax	1330	45175	Admissions Tax	476,030	432,317	471,739	612,000	140,261	29.7%	
Taxes - Other	Business Taxes	1510	45151	3.2 Beer	44,321	47,063	50,000	52,500	2,500	5.0%	
			45152	A Hotel Or Restaurant	132,335	134,577	140,000	149,000	9,000	6.4%	
			45153	Arts	400	400	400	600	200	50.0%	
			45154	Beer Or Wine	7,069	7,779	8,500	9,250	750	8.8%	
			45155	Clubs	3,300	3,300	3,300	3,300	0	0.0%	
			45157	Package Store	32,332	33,267	35,500	36,000	500	1.4%	
			45158	Penalty On Occ Liquor Tax	956	579	1,000	1,000	0	0.0%	
			45160	Tavern	39,107	37,574	40,500	38,500	(2,000)	(4.9%)	
Licenses and Permits		1320	45278	Sales Tax Licenses	0	3,055	0	0	0	0.0%	
			1330	45224	Dog Licenses	300,000	0	0	0	0	0.0%
		1510	45278	Sales Tax Licenses	615	185,885	0	0	0	0	0.0%
			45225	Tasting License	1,665	3,735	1,650	2,000	350	21.2%	
			45226	Amusement And Theatre	2,390	1,860	2,100	870	(1,230)	(58.6%)	
			45228	Billiards Pool And Bowling	825	600	900	800	(100)	(11.1%)	
			45229	Contractor Excavtn Cement	44,415	47,175	50,000	33,475	(16,525)	(33.1%)	
			45230	Coin Operated Games	37,750	35,505	38,000	1,570	(36,430)	(95.9%)	
			45231	Food Peddler	11,295	13,030	12,000	9,595	(2,405)	(20.0%)	
			45233	Garbage And Trash	18,263	18,590	18,500	0	(18,500)	(100.0%)	
			45235	Liquor Application And Fees	172,688	162,688	170,000	172,500	2,500	1.5%	
			45239	Merchant Patrol	143,322	163,720	165,000	125,512	(39,488)	(23.9%)	
			45240	Pawn Broker	4,365	4,775	3,800	5,500	1,700	44.7%	
			45241	Medical Marijuana License Fee	291,500	482,050	400,000	550,000	150,000	37.5%	
			45243	Sexually Oriented Business	4,000	2,500	4,000	2,500	(1,500)	(37.5%)	
			45245	Taxicab	32,996	35,090	34,500	32,700	(1,800)	(5.2%)	
			45246	Tree Service	4,775	4,790	5,500	4,360	(1,140)	(20.7%)	
			45249	Escort Services Business	600	1,365	3,500	2,000	(1,500)	(42.9%)	
			45250	Bed And Breakfast Permits	25	50	60	70	10	16.7%	
			45271	State Liquor Licenses	42,440	43,355	40,000	44,000	4,000	10.0%	
45277	Going Out Of Business	630	1,075	750	750	0	0.0%				
45278	Sales Tax Licenses	26,802	0	28,000	228,000	200,000	714.3%				
45279	Alarm Licenses	48,845	54,625	52,000	20,560	(31,440)	(60.5%)				
Intergovernmental	State Shared Revenue	1330	45451	State Cigarette Tax	1,079,036	1,045,355	859,796	998,000	138,204	16.1%	
			45476	Highway Users Tax - Regular	16,749,737	16,818,798	16,751,074	17,550,000	798,926	4.8%	
			45501	Highway Users Tax - Add Fees	1,400,378	1,414,341	1,366,700	1,447,000	80,300	5.9%	

General Fund Revenue										
Category	Sub-Category	Org	Acct	Account Description	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2015 - 2014 \$ Change	2015-2014 % Change
Intergovernmental	State Shared	1330	45526	Severance Tax	96,599	86,110	20,000	32,575	12,575	62.9%
Intergovernmental	Other Govt Units	1330	45551	Road And Bridge	741,164	742,763	759,262	760,355	1,093	0.1%
			45576	Shared Fines	188,470	175,778	100,000	100,000	0	0.0%
Charges for Services		1200	45631	Legal Fees	187,220	411,471	0	0	0	0.0%
		1310	44075	Processing Fee	2,620	2,365	0	0	0	0.0%
			45666	Service Fee	1,020	0	0	0	0	0.0%
		1320	44025	Cash Over/Short	0	(20)	0	0	0	0.0%
		1330	41770	Vending Machines	11,004	(218)	0	0	0	0.0%
			43200	Assessments Receivable	5,361	2,760	0	0	0	0.0%
			43201	Penalty on Assessments	60	34	0	0	0	0.0%
			44025	Cash Over/Short	8	(27)	0	0	0	0.0%
			44085	Advertising	13,460	5,908	1,000	1,000	0	0.0%
			45620	Cora Request Fee	0	2,136	0	0	0	0.0%
			45673	Special District Service Plan Fee	3,600	7,000	0	0	0	0.0%
			45763	Administrative Services Fees	4,214	1,929	0	0	0	0.0%
			46052	Allocated Administrative Cost (AAC)	1,593,696	1,698,418	2,009,429	1,290,355	(719,074)	(35.8%)
		1360	41770	Vending Machines	2,644	0	0	0	0	0.0%
		1510	45712	Maps, Books, Codes, Etc	1,460	1,767	2,000	1,750	(250)	(12.5%)
		1531	40131	Volunteer Medical Coverage	650	450	443	443	0	0.0%
			40153	Ct St Collect Warrants	0	0	120	120	0	0.0%
			44021	Over Payments	(304)	99	1,252	0	(1,252)	(100.0%)
			44025	Cash Over/Short	66	31	(75)	0	75	(100.0%)
			45652	Bondsmen Judgments	4,400	5,550	4,468	0	(4,468)	(100.0%)
			45653	Cash Bonds	4,210	(4,170)	1,020	0	(1,020)	(100.0%)
			45654	Court Costs	338,426	300,680	311,352	326,352	15,000	4.8%
			45655	Jury Fees	50	347	425	0	(425)	(100.0%)
			45656	Misc - Municipal Court	445	115	400	0	(400)	(100.0%)
			45657	OJW - City	41,512	44,897	40,713	40,713	0	0.0%
			45658	Transcript Fee	1,456	721	1,162	1,162	0	0.0%
			45659	Warrant Costs	100,925	146,457	143,500	143,500	0	0.0%
			45660	Payment Plan Fee	26,922	25,622	26,878	28,222	1,344	5.0%
			45661	NSF Fee	900	955	1,087	1,087	0	0.0%
			45662	Boot Fee	4,650	3,675	3,992	3,992	0	0.0%
			45664	Interpreter Fee	20	0	50	0	(50)	(100.0%)
			45665	Copy Fees	192	285	175	175	0	0.0%
			45666	Service Fee	0	0	0	5,000	5,000	0.0%
			45762	Graffiti Removal	0	0	36	0	(36)	(100.0%)
			45958	Combined Violations	0	450	0	0	0	0.0%
			45959	Revenue Clearing Account	(2,822)	(3,525)	(3,126)	0	3,126	(100.0%)
		2102	44025	Cash Over/Short	0	1	0	0	0	0.0%
			45753	Excess Police Alarms	0	346	0	0	0	0.0%
			45758	Special Duty Reimbursement	727,322	819,423	804,000	1,084,000	280,000	34.8%
			45857	Valley Hi	921	0	0	0	0	0.0%
		2113	45917	CDBG Program	0	78,581	0	0	0	0.0%
		2114	44025	Cash Over/Short	1	0	0	0	0	0.0%
			44053	PD Parking Garage Fees	68,483	66,557	65,706	66,862	1,156	1.8%
			45735	Manitou Springs	0	30	0	0	0	0.0%
			45753	Excess Police Alarms	94,559	92,973	83,077	92,302	9,225	11.1%
			45754	Lab Fees-Police	0	2,610	0	0	0	0.0%
			45758	Special Duty Reimbursement	30	(90)	0	0	0	0.0%

General Fund Revenue											
Category	Sub-Category	Org	Acct	Account Description	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2015 - 2014 \$ Change	2015-2014 % Change	
Charges for Services	Other Govt Units	2114	45761	School Resource Officer	760,803	591,227	755,550	875,000	119,450	15.8%	
			45767	Annual Alarm Registration	538,873	585,746	531,154	580,000	48,846	9.2%	
			45791	Millings Sales	0	196,654	0	0	0	0.0%	
		2117	45768	Unclaimed Property Disposition	73,661	44,128	63,835	57,217	(6,618)	(10.4%)	
		2119	44025	Cash Over/Short	(472)	(111)	0	0	0	0	0.0%
			45751	Auto Inspection Fees	440	760	536	536	0	0.0%	
			45759	Tow And Storage Charges	638,667	804,852	629,910	814,910	185,000	29.4%	
		2123	41415	Finger printing	145,570	148,151	142,112	146,861	4,749	3.3%	
			44025	Cash Over/Short	85	40	0	0	0	0.0%	
			44057	Property Clean Up Reimbursement	1,050	0	0	0	0	0.0%	
			45734	Fountain (Court Liaison Fees for Fountain, CO)	0	22,500	33,000	33,000	0	0.0%	
			45756	Photostats And Pictures	115,587	112,717	109,422	105,550	(3,872)	(3.5%)	
			45759	Tow And Storage Charges	0	(198)	0	0	0	0.0%	
			45764	Id Registration Fee	35,640	36,870	33,867	36,255	2,388	7.1%	
			45770	Code Enforcement Inspections	950	300	0	0	0	0.0%	
			2131	45756	Photostats And Pictures	234	0	0	0	0	0.0%
		2135	45734	Fountain (Court Liaison Fees for Fountain, CO)	3,834	3,186	2,968	3,082	114	3.8%	
		2151	45757	Police Polygraph tests	1,080	360	0	0	0	0.0%	
		2154	44025	Cash Over/Short	64	19	0	0	0	0.0%	
			45754	Lab Fees-Police	25,523	51,838	28,049	31,414	3,365	12.0%	
			45756	Photostats And Pictures	15	0	0	0	0	0.0%	
		2160	44054	OT Reimbursement	162,457	163,697	155,158	123,182	(31,976)	(20.6%)	
		2171	44054	OT Reimbursement	0	9,305	0	0	0	0.0%	
			45760	Witness Fees	1,135	1,363	0	1,200	1,200	0.0%	
			45907	Special Events	83,137	0	0	0	0	0.0%	
		2173	43359	Dilapidated Bldg Inspections	0	3,000	738	1,000	262	35.5%	
			44025	Cash Over/Short	1	0	0	0	0	0.0%	
			44057	Property Clean Up Reimbursement	1,770	3,657	9,397	9,135	(262)	(2.8%)	
			45734	Fountain (Court Liaison Fees for Fountain, CO)	0	300	0	0	0	0.0%	
			45762	Graffiti Removal	1,029	713	1,000	1,000	0	0.0%	
			45770	Code Enforcement Inspections	137,025	91,660	99,819	99,819	0	0.0%	
			45917	CDBG Program	18,124	77,528	160,000	160,000	0	0.0%	
			2230	43330	Juvenile Fire Setter Fee	0	150	0	0	0	0.0%
		2230	45775	Hazardous Material - Fire	116,186	64,205	230,000	230,000	0	0.0%	
			45776	Hazardous Material Search	3,647	5,510	3,000	1,000	(2,000)	(66.7%)	
			45777	Miscellaneous - Fire	50,888	7,339	3,300	3,300	0	0.0%	
			45778	Revocable Fire Permits	29,008	37,723	25,000	79,000	54,000	216.0%	
			45779	Fire Spec Duty Reimbursement	3,900	3,646	0	6,000	6,000	0.0%	
			45780	Special FP Inspections	3,520	3,036	0	0	0	0.0%	
			45782	Tank Inspection & Permit Fee	13,706	9,444	11,200	11,200	0	0.0%	
			45784	Hazmat Plan Review	36,005	27,352	16,000	26,000	10,000	62.5%	

General Fund Revenue										
Category	Sub-Category	Org	Acct	Account Description	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2015 - 2014 \$ Change	2015-2014 % Change
Charges for	Other Govt	2230	45785	Off Duty Inspections	2,114	528	500	500	0	0.0%
			45786	Fire Development Review	32,855	37,919	22,000	32,000	10,000	45.5%
			45792	State License Inspection	19,440	19,176	25,000	19,000	(6,000)	(24.0%)
			45795	High Piled Stock	1,672	3,472	2,000	2,000	0	0.0%
			45796	High Piled Inspections	7,936	2,464	15,000	3,000	(12,000)	(80.0%)
			45797	High Pile And Hazmat Permit	18,168	12,824	15,000	15,000	0	0.0%
			45798	A Occupancy Inspections	45,477	9,947	30,000	30,000	0	0.0%
			45799	School Inspections	14,940	3,320	0	11,000	11,000	0.0%
			45957	Fines - No Permit	2,028	608	2,000	1,000	(1,000)	(50.0%)
		2232	43330	Juvenile Fire Setter Fee	615	425	0	0	0	0.0%
		2241	45772	Fire Protection Contracts	1,000	1,200	1,200	1,200	0	0.0%
			45773	Fire Restitution	3,315	1,047	3,300	3,300	0	0.0%
			45775	Hazardous Material - Fire	270	0	0	0	0	0.0%
			45779	Fire Spec Duty Reimbursement	323	0	300	300	0	0.0%
			45788	Woodman Valley Fire Dist Cont	0	89,652	90,000	90,000	0	0.0%
		2242	45775	Hazardous Material - Fire	24,884	35,474	20,000	20,000	0	0.0%
		2260	45775	Hazardous Material - Fire	0	1,180	0	0	0	0.0%
			45777	Miscellaneous - Fire	0	450	0	0	0	0.0%
			45803	Community Health	0	37,500	0	0	0	0.0%
			46174	Ambulance Contract	0	0	1,098,030	1,098,030	0	0.0%
		2262	45803	Community Health	0	0	150,000	150,000	0	0.0%
		2270	45777	Miscellaneous - Fire	12	2	0	0	0	0.0%
		3020	42650	City Workorders	87,949	0	0	71,600	71,600	0.0%
			45791	Millings Sales	250	894	0	0	0	0.0%
			45800	Millings Sales Waste Management	32,409	0	0	0	0	0.0%
		3030	45711	Copies Of Documents	750	800	7,000	800	(6,200)	(88.6%)
			45811	State Safety - Traffic Dev	332,150	281,050	306,600	306,600	0	0.0%
			45812	Traffic-Reimb From Others	11,851	11,257	5,000	11,200	6,200	124.0%
		3040	40145	Subdivision Recording Fees	0	7,061	0	0	0	0.0%
			42310	Commercial Fees	0	13,542	0	0	0	0.0%
			43151	Banning Lewis Dev Rev Fees	4,682	0	0	0	0	0.0%
			43356	Development Review Fees	3,079	415,454	255,390	327,779	72,389	28.3%
			45692	Concrete Permits	98,566	135,722	97,974	113,254	15,280	15.6%
			45695	Excavation Permits	421,583	476,591	455,533	442,173	(13,360)	(2.9%)
			45699	Development Inspections Fees	203,779	243,908	163,808	157,545	(6,263)	(3.8%)
			45700	Sidewalk Snow Removal	(909)	134	0	0	0	0.0%
			45802	Traffic Control Permit	399,065	451,294	412,740	440,433	27,693	6.7%
		45806	Pavement Degradation Fee	1,584,941	1,400,149	1,763,638	1,441,481	(322,157)	(18.3%)	
		3043	45697	Inspection Overtime	0	818	0	0	0	0.0%
		3044	43356	Development Review Fees	286,022	0	0	0	0	0.0%
		4050	45895	Therapeutic Programs	43,503	39,972	38,704	53,027	14,323	37.0%
		4075	45896	Youth Program	43,876	50,293	44,005	49,005	5,000	11.4%
			45917	CDBG Program	16,349	0	0	0	0	0.0%
		4080	45896	Youth Program	19,424	9,894	38,515	38,515	0	0.0%
			45917	CDBG Program	16,349	0	0	0	0	0.0%

General Fund Revenue											
Category	Sub-Category	Org	Acct	Account Description	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2015 - 2014 \$ Change	2015-2014 % Change	
Charges for	Other Govt	4085	45911	Hillside Programs	42,976	37,606	50,000	55,000	5,000	10.0%	
			45917	CDBG Program	16,349	0	0	0	0	0.0%	
		4840	40379	Digital Orthos	100	0	0	0	0	0	0.0%
			43356	Development Review Fees	391,306	375,152	371,928	370,000	(1,928)	(0.5%)	
			43420	Info Tech Fee	0	0	150,000	0	(150,000)	(100.0%)	
			44025	Cash Over/Short	6	12	0	0	0	0.0%	
			44075	Processing Fee	11,942	11,554	11,419	11,762	343	3.0%	
			45671	Administrative Filing Fees	527	1,407	0	0	0	0.0%	
			45672	Maint-Newspapr Condo Boxes	2,216	1,886	0	1,500	1,500	0.0%	
			45694	Revocable Permits	8,461	15,285	15,485	10,000	(5,485)	(35.4%)	
			45711	Copies Of Documents	101	71	75	75	0	0.0%	
			5110	44025	Cash Over/Short	0	1	0	0	0	0.0%
		45247		Park and Rec Permits Licenses	98,589	83,130	100,000	120,000	20,000	20.0%	
		45832		Field Reservations	(255)	1,375	0	0	0	0.0%	
		45907		Special Events	3,125	3,330	0	0	0	0.0%	
		46175		Acacia Park Ice Rink	0	24,721	0	0	0	0.0%	
		5121	40211	General Forestry	175	425	0	0	0	0.0%	
			5131	45247	Park and Rec Permits Licenses	75	0	0	0	0	0.0%
		45832		Field Reservations	106,766	131,142	143,000	0	(143,000)	(100.0%)	
		45903		North Slope Admissions	41,654	40,196	45,500	45,500	0	0.0%	
		45914		Northeast Rec Center	980	0	0	0	0	0.0%	
		45915		GoG Academy Riding Stable Fees	6,750	1,500	9,000	9,000	0	0.0%	
		5212	40378	City Auditorium	500	0	0	0	0	0.0%	
			43045	Park & Rec Special Duty	14,310	(100)	0	0	0	0.0%	
			45894	Camps	0	900	0	0	0	0.0%	
			45899	Concessions - Auditorium	14,329	14,654	13,225	13,225	0	0.0%	
		5221	45897	Classes	37,160	23,751	0	0	0	0.0%	
			45917	CDBG Program	16,350	61,612	0	0	0	0.0%	
		5241	45247	Park and Rec Permits Licenses	0	175	0	0	0	0.0%	
			45907	Special Events	4,100	1,300	0	0	0	0.0%	
		5311	45832	Field Reservations	186	0	0	0	0	0.0%	
			45833	Football	0	229,020	307,925	307,925	0	0.0%	
			45835	Program Revenue	548,703	127,206	138,000	138,000	0	0.0%	
			45836	Softball	7,250	147,359	170,604	170,604	0	0.0%	
			45838	Volleyball	0	9,019	9,260	9,260	0	0.0%	
		5313	45831	Basketball	17,463	7,321	31,403	31,403	0	0.0%	
			45832	Field Reservations	0	0	0	143,000	143,000	0.0%	
			45833	Football	14,093	12,629	22,124	22,124	0	0.0%	
			45835	Program Revenue	1,670	0	0	0	0	0.0%	
			45836	Softball	265,596	271,526	277,255	277,255	0	0.0%	
		5331	45838	Volleyball	16,685	10,716	25,572	25,572	0	0.0%	
			45835	Program Revenue	22	(60)	0	0	0	0.0%	
		45914	Northeast Rec Center	106,670	(163)	0	0	0	0.0%		
		5336	46175	Acacia Park Ice Rink	0	0	0	130,000	130,000	0.0%	
		5341	45247	Park and Rec Permits Licenses	13,912	11,670	14,000	14,000	0	0.0%	
			45871	Admissions - Ice Center	163,279	182,144	173,900	173,900	0	0.0%	
			45873	Concessions - Ice Center	13,437	13,921	14,000	14,000	0	0.0%	
			45874	Lessons	49,415	51,440	68,402	68,402	0	0.0%	
			45875	Miscellaneous - Ice Center	6,974	4,318	18,983	18,983	0	0.0%	
			45876	Patch Skating	75,994	56,829	70,000	70,000	0	0.0%	
45878	Skate Sharpening		1,036	1,421	1,000	1,000	0	0.0%			

General Fund Revenue												
Category	Sub-Category	Org	Acct	Account Description	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2015 - 2014 \$ Change	2015-2014 % Change		
Charges for Services	Other Govt Units	5341	45879	Summer High School Hockey	22,000	19,000	23,000	23,000	0	0.0%		
		6150	45907	Special Events	0	113,856	0	0	0	0.0%		
		8121	41300	Fuel Sales	0	0	3,172,231	0	(3,172,231)	(100.0%)		
			42665	City Other Dept	0	0	0	575,000	575,000	0.0%		
			42710	Other Revenue	0	0	0	49,759	49,759	0.0%		
			45666	Service Fee	0	0	0	9,600	9,600	0.0%		
		8163	42605	Utilities Allocation	170,344	0	169,052	101,981	(67,071)	(39.7%)		
			45665	Copy Fees	0	134	0	0	0	0.0%		
		8170	42605	Utilities Allocation	0	214,596	202,134	200,921	(1,213)	(0.6%)		
			42636	Ent Fund Utilities Allocation for SDS	202,465	96,152	78,030	0	(78,030)	(100.0%)		
			42637	Ent Fund Utilities Allocation for HTM	0	21,436	0	0	0	0.0%		
			42710	Other Revenue	8,480	7,200	0	0	0	0.0%		
		8730	42720	Other Billed Invoices	36,000	0	70,000	25,000	(45,000)	(64.3%)		
			40379	Digital Orthos	2,500	3,800	0	0	0	0.0%		
			42690	Other Chrgs Overhead	222,744	74,999	80,000	80,000	0	0.0%		
			43092	Reimbursement from other Govt.	0	0	27,000	27,000	0	0.0%		
			43420	Info Tech Fee	46,725	60,120	64,000	64,000	0	0.0%		
			8745	42690	Other Chrgs Overhead	15	0	0	0	0	0.0%	
		Fines		1510	45951	General Violations	2,176	0	5,000	5,000	0	0.0%
				1531	45951	General Violations	96,746	83,302	89,006	89,006	0	0.0%
45952	Parking Meters				798,868	641,007	734,959	734,959	0	0.0%		
45953	Violation-Surcharge				431,859	344,321	397,310	427,108	29,798	7.5%		
45954	Traffic Violations				3,410,683	2,789,765	3,137,828	3,700,000	562,172	17.9%		
Miscellaneous Revenue	Investment Earnings	1330	43180	Gain/Loss Inv Market Value	134,714	(417,845)	0	0	0	0.0%		
			46025	Interest	502,830	499,629	406,000	441,000	35,000	8.6%		
		3040	46025	Interest	0	711	0	0	0	0.0%		
		4960	46025	Interest	0	306	0	0	0	0.0%		
		6110	46025	Interest	0	251	0	0	0	0.0%		
6140	46025	Interest	12	4	0	0	0	0.0%				
Miscellaneous Revenue	Rental Income	1531	45905	Rental Income	0	0	0	3,600	3,600	0.0%		
		2171	45769	Hanger Rental	7,860	1,965	7,860	7,860	0	0.0%		
		4075	45906	Rentals	18,105	18,816	16,000	16,000	0	0.0%		
		4080	45906	Rentals	12,963	9,601	11,500	11,500	0	0.0%		
		4085	45906	Rentals	43,158	45,433	46,000	46,000	0	0.0%		
		5110	45904	Rental - Wenger	2,238	563	0	0	0	0.0%		
			45905	Rental Income	150	0	0	0	0	0.0%		
		5131	45906	Rentals	1,500	4,500	0	0	0	0.0%		
		5212	45891	Auditorium Rent	108,583	119,226	170,165	175,165	5,000	2.9%		
		5341	45872	Arena/Ice Rental	252,036	237,667	240,000	270,000	30,000	12.5%		
			45877	Skate Rental	17,414	19,318	18,540	18,540	0	0.0%		
45891	Auditorium Rent		0	4	0	0	0	0.0%				
Miscellaneous Revenue	Other Revenue	1120	40113	Miscellaneous	0	450	0	0	0	0.0%		
		1310	40113	Miscellaneous	47,276	0	0	0	0	0.0%		
		1320	44055	Reimbursement Acct	(2,543)	0	0	0	0	0.0%		
		1330	40113	Miscellaneous	60	5,225	0	0	0	0.0%		
			40150	Restitution	1,720	301	0	0	0	0.0%		
			41400	Misc Admin Revenue	4,000	4,190	0	0	0	0.0%		
			43156	Office Depot Rebates	1,786	0	0	0	0	0.0%		
			43352	Water Spec Contract Surcharge	633,160	307,919	459,225	189,000	(270,225)	(58.8%)		
			43353	Recovery	0	0	276,401	276,401	0	0.0%		
			44010	Insurance	0	7,838	0	0	0	0.0%		
			44020	Miscellaneous - General	1,156	874	0	0	0	0.0%		
			44052	Auction Proceeds	521,852	582,140	500,000	528,400	28,400	5.7%		
			44055	Reimbursement Acct	15	0	0	0	0	0.0%		
			45449	Asset Forfeitures	4,352	0	5,000	5,000	0	0.0%		
			46056	Housing Authority	8,523	9,052	8,500	8,500	0	0.0%		

General Fund Revenue										
Category	Sub-Category	Org	Acct	Account Description	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2015 - 2014 \$ Change	2015-2014 % Change
Miscellaneous Revenue	Other Revenue	1330	46069	CenturyLink Franchise Fee	0	19,951	15,000	275,000	260,000	1733.3%
		1360	43156	Office Depot Rebates	0	3,989	0	0	0	0.0%
			43157	Purchasing Rebates	241,301	157,610	185,000	185,000	0	0.0%
		1531	44055	Reimbursement Acct	400	550	283	0	(283)	(100.0%)
		2112	40113	Miscellaneous	(358)	0	0	0	0	0.0%
			40150	Restitution	2,562	3,620	3,161	3,092	(69)	(2.2%)
			44015	Damage To Property	98,078	39,223	35,184	36,943	1,759	5.0%
			44020	Miscellaneous - General	1,367	2,988	0	0	0	0.0%
		2114	40113	Miscellaneous	1,901	2,181	0	0	0	0.0%
			40150	Restitution	2,710	2,539	2,087	1,000	(1,087)	(52.1%)
		2115	40113	Miscellaneous	0	514	0	0	0	0.0%
		2119	44052	Auction Proceeds	800	0	0	0	0	0.0%
			45901	Miscellaneous	4,806	4,799	4,878	4,832	(46)	(0.9%)
		2131	40113	Miscellaneous	0	1,656	0	0	0	0.0%
		2151	40113	Miscellaneous	0	360	0	0	0	0.0%
			40150	Restitution	7,986	3,733	0	0	0	0.0%
		2154	40113	Miscellaneous	11,095	0	4,622	2,310	(2,312)	(50.0%)
		2160	40113	Miscellaneous	500	0	0	0	0	0.0%
		2171	40113	Miscellaneous	129,612	(128,809)	0	0	0	0.0%
			40150	Restitution	0	348	0	0	0	0.0%
		2173	40113	Miscellaneous	190	0	0	0	0	0.0%
			40150	Restitution	32	32	0	20,000	20,000	0.0%
		2220	44055	Reimbursement Acct	124,386	(12,758)	0	0	0	0.0%
		2241	44055	Reimbursement Acct	624,886	651,425	300,000	300,000	0	0.0%
		2280	44055	Reimbursement Acct	5,851	0	0	0	0	0.0%
		3020	40113	Miscellaneous	15,360	207	0	0	0	0.0%
			44055	Reimbursement Acct	103,095	71,842	0	0	0	0.0%
		3030	44014	Recycled Materials	14,013	12,773	14,000	14,000	0	0.0%
			44017	Guardrail Damage Settlements	(6,947)	2,848	30,000	30,000	0	0.0%
			44018	Signal Damage Settlements	34,305	34,065	52,500	42,500	(10,000)	(19.0%)
			44019	Sign Damage Settlements	5,103	6,952	7,000	7,000	0	0.0%
		3040	44016	Bridge Damage Settlements	305	7,870	0	0	0	0.0%
			45282	Dangerous Buildings	0	30,697	0	0	0	0.0%
		3050	40113	Miscellaneous	242	0	0	0	0	0.0%
			43353	Recovery	12,337	0	0	0	0	0.0%
		4080	40318	Gift - Meadows Park	306	0	0	0	0	0.0%
		4960	44055	Reimbursement Acct	2,500	0	0	0	0	0.0%
		5110	44055	Reimbursement Acct	0	0	0	15,000	15,000	0.0%
		5121	43050	Damaged Trees And Shrubs	8,546	5,634	10,000	10,000	0	0.0%
		5331	42730	Resales	728	0	0	0	0	0.0%
		5336	44055	Reimbursement Acct	0	0	0	30,600	30,600	0.0%
		6110	40113	Miscellaneous	17,998	11,754	0	0	0	0.0%
			43353	Recovery	2,095,350	0	0	0	0	0.0%
			44055	Reimbursement Acct	162,260	0	0	0	0	0.0%
			45732	El Paso County	2,988	(5,663)	0	0	0	0.0%
		6121	44055	Reimbursement Acct	0	21,358	0	0	0	0.0%
		6140	44055	Reimbursement Acct	42,858	22,041	0	0	0	0.0%
7720	44050	Gain Loss On Sale Of Assets	0	11	0	0	0	0.0%		
	44055	Reimbursement Acct	1,317	1,013	0	0	0	0.0%		
8730	44020	Miscellaneous - General	0	495	0	0	0	0.0%		
Other Financing	Payments in Lieu of Taxes	1330	45612	Cemetery In Lieu Of Tax	2,064	1,655	1,241	827	(414)	(33.4%)
			45615	Parking System In Lieu Of Tax	19,140	15,307	11,480	7,654	(3,826)	(33.3%)
			45617	Valley Hi In Lieu Of Tax	3,180	2,543	1,907	1,272	(635)	(33.3%)

General Fund Revenue										
Category	Sub-Category	Org	Acct	Account Description	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2015 - 2014 \$ Change	2015-2014 % Change
Other Financing	Shared Services	1330	43190	Share Of Police Protection	106,932	106,932	106,932	106,932	0	0.0%
			46126	Share Of City Attorney	1,008,159	0	0	0	0	0.0%
			46127	Share Of City Auditor	942,199	1,045,857	0	0	0	0.0%
			46128	Share Of General Admin	30,504	30,504	30,504	30,504	0	0.0%
			46130	Share Of Dues/Memberships	116,305	174,458	174,458	595	(173,863)	(99.7%)
			46132	Share Of City Council	300,356	331,166	461,830	825,298	363,468	78.7%
			46136	Share Of City Clerk	94,485	147,621	147,621	154,012	6,391	4.3%
			46137	Share Of Workers' Compensation	154,313	103,881	103,881	26,590	(77,291)	(74.4%)
			46153	Transfer From Other Funds	3,467,439	120,381	280,928	741,752	460,824	164.0%
			46155	Transfer From Memorial Hosp	266,220	0	0	0	0	0.0%
1420	46127	Share Of City Auditor	107,100	0	0	0	0	0.0%		
Other Financing	Other Transfers	1200	46170	Reimbursement from Other Funds	0	0	57,300	112,000	54,700	95.5%
			46173	Reimbursement from Utilities Fund	0	735,211	1,557,436	185,000	(1,372,436)	(88.1%)
		1205	46173	Reimbursement from Utilities Fund	0	0	0	1,103,263	1,103,263	0.0%
		1330	43025	Transfer From Utilities Surplus Revenue	30,574,365	31,844,422	31,680,000	32,479,000	799,000	2.5%
			46152	Transfer From Lodgers/Auto Rental	835,032	928,866	447,146	426,815	(20,331)	(4.5%)
		1420	46170	Reimbursement from Other Funds	0	0	75,000	75,000	0	0.0%
			46173	Reimbursement from Utilities Fund	0	0	903,131	867,475	(35,656)	(3.9%)
		3030	44059	Reimbursement from Grants	24,938	0	0	0	0	0.0%
			46171	Reimbursement from Grants	2,281	10,352	34,000	11,800	(22,200)	(65.3%)
		3040	44059	Reimbursement from Grants	61,249	0	0	0	0	0.0%
			46171	Reimbursement from Grants	6,604	90,027	80,365	72,000	(8,365)	(10.4%)
		4050	46171	Reimbursement from Grants	0	66,255	66,255	66,255	0	0.0%
		4075	46171	Reimbursement from Grants	0	0	13,300	13,300	0	0.0%
		4080	46171	Reimbursement from Grants	0	0	14,157	14,157	0	0.0%
		4085	46171	Reimbursement from Grants	0	0	14,300	14,300	0	0.0%
		4840	46170	Reimbursement from Other Funds	0	71,907	371,248	369,883	(1,365)	(0.4%)
		5241	46172	Reimbursement from Gift Trusts	0	39,863	50,000	55,000	5,000	10.0%
		5242	46171	Reimbursement from Grants	0	0	3,808	3,808	0	0.0%
			46172	Reimbursement from Gift Trusts	0	97,342	104,524	104,524	0	0.0%
		5243	46171	Reimbursement from Grants	0	0	7,696	6,838	(858)	(11.1%)
			46172	Reimbursement from Gift Trusts	0	11,088	0	7,696	7,696	0.0%
		5605	46171	Reimbursement from Grants	0	0	77,500	77,500	0	0.0%
			46172	Reimbursement from Gift Trusts	0	89,383	170,000	190,056	20,056	11.8%
8121	46170	Reimbursement from Other Funds	0	0	0	376,553	376,553	0.0%		

General Fund Revenue										
Category	Sub-Category	Org	Acct	Account Description	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2015 - 2014 \$ Change	2015-2014 % Change
Other Financing	Other Transfers	8121	46173	Reimbursement from Utility Fund	0	0	0	2,823,306	2,823,306	0.0%
Other Financing	Leases	2112	43320	Capital Lease Proceeds	976,506	0	0	0	0	0.0%
		6110	43320	Capital Lease Proceeds	1,343,940	1,776,674	0	0	0	0.0%
			43321	Operating Lease Proceeds	0	695,060	0	0	0	0.0%
Other Financing	Sale of Capital Assets	2114	44040	Sale Of Property	0	190	0	0	0	0.0%
		2171	44040	Sale Of Property	11,782	18,862	32,886	16,049	(16,837)	(51.2%)
			44045	Sale Of Scrap	0	316	0	0	0	0.0%
		2221	44045	Sale Of Scrap	302	0	0	0	0	0.0%
		5605	44040	Sale Of Property	0	106	0	0	0	0.0%
		6110	44040	Sale Of Property	132,712	246,200	200,000	200,000	0	0.0%
			44045	Sale Of Scrap	23,839	13,557	0	0	0	0.0%
8730	44040	Sale Of Property	0	190	0	0	0	0.0%		
Draw from Fund Balance		(blank)	00002	Draw from Fund Balance	0	0	1,760,000	1,500,000	(260,000)	(14.8%)
Reconciliation to CAFR		(blank)	00003	Reconciliation to CAFR	(3,361,813)	(3,442,449)	0	0	0	0.0%
					232,252,754	234,373,600	249,291,056	258,695,842	9,404,786	3.8%

Special Revenue Funds									
Fund Desc	Dept	Account	Description	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2015 - 2014 \$ Change	2015 - 2014 % Change
115 - Ballfield Capital Improvements	5000	41120	Building Rental	1,100	1,100	0	0	0	0.0%
		41150	Miscellaneous Concessions	7,768	7,221	10,000	10,000	0	0.0%
		45836	Softball	56,691	48,240	80,000	80,000	0	0.0%
		46025	Interest	1,992	1,435	10,000	10,000	0	0.0%
115 - Ballfield Capital Improvements Total				67,551	57,996	100,000	100,000	0	0.0%
117 - Bicycle Tax	5000	43325	Bicycle Excise Tax	90,536	78,760	92,000	92,000	0	0.0%
		46025	Interest	2,688	2,843	3,000	3,000	0	0.0%
117 - Bicycle Tax Total				93,224	81,603	95,000	95,000	0	0.0%
118 - Trails/Open Space/Parks Fund	5901	40113	Miscellaneous	76	0	0	0	0	0.0%
		45100	Sales And Use Tax	6,435,560	6,796,672	7,105,000	7,215,000	110,000	1.5%
		46025	Interest	104,909	113,992	125,000	120,000	(5,000)	(4.0%)
118 - Trails/Open Space/Parks Fund Total				6,540,545	6,910,664	7,230,000	7,335,000	105,000	1.5%
119 - Conservation Trust	5000	43020	State Lottery Funds	4,189,703	4,608,022	4,647,000	4,400,000	(247,000)	(5.3%)
		46025	Interest	14,333	18,448	15,000	20,000	5,000	33.3%
119 - Conservation Trust Total				4,204,035	4,626,470	4,662,000	4,420,000	(242,000)	(5.2%)
131 - Old Colo City Maint-Sec Dist	5410	45025	Prop Taxes Current Year	88,677	87,187	92,040	89,515	(2,525)	(2.7%)
		45055	Prop Taxes Penalty	321	240	0	0	0	0.0%
		45125	Specific Ownership Tax	0	0	0	10,473	10,473	0.0%
		45126	State Automobile Tax	8,680	9,088	10,769	0	(10,769)	(100.0%)
		46025	Interest	685	705	553	600	47	8.5%
131 - Old Colo City Maint-Sec Dist Total				98,363	97,220	103,362	100,588	(2,774)	(2.7%)
132 - Norwood Special Imp Dist	5411	45025	Prop Taxes Current Year	580,230	595,339	606,268	605,439	(829)	(0.1%)
		45050	Prop Taxes Delinquent	153	175	0	0	0	0.0%
		45055	Prop Taxes Penalty	807	331	0	0	0	0.0%
		45125	Specific Ownership Tax	0	0	0	70,836	70,836	0.0%
		45126	State Automobile Tax	56,076	60,579	70,933	0	(70,933)	(100.0%)
		46025	Interest	2,592	3,955	2,235	3,500	1,265	56.6%
132 - Norwood Special Imp Dist Total				639,858	660,379	679,436	679,775	339	0.0%
133 - Briargate Special Imp Dist	5412	45025	Prop Taxes Current Year	756,300	748,050	748,115	750,217	2,102	0.3%
		45050	Prop Taxes Delinquent	360	712	0	0	0	0.0%
		45055	Prop Taxes Penalty	560	603	0	0	0	0.0%
		45125	Specific Ownership Tax	0	0	0	87,775	87,775	0.0%
		45126	State Automobile Tax	73,181	75,963	87,529	0	(87,529)	(100.0%)
		46025	Interest	3,235	3,145	2,458	2,600	142	5.8%
133 - Briargate Special Imp Dist Total				833,637	828,472	838,102	840,592	2,490	0.3%
134 - Stetson Hill Imp Dist	5405	45025	Prop Taxes Current Year	246,852	249,666	254,231	254,220	(11)	(0.0%)
		45050	Prop Taxes Delinquent	142	31	0	0	0	0.0%
		45055	Prop Taxes Penalty	292	346	0	0	0	0.0%
		45125	Specific Ownership Tax	0	0	0	29,744	29,744	0.0%
		45126	State Automobile Tax	23,944	25,349	29,745	0	(29,745)	(100.0%)
		46025	Interest	1,668	1,625	1,264	1,400	136	10.8%
134 - Stetson Hill Imp Dist Total				272,898	277,017	285,240	285,364	124	0.0%
135 - Woodstone Imp Dist	5406	45025	Prop Taxes Current Year	15,965	15,999	16,137	16,145	8	0.0%
		45050	Prop Taxes Delinquent	4	0	0	0	0	0.0%
		45055	Prop Taxes Penalty	11	11	0	0	0	0.0%
		45125	Specific Ownership Tax	0	0	0	1,889	1,889	0.0%
		45126	State Automobile Tax	1,540	1,622	1,888	0	(1,888)	(100.0%)
		46025	Interest	1,031	949	812	800	(12)	(1.5%)
135 - Woodstone Imp Dist Total				18,551	18,581	18,837	18,834	(3)	(0.0%)
136 - Colo Ave Gateway Imp Dist	5407	45025	Prop Taxes Current Year	2,677	2,578	2,640	2,680	40	1.5%
		45050	Prop Taxes Delinquent	0	3	0	0	0	0.0%
		45055	Prop Taxes Penalty	29	32	0	0	0	0.0%
		45125	Specific Ownership Tax	0	0	0	314	314	0.0%
		45126	State Automobile Tax	263	262	309	0	(309)	(100.0%)
		46025	Interest	79	81	62	70	8	12.9%
136 - Colo Ave Gateway Imp Dist Total				3,047	2,957	3,011	3,064	53	1.8%

Special Revenue Funds									
Fund Desc	Dept	Account	Description	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2015 - 2014 \$ Change	2015 - 2014 % Change
137 - Platte Ave Imp Dist	5408	45025	Prop Taxes Current Year	8,822	8,341	8,672	8,672	(0)	(0.0%)
		46025	Interest	675	670	533	500	(33)	(6.2%)
		137 - Platte Ave Imp Dist Total			9,497	9,011	9,205	9,172	(33)
150 - Park Developer Easement	5400	46025	Interest	1,432	1,367	0	0	0	0.0%
150 - Park Developer Easement Total				1,432	1,367	0	0	0	0.0%
151 - Public Space & Development	5000	43065	Park Fees New Ordinance	504,922	1,181,012	725,000	1,125,000	400,000	55.2%
		46025	Interest	31,446	36,045	75,000	75,000	0	0.0%
		151 - Public Space & Development Total			536,369	1,217,057	800,000	1,200,000	400,000
152 - Subdivision Storm Drainage	4880	40058	Park Vista	0	60,884	0	0	0	0.0%
		40080	C S Ranch	0	0	180,000	360,000	180,000	100.0%
		40087	Sand Creek Basin	392,630	1,405,053	400,000	800,000	400,000	100.0%
		40088	Spring Creek Basin	0	55,461	0	0	0	0.0%
		40089	Templeton Gap Basin	0	65,673	0	0	0	0.0%
		40090	Douglas Creek Basin	0	13,896	20,000	40,000	20,000	100.0%
		40091	Popes Bluff	0	5,752	0	0	0	0.0%
		40093	South Rockrimmon Basin	0	23,676	0	0	0	0.0%
		40094	Cottonwood Creek Basin	348,188	554,592	250,000	500,000	250,000	100.0%
		40095	Miscellaneous Basins	71,654	87,208	0	0	0	0.0%
		40096	Mesa Basin	18,109	19,781	0	0	0	0.0%
		40097	Bear Creek Basin	0	12,536	0	0	0	0.0%
		40100	Middle Tributary	179,744	0	0	0	0	0.0%
		40129	Sand Creek Pond	117,439	420,467	550,000	1,100,000	550,000	100.0%
		40160	Sand Crk Pond Land	43,617	156,161	300,000	600,000	300,000	100.0%
		40161	Middle Tributary Pond	36,755	0	0	0	0	0.0%
		40261	Camp Creek Basin	0	8,140	0	0	0	0.0%
		40262	Pulpit Rock Basin	63,134	26,457	0	0	0	0.0%
		40264	North Rockrimmon Basin	0	122,311	0	0	0	0.0%
		40265	21St Street Basin	0	4,533	0	0	0	0.0%
		40284	Windmill Gulch	0	0	300,000	600,000	300,000	100.0%
40333	Cottonwood Surcharge	19,550	27,898	0	0	0	0.0%		
46025	Interest	12,375	15,074	0	0	0	0.0%		
152 - Subdivision Storm Drainage Total				1,303,195	3,085,551	2,000,000	4,000,000	2,000,000	100.0%
153 - Arterial Roadway Bridge Fund	4870	40087	Sand Creek Basin	24,295	86,983	150,000	150,000	0	0.0%
		40089	Templeton Gap Basin	0	719	0	0	0	0.0%
		40090	Douglas Creek Basin	0	307	0	0	0	0.0%
		40091	Popes Bluff	0	984	0	0	0	0.0%
		40094	Cottonwood Creek Basin	30,548	43,593	100,000	100,000	0	0.0%
		40097	Bear Creek Basin	0	1,180	0	0	0	0.0%
		43065	Park Fees New Ordinance	0	0	0	0	0	0.0%
		43356	Development Review Fees	0	0	0	0	0	0.0%
		46025	Interest	9,459	9,618	0	0	0	0.0%
153 - Arterial Roadway Bridge Fund Total				64,303	143,383	250,000	250,000	0	0.0%
154 - BL Ranch Reimbursement Fund	4885	43143	BLR Offsite Rdwy Improv	160,639	251,008	175,500	253,500	78,000	44.4%
		43144	BLR Urban Svc Ext Fee	45,308	70,797	49,500	71,500	22,000	44.4%
		46025	Interest	6,744	18,401	6,000	18,000	12,000	200.0%
154 - BL Ranch Reimbursement Fund Total				212,692	340,206	231,000	343,000	112,000	48.5%
166 - Lodgers And Auto Rental Tax	1300	45100	Sales And Use Tax	3,934,681	4,020,980	3,995,000	4,160,000	165,000	4.1%
		46025	Interest	1,416	2,146	5,000	1,000	(4,000)	(80.0%)
		166 - Lodgers And Auto Rental Tax Total			3,936,097	4,023,125	4,000,000	4,161,000	161,000
167 - Street Tree Fee Fund	5000	46025	Interest	909	867	2,000	2,000	0	0.0%
167 - Street Tree Fee Fund Total				909	867	2,000	2,000	0	0.0%
170 - Cable Franchise	1300	46025	Interest	2,796	1,962	0	0	0	0.0%
		46057	Comcast Cable Franchise Fee	1,105,313	1,070,681	998,000	922,000	(76,000)	(7.6%)
		46067	Falcon Cable Franchise Fee	9,197	10,841	0	19,000	19,000	0.0%
170 - Cable Franchise Total				1,117,306	1,083,484	998,000	941,000	(57,000)	(5.7%)

Special Revenue Funds									
Fund Desc	Dept	Account	Description	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2015 - 2014 \$ Change	2015 - 2014 % Change
171 - Public Safety Sales Tax	1300	45100	Sales And Use Tax	0	28	0	0	0	0.0%
	1330	40113	Miscellaneous	303	0	0	0	0	0.0%
		45100	Sales And Use Tax	25,742,233	27,218,447	28,420,000	29,577,000	1,157,000	4.1%
		46025	Interest	63,795	54,652	181,784	75,000	(106,784)	(58.7%)
	2112	43320	Capital Lease Proceeds	81,950	0	0	0	0	0.0%
	2191	44040	Sale Of Property	473	0	0	0	0	0.0%
171 - Public Safety Sales Tax Total				25,888,753	27,273,128	28,601,784	29,652,000	1,050,216	3.7%
202 - City Funded CIP	1300	43353	Recovery	50,000	115,000	0	0	0	0.0%
		44010	Insurance	0	0	93,000	80,000	(13,000)	(14.0%)
		44016	Bridge Damage Settlements	0	(780)	0	0	0	0.0%
		44017	Guardrail Damage Settlements	1,580	0	0	0	0	0.0%
		44019	Sign Damage Settlements	(146)	6	0	0	0	0.0%
		46025	Interest	71,745	92,777	54,000	76,000	22,000	40.7%
		46153	Transfer From Other Funds	5,468,930	9,325,133	10,860,472	11,033,257	172,785	1.6%
	3300	43353	Recovery	0	200,000	0	0	0	0.0%
202 - City Funded CIP Total				5,592,110	9,732,136	11,007,472	11,189,257	181,785	1.7%
401 - Airport	7201	40113	Miscellaneous	0	325	0	0	0	0.0%
		41000	Landing	1,861,057	2,610,852	1,825,470	1,968,768	143,299	7.8%
		41010	Maint Flight Landing Fees	255,657	422,579	316,867	433,515	116,648	36.8%
		41030	Loading Bridges	76,583	37,257	39,264	37,823	(1,442)	(3.7%)
		41050	Terminal Rent	4,432,808	5,654,104	4,147,466	3,742,748	(404,718)	(9.8%)
		41070	Diversion Landing Fees	19,533	49,907	50,000	25,000	(25,000)	(50.0%)
		41080	Gate Usage	234,758	161,712	186,655	85,222	(101,433)	(54.3%)
		41081	Ground Power	2,825	4,750	4,000	4,000	0	0.0%
		41090	Pfc Revenues	(33)	(1,198)	0	0	0	0.0%
		41100	Food Beverages	318,086	265,440	293,614	287,000	(6,614)	(2.3%)
		41104	Retail Gift Spec	327,854	321,960	325,000	325,000	0	0.0%
		41106	Shoe Shine	2,400	2,400	2,400	2,400	0	0.0%
		41110	Advertising Other	179,626	97,198	140,624	119,430	(21,194)	(15.1%)
		41112	ATM Machine	42,000	42,000	42,000	42,000	0	0.0%
		41113	Coin Machine	158	350	158	186	28	17.7%
		41114	Telephone	9	81	15	50	35	233.3%
		41120	Building Rental	393,787	359,258	432,750	404,538	(28,212)	(6.5%)
		41140	Rent Car Counters	281,909	280,286	235,000	187,000	(48,000)	(20.4%)
		41150	Miscellaneous Concessions	2,028	2,028	1,457	2,184	727	49.9%
		41200	Rent Car Privileges	2,931,167	2,198,128	1,934,417	2,164,838	230,422	11.9%
		41220	RAC Return Spaces	175,896	189,433	236,000	169,000	(67,000)	(28.4%)
		41230	RAC Service Areas	371,461	371,461	348,421	334,186	(14,235)	(4.1%)
		41250	Public Parking And Fines	5,227,055	4,213,990	4,442,200	4,463,293	21,093	0.5%
		41260	Ground Transportation	88,748	86,960	77,500	97,000	19,500	25.2%
		41300	Fuel Sales	258,371	203,334	264,521	266,701	2,180	0.8%
		41310	Fuel Tax Excise And Sales Tax	925,595	781,545	837,798	823,735	(14,063)	(1.7%)
		41320	Ground Building Rents	1,115,095	1,132,932	1,190,861	1,298,981	108,120	9.1%
		41340	Support Building Rents	69,696	40,117	29,985	39,067	9,081	30.3%
		41365	Ground Building Rents	29,196	29,196	29,196	30,562	1,366	4.7%
		41370	Ramp Overnight	38,185	44,290	44,763	27,972	(16,791)	(37.5%)
		41400	Miscellaneous Admin Revenue	41,373	118,021	274,870	166,616	(108,254)	(39.4%)
		41415	Finger Printing	22,320	18,900	22,680	21,645	(1,035)	(4.6%)
		41416	Lost Badges	6,325	16,150	6,772	9,005	2,233	33.0%
		41420	Late Fees	9,593	9,983	11,713	10,751	(963)	(8.2%)
		41450	Phone Services	33,069	30,918	30,588	26,207	(4,381)	(14.3%)
		41460	Cable Tv Services	7,063	8,270	7,094	7,729	635	8.9%
		43070	State Share	9,306	13,232	26,000	26,000	0	0.0%
		43080	Federal Share	0	0	182,000	0	(182,000)	(100.0%)
		43140	Applied To Expenditures	7,083	0	0	0	0	0.0%
		43157	Purch Card Program Rebates	22,946	9,065	0	0	0	0.0%
		44010	Insurance	355	0	0	0	0	0.0%
		44020	Miscellaneous General	36,044	19,015	0	0	0	0.0%
		44025	Cash Over Short	1	7	0	0	0	0.0%
		45233	Refuse	7,208	6,931	7,300	7,300	0	0.0%
		45237	Massage Therapist	3,000	3,000	3,000	3,000	0	0.0%
		45760	Witness Fees	14	0	0	0	0	0.0%
		46025	Interest	284,901	267,392	271,182	16,210	(254,973)	(94.0%)
		46151	Transfer To Other Funds	42,558	0	0	0	0	0.0%
		46153	Transfer From Other Funds	(42,558)	0	0	0	0	0.0%

Special Revenue Funds									
Fund Desc	Dept	Account	Description	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2015 - 2014 \$ Change	2015 - 2014 % Change
401 - Airport	7203	41400	Miscellaneous Admin Revenue	0	0	0	0	0	0.0%
	7204	44040	Sale Of Property	68,354	30,605	0	0	0	0.0%
		44045	Sale Of Scrap	7,173	5,646	0	0	0	0.0%
	7210	43080	Federal Share	182,000	181,500	0	150,500	150,500	0.0%
		44040	Sale Of Property	0	1,780	0	0	0	0.0%
	7219	43105	Bond Interest	84,509	51,638	0	0	0	0.0%
	7205	41400	Miscellaneous Admin Revenue	0	46	0	0	0	0.0%
			Other PFC	0	0	1,644,779	2,105,576	460,797	28.0%
			0	0	1,805,221	1,789,136	(16,085)	(0.9%)	
401 - Airport Total				20,494,147	20,394,773	21,771,602	21,721,874	(49,728)	(0.2%)
430 - Memorial Health System	7710	40113	Miscellaneous	0	8,720	0	0	0	0.0%
		42750	City Ins Excess	0	77,751	0	0	0	0.0%
		42760	City Subrogation	0	454	0	0	0	0.0%
		44020	Miscellaneous General	0	67,857	0	0	0	0.0%
		44060	Gain Loss On Investment	0	224,352	0	0	0	0.0%
		45905	Rental Income	0	3,336,607	5,612,112	5,612,112	0	0.0%
		46025	Interest	0	431,196	180,000	100,000	(80,000)	(44.4%)
		430 - Memorial Health System Total				0	4,146,937	5,792,112	5,712,112
451 - Golf - Patty Jewett	7111	41720	Annual Adult	39,875	36,656	37,614	38,266	652	1.7%
		41723	Annual Prime	66,140	69,731	89,156	71,170	(17,986)	(20.2%)
		41725	Annual Senior	37,867	37,655	35,434	37,836	2,402	6.8%
		41730	Annual Junior	900	1,150	900	1,025	125	13.9%
		41734	First Tee 18 Hole	0	0	0	0	0	0.0%
		41735	Daily 18 Hole	294,524	238,311	253,568	276,254	22,686	8.9%
		41737	Daily 18 Hole Prime	230,965	228,120	226,470	237,181	10,711	4.7%
		41740	Daily 9 Hole	526,103	420,072	479,051	489,435	10,384	2.2%
		41743	Daily 9 Hole Prime	291,462	286,143	298,561	298,160	(401)	(0.1%)
		41745	High Schools	2,300	2,000	2,300	2,000	(300)	(13.0%)
		41750	City Cart Fees Daily	303,531	270,213	246,938	298,350	51,412	20.8%
		41755	Concessions Grill	165,097	174,835	155,638	169,956	14,318	9.2%
		41760	Concessions Pro Shop	10,500	10,500	10,500	10,500	0	0.0%
		41765	Locker Rental	5,600	5,275	5,513	5,438	(75)	(1.4%)
		41775	Miscellaneous Golf	300	10	0	0	0	0.0%
		41780	Operating Fee Daily	239,856	202,977	220,077	233,120	13,043	5.9%
		44025	Cash Over Short	204	(398)	0	0	0	0.0%
		44040	Sale Of Property	1,930	0	0	0	0	0.0%
		46025	Interest	5,084	5,079	13,398	5,079	(8,319)	(62.1%)
		451 - Golf - Patty Jewett Total				2,222,238	1,988,329	2,075,118	2,173,770
455 - Golf - Valley Hi	7121	40113	Miscellaneous	22	0	0	0	0	0.0%
		41720	Annual Adult	17,325	13,200	17,188	15,262	(1,926)	(11.2%)
		41723	Annual Prime	35,049	30,650	37,055	34,419	(2,636)	(7.1%)
		41725	Annual Senior	24,600	22,200	25,050	23,400	(1,650)	(6.6%)
		41730	Annual Junior	150	100	225	125	(100)	(44.4%)
		41733	First Tee 9 Hole	0	625	0	625	625	0.0%
		41734	First Tee 18 Hole	0	40	0	40	40	0.0%
		41735	Daily 18 Hole	200,181	146,866	178,920	180,496	1,576	0.9%
		41737	Daily 18 Hole Prime	192,270	182,217	197,160	194,742	(2,418)	(1.2%)
		41740	Daily 9 Hole	234,434	175,905	227,172	212,550	(14,622)	(6.4%)
		41743	Daily 9 Hole Prime	81,019	69,445	88,769	77,744	(11,025)	(12.4%)
		41745	High Schools	3,400	3,200	3,400	3,200	(200)	(5.9%)
		41750	City Cart Fees Daily	210,950	177,088	209,772	197,083	(12,689)	(6.0%)
		41755	Concessions Grill	32,400	32,400	32,400	32,400	0	0.0%
		41760	Concessions Pro Shop	10,500	10,500	10,500	10,500	0	0.0%
		41765	Locker Rental	405	435	443	420	(23)	(5.2%)
		41775	Miscellaneous Golf	416	0	0	0	0	0.0%
		41780	Operating Fee Daily	128,988	101,755	121,420	121,480	60	0.0%
		42025	Monthly Parking Garage 1	0	0	0	0	0	0.0%
		44025	Cash Over Short	(170)	(3)	0	0	0	0.0%
		44040	Sale Of Property	3,045	0	0	0	0	0.0%
		45841	Footgolf-18-Hole	0	0	0	36,000	36,000	0.0%
		45842	Footgolf Cart Rentals	0	0	0	4,687	4,687	0.0%
		45843	Footgolf Ball Rentals	0	0	0	2,250	2,250	0.0%
		46025	Interest	3,716	3,123	4,122	3,419	(703)	(17.1%)
		455 - Golf - Valley Hi Total				1,178,700	969,743	1,153,596	1,150,842

Special Revenue Funds									
Fund Desc	Dept	Account	Description	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2015 - 2014 \$ Change	2015 - 2014 % Change
460 - Pikes Peak- America's Mtn	7301	41805	Tollgate	2,359,171	2,547,522	2,116,557	2,120,000	3,443	0.2%
		41810	Concessions Pikes Peak Hwy	1,242,857	1,242,857	1,242,857	2,266,666	1,023,809	82.4%
		41820	Tower Optical	792	961	900	950	50	5.6%
		41835	Misc Pikes Peak Hwy	51,120	376,804	30,000	33,000	3,000	10.0%
		41840	Admin Revenue	35,478	11,091	25,000	5,000	(20,000)	(80.0%)
		43040	Donations	0	5,457	0	5,000	5,000	0.0%
		44025	Cash Over Short	(81)	1,469	0	0	0	0.0%
		44040	Sale Of Property	23,278	1,659	0	0	0	0.0%
		44045	Sale Of Scrap	2,879	296	0	0	0	0.0%
		44055	Reimbursement Acct	229,297	137,212	225,000	225,000	0	0.0%
		45903	North Slope Admission	1,036	316	0	40,000	40,000	0.0%
		46025	Interest	44,279	50,045	22,000	22,000	0	0.0%
		46152	Transfer From Lart	436,790	36,470	33,000	33,000	0	0.0%
46153	Transfer From Other Funds	0	0	0	0	0	0.0%		
460 - Pikes Peak-America's Mtn Total				4,426,896	4,412,159	3,695,314	4,750,616	1,055,302	28.6%
470 - Parking System	7510	42005	Bus Terminal Garage 1	83,852	109,499	101,840	112,176	10,336	10.1%
		42010	Meter Hoods	0	0	0	0	0	0.0%
		42025	Monthly Parking Garage 1	344,913	389,875	383,640	422,040	38,400	10.0%
		42030	Monthly Parking Garage 2	2,130	0	0	0	0	0.0%
		42040	Parking Meters	0	0	0	0	0	0.0%
		42055	Transient Parking Garage 1	114,141	104,078	129,884	146,796	16,912	13.0%
	7520	44025	Cash Over Short	0	5	0	0	0	0.0%
		42010	Meter Hoods	0	0	0	0	0	0.0%
		42020	Monthly Parking Lot 3	0	0	0	0	0	0.0%
		42030	Monthly Parking Garage 2	1,183,027	1,216,113	1,165,200	1,253,040	87,840	7.5%
		42045	Transient Parking Lot 3	0	0	0	0	0	0.0%
		42060	Transient Parking Garage 2	189,293	217,140	267,334	270,804	3,470	1.3%
	7530	44025	Cash Over Short	0	(1)	0	0	0	0.0%
		42010	Meter Hoods	22,056	39,711	27,180	21,744	(5,436)	(20.0%)
		42015	Online Sales	8,797	7,547	6,214	0	(6,214)	(100.0%)
		42020	Monthly Parking Lot 3	0	0	0	0	0	0.0%
		42030	Monthly Parking Garage 2	5,020	0	0	0	0	0.0%
		42036	Monthly Parking Lot 5	0	0	0	0	0	0.0%
		42040	Parking Meters	1,712,262	1,721,867	1,328,596	897,997	(430,599)	(32.4%)
		42041	Parking Meters - CC	0	0	0	1,155,150	1,155,150	0.0%
		42055	Transient Parking Garage 1	372	0	0	0	0	0.0%
		44020	Miscellaneous General	391	0	0	0	0	0.0%
		44025	Cash Over Short	0	1	0	0	0	0.0%
	45765	Parking Fees	0	0	0	1,250	1,250	0.0%	
	7540	new	Parking Meters - Credit Cards	0	0	889,873	0	(889,873)	(100.0%)
		42042	POC Garage Loan Payment	133,188	133,188	132,000	132,000	0	0.0%
		43156	Rebates	0	4,093	0	0	0	0.0%
	7550	46025	Interest	46,958	41,295	40,000	50,000	10,000	25.0%
		42020	Monthly Parking Lot 3	91,338	88,938	119,760	141,360	21,600	18.0%
	7560	42045	Transient Parking Lot 3	31,760	36,191	28,357	41,220	12,863	45.4%
		42030	Monthly Parking Garage 2	0	0	0	0	0	0.0%
	7580	42035	Monthly Parking Lot 4	9,770	7,505	10,200	10,200	0	0.0%
		42050	Transient Parking Lot 4	1,680	1,082	2,100	2,100	0	0.0%
42036	Monthly Parking Lot 5	20,425	(20,040)	17,100	17,100	0	0.0%		
470 - Parking System Total				4,001,372	4,098,087	4,649,278	4,674,977	25,699	0.6%
475 - Cemetery Fund	7400	41904	Care Of Lots	0	6,000	6,000	6,000	0	0.0%
		41905	Interments And Removals	460,003	432,934	459,225	506,230	47,005	10.2%
		41910	Sales Of Lots	383,519	368,922	382,740	437,812	55,072	14.4%
		41915	Memorial Or Foundations	50,925	48,838	50,000	50,000	0	0.0%
		41920	Miscellaneous Cemetery	1,275	1,550	5,000	5,000	0	0.0%
		41925	Sale Of Burial Vaults	75,820	79,031	75,000	90,000	15,000	20.0%
		41930	Sale Of Bronze Memorials	0	0	1,500	1,500	0	0.0%
		41935	Vault Supervision Fee	33,400	33,600	39,000	39,000	0	0.0%
		41940	Endowments	0	(165)	0	0	0	0.0%
		41945	Contract Admin Charge	2,690	3,260	2,750	2,750	0	0.0%
		43135	Interest On Endowment	252,779	216,116	250,000	250,000	0	0.0%
		44025	Cash Over Short	0	1	0	0	0	0.0%
		46025	Interest	2,169	2,175	2,500	2,500	0	0.0%
		475 - Cemetery Fund Total				1,262,580	1,192,261	1,273,715	1,390,792

Special Revenue Funds										
Fund Desc	Dept	Account	Description	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2015 - 2014 \$ Change	2015 - 2014 % Change	
480 - Development Review Enterprise	4810	43353	Recovery	255,421	0	0	0	0	0.0%	
		44077	Zoning System Fees	0	0	0	1,000	1,000	0.0%	
		45763	Administrative Services Fees	1,265,389	1,378,594	1,602,102	1,239,080	(363,022)	(22.7%)	
		46025	Interest	13,262	17,234	9,000	9,000	0	0.0%	
	4811	43357	Construction Plan Review	4,640	925	0	2,500	2,500	0.0%	
		45763	Administrative Services Fees	0	0	0	0	0	0.0%	
		45771	Alarm System Permit	116,736	149,810	0	200,000	200,000	0.0%	
		45774	Fixed Fire Protection	22,500	16,920	0	18,000	18,000	0.0%	
		45780	Special FP Inspections	13,800	12,755	0	15,000	15,000	0.0%	
		45781	Sprinkler Permit Fees	155,530	151,424	0	220,000	220,000	0.0%	
		45785	Off Duty Inspections	11,850	10,100	0	8,000	8,000	0.0%	
		45794	Overtime Plan Review	0	0	0	0	0	0.0%	
		45957	Fines No Permit	3,697	2,555	0	3,000	3,000	0.0%	
		46170	Fines No Permit	0	0	0	43,858	43,858	0.0%	
480 - Development Review Enterprise Total				1,862,826	1,740,317	1,611,102	1,759,438	148,336	9.2%	
485 - Stormwater Enterprise	7810	40113	Miscellaneous	0	0	0	0	0	0.0%	
		41397	Late Fees	(18)	0	0	0	0	0.0%	
		42305	Residential Fees	1,438	0	0	0	0	0.0%	
		42310	Commercial Fees	(1,296)	0	0	0	0	0.0%	
		46025	Interest	28,273	0	0	0	0	0.0%	
485 - Stormwater Enterprise Total				28,397	0	0	0	0	0.0%	
501 - Support Services	8110	46025	Interest	0	0	0	0	0	0.0%	
		8121	40113	Miscellaneous	0	0	0	0	0	0.0%
	8121	40150	Restitution	1,318	0	0	0	0	0.0%	
		42620	Enterprise Fund Utilities	6,832,171	6,162,791	0	0	0	0.0%	
		42665	City Other Dept	5,894,740	5,065,214	0	0	0	0.0%	
		42680	City Police Unit	2,424,279	2,539,175	0	0	0	0.0%	
		42705	Other	399,349	332,059	0	0	0	0.0%	
		42710	Other Revenue	13,021	23,755	0	0	0	0.0%	
		42735	Special Funds Miscellaneous	954,767	351,778	0	0	0	0.0%	
		42883	Rev Paging System	(710)	0	0	0	0	0.0%	
		44025	Cash Over Short	0	8	0	0	0	0.0%	
		46025	Interest	14,838	10,869	0	0	0	0.0%	
		8145	42720	Other Billed Invoices	42,787	0	0	0	0	0.0%
		8163	42605	Ent Fund Util Allocation	0	169,052	0	0	0	0.0%
		8170	42605	Ent Fund Util Allocation	220,265	0	0	0	0	0.0%
		8126	40113	Miscellaneous	0	500	0	0	0	0.0%
501 - Support Services Total				16,796,826	14,655,199	0	0	0	0.0%	
502 - Claims Reserve	7750	40113	Miscellaneous	240	1,147	0	0	0	0.0%	
		40224	Contribution From Golf	3,500	3,500	3,500	3,500	0	0.0%	
		40225	Contribution From PPHwy	5,000	5,000	5,000	5,000	0	0.0%	
		40226	Contribution From Cemetery	1,000	1,000	1,000	1,000	0	0.0%	
		40383	Contribution From Dev Review	2,000	2,000	2,000	2,000	0	0.0%	
		44020	Miscellaneous General	500,004	523,504	988,500	988,500	0	0.0%	
		46025	Interest	6,483	2,638	0	0	0	0.0%	
502 - Claims Reserve Total				518,227	538,789	1,000,000	1,000,000	0	0.0%	
503 - Workers Compensation	7730	40113	Miscellaneous	2,090	272	0	0	0	0.0%	
		42750	City Ins Excess	376,979	491,096	0	0	0	0.0%	
		42755	CSU Ins Excess	141,600	17,638	0	0	0	0.0%	
		42760	City Subrogation	116,553	91,110	0	0	0	0.0%	
		42770	City Workers Comp	3,578,614	3,323,111	6,839,000	6,839,000	0	0.0%	
		42775	Utilities Workers Comp	1,228,196	777,110	1,000,000	1,000,000	0	0.0%	
		44025	Cash Over Short	0	(1)	0	0	0	0.0%	
		45665	Copy Fees	0	193	0	0	0	0.0%	
		45760	Witness Fees	15	0	0	0	0	0.0%	
		46025	Interest	25,640	18,444	61,000	61,000	0	0.0%	
		7740	40132	Physical Therapy Clinic	110,146	114,785	100,000	100,000	0	0.0%
7720	45665	Copy Fees	0	397	0	0	0	0.0%		
503 - Workers Compensation Total				5,579,834	4,834,155	8,000,000	8,000,000	0	0.0%	
504 - Employee Benefits Fund	9895	40138	Dental Premiums	2,118,752	2,139,516	0	0	0	0.0%	
		40139	Vision Premiums	444,173	393,303	0	0	0	0.0%	

Special Revenue Funds									
Fund Desc	Dept	Account	Description	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2015 - 2014 \$ Change	2015 - 2014 % Change
504 - Employee	9895	40140	Medical Premiums	21,498,084	21,317,102	0	0	0	0.0%
		40169	Employee Assist Program	23	(66)	0	0	0	0.0%
		40170	Hra Benefit	131,815	150,157	0	0	0	0.0%
		42735	Special Funds Miscellaneous	6,852	0	0	0	0	0.0%
		45901	Miscellaneous	8,385	0	0	0	0	0.0%
		46025	Interest	10,630	954	10,630	10,630	0	0.0%
	46153	Transfer From Other Funds	0	347,848	32,361,365	33,861,365	1,500,000	4.6%	
	9896	40143	Utility Clinic Services	88,638	77,210	75,000	75,000	0	0.0%
		40144	City Clinic Co Pay	38,420	37,081	34,000	34,000	0	0.0%
44025		Cash Over Short	1	0	0	0	0	0.0%	
45665		Copy Fees	0	51	0	0	0	0.0%	
504 - Employee Benefits Fund Total				24,345,773	24,463,156	32,480,995	33,980,995	1,500,000	4.6%
505 - Office Services	8138	42605	Ent Fund Util Allocation	0	0	0	243,378	243,378	0.0%
		42660	City Allocation	0	0	0	679,180	679,180	0.0%
		42720	Other Billed Invoices	462	0	0	0	0	0.0%
		44025	Cash Over Short	0	(26)	0	0	0	0.0%
		46025	Interest	883	1,214	800	800	0	0.0%
	8139	42605	Ent Fund Util Allocation	366,791	335,235	335,000	0	(335,000)	(100.0%)
		42625	Enterprise Fund Util Worder	99,489	91,770	100,000	90,000	(10,000)	(10.0%)
		42630	Postage	231,887	327,817	340,000	340,000	0	0.0%
		42632	Records	53,060	51,780	60,000	60,000	0	0.0%
		42650	City Workorders	53,769	133,388	110,000	115,000	5,000	4.5%
		42660	City Allocation	582,504	582,381	596,497	0	(596,497)	(100.0%)
		42710	Other Revenue	1,584	15,175	1,000	5,000	4,000	400.0%
		42720	Other Billed Invoices	93,642	135,310	150,000	150,000	0	0.0%
		42725	Other Workorders	193,756	22,881	65,000	75,000	10,000	15.4%
505 - Office Services Total				1,677,827	1,696,926	1,758,297	1,758,358	61	0.0%
506 - Radio Communications	8145	42605	Ent Fund Util Allocation	9,996	9,996	25,036	0	(25,036)	(100.0%)
		42660	City Allocation	1,004,208	979,896	990,825	550,825	(440,000)	(44.4%)
		42720	Other Billed Invoices	43,614	34,136	68,217	66,308	(1,909)	(2.8%)
		42785	Rev Site Leases	232,926	158,008	207,270	217,633	10,363	5.0%
		42880	Rev Parts Purch Resale	0	4,658	0	0	0	0.0%
		42883	Rev Paging System	51,378	44,687	35,640	33,960	(1,680)	(4.7%)
		42886	Rev Non City Svcs	290,593	253,390	163,277	190,000	26,723	16.4%
		42888	Rev PPRCN	394,010	404,010	394,010	0	(394,010)	(100.0%)
		46025	Interest	5,115	3,745	0	0	0	0.0%
506 - Radio Communications Total				2,031,839	1,892,527	1,884,275	1,058,726	(825,549)	(43.8%)
601 - CD Smith Senior Center Trust	9706	44060	Gain Loss On Investment	0	(2,840)	0	0	0	0.0%
		46025	Interest	26,759	17,645	75,000	75,000	0	0.0%
601 - CD Smith Senior Center Trust Total				26,759	14,805	75,000	75,000	0	0.0%
605 - Cemetery Endowment	9709	41940	Endowments	78,943	70,965	250,000	250,000	0	0.0%
		44050	Gain Loss On Sale Of Assets	(101,076)	(36,664)	0	0	0	0.0%
		44060	Gain Loss On Investment	700,385	748,029	0	0	0	0.0%
605 - Cemetery Endowment Total				678,251	782,330	250,000	250,000	0	0.0%
607 - TOPS Maintenance	9711	46025	Interest	2,976	2,842	11,500	11,500	0	0.0%
		9713	46025	Interest	4,119	3,932	0	0	0
607 - TOPS Maintenance Total				7,095	6,774	11,500	11,500	0	0.0%
651 - Gift Trust	1199	40008	HRC Committee Gt	3,065	0	0	0	0	0.0%
		40084	USOC Headquarters	51,630	0	0	0	0	0.0%
		40294	Spirit Of Spgs Program	2,500	0	0	0	0	0.0%
		40407	4Th July Event	21,728	18,000	0	0	0	0.0%
	1399	40002	Employee Christmas Party	3,118	1,333	0	0	0	0.0%
		40020	Green Committee	0	490	0	0	0	0.0%
		40328	Xerox Sponsorship	21,000	0	0	0	0	0.0%
	2199	40010	Police Foundation Fund	10,200	7,690	0	0	0	0.0%
		40014	Teddy Bear Program	0	100	0	0	0	0.0%
		40023	Police Comm Relations	0	200	0	0	0	0.0%
		40024	Div Crime Prevention	15,693	16,269	0	0	0	0.0%
		40072	Police Schooling Seminars	5,775	2,000	0	0	0	0.0%
		40174	Cit Gift Trust	0	15,000	0	0	0	0.0%
		40182	Police K9	0	492	0	0	0	0.0%
		40362	Child Sfty Seat Prog Trust	2,540	1,240	0	0	0	0.0%

Special Revenue Funds										
Fund Desc	Dept	Account	Description	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2015 - 2014	2015 - 2014	
								\$ Change	% Change	
651 - Gift Trust	2199	40417	Cadet Gift Trust	500	1,831	0	0	0	0.0%	
		40422	CAC Gift Trust	335	0	0	0	0	0.0%	
		40430	VNI Gift	122,327	98,625	0	0	0	0.0%	
		40460	Variable Wattage Lighting	0	135,000	0	0	0	0.0%	
	2299	40003	Animal Emergency Care	1,138	250	0	0	0	0.0%	
		40013	FD Honor Guard	0	475	0	0	0	0.0%	
		40019	Fire Medic Equip Trng Trust	1,000	1,710	0	0	0	0.0%	
		40201	Fire Safety Factor	13,000	15,396	0	0	0	0.0%	
		40204	Community Health Fire Gt	5,000	34,000	0	0	0	0.0%	
		40205	Fire Gifts For Stations	25,404	9,148	0	0	0	0.0%	
		40209	Wildland Mitigation	65,275	38,655	0	0	0	0.0%	
		40257	Juvenile Fire Setter Prog	7,897	5,270	0	0	0	0.0%	
		40345	OEM Fairs	46,210	0	0	0	0	0.0%	
		40373	Fire Camp For Young Girls	40	0	0	0	0	0.0%	
		40386	Med Programs	1,860	1,790	0	0	0	0.0%	
		40387	Wildland	1,000	0	0	0	0	0.0%	
		40396	FD Chaplain Program	500	0	0	0	0	0.0%	
		40452	Waldo Canyon Gt	38,827	10,615	0	0	0	0.0%	
		3099	40025	Bicycle Proj Gift Trust	44	2,040	0	0	0	0.0%
			40200	Emergency Spillway Gift	25,000	0	0	0	0	0.0%
	40214		Pikes Peak Preservation	8,840	8,439	0	0	0	0.0%	
	40218		Debris Screen Gift	30,000	0	0	0	0	0.0%	
	40434		Bike Map Gift Trust	7,705	503	0	0	0	0.0%	
	40454		Waldo Canyon Restoration	15,000	0	0	0	0	0.0%	
	40456		Waldo Canyon Restoration Mat	50,000	1,000	0	0	0	0.0%	
	40457		Floodwall Install Gift	15,000	0	0	0	0	0.0%	
	4099	40040	Gift Therapeutic	37,680	38,879	0	0	0	0.0%	
		40315	Gift Hillside Scholarship	825	1,538	0	0	0	0.0%	
		40317	Gift Deerfield	3,748	6,454	0	0	0	0.0%	
		40318	Gift Meadows Park	413	25,110	0	0	0	0.0%	
		40319	Gift Hillside	7,038	24,032	0	0	0	0.0%	
	40321	Gift Community Ctr General	2,605	16,823	0	0	0	0.0%		
	4899	40270	Geo Haz Study Consultants	1,381	2,653	0	0	0	0.0%	
	5199	40009	PRCS Empl Picnic	180	429	0	0	0	0.0%	
		40022	Helen Hunt Falls	80,570	32,799	0	0	0	0.0%	
		40028	Cemetery Restoration	0	1,020	0	0	0	0.0%	
		40035	Garden Of The Gods Fndtn	120,353	123,963	0	0	0	0.0%	
		40036	Rock Ledge Ranch General	15,396	26,610	0	0	0	0.0%	
		40039	Visitor Centers	12,566	9,948	0	0	0	0.0%	
		40051	Palmer Park Traf Control	500	0	0	0	0	0.0%	
		40053	Tree Memorials	0	300	0	0	0	0.0%	
		40057	Park Rec Maintenance	103,727	27,346	0	0	0	0.0%	
		40059	Sports And Facilities	5,164	8,660	0	0	0	0.0%	
		40060	Design And Develop	1,855	9,000	0	0	0	0.0%	
		40064	Rockledge LHA	22,189	12,500	0	0	0	0.0%	
		40070	Cheyenne Meadows Park	(5,010)	0	0	0	0	0.0%	
		40181	Cheyenne Canon	0	1,000	0	0	0	0.0%	
		40183	N Chey Canon Visitors Ctr	23,500	0	0	0	0	0.0%	
		40184	Ice Center	950	0	0	0	0	0.0%	
		40199	TAT Gog Maintenance	33,203	30,967	0	0	0	0.0%	
		40210	N Lewis Park Maintenance	0	146,000	0	0	0	0.0%	
		40211	General Forestry	5,450	11,089	0	0	0	0.0%	
		40213	Greenhouse	0	50	0	0	0	0.0%	
		40217	Springs In Bloom	150	300	0	0	0	0.0%	
		40248	Manitou Incline	150,000	9,680	0	0	0	0.0%	
		40269	Safety Patrol GOG	16,000	20,000	0	0	0	0.0%	
		40273	Boxing Program	20,705	19,357	0	0	0	0.0%	
		40305	Trails	0	2,000	0	0	0	0.0%	
		40327	Pikes Peak Pickleball Gt	500	1,000	0	0	0	0.0%	
		40344	Parks And Rec Maps	15	22	0	0	0	0.0%	
		40378	City Auditorium	3,075	7,060	0	0	0	0.0%	
		40392	Friends Of GOG	37,949	7,840	0	0	0	0.0%	
		40395	Gog Youth Programs	1,900	1,750	0	0	0	0.0%	
		40397	RLR Fid Vit And Vino	0	754	0	0	0	0.0%	
		40403	Palmer Tree Coalition	3,655	2,878	0	0	0	0.0%	
		40444	Red Rock Canyon Gt	0	520	0	0	0	0.0%	
		40451	Broadmoor Bluff Park Gt	1,425	1,475	0	0	0	0.0%	

Special Revenue Funds									
Fund Desc	Dept	Account	Description	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2015 - 2014 \$ Change	2015 - 2014 % Change
651 - Gift Trust	5199	40453	Waldo Canyon P&T Restoration	2,905	0	0	0	0	0.0%
		40458	Waldo Canyon Forestry Tech	0	25,000	0	0	0	0.0%
		40459	FMVP - Stonework	0	12,505	0	0	0	0.0%
		44020	Miscellaneous General	0	0	1,900,000	1,900,000	0	0.0%
	5699	40042	Museum	79,520	78,207	0	0	0	0.0%
		40044	Museum U Archives	3,759	44,664	0	0	0	0.0%
		40046	Museum EB And WS Jackson Tr	500	0	0	0	0	0.0%
		40189	Giddings Gift Trust	98,283	0	0	0	0	0.0%
		40311	Museum R Bergen	2,167	0	0	0	0.0%	
		40394	Sculpture Maintenance Accoun	2,500	0	0	0	0.0%	
651 - Gift Trust Total				1,518,441	1,219,741	1,900,000	1,900,000	0	0.0%
654 - Therapeutic Recreation	9708	46025	Interest	36	35	300	300	0	0.0%
654 - Therapeutic Recreation Total				36	35	300	300	0	0.0%

Glossary of Terms

Accrual Basis of Accounting – The basis of accounting that records revenue at the time earned and expenses when incurred, rather than when collected or paid.

Affordable Care Act – On March 23, 2010, President Obama signed comprehensive health reform, the Patient Protection and Affordable Care Act, into law. The law, and changes made to the law by subsequent legislation, focuses on provisions to expand coverage, control health care costs, and improve health care delivery system. Due to the complexity of the changes, requirements have been phased in over the last 4 years and additional requirements must be met for 2015 and beyond.

Allocated Administrative Costs – Allocates the cost of general administrative departments that are required to manage the City and provide support to all funds.

Annual Budget – A plan for the coordination of resources and expenditures. The budget is the financial plan for the City's allocation of resources to provide services, accomplish the City's goals and objectives, and perform activities.

Appropriation – The legal authorization given by City Council to spend funds that have been designated for a specific purpose.

American Recovery and Reinvestment Act – The American Recovery and Reinvestment Act (ARRA) was instituted in February of 2009 as a direct response to the economic crisis. This funding was designed to stimulate economic activity and long-term growth, create and retain jobs, and provide transparency for government spending.

Arterial Roadway Fund – Fees paid by landowners provide funding for the cost of constructing/ expanding freeway, expressway, and major or minor arterial roadway bridges.

Assigned Fund Balance – This describes the portion of fund balance that reflects the City's intended use of resources. This authority rests with Mayor and is delegated to staff through the use of encumbrances.

Balanced Budget – A budget in which revenue sources are identified to balance with expenditures for services provided in a specific fiscal year.

Ballfield Capital Improvements Fund – Fees paid by softball and baseball teams upon league registration provide funding for maintenance and improvements to baseball and softball fields throughout the city.

Banning Lewis Ranch Fund – General Annexor Obligation Fee, BLR Parkway, or Interchange Fees provide funding to reimburse those annexors who construct shared infrastructure or who fulfill Annexation Agreement obligations identified as reimbursable shared obligations within the BLR Annexor Shared Infrastructure Study.

Basis of Accounting – The City's annual budget is developed using the generally accepted accounting principles (GAAP) and the budgetary basis of accounting. GAAP is determined on a modified accrual basis and budgetary is determined on an accrual basis.

Beginning Fund Balance – The unexpended amount in a fund at fiscal year-end that is available for appropriation in the next fiscal year.

Bicycle Tax Fund – A sales tax on the purchase of all new and used bicycles purchased in the city provides funding for maintenance repair and expansion of the city's bikeway system.

Breakthrough Strategies – A defined strategy of a department/division objective with outcomes measured or completed by a determined timeframe that achieve the Mayor's goals for the City.

Business Improvement District (BID) – District created under Colorado Revised Statutes § 31-25-1201 *et. seq.* to finance public improvements and/or provide services within identified primarily non-residential areas. BIDs typically derive most of their revenue from a property tax, and they have the authority to issue debt.

Cable Franchise – Pursuant to franchise agreements approved by City Council, cable subscriber fees provide funding to the City for information technology strategic needs; to Southern Colorado Educational Televisions Consortium (SCETC) to continue operating their network and production truck; and to SpringsTV for implementation, equipment maintenance, staffing and communication needs.

Capital Improvement – A project of relatively high monetary value (at least \$50,000), long life (at least five years), and the outcome of the project results in the creation of a fixed asset or a significant revitalization that upgrades and extends the useful life of a fixed asset.

Capital Improvements Program (CIP) – An annual updated plan of capital expenditures for public facilities and infrastructure (buildings, streets, etc.) with estimated costs, sources of funding, and schedule of work over a five-year period. A five-year plan is included as required by the Charter.

Capital Outlay – A major object category that includes expenditures for land purchase, buildings (purchase or construction), improvements other than building (purchase or construction), or equipment and furniture with a unit cost in excess of \$500.

Certificates of Participation (COPs) – A type of financing in which an investor purchases a share of the lease revenue of an agreement made by a municipal or governmental entity, rather than the bond being secured by those revenue.

City Health Foundation – Lease payments made to the City's Memorial Health System Fund by the University of Colorado Health system provide funding to the City Health Foundation to address health issues in the City of Colorado Springs.

Committed Fund Balance – This represents the portion of fund balance whose use is constrained by limitations that the City imposes on itself by City Council (highest decision making level) and remains binding unless removed in the same manner. The City does not use committed funds in its normal course of business.

- Requires action by City Council to commit fund balance
- Formal City Council action is necessary to impose, remove or modify a constraint reflected in the committed fund balance

Community Development Block Grant (CDBG) – Federal grant funds dedicated for programs and activities which primarily benefit low and moderate-income families, individuals, and neighborhoods. Programs include but are not limited to housing rehabilitation, affordable housing development and preservation, human service activities, and capital improvement activities.

Comprehensive Annual Financial Report (CAFR) – This report is commonly known as the annual Audit and is completed by an independent certified public accounting firm for the Finance Department. It contains information regarding all general-purpose financial statements for revenue and expenditures, selected financial and demographic information, and amortization of long-term debt and selected investment portfolio data.

Conservation Trust Fund (CTF) – This fund provides funding that can be used for the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site. This fund gets its money from the Colorado Lottery.

Contingency – An account established for the purpose of meeting unanticipated requirements.

Cost Allocation Plan – A cost allocation plan is a financial model that identifies and distributes citywide indirect costs to benefiting departments. These indirect costs are those expenses that benefit multiple departments, programs, or activities. Examples of these indirect costs include Accounting, Human Resources, and Information Technology.

Debt Service – Payment of interest and principal on an obligation resulting from the issuance of bonds.

Development Authority – The Colorado Springs Downtown Development Authority, which has been created under Colorado Revised Statutes § 31-25-801 *et. seq.* to provide public facilities and service specific to an identified downtown area. DDAs have the authority to levy property taxes, issue debt and utilize tax increment financing (TIF).

Efficiency – A ratio between input (resources) and output (production).

Emergency Shelter Act Grant (ESG) – Federal grant funds dedicated for programs and activities which primarily benefit low and moderate-income families, individuals, and neighborhoods. Programs include but are not limited to housing rehabilitation, affordable housing development and preservation, human service activities, and capital improvement activities.

Enterprise Fund – A fund that pays for its costs of operations, predominantly from user fees, and does not generally receive property tax support.

Expenditure – The actual outlay of or obligation to pay cash.

FDC – Fire Department Complex

Fiscal Year – A 12-month period at the beginning of which the City implements a new budget based on expected revenue and expenditures and at the end of which the City determines its financial positions and the results of its operations. The City of Colorado Springs' fiscal year coincides with the calendar year January 1 through December 31.

Full-Time Equivalent (FTE) – 40-hour per week position on an ongoing basis that is specifically authorized for ongoing funding by classification in the annual budget. Two half-time positions equal one FTE.

Fund – A budgetary and fiscal accounting mechanism for designating a sum of money or other resources set aside for the purpose of providing services and achieving objectives in accordance with state and local laws, regulations, or other limitations. Each fund constitutes an independent budgetary, fiscal, and accounting entity.

Fund Balance – The balance remaining in a fund after expenditures have been subtracted from revenue.

Geographic Information System (GIS) – A computer-based mapping and analytical tool. GIS technology integrates common database operations such as query and statistical analysis with the unique visualization and geographic analysis benefits offered by maps. These abilities distinguish GIS from other information systems and make it valuable to a wide range of public and private enterprises for explaining events, predicting outcomes, and planning strategies.

General Fund – A fund used to account for all general purpose activities of the City supported by City taxes and other non-dedicated revenue such as license and permit fees, user charges, etc. This fund includes all traditional municipal expenditures such as Public Safety, Parks, and Transportation with the exception of those accounted for elsewhere.

General Improvement District (GID) – District created under Colorado Revised Statutes § 31-25-601 *et. seq.* to finance public improvements in commercial or residential areas. GIDs are governed by City Council as their ex officio board. They ordinarily derive their revenue from a property tax, and they have the authority to issue debt.

General Obligation Bonds (GO Bonds) – These bonds are typically issued to finance government improvements benefiting the community as a whole and are secured by an unlimited tax levy of the issuer.

Gift Trust Fund – Donations made to the City by private individuals or businesses provide funding for the specific purpose designated by the donor.

Government Finance Officers Association (GFOA) – The purpose of the GFOA is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

Grants Fund – Various grants as well as any anticipated interest earnings including SAFETEA-LU and FTA grant funds, among others, provide funding for grant activities as approved by City Council, plus interest earnings for those grants eligible to earn and spend interest income.

Highway Users Tax Fund (HUTF) – A State fund which receives revenue from the State-imposed excise taxes on gasoline and special fuels as well as various motor vehicle registration, title, and license fees and taxes.

Home Investment Partnership Act (HOME) – Federal grant funds dedicated for programs and activities which primarily benefit low and moderate-income families, individuals, and neighborhoods. Programs include but are not limited to housing rehabilitation, affordable housing development and preservation, human service activities, and capital improvement activities.

HOPE III – Federal grant funds dedicated for home ownership programs to benefit low and moderate-income families.

Human Services – These programs address emergency care and shelter, youth, and self-sufficiency services. The City currently funds these community programs with the City's General Fund and Community Development Block Grant (CDBG) funds.

Infrastructure – The underlying foundation or basic framework of the City's physical assets, buildings, roadways, etc.

Internal Service Funds – Internal Service Funds are used to account for the financing of goods or services provided by one department to other City departments on a cost-reimbursement basis. The divisions include Fleet, Office Services, and Radio.

Key Measures – An indicator that measures the degree of accomplishment of a department’s or division’s mission. The major types are as follows:

- Output Measure - A quantity of work performed
- Efficiency Measure - A ratio of the amount of input (or cost) to the amount of output (or outcome)
- Outcome Measure - Events, occurrences, or conditions that indicate progress towards achievement of the mission and objectives of a program

Lease-Purchase Agreement – An agreement between the governmental agency and a private sector vendor to purchase or lease equipment or facilities rather than purchase them outright.

Level of Effort – The level of funding the City committed to maintain for public safety, transportation-related maintenance, and transit after the passage of the Public Safety Sales Tax (PSST) in November 2001 and the Pikes Peak Rural Transportation Authority (PPRTA) in November 2004.

Levy – The total amount of taxes, special assessments, or service charges imposed by a government.

Local Improvement District (LID) – District authorized under City Code (Chapter 3, Article 5) for the purpose of assessing certain properties in order to finance specified public improvements that benefit them. LIDs are component entities of the City and its budget.

Lodgers and Automobile Rental Tax (LART) Fund – Revenue resulting from the City’s 2% lodging and 1% automobile rental tax are deposited into the LART Fund. Revenue not otherwise obligated may be used for the acquisition, construction, maintenance, and operation of public infrastructure or public improvements; which constitute, in part, visitor or tourist attractions. Revenue may also be appropriated for economic development activities as determined by City Council.

Lottery – See Conservation Trust Fund.

Memorial Health System Fund – Lease payments received from University of Colorado Health system provide funding to the City Health Foundation to address health issues in the City of Colorado Springs.

Metropolitan District – A district with two or more purposes created under Colorado Revised Statutes § 32-1-101 *et. seq.* for commercial or residential areas and chartered by a service plan approved by City Council. Subject to the service plan, metropolitan districts have broad potential authorities including the levying of property taxes, issuance of debt for public improvements, and operations and maintenance.

Mill – A mill is equal to one one-thousandth (1/1,000) of a dollar of assessed valuation of property.

Modified Accrual Basis of Accounting – A type of accounting which records revenue when measurable and available and expenses when the liability is incurred.

Objective – A desired result of a group of related activities performed by a department or division in which the achievement satisfies part or all of the department’s or division’s mission.

Old City Hall – Until December 1997, this facility was the location of the Municipal Court operations. Funding was obtained in 2000 to renovate this historic building for occupancy late in 2001. The building houses the City Council and the City Auditor’s Office.

Operating Budget – The annual expenditures for the routine, ongoing activities and work program of a department or division as opposed to budgets which may also be established for capital projects, grant-funded projects, and other activities of a nonpermanent nature.

Outsourcing – Contracting with private companies to provide the same level of services while reducing personnel costs.

Overmatch Funding – The Pikes Peak Area of Council Governments (PPACG) engages in a process to prioritize projects for State and federal transportation funding; and in 2007, an overmatch component was added. Overmatch is funding in excess of the required match (typically 20%) that local communities are willing to put toward their high priority transportation-related projects. Because there is reduced state and federal funding available, competition for these funds is greater. In order to get the most projects with the available state and federal funds, PPACG now considers overmatch funds when determining where these dollars will be dedicated.

Park Land Dedication Ordinance (PLDO) – Commonly referred to as PLDO for the City Council ordinance (City Code 7.7.12) that provides for the policy and fees paid by developers in lieu of land dedication for the development of parks and open space in new subdivisions.

Pay-as-You-Go for Capital Improvements – A process in which capital improvements are paid from current revenue.

Permanent Funds – These funds account for assets held by the City in a trustee capacity or as an agent for other agencies, individuals, private organizations, or governmental units. Included in this category are non-expendable trust funds and agency funds.

POC – Police Operations Center

PPRDC – Pikes Peak Regional Development Center

Pikes Peak Rural Transportation Authority (PPRTA) – Authority approved by voters in November 2004, which resulted in a 1% sales and use tax increase effective January 1, 2005, for the City of Colorado Springs, the unincorporated areas of El Paso County, Manitou Springs, Green Mountain Falls, and the Town of Ramah to fund transportation capital projects and maintenance. In November 2012, Voters approved an extension of PPRTA to 2024. PPRTA may be also referenced as RTA throughout the Budget document.

Public Safety Sales Tax Fund (PSST) – On November 6, 2001, voters approved Ballot Question 4, which authorized a City of Colorado Springs Sales and Use Tax rate increase of 0.4% to be used to fund public safety operating and capital improvement needs.

Public Space and Development Fund – The fund for collection of fees paid by developers in lieu of land dedication for the development parks and open space in new subdivisions (commonly referred to as PLDO).

Rebudgeted Revenue – The amount of revenue from the previous year due to the receipt of unbudgeted revenue and/or the receipt of revenue exceeding the budgeted amount.

Restricted Fund Balance – This represents the portion of fund balance that is subject to externally enforceable legal restrictions. Such restrictions are typically imposed by parties altogether outside the City such as creditors, grantors, contributors or other governments. Restrictions can also arise when the authorization to raise revenues is conditioned upon the revenue being used for a particular purpose.

Retailers Fee – The reimbursement for sales tax collections. This was budgeted for the first time in 2006 and is the result of an accounting change. This expenditure is offset by a matching increase in revenue. This is also referred to as the Vendors Fee.

Revenue – Money received by the City during the fiscal year, which includes taxes, fees, charges, special assessments, grants, and other funds collected that support the services the City provides.

Revenue Bonds – Bonds issued by a public agency authorized to build, acquire, or improve a revenue-producing property and payable out of revenue derived from such property.

RTA – See PPRTA.

Safe, Accountable, Flexible, Efficient Transportation Equity Act-Legacy for Users (SAFETEA-LU) – The federal and state governments provide grants to local governments for approved regional transportation-related projects such as bridge replacement, installation of additional traffic signals, road widening, etc. These grants usually award 80% of the total project cost - provided the City can fund the local 20% share. This program was originally authorized in 1996 and was called the Intermodal Surface Transportation Efficiency Act (ISTEA). It was then reauthorized as the Transportation Equity Act for the 21st Century (TEA-21) in 1998 and reauthorized again in 2004 as SAFETEA-LU.

Sales Tax Revenue Bonds – Those bonds issued to finance various capital improvement projects that have a definable revenue base. These bonds are secured by the City Sales Tax revenue.

Special District – A general term intended to encompass a variety of special purpose districts including but not limited to metropolitan districts, general improvement districts (GIDs), business improvement districts (BIDs), limited improvement districts (LIDs), and special improvement maintenance districts (SIMDs).

Special Improvement Maintenance District (SIMD) – District authorized under City Code (Chapter 3, Article 7) formed primarily by developers and business owners to provide for maintenance of public improvements of general benefit to the residents or owners within their boundaries. Most SIMDs levy a property tax, and they cannot issue debt.

Springs Community Improvements Program (SCIP) – A capital improvements process implemented in 1998 that engaged citizens in identifying, prioritizing, and funding over \$110 million in infrastructure projects to improve the community.

Strategic Plans (previously known as the Strategic Action Plan) – The Mayor's Strategic Plan is comprised of goals and objectives that set priorities for resource allocation, establishes policy guidelines, and provides governance direction. Also as directed in the City Charter, each year, City Council determines its areas of priority for the following year and provides them to the Mayor for consideration in the development of the municipal budget.

Street Tree Fund – Owner and developer fees collected at the time a building permit is issued along with a City match provide funding for a program to plant and care for new trees in previously underdeveloped lots.

Subdivision Drainage Fund – Fees charged to subdivision developers provide funding for the construction of storm sewers and other facilities in the designated subdivision for the drainage and flood control of surface water.

Surplus Utility Revenue – In accordance with the City Charter, surplus revenue generated by sales of electric and gas services inside the City shall be transferred to the City's General Fund.

TABOR (Taxpayer's Bill of Rights) – An amendment to the Colorado Constitution (also referred to as Amendment I) approved by voters in 1992 that essentially limits annual growth in local government revenue to the combined percentage change in the Denver/Boulder/Greeley Consumer Price Index (CPI) and the net change in the local property tax base due to new construction. Revenue received above and beyond the annual revenue cap established by TABOR must either be refunded to city residents or retained upon voter approval.

Tax Increment Financing (TIF) – Tax increment financing is a method of redistributing tax collections within a designated area to finance public infrastructure improvements within the specified geographic area. Infrastructure improvements may include upgraded on-site drainage systems, adjacent intersection/roadway capacity/pedestrian improvements, etc.

Trails, Open Space, Parks (TOPS) Initiative – The Trails, Open Space, and Parks (TOPS) revenue is generated from a 0.1% sales and use tax adopted by voters in April 1997, extended by voters in 2003, and set to expire in 2025. The majority of funds are designated for open space purchases and associated maintenance, development and maintenance of trails, and development and maintenance of parks.

Unrestricted Fund Balance –The GFOA recommended, at a minimum, that general-purpose governments, regardless of size, incorporate in its financial policies that unrestricted fund balance in their general fund be no less than two months of regular General Fund operating revenues or regular General Fund operating expenditures. The City's goal target range for General Fund Reserve – Unrestricted Fund Balance is 16.67 % to 25% of the following year's expenditure budget. The target for the unrestricted General Fund balance would exclude the TABOR emergency reserves but include other categories of fund balance that are committed, assigned or unassigned.

User Fees – The payment of a fee for direct receipt of a public service by the person benefiting from the service.

Utilities Staff Share – The portion of a General Fund function, department, or unit cost chargeable to Colorado Springs Utilities.

Vendors Fee – See Retailers Fee.



A Risk-Based Analysis of General Fund Reserve Requirements for the City of Colorado Springs

By the Government Finance Officers Association

11/20/2012

GFOA Reserve Analysis for the City of Colorado Springs

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GFOA Reserve Analysis for the City of Colorado Springs

Executive Summary

GFOA undertook an analysis of the General Fund reserve requirements for the City of Colorado Springs, based on an assessment of the risks that the City faces that require it retain a reserve. Below is a review of the risk factors that influenced GFOA's recommendation.

Primary Risk Factor - Revenue (Sales Tax) Volatility. While GFOA's analysis of the sales tax showed it to be subject to some volatility, this is due almost entirely to economic cycles and seasonal effects (as opposed to random variation). Therefore, the most important vulnerability the City has with respect to sales taxes is an economic downturn. A review of past economic downturns leads us to believe that the City should prepare for a potential 20% decline in sales tax revenues over 25 months as a plausible "worst case scenario" (this amounts to about \$23 million in reduced revenue). However, the City would presumably reduce its spending in the event of such a severe downturn, such that a reserve to cover the entire amount of the revenue decline would not be necessary. The City budget office estimates that the budget could be reduced by just under \$10 million without creating a major disruption to services (though service quality would be negatively affected to some degree, of course). This means the City should maintain a reserve of at least \$13 million to fill the remaining portion of the revenue gap and to help the City make a "soft landing" in the case of a major revenue decline.

The City's other revenue sources are fairly stable as a group, but GFOA has recommended that some additional reserves, to account for volatility, may be prudent. These reserves added up to \$7.5 million.

Primary Risk Factor - Infrastructure. General fund reserves may be needed to repair or replace an asset that fails unexpectedly. In Colorado Springs, the two asset classes that were deemed to be of the greatest importance are bridges and storm sewers.

13 bridge structures have been identified as having a high risk rating. These bridges have an estimated replacement value of \$22,752,672. This averages out to about \$1.75 million per bridge. A reserve that covers one or two bridges should be adequate, but using the "Triple-A" rule of doubling our expectation for uncertainty, preparing for the premature failure of three of these bridges might be more prudent. This equates to a \$5.25 million reserve.

406 miles of storm lines are managed by the City. However, neither install dates nor condition assessments were available for any storm lines. The estimated replacement cost for all storm sewers is \$588,052,836.¹ Since the information necessary to assess risk of failure is not available, the best that can be done is to make an assumption. We do know that about 10% of the total dollar value of the City's bridge inventory is in the higher risk category, so it may be reasonable to start with that number for storm sewers, which would translate to \$58 million. We also know that about 20% high risk category of bridges was recommended as a reserve amount, which would equate to \$11.6 million.

¹ Drainage Basins, Open Drainage Features, Discharge Points, and Point Features are not included in the replacement cost, which would likely push it over \$1 Billion dollars.

GFOA Reserve Analysis for the City of Colorado Springs

Accounting for Uncertainty – The “Triple-A” Approach

Sizing a reserve requires estimating highly uncertain events, like natural disasters and economic downturns. To develop an adequate response, GFOA used the “Triple-A” approach:²

- **Accept.** First we must accept that we are subject to uncertainty, including events that we haven’t even imagined.
- **Assess.** Next, we must assess the potential impact of the uncertainty. Historical reference cases are a useful baseline.
- **Augment.** The range of uncertainty we really face will almost always be greater than we assess it to be, so we should augment that range. Historical reference cases provide a baseline, but that baseline may not be adequate to account for all future possibilities.

Primary Risk Factor - Vulnerability to Extreme Events. The City is subject to extreme events that pose a significant threat to life and property. However, the City’s historical experience is that the financial impacts of these events have been manageable. For example, the most recent fire was the worst in Colorado history, but the total cost to the City was only \$3.75 million versus an annual City budget of about \$220 million. Taking into account the uncertainty associated with the scale of future extreme events, as well as the timing of FEMA reimbursement and the portion of event response costs that are likely going to be already covered by existing budgeted resources, a reserve for extreme events of \$5 million seems reasonable. An argument for a reserve of up to \$7.5 million could also be made.

Secondary Risk Factor - Expenditure Volatility. The City is facing a few large lawsuits that could entail significant settlement costs if the case goes against the City. The City attorney believes that \$2 million to \$4 million is a reasonable range to prepare for.

Secondary Risk Factor - Leverage. The City has some financial pressure from pension obligations. It participates in a number of plans, none of which is 100% funded. The Colorado Public Employees Retirement Association (PERA) is a particular concern for City officials because it has a low funding ratio and its assumptions around the return on plan assets have been publicly questioned for being too high. This could mean that PERA may require significantly higher contributions from member governments.

Assuming that the City keeps up with its annual pension payments, the unfunded accrued liabilities should, in theory, be covered by the end of the amortization period (which can vary with the plan, but typically is between 20 and 30 years). Keeping up with the ARC payments is a matter of City budgetary policy, and not really an issue that should be addressed through using reserves. However, given the uncertainty around pension issues, it is difficult to say when increases would occur or how much they might be. As such, it would be prudent to hold some reserve to help make a more gradual adjustment to any potential large increases in contribution rates. The City currently pays about \$10.5 million in annual contributions to the Colorado Public Employees Retirement Association and about \$14.5 million to the other pensions, for total of about \$25 million. A reserve of \$6.25 million would cover a 25% increase in pension costs. Of course, an increase in the City’s contribution will be felt over many years, but the

² Triple-A approach adapted from: Spyros Makridakis, Robin Hogarth, and Anil Gaba. *Dance with Chance: Making Luck Work for You.* (Oneworld Publications: Oxford, England). 2009.

GFOA Reserve Analysis for the City of Colorado Springs

reserve will allow the City to make a gradual adjustment or to more easily absorb a larger increase in contributions in one year.

So, in summary the components of a recommended reserve are:

- \$13 million for sales tax economic uncertainty
- \$7.5 million for economic uncertainty in other revenues
- \$6.25 million for pension payment uncertainty
- \$5.25 million for critical bridge failure and \$11.6 million critical storm sewer replacement, for a total of \$16.85 million.
- \$5-7.5 million for extreme events
- \$2-4 million for expenditure spikes from law suits

Many cities express their reserve policy target as single number (e.g., 16% of revenues). However, GFOA has found that leading municipalities often find it helpful to segment their reserves into different categories because this makes the purpose of the reserve more transparent. For example, a reserve for “emergencies” and a reserve for “economic uncertainty” would provide more clarity on the purpose of the reserves than one all-encompassing reserve. The first three bullets above could comprise the budgetary uncertainty reserve, while the last three would form the emergency reserve, leading to the following targets:³

Budgetary Uncertainty Reserve
\$13 million for sales tax economic uncertainty +
\$7.5 million for economic uncertainty in other revenues +
\$6.25 million for pension payment uncertainty =
<i>\$27 million or about 12.5% of general fund revenues⁴ as budgetary uncertainty reserve</i>
Emergency Reserve
\$5.25 million for critical bridge failure and \$11.6 million critical storm sewer replacement, for a total of \$16.85 million +
\$5-7.5 million for extreme events +
\$2-4 million for expenditure spikes from lawsuits =
<i>\$27 million or about 12.5% of general fund revenues as an emergency reserve</i>

This provides **a target of about 25% of general fund revenues**, which is also about in line with the range of reserves actually maintained by other cities that are comparable to Colorado Springs and is above the level that GFOA considers the minimum baseline level that a government should maintain (16%).⁵

³ Targets have been rounded to nearest “whole” numbers for ease of use in policy making. Also, see the main body of the report for a discussion of the independence of the risk factors and the implication for sizing the reserve.

⁴ Based on about \$220 million general fund revenue, as per 2012 budget estimates

⁵ See “GFOA Best Practice: Appropriate Level of Unrestricted Fund Balance in the General Fund.” www.gfoa.org

The Best Practice states that reserves equal to about 16% of revenues or expenditures is the minimum a government should consider for its policy and that the actual target that a government adopts should be based on an analysis of the salient risks that a government faces (which in many cases may call for a higher reserve level than 16%).

GFOA Reserve Analysis for the City of Colorado Springs

1-Introduction

Reserves are the cornerstone of financial flexibility. Reserves provide a government with options to respond to unexpected issues and afford a buffer against shocks and other forms of risk. Managing reserves, though, can be a challenge. Foremost, is the question of how much money to maintain in reserve? How much is enough and when does a reserve become too much? This can be a sensitive question because money held in reserve is money taken from constituents and the argument could be made that excessive reserves should be returned to citizens in the form of lower taxes.

The City of Colorado Springs (the “City”) has been considering this question recently, especially in light of the volatility of its revenue portfolio and the fact that that City cannot easily increase its taxes to compensate for other changes in its financial condition.⁶ The City has engaged the Government Finance Officers Association (GFOA) to help produce an answer. GFOA is a non-profit association of over 17,000 state and local government finance professionals and elected officials from across North America. A key part of GFOA’s mission is to promote best practices in good public finance, including reserve policies.

GFOA’s approach to reserves does not suppose “one-size-fits-all.” GFOA’s “Best Practice” on general fund reserves recommends, *at a minimum*, that general-purpose governments, regardless of size, maintain unrestricted fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures (i.e., reserves equal to about 16% of revenues).⁷ However, this 16% is only intended as a baseline, and it needs to be adjusted according to local conditions. To make the adjustment, GFOA worked with the City to conduct an analysis of the risks that influence the need for reserves as a hedge against uncertainty and loss.

A “risk” is defined as the probability and magnitude of a loss, disaster, or other undesirable event.⁸ The GFOA’s framework of risk assessment is based on the risk management cycle: identify risks; assess risks; identify risk mitigation approaches; assess expected risk reduction; and select and implement mitigation method. The framework focuses primarily on risk retention, or using reserves, to manage risk. However, the framework also encourages the City to think about how other risk management methods might alleviate the need to retain risk. For example, perhaps a risk could be transferred by purchasing insurance or relying on another organization or accounting fund to manage the risk. It might also be possible to avoid a risk by discontinuing activities that are creating a risk for the general fund. Hence, a thorough examination of the risk factors should not only help lead to customized reserve target size, but also should improve the City’s understanding of the risks it faces and its overall financial risk profile.

⁶ TABOR, for example, limits the City’s ability to increase taxes.

⁷ GFOA Best Practice. “Appropriate Level of Unrestricted Fund Balance in the General Fund.” GFOA. 2009.

⁸ Definition of risk taken from: Douglas W. Hubbard. *The Failure of Risk Management: Why It’s Broken and How to Fix It*. John Wiley and Sons, Inc. Hoboken, New Jersey. 2009.

GFOA Reserve Analysis for the City of Colorado Springs

As first step to this project, GFOA conducted basic review of the risk factors that generally influence the amount of reserves a municipal government should hold.⁹ This review enabled the City and GFOA to classify factors as primary risks or as secondary. Exhibit 1.1 lists how the risk factors were classified.

Exhibit 1.1 – Categorization of Risk Factors that Influence Reserve Levels for Colorado Springs	
Primary Risk Factors	
Revenue (Sales Tax) Volatility	Infrastructure Upkeep
Vulnerability to Extreme Events and Public Safety Concerns	
Secondary Risk Factors	
Leverage	Expenditure Volatility
Liquidity / Cash Flow	Growth of the Community

The next section overviews the primary risk factors and the City’s level of exposure. The third section reviews secondary risk factors that have less weighty implications for the City’s general fund reserve strategy, but which still should be considered. The fourth and final section of the report presents the findings of the analysis, including a customized target reserve level for the City’s general fund and other ideas to improve the financial health of the City.

2-Primary Risk Factor Analysis

This section presents the three most important risk factors examined by GFOA and the City’s exposure: the volatility of the City’s revenue portfolio, maintenance/ replacement of the City’s infrastructure (focusing on bridges and storm sewers), and vulnerability to extreme events and public safety concerns.

Revenue Source Stability

Volatile revenue sources call for higher level of reserves in order to avoid the need for sudden cutbacks in services should revenues drop unexpectedly. Some revenues are inherently volatile. The sales tax is usually considered to be a volatile revenue source because it is much more sensitive to swings in the economy than a revenue source like the property tax, for instance. This is an important consideration for Colorado Springs considering that sale taxes (and the closely associated use tax) account for over half of the general fund’s revenues.¹⁰ No other source of revenue comprises more than a fifth of general fund revenue (the next largest is transfers from other funds at about 17%), and the property tax, normally a large revenue source for municipal governments, accounts for less than 10%.

This section will first analyze the volatility of the sales tax, as well as two closely associated revenues – the use tax and sales tax audit revenue. Following that, the stability of the general fund’s other important revenue sources will be examined.

Sales and Use Tax

A first step is to understand the level and nature of volatility in the sales tax. The sales tax appears to follow fairly predictable seasonal pattern. Exhibit 2.1 shows annual sales tax revenues for 2007 through

⁹ The risk factors and basic review method were developed and published in the GFOA publication: Shayne C. Kavanagh. *Financial Policies*. (Government Finance Officers Association: Chicago, IL) 2012.

¹⁰ The use tax is much smaller than the sales tax – comprising only around 5% of the total of the two.

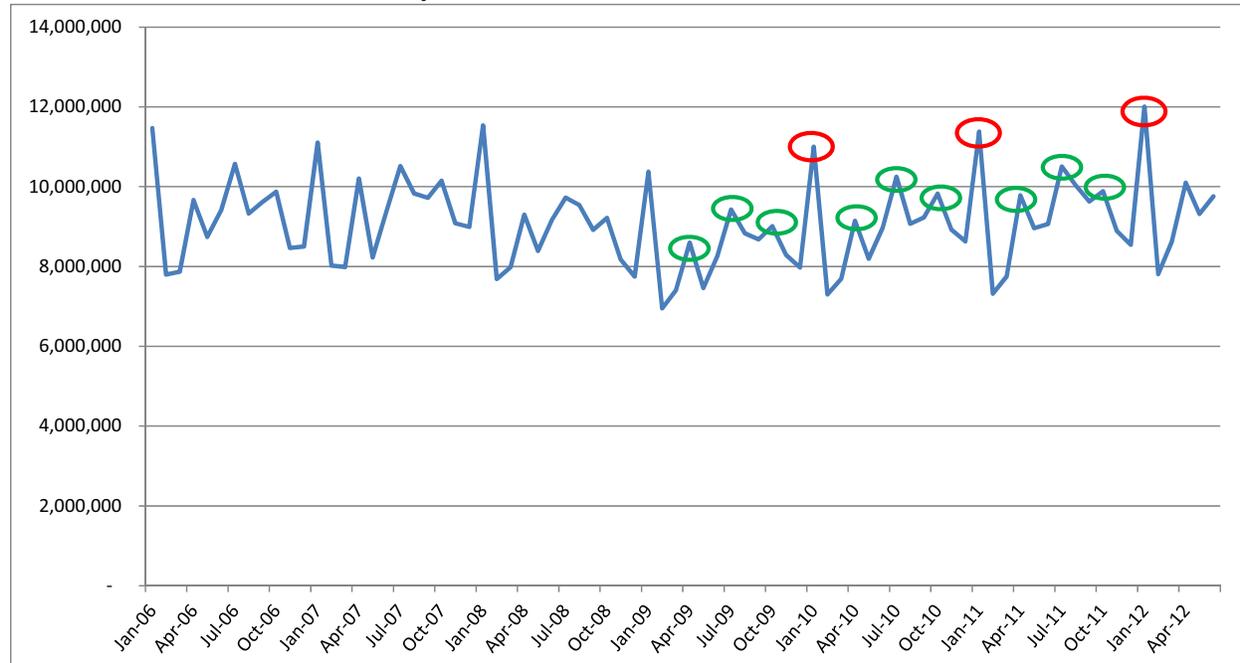
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2011 and Exhibit 2.2 shows monthly sales tax revenue since 2006.¹¹ In Exhibit 2.1, use tax and revenues from sales tax audits are removed. These revenues add “noise” to the pure sales tax data making it more difficult to analyze. They are also much smaller revenue sources – use tax is 7% the size of sales tax and audit revenues are 3% of all sales tax revenue. These revenues will be discussed later in the report.

Exhibit 2.1 - 5-Year Trends for Sale Tax					
	2011	2010	2009	2008	2007
Revenue	111,735,533	108,212,533	101,247,887	107,356,298	113,211,788
Annual Change	3.3%	6.9%	-5.7%	-5.2%	1.7%

The red circles in Exhibit 2.2 denote January revenues which are always the highest of the year due to holiday shopping. The green circles show revenues from July, October, and April, which all see revenue spikes (due to quarterly sales tax filings for smaller vendors). This pattern and even the relative magnitude of the spikes is quite consistent from year to year, even as far back as 1996. In fact, a statistical analysis shows that that only 2% change in sales tax revenue is attributable to random variation. About 91% is due to fundamental economic trends / business cycles (also known simply as “trend-cycle”) and 7% is explainable by seasonal variation.¹²

Exhibit 2.2 – Seasonal Peaks in City Sales Tax Revenue



There are four consistent spikes in sales tax revenue during the year, with January being the most important. July, October, and April are the others.

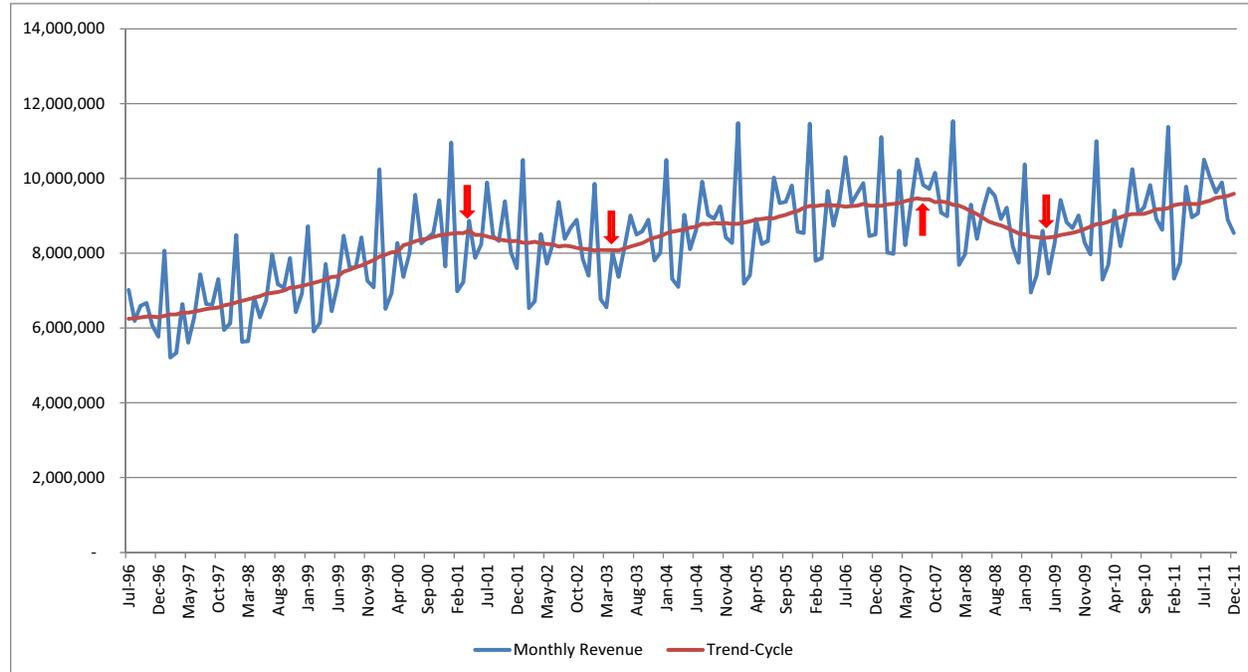
¹¹ This is City general fund only and excludes other sales tax revenues, like the 2002 public safety sales tax (which is accounted for outside of the general fund, in a special revenue fund).

¹² GFOA used a method of data de-seasonalization known as multiplicative decomposition to arrive at this conclusion.

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This means that random fluctuations in the sales tax should not be a concern for the City. However, it also means that the influence of economic cycles is very strong. An unexpected shift in the economy could have serious ramifications for City revenues, as the City has experienced in the wake of the 2001 recession and the more recent Great Recession. Exhibit 2.3 shows the trend-cycle line for sales tax¹³ overlaid on monthly sales tax revenues. The red arrows show the beginning and end-points of significant downtrends. The first one started in April 2001 and lasted until May 2003. The trend-cycle declined 6.6% over 25 months, or about a quarter percent per month. The second started in July '07 and lasted until April'09. The trend-cycle declined 11.2% or just over half a percent per month.

Exhibit 2.3 –Sales Tax Monthly Revenue and Trend Cycle



The City has experienced two major downturns in the sales tax trend-cycle. The first one started in April 2001 and lasted until May 2003. The trend-cycle declined 6.6% over 25 months. The second started in July '07 and lasted until April'09. The trend-cycle declined 11.2%.

Obviously, the decline associated with the Great Recession was much sharper than the 2001 recession, both in terms of overall decline and speed of the decline. In fact, so severe was some of the financial fallout from the Great Recession that some have dubbed it what acclaimed financial thinker Nasim Talib has termed a “Black Swan” event – a rare and unpredictable event that has an extreme impact.¹⁴ Black Swans are, by definition, impossible to predict, so the best that anyone can do is to be prepared. The

¹³ The trend-cycle line is calculated by taking a 12-month centered moving average of actual monthly sales tax revenue. For example, the moving average for January '05 would be an average of August '04 through July '05. February '05 would be an average of September '04 through August '05, and so on. A 12-month moving average smooths out seasonal variation, leaving only the trend cycle.

¹⁴ The term “black swan” derives from a belief held in England before 1697 that all swans were white – in fact, the term “black swan” was a common metaphor for an impossibility. Black swans were discovered in Australia in 1697 demonstrating the limits of human knowledge about the world.

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accomplished forecasting scientist, Spyros Makridakis, has suggested a “triple-A” approach for dealing with this kind of uncertainty.¹⁵

1. **Accept.** First we must accept that we are subject to uncertainty. Even though the sales tax is subject to relatively little random variation, it is clearly subject to Black Swans. Because it is relatively easy to imagine scenarios that could cause the Colorado Springs economy to suffer (e.g., European financial crisis, Federal debt crisis, a significant reduction in military spending due to federal budget shortfalls, etc.), we must also accept that the economy is subject to additional potentially dangerous unknowns that we can’t imagine.
2. **Assess.** Next, we must assess the potential impact of the uncertainty. Past history can provide a useful reference point. We saw earlier that a downturn in the trend-cycle has lasted as long as 25 months and has been as severe as a 0.53% monthly decline. The rate of decline is more relevant to the discussion of general fund reserves because a more protracted decline should be dealt with by restructuring the budget, not necessarily with continuous use of fund balance. Even so, it is important to consider both.
3. **Augment.** The range of uncertainty we really face will almost always be greater than we assess it to be, so we should augment that range. For example, we used the experience of the Great Recession as a reference point for our worst-case monthly decline (0.53%). However, many economists believe that the effects of the Great Recession would have been much worse had the Federal government not taken the actions that it did.¹⁶ Who is to say that continued gridlock in the Federal political system (or other circumstances) won’t prevent an effective mitigating response to the next crisis? As a rule of thumb, Makridakis suggests doubling your range of uncertainty if you have little historical data to rely on or multiplying it by 1.5 if you have more. We have a good deal of data, so a 1.5 multiplier seems appropriate giving us a 0.8% monthly decline. That translates to a potential 20% decline over 25 months. This does not necessarily mean that the City should reserve this entire amount, though, because presumably, in the event of a financial Black Swan, the City would take action to reduce spending – not just continue to spend as it had before. The implications the sales tax analysis, along with the other analyses performed by GFOA, for the City’s reserve strategy will be addressed in the fourth section of this report.

As mentioned earlier, audit revenues were removed from the sales tax data for purposes of this analysis. As Exhibit 2.4 shows, from 2007 through 2011, audit revenues ranged between \$3.3 million and \$2.2 million. It has experienced some fairly significant swings in this time as well. However, a \$1 million potential for variation is probably not material in the entire City revenue portfolio. The City expects sales tax audit revenues to continue into the future within the same general range that they have occurred in the past.

Sales Tax Point of Comparison

Appendix 1 provides a similar analysis of monthly sales tax data from the City of Boulder, Colorado in order to provide a sense of context for how volatile sales tax revenue is in another jurisdiction.

¹⁵ See: Spyros Makridakis, Robin Hogarth, and Anil Gaba. *Dance with Chance: Making Luck Work for You*. (Oneworld Publications: Oxford, England). 2009.

¹⁶ Of course, the long-term impacts of those actions are still unknown.

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Exhibit 2.4 - 5-Year Trends for Sales Tax Audit Revenue					
	2011	2010	2009	2008	2007
Revenue	3,284,390	2,369,723	3,250,245	2,189,116	2,210,099
Annual Change	32.8%	-27.1%	48.5%	-0.9%	51.3%

Use taxes were also removed from the sales tax data. Exhibit 2.5 shows the 5-year trend analysis for use taxes. Use taxes are not quite as volatile as audit revenues, but are still rather volatile. In fact, GFOA's statistical analysis showed that almost 15% of the variation in use tax is attributable to simple randomness (compared to 2% for sales tax). However, more importantly, the use tax has experienced a notable decline since 2008. Examination of the long-term history shows that the revenue experienced a rapid increase in 2005, coinciding with the construction boom and use taxes from commercial construction and manufacturing equipment. Revenue stayed at about this level until 2008, when tax revenue declined considerably as these industries experienced a slowdown in their growth. Hence, the change we see in Exhibit 2.5 is less a product of random variation and more a product of a fundamental change in the tax base. Hence, use taxes have likely settled in at a new, lower level of yield that is reflective of reduced economic activity in commercial construction and manufacturing equipment (in fact, the lowest level since 1996). As such, there is probably little risk of another significant downside move.¹⁷ In fact, an analysis of the sources of the use tax show that income from construction related trades have fallen substantially in recent years. For example, revenue from building general contractors in 2011 was 12% of what it was in 2007, and revenue from subcontractors was 27% of 2007 levels. Also, total vacancy rates for commercial properties have hovered around 10% for the last two years, up from 7.7% in 2008. This indicates that there may be excess capacity in Colorado Springs, such that a significant uptick in building is not likely in the near term.

Exhibit 2.5 - 5-Year Trends for Use Tax					
	2011	2010	2009	2008	2007
Revenue	6,024,785	6,454,560	5,668,451	8,490,105	9,264,952
Annual Change	-6.7%	13.9%	-33.2%	-8.4%	-12.4%

Other Revenues

While sales tax is clearly the most important revenue, an analysis of reserve requirements should take account of other revenues as well, given that other revenues comprise half of the City's budget. Below is a summary of other major sources of revenue and their associated volatility risk.

Property taxes. Property taxes comprise only about 9-10% of the City's budget. The City has experienced a steady decline in property tax revenues in recent years, with a primary cause being a reassessment and lower property values owing to the decline in the housing market. Nationally, the

¹⁷ According the Case-Shiller Housing Index, nationally, home prices have, since 2009, varied in a range consistent with housing values in 2003. As of this writing, values have experienced increases for six months straight.

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housing market seems to have stabilized, at least to the point where another major decline is unlikely.¹⁸ An examination of Colorado Springs' housing prices shows that Colorado Springs seems to essentially follow national trends.¹⁹

Charges for Service. Charges for service are about 6-7% of the general fund budget. Revenues from charges for service have fallen substantially in recent years, now budgeted at 70% of the 2009 actual revenues. This is mostly due to a sharp decline in charges for services for construction/development regulation. Hence, the user fees do have some vulnerability to economic cycles. A reserve could be useful, but the City might also consider other policies to mitigate risk. For example, a policy that sets cost recovery goals for fees would prompt a discussion of how to reduce costs if revenues were not up to expectations. Regardless, it may be helpful to have a small reserve in order to allow gradual adjustments to drop-offs in revenues. In recent history, the total charges for service revenues have dropped \$3 million in one year. At this point, fees that are more sensitive to economic conditions (e.g., construction-related fees) have probably reached or are approaching a bottom. As such, a \$3 million reserve should probably be more than adequate.

Intergovernmental Revenue. Intergovernmental revenue is about 9-10% of the general fund budget. By far, the most important component of this is the highway users tax, at about 90% of the total. The highway users tax is intended to support traffic safety and road maintenance programs. There has been political pressure at the state level to reduce the resources that support the tax, but, so far, this has not happened. However, if one of these efforts were successful the City would find itself with reduced revenue. City staff believes that the Funding Advancements for Surface Transportation and Economic Recovery (FASTER) portion of the highway users tax is the most vulnerable to being eliminated (about \$1.5 million), so reserve strategy could focus on replacing that amount for one year (after which point the City would presumably have adapted).

The City also receives a number of grants for capital projects, and some for operations. These grants are not accounted for in the general fund, but if the grants were to be lost there could be some pressure on the general fund to continue the associated service. For capital projects, the City would likely cancel or defer the project or find another source of funding, rather than using reserve to make up the shortfall from a lost grant. Lost grants for operations may require some support from the general fund in order to provide continuity in service (assuming the City cannot simply discontinue the service). A reserve of \$3 million appears to be adequate to cover this risk, based on the level of grants used to support core operating programs currently.

Grant Policy

The City auditors have pointed out that overreliance on grants is a potential risk for the City. A policy that limits the City's exposure to the risky elements of grants could be helpful. Section 4 of this report describes how grant policies might be helpful.

¹⁸ According to David M. Blitzer, Chairman of the Index Committee at S&P Dow Jones Indices, which includes the Case-Shiller Housing Index, "the housing market seems to be stabilizing, but we are definitely in a wait-and-see mode for the next few months."

¹⁹ Based on sales prices from Zillow.com

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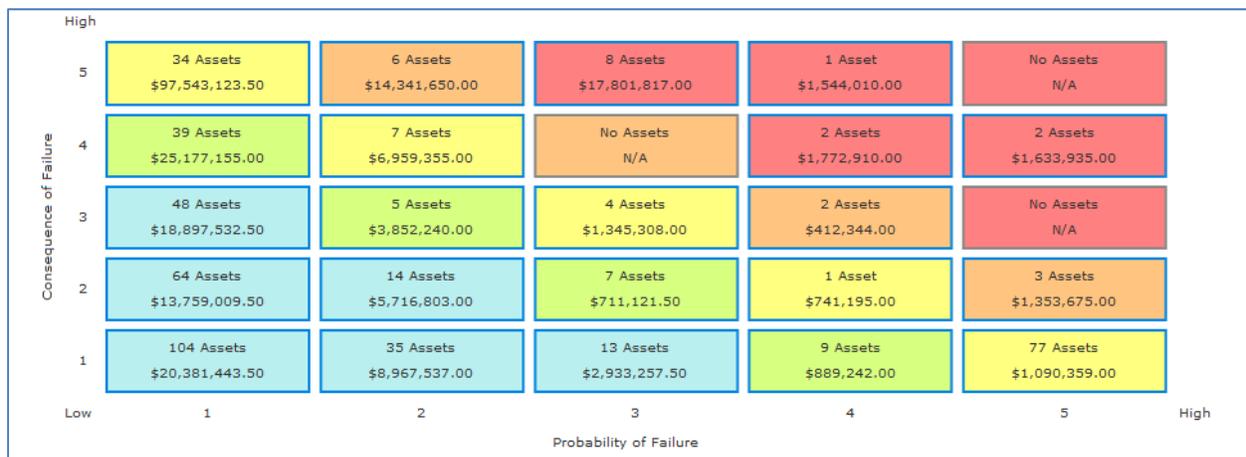
Transfers from Other Funds. The City receives about 17% of its revenue from transfers from other funds (from City utilities). This transfer is a matter of City Council policy. There do not appear to be any major threats to the continued economic viability of this policy, so any change would have a political genesis. A decision to reduce the transfer should be made in the context of how it will impact the budget, so a reserve should not be necessary.

Infrastructure

Healthy infrastructure makes for an economically vital community. However, worn infrastructure poses a potential risk of untimely failure. General fund reserves may be needed to repair or replace an asset that fails unexpectedly. In Colorado Springs, the two asset classes that were deemed to be of the greatest importance are bridges and storm sewers.

Exhibit 2.6 shows a risk profile for bridges and culverts. Risk is defined as the product of probability of failure and the consequences of failure. Probability of failure is based on the Bridge Sufficiency Index (BSI) provided by the City staff. A lower BSI indicates a bridge that is in worse condition and ultimately a higher risk (probability) to fail. Consequence is based on cost - the higher the replacement cost of an asset, the higher the consequence to the City if that asset were to fail.²⁰ As can be seen on the Chart, 13 bridge structures have been identified as having a high risk rating (those bridges in the red area, which have a total score of between 8-10, when the scores from each axis is added together). These bridges have an estimated replacement value of \$22,752,672. This averages out to about \$1.75 million per bridge. A reserve that covers one or two bridges should be adequate, but using the “Triple-A” rule (described earlier) of doubling our expectation for uncertainty, preparing for the premature failure of three of these bridges might be more prudent. This equates to a \$5.25 million reserve.

Exhibit 2.6 – Risk Profile for Bridges and Culverts



In addition to the bridges and culverts, 406 Miles of Storm Lines are managed by the City. However, neither install dates nor condition assessments were available for any storm lines. The estimated

²⁰ Note that further analysis could be conducted with City staff to refine asset replacement costs as well as reviewing the risk rating to incorporate more factors into the consequence (i.e. Traffic Count, Location, Major Structure, etc.)

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replacement cost for all storm sewers is \$588,052,836.²¹ Since the information necessary to assess risk of failure is not available, the best that can be done is to make an assumption. We do know that about 10% of the total dollar value of the City's bridge inventory is in the higher risk category, so it may be reasonable to start with that number for storm sewers, which would translate to \$58 million. We also know that about 20% high risk category of bridges was recommended as a reserve amount, which would equate to \$11.6 million.

We will review how this analysis for bridges and storm sewers fits into an overall reserve strategy in Section 4 of this report.

Vulnerability to Extreme Events and Public Safety Concerns

This factor concerns the extreme events (e.g., natural disasters) the City is vulnerable to, the public safety programs that must be funded during the occurrence of an extreme event, and the federal or state programs that would help and how long it would take to get assistance. For example, reimbursement from the Federal Emergency Management Agency (FEMA) does not always occur right away, so it is important to have reserves to absorb the cost in the meantime, and FEMA does not necessarily reimburse 100% of the cost of responding to an event.

Discussions with the City's Emergency Operations Manager reveals that Colorado Springs is most at risk for wildfires and floods. Wildfires are probably the most important risk, as recent events have underlined. About 20-25% of homes in Colorado Springs are subject to wildfire risk, although fires that damage homes are not that common. The most recent fire was the most destructive in Colorado history. It impacted around 12,000 acres and burned 347 homes. By comparison, the most recent other fires of an extreme size were in 2005 and 2000 and impacted 35 and 800 acres, respectively. No homes were burned in either of those fires – in fact, one must look back to around 1950 to find the last time before 2012 that homes in the City of Colorado Springs were burned by wildfire.

Large wild fires can be expensive to respond to, requiring police and fire personnel for suppression of the fire and evacuation of people. Many other city departments are involved in the recovery efforts. FEMA reimbursement is not immediate and does not typically cover all the City's costs of responding. Further, a fire is likely to interrupt the City's sales tax revenue.

Currently, the City only has estimated costs for the most recent fire, which is \$3.75 million in personnel time, mutual aid costs, and other direct expenses. The estimate pertains to the actual firefighting within the City limits and the emergency protective measures taken (e.g., evacuation, security, activation of the emergency operations center, etc.). Of this, of the expenses eligible for a 75% FEMA reimbursement are estimated to be \$2.15 million. Adding together the FEMA ineligible expenses, plus the 25% unreimbursed expenses results in a figure of \$2.14 million. At least some of this is expenses that the City would have incurred anyhow (e.g., firefighters on duty). The City government did not incur any significant direct property damage as a result of the fire (probably around \$30,000), but there may be some indirect damage to storm sewers later on, as a result of increased run-off, from the fire-damaged

²¹ Drainage Basins, Open Drainage Features, Discharge Points, and Point Features are not included in the replacement cost, which would likely push it over \$1 Billion dollars.

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areas. The City engages in mitigation efforts, such as deforestation of areas that are at risk for wildfire, but it is still important for the City to retain a reserve to be prepared for future wildfires.

Floods are also a concern because they damage infrastructure, require a City emergency response, and require debris removal afterwards. The most severe floods were in 1935 and 1965. Otherwise, smaller floods occur about 6 or 7 times in a 10-year period. 1999 was the last flood that qualified as a FEMA disaster, though it wasn't on the scale of '65 or '35. The cost to the City to deal with the flood of '99 was damage was \$2,670,158. The federal share of the project was 75% or \$2,002,619, the state share was 12.5% or \$333,770 and the City share was the remaining 12.5% or \$333,770. This would equate to about \$3.67 million in total costs and \$460,000 for the City's final share in today's dollars.

A final, less severe risk is for blizzards. The magnitude of the impact is not as great as fires or floods, but the City still incurs an unexpected cost. The last significant cost was in 2007, when the City needed to appropriate an additional \$400,000 to deal with snow storms.

So, in summary, Colorado Springs faces a risk from a number of types of extreme events that have the potential to cause loss of life and property and to disrupt business. The City has taken steps to protect the health, safety, and welfare of the community in light of these risks. Fortunately, however, these extreme events do not appear to constitute a large risk to the City's financial position. For example, a reserve of \$4 million (compared to annual City revenues of about \$220 million) would be more than adequate to cover the cost of either the most recent fire or a flood of similar severity to the 1999 flood, before FEMA reimbursement.

However, using Makridakis's "Triple-A" approach (described earlier), it may behoove the City to augment the level of risk it is preparing for. We have a very limited number of data points to inform us, so a higher multiplier seems appropriate. If we multiplied \$3.75 million by 2 we would get \$7.5 million. However, much of an extreme event's cost would be reimbursed by other parties (e.g., a 75% reimbursement from FEMA) and some of this figure would represent costs the City would incur anyhow (e.g., regular salaries for public safety personnel), so a \$7.5 million reserve might be excessive. Discussions with City staff indicated that about 1/3 of the most recent fire's costs are costs the City would have incurred in the normal cost of doing business and that about half of the reimbursement from FEMA can be expected to be received within 6 months of the expenditure. Using this as a reference point, a reserve of \$3.3 million might represent the minimum prudent reserve amount because it accounts for the fact that the City will have to bear some of the costs of responding to an extreme event in its regular budget, and that another significant portion of the cost will be reimbursed quickly by FEMA. A reserve of \$5 million might be a middle ground because it does not account for FEMA reimbursement (which is outside the control of the City).

Section 4 will consider the all the foregoing analyses together in order to present a final recommended reserve target for the City.

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3-Secondary Risk Factor Analysis

This section overviews risk factors that have implications for the City’s general fund reserve strategy that are less complex or of lower magnitude than the primary risk factors.

Leverage

A highly leveraged organization has less flexibility. Examples of leverage include long-term debt, pension obligations, and obligations for post-employment health care. Reserves are a critical source of financial flexibility, so high leverage may call for higher reserves. This section will address each of the aforementioned sources of leverage.

Debt

The City has very little debt. Exhibit 3.1 demonstrates this by comparing the City’s level of indebtedness to other cities. Exhibit 3.1 includes a group of cities that Colorado Springs has identified as “Best in Class” for purpose of comparing Colorado Springs’ business practices to other municipalities. Exhibit 3.1 also includes two “sales tax comparable” cities - cities that are in Colorado and that receive a large portion of their revenue from sales taxes. Finally, the Exhibit provides summary statistics of all of the municipalities. Exhibit 3.1 compares debt along two commonly used measures of indebtedness. The first, debt per capita, which measures the burden placed on citizens by municipal indebtedness. The second measure is debt service (principle and interest payments) as a percent of city expenditures. This figure measures the pressure placed on the budget by debt payments. Colorado Springs is well below the average on both of these measures. This means that Colorado Springs should not find its financial flexibility reduced by excess debt. In fact, the City’s debt capacity could offer an alternative source of financial flexibility. For example, if the City were found liable for an exceedingly large judgment that was due immediately, it might be able to use debt instruments to pay the amount over time.

Exhibit 3.1 – Comparison of Colorado Springs’ Indebtedness with Other Cities

	<i>"Best in Class Cities"</i>					
	Colorado Springs	Fort Collins	Oklahoma City	Denver	Indianapolis	Charlotte
Population	422,816	144,875	580,000	619,968	820,445	731,424
Debt Per Capita	256	342	1,072	2,702	1,445	1,829
Debt Service as a % of Expenditures	5.9%	3.5%	10.2%	10.0%	13.8%	15.2%
	<i>Sales Tax Comparables</i>			<i>Summary Statistics</i>		
	Colorado Springs	Lone Tree	Centennial	Average	Median	
Population	422,816	11,097	100,377	553,255	599,984	
Debt Per Capita	256	2,558	28	1,274	1,258	
Debt Service as a % of Expenditures	5.9%	10.4%	0.3%	9.8%	10.1%	

The City has substantially lower debt levels than the average of the comparison group.

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The reader should note GFOA did not use only the general fund financial information to calculate these ratios, but rather used the broader categories of “governmental activities” and “governmental funds,” which can be found in any comprehensive annual financial report. This is because the all the cities accounted for debt in different funds, so looking at just the general fund would provide a partial, and inaccurate, impression. However, the aforementioned categories have fairly standard meanings across government and they include most the general government services one would typically associate with a municipality, such as public safety and public works. Therefore, they address debt of a general nature, which does have direct relevance to the financial flexibility of the general fund.

These general government categories, though, exclude utilities and other more business-like activities. The business-like category of services was excluded for two main reasons. First, these types of services are not as consistently provided by municipalities, compared to general government services. Second, these services, particularly utilities, often carry large amounts of debt so would have had a major impact on the indebtedness measures. However, this debt has a much more indirect relationship to the financial flexibility of the general fund.

Pensions

The City is involved in four different self-funded pension arrangements, all of which are closed to new participants.

- The Old Hire Police Pension Fund has been closed and has 166 total members. The plan is 81% funded as of January 1, 2012. GFOA Best Practices call for 100% funding of pension liabilities.²² The plan has an unfunded liability of \$16.1 million, which translates into an annual actuarial required contribution (ARC) of \$1.5 million for 2013, from \$1.4 million in 2012.
- The New Hire Pension Plan – Police Component has 650 members and a funded ratio of 80.2%. The plan has an unfunded liability of \$48.8 million, which translates into an annual actuarial required contribution (ARC) of \$10.6 million for 2013, from \$9.6 million in 2012.
- The Old Hire Fire Pension Fund has 193 members and is 84.1% funded. The plan has an unfunded liability of \$15.5 million, which translates into an annual actuarial required contribution (ARC) of \$1.5 million for 2013, which is about the same as 2012.
- The New Hire Pension Plan – Fire Component has 286 members and is 79.2% funded. The plan has an unfunded liability of \$25.9 million, which translates into an annual actuarial required contribution (ARC) of \$4.7 million for 2013, which is down from \$ 5.2 million in 2012.

The City also participates in two statewide plans. The Colorado Public Employees Retirement Association for is for civilian employees. As of December 31, 2011 the PERA Local Government Division’s funded ratio was 69.3% with an unfunded liability of \$1.277 billion. Of course, this underfunding could have some impact on the City in the form of increased contribution rates in the future. The Fire and Police

²² See “GFOA Best Practice: Sustainable Funding Practices of Defined Benefit Pension Plans” at www.gfoa.org. An 80% funded ratio is often cited as an acceptable funding benchmark, but this figure does not have a sound actuarial basis. See for example, Girard Miller, “Pension Puffery,” www.governing.com. Miller does state that an 80% funding ratio might be acceptable at the bottom of an investment market because the funded ratio will presumably rise with the market. Conversely, though, the funded ratio should be above 100% at the top of a market to protect against a fall.

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Pension Association of Colorado provides a defined benefit plan for sworn officers. It is funded at over 100% as of 1/1/2011.

Another issue common to all pension funds is the assumed rate of return on pension fund assets. Pension funds often assume return rates of around 7-8% per year. The recent performance of investment markets have led to some questioning of the return assumptions used by the Colorado Public Employees Retirement Association. If circumstances were to require the Association to lower its return assumptions, then member governments would have to make up the difference in the form of increased contributions.²³

Assuming that the City keeps up with its ARC payments, the unfunded accrued liabilities should, in theory,²⁴ be covered by the end of the amortization period (which can vary with the plan, but typically is between 20 and 30 years). Keeping up with the ARC payments is a matter of City budgetary policy, and not really an issue that should be addressed through using reserves. However, given the uncertainty around pension issues, it is difficult to say when increases would occur or how much they might be. As such, it would be prudent to hold some reserve to help make a more gradual adjustment to any potential large increases in contribution rates. The City currently pays about \$10.5 million in annual contributions to the Colorado Public Employees Retirement Association and about \$14.5 million to the other pensions, for total of about \$25 million. A reserve of \$6.25 million would cover a 25% increase in pension costs. Of course, an increase in the City's contribution will be felt over many years, but the reserve will allow the City to make a gradual adjustment or to more easily absorb a larger increase in contributions in one year.

The City has considered different actions to mitigate its pension liabilities including increasing the contributions required from employees and switching to a defined contribution pension plan. It has also shifted away from a single-employer plan for the most newly hired sworn officers, to the state plan which should provide for less potential volatility. This should help mitigate its risk.

Other Post-Employment Benefits (OPEB)

The City allows retired sworn police officers to stay on a City-sponsored medical plan. The cost of this benefit is paid for by the City as it is incurred. The City's annual required contribution for OPEB is \$2.2 million and there is a net obligation of \$11.2 million. The City has taken steps to contain its OPEB liability, such as eliminating the City-provided subsidy for retiree health care for new hires and going to a flat (instead of variable) subsidy for existing employees. Hence, similar to pensions, the City will likely not experience near-term, large expenditure spikes or a drastic decrease in the City's financial flexibility owing to OPEB liabilities. Also, like pensions, the financial pressure created by OPEB liabilities are best dealt with through the budget process, not general fund reserves.

²³ On top of this, the City is leasing its hospital system, so the employees will no longer be contributing to the Colorado Public Employees Retirement Association, which adds some further uncertainty to the City's future pension position.

²⁴ Even if all ARC payments are made an employer could still end up with an unfunded liability at the end of the amortization period if the actuarial assumptions used to calculate the ARC do not hold up (e.g., the rate of return on plan investments)

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Expenditure Volatility

This risk factor refers to potential spikes in expenditure, usually arising from a special, non-recurring circumstance. Expenditures of a recurring nature should not be addressed through the use of reserves, since reserves do not represent a sustainable source of funding for recurring expenditures. Rather, recurring expenditures should be accommodated in the operating budget.

In Colorado Springs, lawsuits appear to be the most important potential source of expenditure spikes, especially because the City's risk management funds do not carry a large amount of reserves themselves, requiring that the general fund to backstop them.

Discussions with City's attorney and risk management professional reveal the following:

- The City faces a number of litigation cases each year. The average potential liability tends to be pretty consistent from year to year. The City normally budgets between \$600K and \$800K each year for claims, which generally has proven sufficient. In more recent years, the number of litigation cases has risen somewhat, but this does not appear to be a significant trend.
- The City is facing a couple of extraordinary special cases. Due to the sensitivity of the cases, they will not be discussed in detail in this report, but there is a significant degree of uncertainty around the amount the City could be liable for and if the City will be liable for anything at all. Hypothetically, the liability could represent tens of millions of dollars, but the City Attorney believes that an amount of between \$2 million and \$4 million is a more realistic estimate of the City's potential risk. Also, under certain circumstances the City could negotiate a multi-year payment schedule for a large liability.
- In the State of Colorado, certain forms of cancer have been designated as work-related injuries for firefighters. Hence, the City's worker's compensation fund will face an increased liability, which will, in part, be covered by the general fund (since the general fund is one of the contributing funds to the worker's compensation fund). However, this would not be spike in expenditures, but would manifest as an increased annual contribution (probably not to exceed \$1 million to \$2 million per year). Hence, this change to the City's recurring expenditure structure should be handled through the City's budget process.

In conclusion, it would seem prudent for the City to account for at least some of the risk associated with the extraordinary lawsuits in its reserves. The final section of this report will address how this risk fits in with the total reserve goals for the City.

Growth of the Community

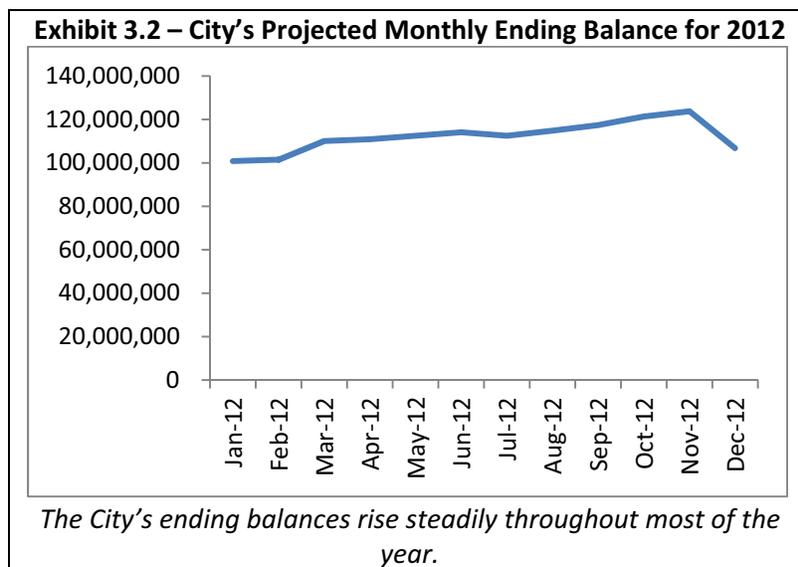
Rapid growth of the community could call for larger levels of reserves, lest service requirements expand beyond the ability of the City to continue services in the face of revenue interruption. For instance, property tax revenues may not be received until a couple of years after development occurs, yet the government will still need to provide for the public safety, health, and welfare of these members of the community in the meantime. Colorado Springs is a moderate growth community in a higher growth region. The City averages 1.5% growth in a region that grows 2%. The City does not rely heavily on property taxes, so is not heavily impacted by a lag between when services are required by a new

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development and when revenues are received. Also, the City requires developers to build much of the infrastructure associated with development (roads, parks, etc.), so does not have to cover that expense. In conclusion, the fact that Colorado Springs is only expecting moderate growth in the next few years and that its development financing approach does not require City resources for large capital outlays means that the implications of growth for the City's reserves are minimal.

Liquidity

A larger amount of unreserved fund balance may be needed to avoid cash flow problems if the average maturity of receivables significantly exceeds the average maturity of payables. A common example of this can be found in governments that are heavily reliant on property taxes. The bulk of taxes may only be received at one or two points during the year, requiring reserves to bridge the months with lower receipts. Of course, Colorado Springs is not very reliant on property taxes at all. In fact, its revenue tends to come in fairly evenly over the year. Exhibit 3.2 shows the projected monthly balances for 2012. As the chart shows, the City's ending balance actually moves steady upwards for almost the entire year eventually dropping near the end (due to bond repayments), but still ending up higher than it started. Hence the City does not appear to have a liquidity problem that requires reserves to cover the gap.



Section 4 – Recommendations

This section provides GFOA's recommendations to Colorado Springs, based on the analysis presented in this paper. The first sub-section addresses the primary purpose of this report: to recommend a reserve target for Colorado Springs. The second sub-section provides other ideas related to its reserve management strategy that Colorado Springs might find helpful, based on GFOA's experience with best practices in public finance.

Recommended Reserve Target for Colorado Springs

This section establishes the recommended reserve target for Colorado Springs. As a first step, the report will review the essential findings of the analysis for each risk factor. Next, the report will provide some

GFOA Reserve Analysis for the City of Colorado Springs

helpful comparative information, such as the reserve levels maintained by other cities as well as rating agency standards. Finally, all of this information will be synthesized to reach a reserve target.

Comparative Reserve Information

When considering a reserve target it is helpful to consult outside standards. Two widely cited standards are GFOA’s “Best Practices” and rating agency guidelines. The GFOA Best Practice recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted fund balance in their general fund of no less than two months (16%) of regular general fund operating revenues or regular general fund operating expenditures.²⁵ Standard and Poor’s considers reserves of between 1% and 4% of revenues to be “adequate,” while reserves above 15% is “very strong.”²⁶

It is also useful to consider the experiences of other governments. Exhibit 4.1 compares Colorado Springs’ unrestricted fund balances as a percent of general fund revenues to the same cities that appeared in the debt comparison (Exhibit 3.1). “Unrestricted fund balance” is usually used to describe the portion of fund balance that is available to serve as a reserve for the types of risk mitigation purposes that were described in this report (i.e., respond to extreme events, protect against revenue downturns, etc.). This is because unrestricted fund balance is the portion of fund balance that does not have restrictions placed on its use by outside authorities.

As Exhibit 4.1 shows, the typical unrestricted fund balance falls somewhere in between 20% and 25% of general fund revenues. Most of the cities in the analysis were closer to 20%, but two outliers (Indianapolis and Centennial) pulled up the average.

Exhibit 4.1 – Unrestricted Fund Balance Comparison						
	"Best in Class" Cities					
	Colorado Springs	Fort Collins	Oklahoma City	Denver	Indianapolis	Charlotte
Unrestricted fund balance as a % of revenues	22.6%	23.1%	12.7%	18.3%	56.9%	17.3%
	Sales Tax Comparables			Summary Statistics		
	Colorado Springs	Lone Tree	Centennial	Average	Median	
Unrestricted fund balance as a % of revenues	22.6%	29.6%	52.9%	25.2%	20.5%	

The average level of unrestricted fund balance (i.e., reserves) falls between 20% and 25% for the comparable group. Colorado Springs falls within this range right now. The outliers in the comparable group (Indianapolis and Centennial) have special circumstances.

²⁵ GFOA Best Practice, “Appropriate Level of Unrestricted Fund Balance in the General Fund” (2009), at www.gfoa.org.

²⁶ David G Hitchcock, Karl Jacob, and James Wiemken, *Key General Obligation Ratio Credit Ranges – Analysis vs. Reality* (New York: Standard & Poor’s, 2008).

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Indianapolis had a very large amount of “committed” fund balance, which is a subcategory of “unrestricted” fund balance. “Committed” fund balance is considered to be the most constrained of three subcategories of unrestricted fund balance because the City’s management has committed those reserves for a very specific purpose (the other two subcategories are “assigned” and “unassigned”). While it is impossible to say from Indianapolis’s public reports, it could be that this unusually large amount has been accumulated to pay for special project of some kind or is otherwise not intended as a hedge against risk. In fact, if this amount is removed, Indianapolis’s reserve drops to 22% - much more consistent with the other cities. None of the other cities had nearly as large an amount, by any measure, of committed reserves. For example, 61% of Indianapolis’s reserves are committed, while Colorado Springs only has about 3% in this category and Denver has about 8%, making Denver’s fund balances the most highly committed after Indianapolis.

As for Centennial, about 75% of Centennial’s reserves are in the “unassigned” subcategory (the least constrained of the three), which suggests that Centennial has simply accumulated a much higher relative level of reserves than the other governments in Exhibit 4.3. Interestingly, Centennial also has, by far, the lowest debt burden of any of the cities (see Exhibit 3.1). This high reserve, coupled with an extremely low debt burden suggests that Centennial has a significantly different economic base than the other cities. For example, the median household income in Centennial is \$85.5K, compared to \$51K in Colorado Springs and \$55.4K in the State of Colorado. The median home value in Centennial is \$260K compared to \$182K in Colorado Springs and \$205K in the State of Colorado.²⁷ In 2010, the unemployment rate in Centennial was 4.8%, compared to 9.4% in Colorado Springs. Although neither municipality relies very heavily on property taxes, it is interesting to note that the total assessed value of properties in Centennial is 34% greater on a per person basis than in Colorado Springs. Finally, centennial’s general fund revenue are, on a per capita basis, 20% greater than Colorado Springs even though Centennial appears to provide more limited set of services to its citizens (for example, Centennial is served by a separate fire protection district and recreation district, while Colorado Springs provides these service directly). These distinctive characteristics have likely made it more practical for Centennial to accumulate a sizable reserve.

Putting it All Together: The Reserve Recommendation

In order to reach the final recommendation for a reserve target for Colorado Springs, let’s first review the individual analysis results from each of the risk factors.

Primary Risk Factor - Revenue (Sales Tax) Volatility. While the sales tax does show some volatility, this is due almost entirely to economic cycles and seasonal effects (as opposed to random variation). Therefore, the most important vulnerability the City has with respect to sales taxes is an economic downturn. A review of past economic downturns leads us to believe that the City should prepare for a potential 20% decline in sales tax revenues over 25 months as a plausible “worst case scenario” (this amounts to about \$23 million in reduced revenue). However, the City would presumably reduce its spending in the event of such a severe downturn, such that a reserve to cover the entire amount of the revenue decline would not be necessary. The City budget office estimates that the budget could be

²⁷ Based on values from Zillow.com

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reduced by just under \$10 million without creating a major disruption to services (though service quality would be negatively affected to some degree, of course). This means the City should maintain a reserve of at least \$13 million to fill the remaining portion of the revenue gap and to help the City make a “soft landing” in the case of a major revenue decline.

The City’s other revenue sources are fairly stable as a group, but GFOA has recommended that some reserves to account for volatility may be prudent. These reserves added up to \$7.3 million.

Primary Risk Factor - Infrastructure. General fund reserves may be needed to repair or replace an asset that fails unexpectedly. In Colorado Springs, the two asset classes that were deemed to be of the greatest importance are bridges and storm sewers.

13 bridge structures have been identified as having a high risk rating. These bridges have an estimated replacement value of \$22,752,672. This averages out to about \$1.75 million per bridge. A reserve that covers one or two bridges should be adequate, but using the “Triple-A” rule of doubling our expectation for uncertainty, preparing for the premature failure of three of these bridges might be more prudent. This equates to a \$5.25 million reserve.

406 miles of storm lines are managed by the City. However, neither install dates nor condition assessments were available for any storm lines. The estimated replacement cost for all storm sewers is \$588,052,836.²⁸ Since the information necessary to assess risk of failure is not available, the best that can be done is to make an assumption. We do know that about 10% of the total dollar value of the City’s bridge inventory is in the higher risk category, so it may be reasonable to start with that number for storm sewers, which would translate to \$58 million. We also know that about 20% high risk category of bridges was recommended as a reserve amount, which would equate to \$11.6 million.

Primary Risk Factor - Vulnerability to Extreme Events. The City is subject to extreme events that pose a significant threat to life and property. However, the City’s historical experience is that the financial impacts of these events have been manageable. For example, the most recent fire was the worst in Colorado history, but the total cost to the City was only \$3.75 million versus an annual City budget of about \$220 million. Taking into account the uncertainty associated with the scale of future extreme events as well, as well as the timing of FEMA reimbursement and the portion of event response costs that are likely going to be already covered by existing budgeted resources a reserve for extreme events of \$5 million seems reasonable, but an argument for a reserve of up to \$7.5 million could also be made.

Secondary Risk Factor - Leverage. The City has very little debt, so the City’s reserve strategy does not need to account for reduced financial flexibility from debt.

The City has some financial pressure from pension obligations. It participates in a number of plans, none of which is 100% funded. The Colorado Public Employees Retirement Association is a particular concern for City officials because it has a low funding ratio and its assumptions around the return on plan assets

²⁸ Drainage Basins, Open Drainage Features, Discharge Points, and Point Features are not included in the replacement cost, which would likely push it over \$1 Billion dollars.

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have been publicly questioned for being too high. Both of these factors mean that the Association may require significantly increased contributions from its member governments.

Assuming that the City keeps up with its annual pension payments, the unfunded accrued liabilities should, in theory, be covered by the end of the amortization period (which can vary with the plan, but typically is between 20 and 30 years). Keeping up with the ARC payments is a matter of City budgetary policy, and not really an issue that should be addressed through using reserves. However, given the uncertainty around pension issues, it is difficult to say when increases would occur or how much they might be. As such, it would be prudent to hold some reserve to help make a more gradual adjustment to any potential large increases in contribution rates. The City currently pays about \$10.5 million in annual contributions to the Colorado Public Employees Retirement Association and about \$14.5 million to the other pensions, for total of about \$25 million. A reserve of \$6.25 million would cover a 25% increase in pension costs. Of course, an increase in the City's contribution will be felt over many years, but the reserve will allow the City to make a gradual adjustment or to more easily absorb a larger increase in contributions in one year.

Secondary Risk Factor - Expenditure Volatility. The City is facing a few large lawsuits that could entail significant settlement costs if the case goes against the City. The City attorney believes that \$2 million to \$4 million is a reasonable range to prepare for.

Secondary Risk Factor – Liquidity / Cash Flow. The City faces no important liquidity or cash flow problems that create a shortage of working capital.

Secondary Risk Factor – Growth of the Community. The fact that Colorado Springs is only expecting moderate growth in the next few years and that its development financing approach does not require City resources for large capital outlays means that the implications of growth for the City's reserves are minimal.

So, in summary the components of a recommended reserve are:

- \$13 million for sales tax economic uncertainty
- \$7.5 million for economic uncertainty in other revenues
- \$6.25 million for pension payment uncertainty
- \$5.25 million for critical bridge failure and \$11.6 million critical storm sewer replacement, for a total of \$16.85 million.
- \$5-7.5 million for extreme events
- \$2-4 million for expenditure spikes from law suits

Many cities express their reserve policy target as single number (e.g., 16% of revenues). However, GFOA has found that leading municipalities often find it helpful to segment their reserves into different categories because this makes the purpose of the reserve more transparent. For example, a reserve for "emergencies" and a reserve for "economic uncertainty" would provide more clarity on the purpose of the reserves than one all-encompassing reserve. The first three bullets above could comprise the

GFOA Reserve Analysis for the City of Colorado Springs

budgetary uncertainty reserve, while the last three would form the emergency reserve, leading to the following targets:^{29,30}

Budgetary Uncertainty Reserve
\$13 million for sales tax economic uncertainty +
\$7.5 million for economic uncertainty in other revenues +
\$6.25 million for pension payment uncertainty =
<i>\$27 million or about 12.5% of general fund revenues³¹ as budgetary uncertainty reserve</i>
Emergency Reserve
\$5.25 million for critical bridge failure and \$11.6 million critical storm sewer replacement, for a total of \$16.85 million +
\$5-7.5 million for extreme events +
\$2-4 million for expenditure spikes from lawsuits =
<i>\$27 million or about 12.5% of general fund revenues as an emergency reserve</i>

This provides ***a target of about 25% of general fund revenues***, which is also about in line with the range of reserves actually maintained by other cities that are comparable to Colorado Springs and is above the level that GFOA considers the minimum baseline level that a government should maintain (16%).³² These reserves would be considered part of the “unrestricted” portion of the City’s fund balance.³³

²⁹ Targets have been rounded to nearest “whole” numbers for ease of use in policy making

³⁰ Note that many of the risks listed in the table can be considered “independent,” meaning that the occurrence of one risk has little to do with the potential occurrence of another risk. For example, the occurrence of an extreme event has little or nothing to do with whether the City also experiences an increase in its pension payments. In these cases, there could be a justification for holding less reserves than the total of the two numbers because it is rather unlikely that the City will experience both of these problems at once. However, other risks are not independent. For example, an economic downturn that causes a reduction in sales tax revenue would likely also impact other revenues, a natural disaster could make the City more likely to experience a critical infrastructure failure, or a natural disaster could result in interruption to sales tax revenue. Because the risk factors appear to have at least some level of significant inter-dependency (a level which is difficult to know), the approach of adding the reserve components together represents a conservative approach to sizing reserves for Colorado Springs. This approach would leave the City without any exposure to risk arising from risk factor dependency. However, it should be noted that zero exposure to risk also means that the City will hold more reserves that it will *probably* need at any one time.

³¹ Based on about \$220 million general fund revenue, as per 2012 budget estimates

³² See “GFOA Best Practice: Appropriate Level of Unrestricted Fund Balance in the General Fund.” www.gfoa.org The Best Practice states that reserves equal to about 16% of revenues or expenditures is the minimum a government should consider for its policy and that the actual target that a government adopts should be based on an analysis of the salient risks that a government faces (which in many cases may call for a higher reserve level than 16%).

³³ Within the “unrestricted” portion of fund balance, the City could choose to locate the reserves within the “unassigned” or “committed” categories. Municipal governments typically choose the unassigned category because the accounting requirements to place funds in the committed category are more stringent (e.g., the commitment must be made by formal action of the City Council and the language describing the conditions for using the reserves must meet a high level of precision).

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Other Ideas to Support the General Fund Reserve Strategy

This section presents other ideas that Colorado Springs may wish to consider, relative to its reserve strategy. These ideas include: enhanced sales tax monitoring, a user fee cost recovery policy, a volatile revenue policy, a short-term borrowing policy, and a grants policy.

Sales Tax Monitoring

Because a potential decline in sales tax revenue is the major driver for the City's need to retain reserves, the City might consider additional methods to monitor the potential direction of its sales tax revenue. The City already employs some fairly sophisticated long-range forecasting methods. The City should continue to refine its method, including continuing to look for leading indicators of sales tax performance. However, GFOA did not examine the City's long-range forecasting methods in-depth, so this paper will focus on how some of the techniques used in this paper might be helpful going forward. First, the City might monitor a 12-month, centered moving average, updating it each month. As Exhibit 2.3 demonstrated, the 12-month moving average reveals long-term trends that are not as readily apparent from monthly data, especially when month to month-to-month fluctuations are so dramatic (even if the fluctuations are rather predictable). If the moving average starts to turn down, it could indicate a real trend. Of course, the problem with this approach is that a moving average will always be five to six months behind since the analysis must wait for the historical data to come in. A more immediately useful technique would be to compare monthly fluctuations to the average. If a month that is normally a high-yield month does not come in as strong or if a month that is normally a low yield month is particularly bad, it could portend trouble. Exhibit 4.2 shows how the months of the year compare to both the 12-month moving average and to the month before it (e.g., how January compared to December, etc.). The month-to-month numbers are often larger because revenues sometimes go from peak to valley and vice versa very quickly. The month-to-month numbers will also be easier to use, because they don't rely on the availability of moving average data.

Exhibit 4.2 – Average Monthly Variations in Sales Tax Revenue

	Avg % Difference from Previous Month	Avg % of the 12 Mo MA
January	35.7%	125.0%
February	-33.8%	82.5%
March	3.1%	84.4%
April	22.1%	103.1%
May	-10.9%	91.4%
June	7.8%	98.5%
July	15.2%	113.0%
August	-8.2%	102.5%
September	-0.3%	102.2%
October	5.6%	107.4%
November	-8.0%	95.4%
December	-4.5%	92.4%

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User Fee Cost Recovery Policy

User fees are about 6% of all general fund revenue. User fees are an increasingly popular way to fund municipal services because they assign the cost of the service directly to the customer, as opposed to the general taxpayer. The City could strengthen its user fee base by adopting an official policy on the extent to which it will seek to recover the costs of providing services through a user fee.

A user fee cost recovery policy could be very detailed – setting precise targets for the percent of cost to recover for different types of services.³⁴ However, most governments take an approach that allows for more discretion, where the policy establishes full recovery as the goal for user fees, but recognizes that there will be occasional exceptions. This policy from Minneapolis, Minnesota illustrates:

The city shall establish user charges and fees at a level that reflects the service costs... Full cost charges shall be imposed unless it is determined that policy, legal, or market factors require lower fees.

This policy approach will require that the City Council and staff actively collaborate to decide, on a case-by-case basis, where subsidization of a service with general tax dollars is appropriate. Of course, any policy should recognize that the governing board determines where subsidizations are appropriate – it is just a matter of whether these decisions will be codified in a formal policy or if the policy will leave it to the board and staff to decide on a case-by-case basis. The former approach will provide a greater level of control over unintended subsidization, while the latter will provide greater flexibility to decide on how subsidizations will be handled.

User fees can be a complex and, sometimes, controversial revenue source. So it may also be helpful to have a policy that describes the fundamental goals of user fees and a mechanism for regular review of the fees. GFOA has published a great deal of more detailed information on fee policies, if the City is interested in this topic.³⁵

Volatile Revenue Policy

As we have seen, the sales tax can be strongly influenced by the state of the economy. Just as an economic downturn can depress sales taxes, a buoyant economy can lead to a rapid increase. This presents a financial risk if these new revenues are used to fund recurring expenditures (e.g., new on-going programs and their associated personnel) and if these new revenues stem from a level of consumer spending that is not sustainable. A volatile revenue policy encourages a government to examine its past revenue trends to determine when it may be experiencing an anomalously high level of revenue income and to use this revenue for uses of a non-recurring nature, such as paying off debt, building up a reserve, or special projects that will reduce future operating costs.

The policy for the City and County of Denver, Colorado, illustrates this type of policy:

It is not prudent to allocate sales tax revenue that exceeds the normal growth rate (defined as the average annual growth rate over the last ten years) to ongoing programs. Therefore, sales tax revenues

³⁴ See for example, the policy of the City of San Luis Obispo, California, which is available at the GFOA website www.gfoa.org/financialpolicies

³⁵ See primarily the GFOA book *Financial Policies*

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that exceed the normal growth rate should be used for one-time expenditures or to increase reserves for the inevitable economic downturns.

Short-term Borrowing Policy

As Exhibit 3.1 showed, the City has a very low level of debt. Debt can be a source of financial flexibility, thereby mitigating the need to hold reserves. Short-term debt could be useful if the City finds itself with the need for a temporary cash infusion (to deal with an unexpected situation). However, short-term borrowing from external sources is usually considered undesirable due to, among other things, the administrative costs of arranging the deal. As such a policy usually places limits on short-term external borrowing. For example, a policy might specify that short-term instruments be used only if the transaction costs plus interest of the short-term debt are less than the cost of internal financing and if available cash is insufficient to meet working capital requirements. A policy could also state that short-term debt issued for operating purposes will be limited to cases where there is reasonable certainty that a known revenue source will be received in the current fiscal year sufficient to repay the debt, or where there is a clear financial emergency.

For many governments, interfund borrowing is preferred to external borrowing. For example, the City's utility may make a loan to the general fund or vice versa. This is another way to increase financial flexibility, beyond that provided by reserves. A policy for interfund loans is useful because, if not carefully managed, the loans can become a cross-fund subsidization, which could lead to one group of taxpayers or ratepayers subsidizing another group. A policy can establish terms and guidelines to help avoid overly burdensome loans. The following are suggested elements for an internal loan policy:

Definition of a loan vs. a transfer. A policy should differentiate a loan from a transfer since the implications of each are different. Essentially, the difference is that operating transfers move financial resources from one fund to another, permanently, while interfund borrowings are usually made for temporary cash flow reasons and are not intended to result in a transfer of financial resources by the end of the fiscal year.

Criteria for making loans. Just as a private lender would apply criteria to a potential borrower, a policy should describe the general conditions under which an internal loan is permissible. A policy should describe these conditions and designate the appropriate authority responsible for authorizing the loan. Here are some examples of such conditions:

- The lending fund has funds available.
- The borrowing will not adversely impact the lending fund's long-term financial condition.
- A specific source of repayment has been identified in the borrowing fund.
- The loan can be repaid within a specified period of time.
- Any legal requirements/restrictions are satisfied.

Interest rates and terms. A policy should also provide guidelines on terms and interest rates. Typically, interest rates would match prevailing rates, with the exact rate set by the finance office. For long-term loans, a repayment schedule must be set, but the loan should typically be fully amortized, preferably on a level or accelerated repayment schedule.

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Grants Policy

Grants are an attractive form of funding for many local governments because they offer the possibility to reduce reliance on taxes and fees drawn from the community. On the other hand, grants can harm the government's long-term financial position if they lead to implementation of an ongoing program that later requires support from general tax dollars when the grant expires. Further, many grants require matching funds and overhead costs that might end up diverting funds from higher-priority services. A policy can encourage grant-seeking, but should also recognize the risks of overreliance on grants and direct the organization to manage those risks. The policy from the City of Long Beach, California, instructs staff to analyze the long-term costs and benefits of a grant before accepting it:

City staff will seek out, apply for, and effectively administer federal, state, and other grants that address the city's priorities and policy objectives and provide a positive benefit to the city. Before any grant above \$50,000 is pursued, staff shall provide a detailed pro-forma to the city manager that addresses the immediate and long-term costs and benefits to the city. A pro-forma must be submitted to the city manager for all grants prior to accepting the grant award.

A policy should direct that any grants pursued are consistent with the government's mission and strategic priorities. Spotsylvania County's policy states that "before applying for and accepting intergovernmental aid, the county will assess the merits of a particular program as if it were funded with local tax dollars."

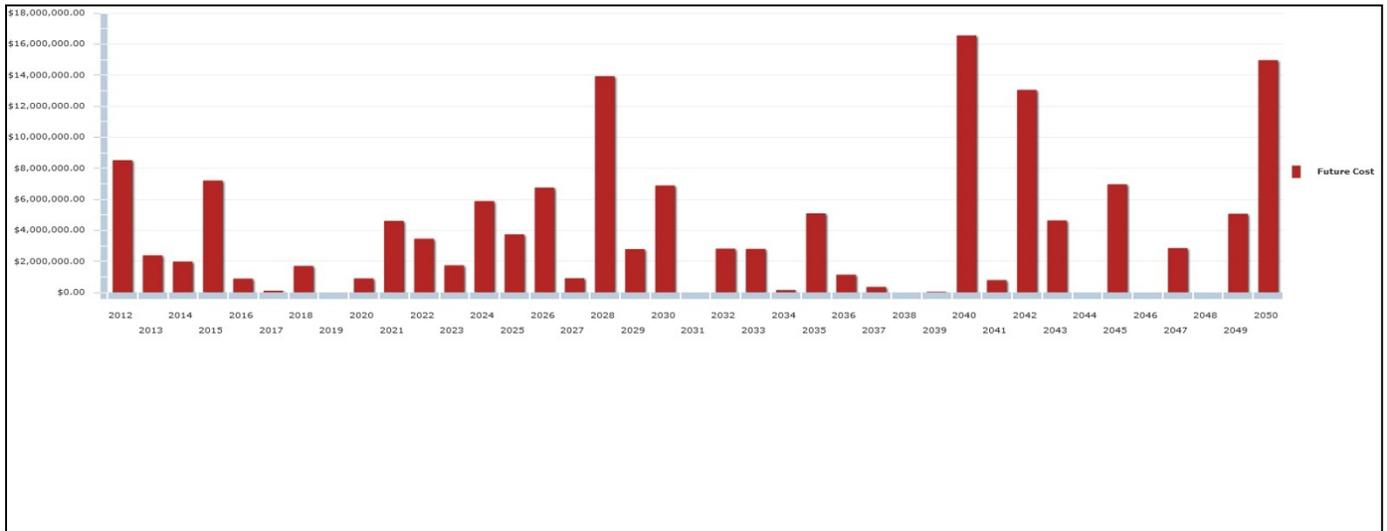
After the grant has been accepted, a policy should address the possibility that the grant will end, leaving the government to decide whether to continue the program. Spotsylvania County's policy reads that "local tax dollars will not be used to make up for losses of intergovernmental aid without first reviewing the program and its merits as a budgetary increment."

Infrastructure Maintenance/Replacement Schedule

Rather than reserving funds to guard against the failure of worn assets, the City should develop a plan and schedule to maintain and replace assets, as needed. Exhibit 4.3 shows what yearly capital expenditures would be to keep up with bridge and culvert replacements. Obviously, the pattern is quite volatile. The City might consider translating this into a regular schedule, with a set annual contribution to funding that schedule. GFOA estimates at a \$10.9 million approximate annual contribution would be necessary to fund the schedule. Not only would this reduce the amount the City would have to hold in reserve (since assets would not deteriorate to critical condition), but it would greatly reduce the actual risk faced by the City.

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Exhibit 4.3 – Estimate of Annual Bridge and Culvert Replacement Costs



For storm sewers, the average annual contribution for a regular maintenance/replacement schedule would be about \$36 million, though this is a less precise figure because the underlying information on asset condition is not as detailed.

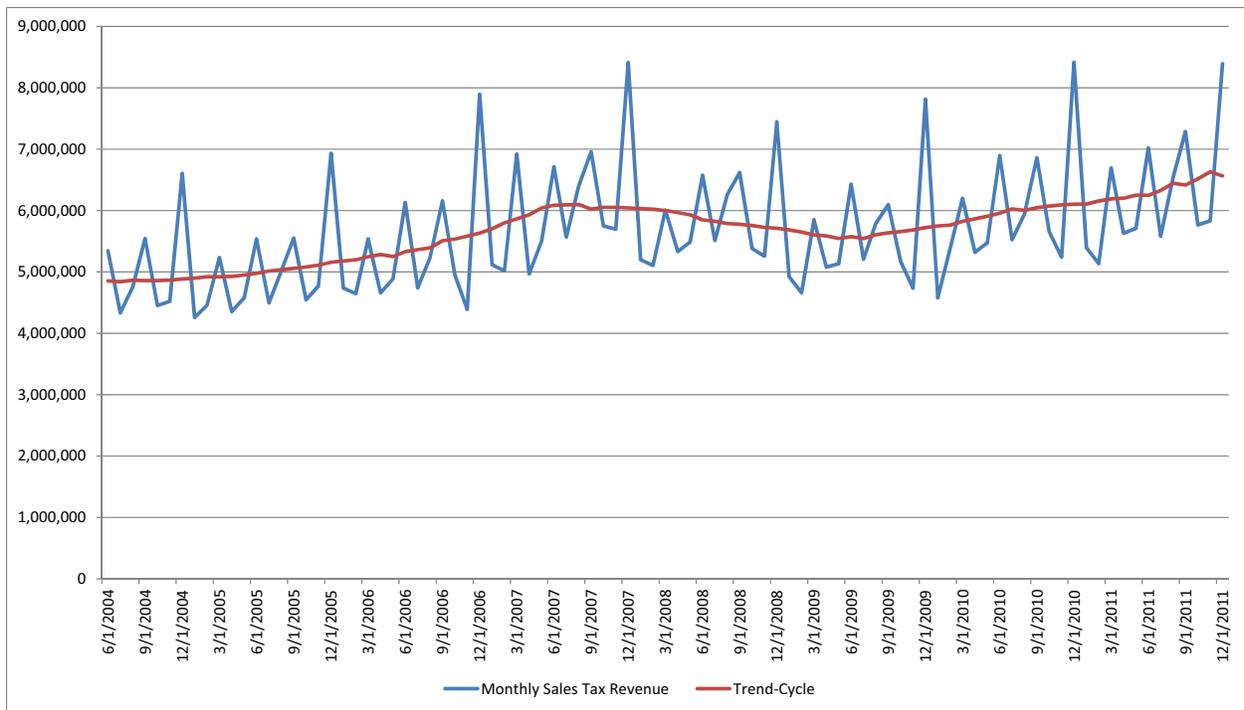
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Appendix 1 – Sales Tax Revenues in Boulder, Colorado

In order to provide a little better comparative context for examining Colorado Springs’ sales tax, GFOA request permission from the City of Boulder to use their monthly sales tax data in a similar analysis to Colorado Springs’. Exhibit A1.1 below shows Boulder’s revenues since June 2004. Like Colorado Springs, Boulder has four “spikes” during the year, with a holiday spike being the largest. Boulder’s sales tax revenue is a little more volatile, with about 4% of the variation attributable to random factors.

Boulder also experienced a protracted decline in its trend-cycle in the wake of the Great Recession – a 10% drop over 21 months. This is just under half a percent per month, so not too much different from Colorado Springs.

Exhibit A1.1- Monthly Sales Tax Revenue from the City of Boulder, Colorado



City of Colorado Springs - 2015 Salary Schedule

Effective March 29, 2015

Job Code	Job Title	Band #	Band Name	Zone #	Annual			Monthly		Hourly	
					Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
19790	City Attorney/Chief Legal Officer	1	SMG	7	\$175,314	\$219,142	\$241,056	\$14,609.50	\$18,261.83	\$84.285577	\$105.356731
19701	Chief of Staff/Chief Administrative Officer	1	SMG	6	\$157,940	\$197,425	\$217,168	\$13,161.67	\$16,452.08	\$75.932692	\$94.915865
19680	Chief Financial Officer	1	SMG	5	\$142,288	\$177,860	\$195,647	\$11,857.33	\$14,821.67	\$68.407692	\$85.509615
19999	Chief Information Officer	1	SMG	5	\$142,288	\$177,860	\$195,647	\$11,857.33	\$14,821.67	\$68.407692	\$85.509615
19310	Police Chief	1	SMG	5	\$142,288	\$177,860	\$195,647	\$11,857.33	\$14,821.67	\$68.407692	\$85.509615
19644	Aviation Director	1	SMG	4	\$128,188	\$160,235	\$176,258	\$10,682.33	\$13,352.92	\$61.628846	\$77.036058
19635	Public Works Director/City Engineer	1	SMG	4	\$128,188	\$160,235	\$176,258	\$10,682.33	\$13,352.92	\$61.628846	\$77.036058
19418	Fire Chief	1	SMG	4	\$128,188	\$160,235	\$176,258	\$10,682.33	\$13,352.92	\$61.628846	\$77.036058
19795	City Auditor	1	SMG	3	\$115,484	\$144,356	\$158,791	\$9,623.67	\$12,029.67	\$55.521154	\$69.401923
19775	Human Resources Director	1	SMG	3	\$115,484	\$144,356	\$158,791	\$9,623.67	\$12,029.67	\$55.521154	\$69.401923
17085	Emergency Management & Recovery Director	1	SMG	3	\$115,484	\$144,356	\$158,791	\$9,623.67	\$12,029.67	\$55.521154	\$69.401923
19665	Parks, Recreation & Cultural Services Director	1	SMG	3	\$115,484	\$144,356	\$158,791	\$9,623.67	\$12,029.67	\$55.521154	\$69.401923
19661	Planning & Community Development Director	1	SMG	3	\$115,484	\$144,356	\$158,791	\$9,623.67	\$12,029.67	\$55.521154	\$69.401923
15015	Chief Communications Officer	1	SMG	2	\$104,040	\$130,050	\$143,055	\$8,670.00	\$10,837.50	\$50.019231	\$62.524038
19793	City Clerk	1	SMG	1	\$94,052	\$117,565	\$129,322	\$7,837.67	\$9,797.08	\$45.217308	\$56.521635
17634	Deputy City Attorney	2	MGR	10	\$145,230	\$181,538	\$199,691	\$12,102.50	\$15,128.17	\$69.822115	\$87.277885
	Reserved for Future Use	2	MGR	9	\$132,027	\$165,034	\$181,537	\$11,002.25	\$13,752.83	\$63.474519	\$79.343269
17631	City Attorney Division Chief	2	MGR	8	\$120,025	\$150,031	\$165,034	\$10,002.08	\$12,502.58	\$57.704327	\$72.130288
19777	Deputy Chief Information Officer	2	MGR	8	\$120,025	\$150,031	\$165,034	\$10,002.08	\$12,502.58	\$57.704327	\$72.130288
12709	Information Systems Manager II	2	MGR	7	\$109,113	\$136,391	\$150,030	\$9,092.75	\$11,365.92	\$52.458173	\$65.572596
19309	Police Deputy Chief	2	MGR	7	\$109,113	\$136,391	\$150,030	\$9,092.75	\$11,365.92	\$52.458173	\$65.572596
12716	Applications Development Manager	2	MGR	6	\$99,194	\$123,992	\$136,391	\$8,266.17	\$10,332.67	\$47.689423	\$59.611538
19794	Assistant City Auditor	2	MGR	6	\$99,194	\$123,992	\$136,391	\$8,266.17	\$10,332.67	\$47.689423	\$59.611538
19667	Deputy Chief of Staff/Economic Vitality Officer	2	MGR	6	\$99,194	\$123,992	\$136,391	\$8,266.17	\$10,332.67	\$47.689423	\$59.611538
12640	Engineering Development Manager	2	MGR	6	\$99,194	\$123,992	\$136,391	\$8,266.17	\$10,332.67	\$47.689423	\$59.611538
19417	Fire Deputy Chief	2	MGR	6	\$99,194	\$123,992	\$136,391	\$8,266.17	\$10,332.67	\$47.689423	\$59.611538
12718	Information Security Manager	2	MGR	6	\$99,194	\$123,992	\$136,391	\$8,266.17	\$10,332.67	\$47.689423	\$59.611538
19806	Municipal Court Administrator	2	MGR	6	\$99,194	\$123,992	\$136,391	\$8,266.17	\$10,332.67	\$47.689423	\$59.611538
17838	Park Operations and Development Manager	2	MGR	6	\$99,194	\$123,992	\$136,391	\$8,266.17	\$10,332.67	\$47.689423	\$59.611538
19655	Recreation and Administration Manager	2	MGR	6	\$99,194	\$123,992	\$136,391	\$8,266.17	\$10,332.67	\$47.689423	\$59.611538
12825	Transit Systems Manager	2	MGR	6	\$99,194	\$123,992	\$136,391	\$8,266.17	\$10,332.67	\$47.689423	\$59.611538
13413	Transportation Manager	2	MGR	6	\$99,194	\$123,992	\$136,391	\$8,266.17	\$10,332.67	\$47.689423	\$59.611538
12613	Aviation Assistant Director	2	MGR	5	\$90,176	\$112,720	\$123,992	\$7,514.67	\$9,393.33	\$43.353846	\$54.192308
19797	City Budget Manager	2	MGR	5	\$90,176	\$112,720	\$123,992	\$7,514.67	\$9,393.33	\$43.353846	\$54.192308
12645	Engineering Manager	2	MGR	5	\$90,176	\$112,720	\$123,992	\$7,514.67	\$9,393.33	\$43.353846	\$54.192308
18250	Fire Administrative Services Manager	2	MGR	5	\$90,176	\$112,720	\$123,992	\$7,514.67	\$9,393.33	\$43.353846	\$54.192308
18055	Fire Marshal	2	MGR	5	\$90,176	\$112,720	\$123,992	\$7,514.67	\$9,393.33	\$43.353846	\$54.192308
12713	Information Technology Manager I	2	MGR	5	\$90,176	\$112,720	\$123,992	\$7,514.67	\$9,393.33	\$43.353846	\$54.192308
18497	Police Administrative Services Manager	2	MGR	5	\$90,176	\$112,720	\$123,992	\$7,514.67	\$9,393.33	\$43.353846	\$54.192308
17203	City Accounting Manager	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39.412981	\$49.265865
18473	Community Initiatives Manager	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39.412981	\$49.265865
17145	Contract Compliance Manager	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39.412981	\$49.265865
16520	Golf Courses Division Manager	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39.412981	\$49.265865
19654	Human Resources Manager, Comp/Benefits	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39.412981	\$49.265865
17530	Principal Traffic Engineer	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39.412981	\$49.265865
19773	Procurement Services Manager	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39.412981	\$49.265865
14452	Public Safety Communications Manager	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39.412981	\$49.265865
17105	Real Estate Services Manager	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39.412981	\$49.265865
18300	Risk Manager	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39.412981	\$49.265865
12833	Economic Vitality Manager	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39.412981	\$49.265865
12789	Senior IT Project Manager	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39.412981	\$49.265865
19640	Streets Manager	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39.412981	\$49.265865
15093	Airport Design & Construction Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
17207	Airport Marketing & Communications Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
15091	Airport Operations Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
15092	Airport Planning and Development Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
16200	City Human Resources Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
15020	Crime Lab Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
19771	Cultural Services Division Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
18050	Deputy Fire Marshal	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
12704	IT Project Manager II	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
17625	Legal Administrator	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
17086	OEM Deputy Director	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
17595	Parking Systems Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
19663	Parks Development Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
18221	Pikes Peak-America's Mountain Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
18013	Planning Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
18484	Police Logistics Support Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500

City of Colorado Springs - 2015 Salary Schedule

Effective March 29, 2015

Job Code	Job Title	Band #	Band Name	Zone #	Annual			Monthly		Hourly	
					Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
14453	Police Records Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
19350	PPRCN System Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
15028	Radio Communications Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
17291	Sales Tax Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
12783	Service Desk Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
12770	SIMD Unit Administrator	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
14900	Street Operations Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35.829808	\$44.787500
17016	C4C Project Manager	2	MGR	2	\$67,751	\$84,689	\$93,157	\$5,645.92	\$7,057.42	\$32.572596	\$40.715865
17835	City Forester	2	MGR	2	\$67,751	\$84,689	\$93,157	\$5,645.92	\$7,057.42	\$32.572596	\$40.715865
18470	Community Development Division Manager	2	MGR	2	\$67,751	\$84,689	\$93,157	\$5,645.92	\$7,057.42	\$32.572596	\$40.715865
17018	Senior Business Climate Specialist	2	MGR	2	\$67,751	\$84,689	\$93,157	\$5,645.92	\$7,057.42	\$32.572596	\$40.715865
17325	City Grants Administrator	2	MGR	1	\$61,592	\$76,990	\$84,689	\$5,132.67	\$6,415.83	\$29.611538	\$37.014423
	Reserved for Future Use	3	SUP	9	\$92,874	\$116,092	\$127,702	\$7,739.50	\$9,674.33	\$44.650962	\$55.813462
	Reserved for Future Use	3	SUP	8	\$85,204	\$106,505	\$117,156	\$7,100.33	\$8,875.42	\$40.963462	\$51.204327
	Reserved for Future Use	3	SUP	7	\$78,170	\$97,712	\$107,483	\$6,514.17	\$8,142.67	\$37.581731	\$46.976923
17518	Audit Supervisor	3	SUP	6	\$71,715	\$89,644	\$98,608	\$5,976.25	\$7,470.33	\$34.478365	\$43.098077
12775	GIS Supervisor	3	SUP	6	\$71,715	\$89,644	\$98,608	\$5,976.25	\$7,470.33	\$34.478365	\$43.098077
14511	Golf Course Superintendent	3	SUP	6	\$71,715	\$89,644	\$98,608	\$5,976.25	\$7,470.33	\$34.478365	\$43.098077
18310	Risk Supervisor, Occupational Health	3	SUP	6	\$71,715	\$89,644	\$98,608	\$5,976.25	\$7,470.33	\$34.478365	\$43.098077
18310	Risk Supervisor, Workers Compensation	3	SUP	6	\$71,715	\$89,644	\$98,608	\$5,976.25	\$7,470.33	\$34.478365	\$43.098077
17941	Benefits Supervisor	3	SUP	5	\$65,794	\$82,243	\$90,467	\$5,482.83	\$6,853.58	\$31.631731	\$39.539904
18481	Crime Analysis Supervisor	3	SUP	5	\$65,794	\$82,243	\$90,467	\$5,482.83	\$6,853.58	\$31.631731	\$39.539904
17015	Deputy City Clerk	3	SUP	5	\$65,794	\$82,243	\$90,467	\$5,482.83	\$6,853.58	\$31.631731	\$39.539904
12025	Payroll & Pension Administrator	3	SUP	5	\$65,794	\$82,243	\$90,467	\$5,482.83	\$6,853.58	\$31.631731	\$39.539904
12776	Special Event Supervisor	3	SUP	5	\$65,794	\$82,243	\$90,467	\$5,482.83	\$6,853.58	\$31.631731	\$39.539904
13910	Transit Services Supervisor	3	SUP	5	\$65,794	\$82,243	\$90,467	\$5,482.83	\$6,853.58	\$31.631731	\$39.539904
12669	Accounts Payable Supervisor	3	SUP	4	\$60,361	\$75,451	\$82,997	\$5,030.08	\$6,287.58	\$29.019712	\$36.274519
15099	Airport Operations Supervisor	3	SUP	4	\$60,361	\$75,451	\$82,997	\$5,030.08	\$6,287.58	\$29.019712	\$36.274519
18422	Chief Probation Officer	3	SUP	4	\$60,361	\$75,451	\$82,997	\$5,030.08	\$6,287.58	\$29.019712	\$36.274519
12085	Clerk of the Court	3	SUP	4	\$60,361	\$75,451	\$82,997	\$5,030.08	\$6,287.58	\$29.019712	\$36.274519
15201	Crime Lab Supervisor	3	SUP	4	\$60,361	\$75,451	\$82,997	\$5,030.08	\$6,287.58	\$29.019712	\$36.274519
16620	Police Evidence Supervisor	3	SUP	4	\$60,361	\$75,451	\$82,997	\$5,030.08	\$6,287.58	\$29.019712	\$36.274519
13061	Street Programs Supervisor	3	SUP	4	\$60,361	\$75,451	\$82,997	\$5,030.08	\$6,287.58	\$29.019712	\$36.274519
15096	Airport Communications Center Supervisor	3	SUP	3	\$55,377	\$69,221	\$76,143	\$4,614.75	\$5,766.42	\$26.623558	\$33.279327
15095	Airport Facilities Supervisor	3	SUP	3	\$55,377	\$69,221	\$76,143	\$4,614.75	\$5,766.42	\$26.623558	\$33.279327
16029	Asset Management Supervisor	3	SUP	3	\$55,377	\$69,221	\$76,143	\$4,614.75	\$5,766.42	\$26.623558	\$33.279327
17830	City Horticulturist	3	SUP	3	\$55,377	\$69,221	\$76,143	\$4,614.75	\$5,766.42	\$26.623558	\$33.279327
15017	Code Enforcement Supervisor	3	SUP	3	\$55,377	\$69,221	\$76,143	\$4,614.75	\$5,766.42	\$26.623558	\$33.279327
18230	Fire Prevention Section Supervisor	3	SUP	3	\$55,377	\$69,221	\$76,143	\$4,614.75	\$5,766.42	\$26.623558	\$33.279327
16622	Police Impound Facility Supervisor	3	SUP	3	\$55,377	\$69,221	\$76,143	\$4,614.75	\$5,766.42	\$26.623558	\$33.279327
12761	Public Safety Communications Supervisor	3	SUP	3	\$55,377	\$69,221	\$76,143	\$4,614.75	\$5,766.42	\$26.623558	\$33.279327
15029	Radio Communications Supervisor	3	SUP	3	\$55,377	\$69,221	\$76,143	\$4,614.75	\$5,766.42	\$26.623558	\$33.279327
12805	Skilled Maintenance Supervisor	3	SUP	3	\$55,377	\$69,221	\$76,143	\$4,614.75	\$5,766.42	\$26.623558	\$33.279327
12804	Streets District Supervisor	3	SUP	3	\$55,377	\$69,221	\$76,143	\$4,614.75	\$5,766.42	\$26.623558	\$33.279327
16042	Traffic Signal Supervisor	3	SUP	3	\$55,377	\$69,221	\$76,143	\$4,614.75	\$5,766.42	\$26.623558	\$33.279327
15302	Office Services Coordinator	3	SUP	2	\$50,805	\$63,506	\$69,857	\$4,233.75	\$5,292.17	\$24.425481	\$30.531731
14426	PPHWY Ranger Supervisor	3	SUP	2	\$50,805	\$63,506	\$69,857	\$4,233.75	\$5,292.17	\$24.425481	\$30.531731
15019	Community Service Officer Supervisor	3	SUP	1	\$46,610	\$58,262	\$64,089	\$3,884.17	\$4,855.17	\$22.408654	\$28.010577
16003	Parts Supervisor	3	SUP	1	\$46,610	\$58,262	\$64,089	\$3,884.17	\$4,855.17	\$22.408654	\$28.010577
12738	Records Supervisor	3	SUP	1	\$46,610	\$58,262	\$64,089	\$3,884.17	\$4,855.17	\$22.408654	\$28.010577
16068	Sales Tax Enforcement Supervisor	3	SUP	1	\$46,610	\$58,262	\$64,089	\$3,884.17	\$4,855.17	\$22.408654	\$28.010577
13062	Traffic Engineering Supervisor	3	SUP	1	\$46,610	\$58,262	\$64,089	\$3,884.17	\$4,855.17	\$22.408654	\$28.010577
17630	Senior Attorney	4	PRO	12	\$104,166	\$130,207	\$143,228	\$8,680.50	\$10,850.58	\$50.079808	\$62.599519
17501	Information Technology Architect	4	PRO	11	\$95,564	\$119,455	\$131,401	\$7,963.67	\$9,954.58	\$45.944231	\$57.430288
	Reserved for Future Use	4	PRO	10	\$87,674	\$109,593	\$120,552	\$7,306.17	\$9,132.75	\$42.150962	\$52.688942
15030	City Facilities Administrator	4	PRO	9	\$80,435	\$100,543	\$110,598	\$6,702.92	\$8,378.58	\$38.670673	\$48.337981
12714	ITSM Coordinator	4	PRO	9	\$80,435	\$100,543	\$110,598	\$6,702.92	\$8,378.58	\$38.670673	\$48.337981
19664	Occupational NP/PA	4	PRO	9	\$80,435	\$100,543	\$110,598	\$6,702.92	\$8,378.58	\$38.670673	\$48.337981
17410	Senior Application Programmer Analyst	4	PRO	9	\$80,435	\$100,543	\$110,598	\$6,702.92	\$8,378.58	\$38.670673	\$48.337981
12781	Senior Civil Engineer	4	PRO	9	\$80,435	\$100,543	\$110,598	\$6,702.92	\$8,378.58	\$38.670673	\$48.337981
17411	Senior Database Administrator	4	PRO	9	\$80,435	\$100,543	\$110,598	\$6,702.92	\$8,378.58	\$38.670673	\$48.337981
17415	Senior ERP Systems Analyst	4	PRO	9	\$80,435	\$100,543	\$110,598	\$6,702.92	\$8,378.58	\$38.670673	\$48.337981
17219	Information Systems Auditor Supervisor	4	PRO	9	\$80,435	\$100,543	\$110,598	\$6,702.92	\$8,378.58	\$38.670673	\$48.337981
17475	Senior Systems Administrator	4	PRO	9	\$80,435	\$100,543	\$110,598	\$6,702.92	\$8,378.58	\$38.670673	\$48.337981
17654	Attorney	4	PRO	8	\$73,793	\$92,242	\$101,466	\$6,149.42	\$7,686.83	\$35.477404	\$44.347115
12778	Capital Project Coordinator	4	PRO	8	\$73,793	\$92,242	\$101,466	\$6,149.42	\$7,686.83	\$35.477404	\$44.347115
14016	Cemetery Operations Administrator	4	PRO	8	\$73,793	\$92,242	\$101,466	\$6,149.42	\$7,686.83	\$35.477404	\$44.347115

City of Colorado Springs - 2015 Salary Schedule

Effective March 29, 2015

Job Code	Job Title	Band #	Band Name	Zone #	Annual			Monthly		Hourly	
					Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
17413	Database Administrator II	4	PRO	8	\$73,793	\$92,242	\$101,466	\$6,149.42	\$7,686.83	\$35.477404	\$44.347115
12748	Principal Analyst, Budget	4	PRO	8	\$73,793	\$92,242	\$101,466	\$6,149.42	\$7,686.83	\$35.477404	\$44.347115
19197	Program Administrator II	4	PRO	8	\$73,793	\$92,242	\$101,466	\$6,149.42	\$7,686.83	\$35.477404	\$44.347115
17412	Senior Business Analyst, IT	4	PRO	8	\$73,793	\$92,242	\$101,466	\$6,149.42	\$7,686.83	\$35.477404	\$44.347115
17445	Senior Network Administrator	4	PRO	8	\$73,793	\$92,242	\$101,466	\$6,149.42	\$7,686.83	\$35.477404	\$44.347115
12786	Applications Programmer Analyst II	4	PRO	7	\$67,700	\$84,625	\$93,088	\$5,641.67	\$7,052.08	\$32.548077	\$40.685096
15040	City Council Administrator	4	PRO	7	\$67,700	\$84,625	\$93,088	\$5,641.67	\$7,052.08	\$32.548077	\$40.685096
12782	City Engineering Standards Administrator	4	PRO	7	\$67,700	\$84,625	\$93,088	\$5,641.67	\$7,052.08	\$32.548077	\$40.685096
17507	Civil Engineer III	4	PRO	7	\$67,700	\$84,625	\$93,088	\$5,641.67	\$7,052.08	\$32.548077	\$40.685096
18302	Claims Adjustor, Senior	4	PRO	7	\$67,700	\$84,625	\$93,088	\$5,641.67	\$7,052.08	\$32.548077	\$40.685096
17910	DNA Technical Leader	4	PRO	7	\$67,700	\$84,625	\$93,088	\$5,641.67	\$7,052.08	\$32.548077	\$40.685096
16070	Fire Medical Programs Coordinator	4	PRO	7	\$67,700	\$84,625	\$93,088	\$5,641.67	\$7,052.08	\$32.548077	\$40.685096
17214	Information Systems Auditor II	4	PRO	7	\$67,700	\$84,625	\$93,088	\$5,641.67	\$7,052.08	\$32.548077	\$40.685096
18102	Lead Public Communications Specialist	4	PRO	7	\$67,700	\$84,625	\$93,088	\$5,641.67	\$7,052.08	\$32.548077	\$40.685096
18494	Police Psychologist	4	PRO	7	\$67,700	\$84,625	\$93,088	\$5,641.67	\$7,052.08	\$32.548077	\$40.685096
12749	Principal Analyst, Financial	4	PRO	7	\$67,700	\$84,625	\$93,088	\$5,641.67	\$7,052.08	\$32.548077	\$40.685096
18006	Principal Planner	4	PRO	7	\$67,700	\$84,625	\$93,088	\$5,641.67	\$7,052.08	\$32.548077	\$40.685096
19195	Program Administrator I	4	PRO	7	\$67,700	\$84,625	\$93,088	\$5,641.67	\$7,052.08	\$32.548077	\$40.685096
12784	Senior Applications Support Administrator	4	PRO	7	\$67,700	\$84,625	\$93,088	\$5,641.67	\$7,052.08	\$32.548077	\$40.685096
13174	Senior Licensed Surveyor	4	PRO	7	\$67,700	\$84,625	\$93,088	\$5,641.67	\$7,052.08	\$32.548077	\$40.685096
12788	Senior Systems Analyst	4	PRO	7	\$67,700	\$84,625	\$93,088	\$5,641.67	\$7,052.08	\$32.548077	\$40.685096
12869	Senior Traffic Engineer	4	PRO	7	\$67,700	\$84,625	\$93,088	\$5,641.67	\$7,052.08	\$32.548077	\$40.685096
17414	Senior Webmaster/Administrator	4	PRO	7	\$67,700	\$84,625	\$93,088	\$5,641.67	\$7,052.08	\$32.548077	\$40.685096
17260	ADA Coordinator	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
12672	Audio Visual Specialist, Fire	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
17202	City Senior Accountant	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
12747	Principal Analyst, Claims	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
17900	DNA Analyst	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
17416	ERP Systems Analyst II	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
16071	Emergency Medical Services Field Specialist	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
17092	Fire Protection Engineer II	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
12705	IT Project Manager I	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
17891	Landscape Architect II	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
12772	OEM Coordinator	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
18005	Physical Therapist II	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
17638	Prosecuting Attorney	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
15027	Radio Field Engineer	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
12777	Senior Analyst, Budget	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
12777	Senior Analyst, Crime	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
12777	Senior Analyst, Financial	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
12777	Senior Analyst, Grants	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
12787	Senior Contracting Specialist	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
12794	Senior Economic Vitality Specialist	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
12674	Senior Fire Life and Safety Educator	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
17320	Senior Forensic Chemist	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
18004	Senior Planner	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
18103	Senior Public Communications Specialist	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
17289	Senior Sales Tax Auditor	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
12701	Systems Administrator II	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
18489	Victim Advocate Coordinator	4	PRO	6	\$62,111	\$77,638	\$85,402	\$5,175.92	\$6,469.83	\$29.861058	\$37.325962
17208	Airport Properties Administrator	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231
17261	Ambulance Contract Administrator	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231
12814	Assistant to the Mayor	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231
17506	Civil Engineer II	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231
18303	Claims Adjustor II	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231
17892	Construction Project Specialist	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231
12857	Environmental Safety & Health Specialist	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231
17403	ERP Systems Analyst I	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231
12673	Fire and Life Safety Educator	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231
17319	Forensic Chemist	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231
17827	Forester	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231
13175	Licensed Surveyor	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231
12751	Marketing Specialist	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231
12752	Homeland Security Program Coordinator	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231
17700	Museum Curator	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231
17446	Network Administrator II	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231
12774	Park Operations Administrator	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231
18493	Polygrapher	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231
12779	Senior Analyst, Housing	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231
17418	Senior Auditor	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231
14403	Senior Fire Code Inspector	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231
17472	Senior GIS Analyst	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27.395192	\$34.244231

City of Colorado Springs - 2015 Salary Schedule

Effective March 29, 2015

Job Code	Job Title	Band #	Band Name	Zone #	Annual			Monthly		Hourly	
					Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
18476	Senior Redevelopment Specialist	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27,395.192	\$34,244.231
17051	Senior Volunteer Coordinator	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27,395.192	\$34,244.231
12702	Systems Analyst II	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27,395.192	\$34,244.231
17406	Webmaster/Administrator II	4	PRO	5	\$56,982	\$71,228	\$78,350	\$4,748.50	\$5,935.67	\$27,395.192	\$34,244.231
18480	Analyst II, Budget	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
18480	Analyst II, Compensation	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
18480	Analyst II, Crime	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
18480	Analyst II, Grants	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
17407	Application Support Administrator II	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
17409	Applications Programmer Analyst I	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
17318	Auditor II	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
17505	Civil Engineer I	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
12633	Contracting Specialist II	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
17017	Economic Vitality Specialist	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
12649	Engineering Specialist	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
18492	Investigative Specialist	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
17702	Museum Development Coordinator	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
17441	Network Administrator I	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
18003	Planner II	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
12753	Program Coordinator	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
16032	Real Estate Specialist II	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
18475	Redevelopment Specialist	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
16201	Senior Analyst, HR	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
16201	Senior Human Resources Generalist	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
17019	Spirit of the Springs Specialist	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
12740	Stormwater Specialist	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
12706	Systems Administrator I	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
19196	Transit Services Coordinator	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
17050	Volunteer Coordinator	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
17420	Web Coordinator	4	PRO	4	\$52,277	\$65,346	\$71,881	\$4,356.42	\$5,445.53	\$25.133173	\$31.416346
17201	Accountant II	4	PRO	3	\$47,960	\$59,951	\$65,946	\$3,996.67	\$4,995.92	\$23.057692	\$28.822596
12609	Analyst II, Benefits	4	PRO	3	\$47,960	\$59,951	\$65,946	\$3,996.67	\$4,995.92	\$23.057692	\$28.822596
12609	Analyst II, Financial	4	PRO	3	\$47,960	\$59,951	\$65,946	\$3,996.67	\$4,995.92	\$23.057692	\$28.822596
17421	Application Support Administrator I	4	PRO	3	\$47,960	\$59,951	\$65,946	\$3,996.67	\$4,995.92	\$23.057692	\$28.822596
12881	Claims Adjustor I	4	PRO	3	\$47,960	\$59,951	\$65,946	\$3,996.67	\$4,995.92	\$23.057692	\$28.822596
12685	GIS Analyst II	4	PRO	3	\$47,960	\$59,951	\$65,946	\$3,996.67	\$4,995.92	\$23.057692	\$28.822596
18429	Human Resources Generalist	4	PRO	3	\$47,960	\$59,951	\$65,946	\$3,996.67	\$4,995.92	\$23.057692	\$28.822596
17006	Legislative Assistant	4	PRO	3	\$47,960	\$59,951	\$65,946	\$3,996.67	\$4,995.92	\$23.057692	\$28.822596
16028	Museum Exhibits Designer	4	PRO	3	\$47,960	\$59,951	\$65,946	\$3,996.67	\$4,995.92	\$23.057692	\$28.822596
12757	Public Communication Specialist II	4	PRO	3	\$47,960	\$59,951	\$65,946	\$3,996.67	\$4,995.92	\$23.057692	\$28.822596
17290	Sales Tax Auditor II	4	PRO	3	\$47,960	\$59,951	\$65,946	\$3,996.67	\$4,995.92	\$23.057692	\$28.822596
17460	Analyst I, Benefits	4	PRO	2	\$44,000	\$55,000	\$60,500	\$3,666.67	\$4,583.33	\$21.153846	\$26.442308
17460	Analyst I, Budget	4	PRO	2	\$44,000	\$55,000	\$60,500	\$3,666.67	\$4,583.33	\$21.153846	\$26.442308
17460	Analyst I, Claims	4	PRO	2	\$44,000	\$55,000	\$60,500	\$3,666.67	\$4,583.33	\$21.153846	\$26.442308
17460	Analyst I, Crime	4	PRO	2	\$44,000	\$55,000	\$60,500	\$3,666.67	\$4,583.33	\$21.153846	\$26.442308
17218	Auditor I	4	PRO	2	\$44,000	\$55,000	\$60,500	\$3,666.67	\$4,583.33	\$21.153846	\$26.442308
18428	HRIS Specialist	4	PRO	2	\$44,000	\$55,000	\$60,500	\$3,666.67	\$4,583.33	\$21.153846	\$26.442308
18002	Planner I	4	PRO	2	\$44,000	\$55,000	\$60,500	\$3,666.67	\$4,583.33	\$21.153846	\$26.442308
18106	Public Communication Specialist I	4	PRO	2	\$44,000	\$55,000	\$60,500	\$3,666.67	\$4,583.33	\$21.153846	\$26.442308
18426	Recruiter	4	PRO	2	\$44,000	\$55,000	\$60,500	\$3,666.67	\$4,583.33	\$21.153846	\$26.442308
12707	Systems Analyst I	4	PRO	2	\$44,000	\$55,000	\$60,500	\$3,666.67	\$4,583.33	\$21.153846	\$26.442308
17200	Accountant I	4	PRO	1	\$40,368	\$50,459	\$55,505	\$3,364.00	\$4,204.92	\$19.407692	\$24.259135
12605	Analyst I, Financial	4	PRO	1	\$40,368	\$50,459	\$55,505	\$3,364.00	\$4,204.92	\$19.407692	\$24.259135
12605	Analyst I, Grants	4	PRO	1	\$40,368	\$50,459	\$55,505	\$3,364.00	\$4,204.92	\$19.407692	\$24.259135
12632	Contracting Specialist I	4	PRO	1	\$40,368	\$50,459	\$55,505	\$3,364.00	\$4,204.92	\$19.407692	\$24.259135
17422	Database Administrator I	4	PRO	1	\$40,368	\$50,459	\$55,505	\$3,364.00	\$4,204.92	\$19.407692	\$24.259135
17704	Museum Registrar	4	PRO	1	\$40,368	\$50,459	\$55,505	\$3,364.00	\$4,204.92	\$19.407692	\$24.259135
18488	Victim Advocate	4	PRO	1	\$40,368	\$50,459	\$55,505	\$3,364.00	\$4,204.92	\$19.407692	\$24.259135
13085	Airport Lead Facilities Specialist	5	PAR	7	\$55,836	\$69,795	\$76,774	\$4,653.00	\$5,816.25	\$26.844231	\$33.555288
12111	Latent Fingerprint Examiner	5	PAR	7	\$55,836	\$69,795	\$76,774	\$4,653.00	\$5,816.25	\$26.844231	\$33.555288
14400	Fire Code Inspector II	5	PAR	7	\$55,836	\$69,795	\$76,774	\$4,653.00	\$5,816.25	\$26.844231	\$33.555288
16098	Environment Health/Safety Coordinator	5	PAR	6	\$51,225	\$64,032	\$70,435	\$4,268.75	\$5,336.00	\$24.627404	\$30.784615
16001	Fleet Services Coordinator	5	PAR	6	\$51,225	\$64,032	\$70,435	\$4,268.75	\$5,336.00	\$24.627404	\$30.784615
13902	Project Design Specialist	5	PAR	6	\$51,225	\$64,032	\$70,435	\$4,268.75	\$5,336.00	\$24.627404	\$30.784615
16606	Senior Crime Scene Investigator	5	PAR	6	\$51,225	\$64,032	\$70,435	\$4,268.75	\$5,336.00	\$24.627404	\$30.784615
16030	Senior Engineering Inspector	5	PAR	6	\$51,225	\$64,032	\$70,435	\$4,268.75	\$5,336.00	\$24.627404	\$30.784615
13034	Senior Fleet Technician	5	PAR	6	\$51,225	\$64,032	\$70,435	\$4,268.75	\$5,336.00	\$24.627404	\$30.784615
15100	Senior Operations Agent	5	PAR	6	\$51,225	\$64,032	\$70,435	\$4,268.75	\$5,336.00	\$24.627404	\$30.784615
15213	Senior Paralegal	5	PAR	6	\$51,225	\$64,032	\$70,435	\$4,268.75	\$5,336.00	\$24.627404	\$30.784615
12801	Senior Skilled Maintenance Technician	5	PAR	6	\$51,225	\$64,032	\$70,435	\$4,268.75	\$5,336.00	\$24.627404	\$30.784615
12696	Senior Technical Support Analyst	5	PAR	6	\$51,225	\$64,032	\$70,435	\$4,268.75	\$5,336.00	\$24.627404	\$30.784615

City of Colorado Springs - 2015 Salary Schedule

Effective March 29, 2015

Job Code	Job Title	Band #	Band Name	Zone #	Annual			Monthly		Hourly	
					Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
15125	Traffic Technician III	5	PAR	6	\$51,225	\$64,032	\$70,435	\$4,268.75	\$5,336.00	\$24,627404	\$30.784615
12758	Video Production Specialist	5	PAR	6	\$51,225	\$64,032	\$70,435	\$4,268.75	\$5,336.00	\$24,627404	\$30.784615
16605	Crime Scene Investigator	5	PAR	5	\$46,996	\$58,745	\$64,619	\$3,916.33	\$4,895.42	\$22.594231	\$28.242788
15068	Electronic Specialist	5	PAR	5	\$46,996	\$58,745	\$64,619	\$3,916.33	\$4,895.42	\$22.594231	\$28.242788
12803	Streets District Crew Leader	5	PAR	5	\$46,996	\$58,745	\$64,619	\$3,916.33	\$4,895.42	\$22.594231	\$28.242788
14401	Fire Code Inspector I	5	PAR	5	\$46,996	\$58,745	\$64,619	\$3,916.33	\$4,895.42	\$22.594231	\$28.242788
12681	Fleet Technician	5	PAR	5	\$46,996	\$58,745	\$64,619	\$3,916.33	\$4,895.42	\$22.594231	\$28.242788
16015	Engineering Inspector III/Lead	5	PAR	5	\$46,996	\$58,745	\$64,619	\$3,916.33	\$4,895.42	\$22.594231	\$28.242788
15064	Engineering Technician III	5	PAR	5	\$46,996	\$58,745	\$64,619	\$3,916.33	\$4,895.42	\$22.594231	\$28.242788
15211	Paralegal	5	PAR	5	\$46,996	\$58,745	\$64,619	\$3,916.33	\$4,895.42	\$22.594231	\$28.242788
16600	Police Court Liaison	5	PAR	5	\$46,996	\$58,745	\$64,619	\$3,916.33	\$4,895.42	\$22.594231	\$28.242788
14423	Police Financial Services Coordinator	5	PAR	5	\$46,996	\$58,745	\$64,619	\$3,916.33	\$4,895.42	\$22.594231	\$28.242788
14422	Police Fleet/Supply Coordinator	5	PAR	5	\$46,996	\$58,745	\$64,619	\$3,916.33	\$4,895.42	\$22.594231	\$28.242788
16053	Probation Officer	5	PAR	5	\$46,996	\$58,745	\$64,619	\$3,916.33	\$4,895.42	\$22.594231	\$28.242788
12768	Public Safety Dispatcher Trainer	5	PAR	5	\$46,996	\$58,745	\$64,619	\$3,916.33	\$4,895.42	\$22.594231	\$28.242788
16522	Recreation Assistant	5	PAR	5	\$46,996	\$58,745	\$64,619	\$3,916.33	\$4,895.42	\$22.594231	\$28.242788
15086	Senior Code Enforcement Officer	5	PAR	5	\$46,996	\$58,745	\$64,619	\$3,916.33	\$4,895.42	\$22.594231	\$28.242788
14407	Senior Marshal	5	PAR	5	\$46,996	\$58,745	\$64,619	\$3,916.33	\$4,895.42	\$22.594231	\$28.242788
12809	Skilled Maintenance Technician II	5	PAR	5	\$46,996	\$58,745	\$64,619	\$3,916.33	\$4,895.42	\$22.594231	\$28.242788
12817	Street Repair Inspector	5	PAR	5	\$46,996	\$58,745	\$64,619	\$3,916.33	\$4,895.42	\$22.594231	\$28.242788
12821	Traffic Technician II	5	PAR	5	\$46,996	\$58,745	\$64,619	\$3,916.33	\$4,895.42	\$22.594231	\$28.242788
13400	Transit Scheduler	5	PAR	5	\$46,996	\$58,745	\$64,619	\$3,916.33	\$4,895.42	\$22.594231	\$28.242788
17007	Assistant to the Council President	5	PAR	4	\$43,115	\$53,894	\$59,283	\$3,592.92	\$4,491.17	\$20.728365	\$25.910577
14014	Cemetery Specialist	5	PAR	4	\$43,115	\$53,894	\$59,283	\$3,592.92	\$4,491.17	\$20.728365	\$25.910577
15016	Code Enforcement Officer	5	PAR	4	\$43,115	\$53,894	\$59,283	\$3,592.92	\$4,491.17	\$20.728365	\$25.910577
15018	Community Service Officer	5	PAR	4	\$43,115	\$53,894	\$59,283	\$3,592.92	\$4,491.17	\$20.728365	\$25.910577
16025	Engineering Inspector II	5	PAR	4	\$43,115	\$53,894	\$59,283	\$3,592.92	\$4,491.17	\$20.728365	\$25.910577
15063	Engineering Technician II	5	PAR	4	\$43,115	\$53,894	\$59,283	\$3,592.92	\$4,491.17	\$20.728365	\$25.910577
13035	Fleet Specialist	5	PAR	4	\$43,115	\$53,894	\$59,283	\$3,592.92	\$4,491.17	\$20.728365	\$25.910577
12602	Fire Accreditation Technician	5	PAR	4	\$43,115	\$53,894	\$59,283	\$3,592.92	\$4,491.17	\$20.728365	\$25.910577
14061	Graphics Technician	5	PAR	4	\$43,115	\$53,894	\$59,283	\$3,592.92	\$4,491.17	\$20.728365	\$25.910577
15085	Land Use Inspector	5	PAR	4	\$43,115	\$53,894	\$59,283	\$3,592.92	\$4,491.17	\$20.728365	\$25.910577
14405	Marshal	5	PAR	4	\$43,115	\$53,894	\$59,283	\$3,592.92	\$4,491.17	\$20.728365	\$25.910577
12769	Public Safety Dispatcher	5	PAR	4	\$43,115	\$53,894	\$59,283	\$3,592.92	\$4,491.17	\$20.728365	\$25.910577
12188	Senior Courtroom Assistant	5	PAR	4	\$43,115	\$53,894	\$59,283	\$3,592.92	\$4,491.17	\$20.728365	\$25.910577
11063	Senior Legal Secretary	5	PAR	4	\$43,115	\$53,894	\$59,283	\$3,592.92	\$4,491.17	\$20.728365	\$25.910577
14066	Signs Technician II	5	PAR	4	\$43,115	\$53,894	\$59,283	\$3,592.92	\$4,491.17	\$20.728365	\$25.910577
12792	Senior Payroll & Pension Technician	5	PAR	4	\$43,115	\$53,894	\$59,283	\$3,592.92	\$4,491.17	\$20.728365	\$25.910577
12813	Staff Assistant	5	PAR	4	\$43,115	\$53,894	\$59,283	\$3,592.92	\$4,491.17	\$20.728365	\$25.910577
12698	Technical Support Analyst II	5	PAR	4	\$43,115	\$53,894	\$59,283	\$3,592.92	\$4,491.17	\$20.728365	\$25.910577
12601	Administrative Technician	5	PAR	3	\$39,555	\$49,443	\$54,388	\$3,296.25	\$4,120.25	\$19.016827	\$23.770673
15090	Airport Operations Agent	5	PAR	3	\$39,555	\$49,443	\$54,388	\$3,296.25	\$4,120.25	\$19.016827	\$23.770673
13005	Associate Fleet Technician	5	PAR	3	\$39,555	\$49,443	\$54,388	\$3,296.25	\$4,120.25	\$19.016827	\$23.770673
12088	Courtroom Assistant	5	PAR	3	\$39,555	\$49,443	\$54,388	\$3,296.25	\$4,120.25	\$19.016827	\$23.770673
15311	Digital Imaging Technician	5	PAR	3	\$39,555	\$49,443	\$54,388	\$3,296.25	\$4,120.25	\$19.016827	\$23.770673
16024	Engineering Inspector I	5	PAR	3	\$39,555	\$49,443	\$54,388	\$3,296.25	\$4,120.25	\$19.016827	\$23.770673
13172	Engineering Technician I	5	PAR	3	\$39,555	\$49,443	\$54,388	\$3,296.25	\$4,120.25	\$19.016827	\$23.770673
16610	Evidence Technician	5	PAR	3	\$39,555	\$49,443	\$54,388	\$3,296.25	\$4,120.25	\$19.016827	\$23.770673
15073	Fleet Inventory Specialist	5	PAR	3	\$39,555	\$49,443	\$54,388	\$3,296.25	\$4,120.25	\$19.016827	\$23.770673
12837	Forestry Technician	5	PAR	3	\$39,555	\$49,443	\$54,388	\$3,296.25	\$4,120.25	\$19.016827	\$23.770673
13408	GIS Technician	5	PAR	3	\$39,555	\$49,443	\$54,388	\$3,296.25	\$4,120.25	\$19.016827	\$23.770673
12717	Legal Secretary	5	PAR	3	\$39,555	\$49,443	\$54,388	\$3,296.25	\$4,120.25	\$19.016827	\$23.770673
15150	License Enforcement Officer	5	PAR	3	\$39,555	\$49,443	\$54,388	\$3,296.25	\$4,120.25	\$19.016827	\$23.770673
15083	Planning Technician	5	PAR	3	\$39,555	\$49,443	\$54,388	\$3,296.25	\$4,120.25	\$19.016827	\$23.770673
12625	Public Communications Technician	5	PAR	3	\$39,555	\$49,443	\$54,388	\$3,296.25	\$4,120.25	\$19.016827	\$23.770673
15023	Radio Technician	5	PAR	3	\$39,555	\$49,443	\$54,388	\$3,296.25	\$4,120.25	\$19.016827	\$23.770673
12199	Senior Probation Technician	5	PAR	3	\$39,555	\$49,443	\$54,388	\$3,296.25	\$4,120.25	\$19.016827	\$23.770673
14065	Signs Technician I	5	PAR	3	\$39,555	\$49,443	\$54,388	\$3,296.25	\$4,120.25	\$19.016827	\$23.770673
12808	Skilled Maintenance Technician I	5	PAR	3	\$39,555	\$49,443	\$54,388	\$3,296.25	\$4,120.25	\$19.016827	\$23.770673
15120	Traffic Technician I	5	PAR	3	\$39,555	\$49,443	\$54,388	\$3,296.25	\$4,120.25	\$19.016827	\$23.770673
18515	Senior Accounting Technician	5	PAR	2	\$36,289	\$45,361	\$49,898	\$3,024.08	\$3,780.08	\$17.446635	\$21.808173
12765	Emergency Response Technician	5	PAR	2	\$36,289	\$45,361	\$49,898	\$3,024.08	\$3,780.08	\$17.446635	\$21.808173
12103	Police Services Representative	5	PAR	2	\$36,289	\$45,361	\$49,898	\$3,024.08	\$3,780.08	\$17.446635	\$21.808173
12099	Probation Technician	5	PAR	2	\$36,289	\$45,361	\$49,898	\$3,024.08	\$3,780.08	\$17.446635	\$21.808173
16066	Sales Tax Investigator II	5	PAR	2	\$36,289	\$45,361	\$49,898	\$3,024.08	\$3,780.08	\$17.446635	\$21.808173
13004	Assistant Fleet Technician	5	PAR	1	\$33,293	\$41,616	\$45,778	\$2,774.42	\$3,468.00	\$16.006250	\$20.007692
13025	Parts/Supply Specialist	5	PAR	1	\$33,293	\$41,616	\$45,778	\$2,774.42	\$3,468.00	\$16.006250	\$20.007692
16065	Sales Tax Investigator I	5	PAR	1	\$33,293	\$41,616	\$45,778	\$2,774.42	\$3,468.00	\$16.006250	\$20.007692
12130	Sales Tax Technician	5	PAR	1	\$33,293	\$41,616	\$45,778	\$2,774.42	\$3,468.00	\$16.006250	\$20.007692
12697	Technical Support Analyst I	5	PAR	1	\$33,293	\$41,616	\$45,778	\$2,774.42	\$3,468.00	\$16.006250	\$20.007692
12793	Senior Maintenance Technician	6	GNL	8	\$42,603	\$53,253	\$58,578	\$3,550.25	\$4,437.75	\$20.482212	\$25.602404

City of Colorado Springs - 2015 Salary Schedule

Effective March 29, 2015

Job Code	Job Title	Band #	Band Name	Zone #	Annual			Monthly		Hourly	
					Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
12622	Cemetery Technician	6	GNL	7	\$39,085	\$48,856	\$53,742	\$3,257.08	\$4,071.33	\$18.790865	\$23.488462
11073	Lead Transit Dispatcher	6	GNL	7	\$39,085	\$48,856	\$53,742	\$3,257.08	\$4,071.33	\$18.790865	\$23.488462
12853	Park Ranger	6	GNL	7	\$39,085	\$48,856	\$53,742	\$3,257.08	\$4,071.33	\$18.790865	\$23.488462
11090	Payroll & Pension Technician II	6	GNL	7	\$39,085	\$48,856	\$53,742	\$3,257.08	\$4,071.33	\$18.790865	\$23.488462
12785	Senior Equipment Operator	6	GNL	7	\$39,085	\$48,856	\$53,742	\$3,257.08	\$4,071.33	\$18.790865	\$23.488462
12192	Senior Municipal Court Clerk	6	GNL	7	\$39,085	\$48,856	\$53,742	\$3,257.08	\$4,071.33	\$18.790865	\$23.488462
14064	Senior Parking Meter Technician	6	GNL	7	\$39,085	\$48,856	\$53,742	\$3,257.08	\$4,071.33	\$18.790865	\$23.488462
17461	Benefits Specialist	6	GNL	6	\$35,857	\$44,822	\$49,304	\$2,988.08	\$3,735.17	\$17.238942	\$21.549038
12653	Equipment Operator II	6	GNL	6	\$35,857	\$44,822	\$49,304	\$2,988.08	\$3,735.17	\$17.238942	\$21.549038
12110	Fingerprint Technician	6	GNL	6	\$35,857	\$44,822	\$49,304	\$2,988.08	\$3,735.17	\$17.238942	\$21.549038
12798	License Specialist II	6	GNL	6	\$35,857	\$44,822	\$49,304	\$2,988.08	\$3,735.17	\$17.238942	\$21.549038
12729	Maintenance Technician II	6	GNL	6	\$35,857	\$44,822	\$49,304	\$2,988.08	\$3,735.17	\$17.238942	\$21.549038
12093	Municipal Court Clerk II	6	GNL	6	\$35,857	\$44,822	\$49,304	\$2,988.08	\$3,735.17	\$17.238942	\$21.549038
14062	Parking Meter Technician	6	GNL	6	\$35,857	\$44,822	\$49,304	\$2,988.08	\$3,735.17	\$17.238942	\$21.549038
15310	Printing Technician	6	GNL	6	\$35,857	\$44,822	\$49,304	\$2,988.08	\$3,735.17	\$17.238942	\$21.549038
11091	Payroll & Pension Technician I	6	GNL	6	\$35,857	\$44,822	\$49,304	\$2,988.08	\$3,735.17	\$17.238942	\$21.549038
12797	Senior Office Specialist	6	GNL	6	\$35,857	\$44,822	\$49,304	\$2,988.08	\$3,735.17	\$17.238942	\$21.549038
11043	Transit Dispatcher	6	GNL	6	\$35,857	\$44,822	\$49,304	\$2,988.08	\$3,735.17	\$17.238942	\$21.549038
11002	Accounting Technician II	6	GNL	5	\$32,897	\$41,121	\$45,233	\$2,741.42	\$3,426.75	\$15.815865	\$19.769712
11033	Communications Center Dispatcher	6	GNL	5	\$32,897	\$41,121	\$45,233	\$2,741.42	\$3,426.75	\$15.815865	\$19.769712
13072	Driver	6	GNL	5	\$32,897	\$41,121	\$45,233	\$2,741.42	\$3,426.75	\$15.815865	\$19.769712
12743	License Specialist I	6	GNL	5	\$32,897	\$41,121	\$45,233	\$2,741.42	\$3,426.75	\$15.815865	\$19.769712
12092	Municipal Court Clerk I	6	GNL	5	\$32,897	\$41,121	\$45,233	\$2,741.42	\$3,426.75	\$15.815865	\$19.769712
12741	Office Specialist	6	GNL	5	\$32,897	\$41,121	\$45,233	\$2,741.42	\$3,426.75	\$15.815865	\$19.769712
14420	Parking Enforcement Officer	6	GNL	5	\$32,897	\$41,121	\$45,233	\$2,741.42	\$3,426.75	\$15.815865	\$19.769712
14424	PPHWY Ranger	6	GNL	5	\$32,897	\$41,121	\$45,233	\$2,741.42	\$3,426.75	\$15.815865	\$19.769712
14023	Radio Installer	6	GNL	5	\$32,897	\$41,121	\$45,233	\$2,741.42	\$3,426.75	\$15.815865	\$19.769712
11003	Accounting Technician I	6	GNL	4	\$30,181	\$37,726	\$41,498	\$2,515.08	\$3,143.83	\$14.510096	\$18.137500
13302	Equipment Operator I	6	GNL	4	\$30,181	\$37,726	\$41,498	\$2,515.08	\$3,143.83	\$14.510096	\$18.137500
12725	Maintenance Technician I	6	GNL	4	\$30,181	\$37,726	\$41,498	\$2,515.08	\$3,143.83	\$14.510096	\$18.137500
12734	Medical Assistant	6	GNL	4	\$30,181	\$37,726	\$41,498	\$2,515.08	\$3,143.83	\$14.510096	\$18.137500
	Reserved for Future Use	6	GNL	3	\$27,689	\$34,611	\$38,072	\$2,307.42	\$2,884.25	\$13.312019	\$16.639904
12733	Office Assistant/Receptionist	6	GNL	2	\$25,402	\$31,753	\$34,928	\$2,116.83	\$2,646.08	\$12.212500	\$15.265865
12744	Office Specialist, Mail	6	GNL	2	\$25,402	\$31,753	\$34,928	\$2,116.83	\$2,646.08	\$12.212500	\$15.265865
12721	Maintenance Services Worker	6	GNL	1	\$23,305	\$29,131	\$32,044	\$1,942.08	\$2,427.58	\$11.204327	\$14.005288

FIRE - Paid by Rank

Job Code	Rank	Monthly Pay Rate	Hourly Pay Rate
56 Hours/Week			
19407	Battalion Chief	\$9,251	\$38.123606
19406	Fire Captain	\$7,613	\$31.373941
19405	Fire Lieutenant	\$6,865	\$28.291683
19416	Fire Paramedic 1st	\$6,311	\$26.008063
	Fire Paramedic 2nd	\$5,633	\$23.214640
	Fire Paramedic 3rd	\$5,029	\$20.727255
19404	Fire Driver Engineer	\$6,245	\$25.737038
19403	Firefighter 1st	\$5,735	\$23.636588
	Firefighter 2nd	\$5,121	\$21.104186
	Firefighter 3rd	\$4,573	\$18.844747
	Firefighter 4th	\$4,083	\$16.829177
40 Hours/Week			
19407	Battalion Chief	\$9,251	\$53.373048
19406	Fire Captain (Staff)	\$7,825	\$45.144231
19405	Fire Lieutenant (Staff)	\$7,056	\$40.707692
19409	Fire Trainee	\$3,780	\$21.808884
19412	Fire Investigator	\$6,249	\$36.052801

POLICE - Paid by Rank

Job Code	Rank	Monthly Pay Rate	Hourly Pay Rate
19308	Police Commander	\$9,884	\$57.026925
19307	Police Lieutenant	\$8,629	\$49.783614
19306	Police Sergeant	\$7,552	\$43.573928
19304	Police Officer 1st	\$6,033	\$34.809976
	Police Officer 2nd	\$5,386	\$31.073947
	Police Officer 3rd	\$4,809	\$27.744667
	Police Officer 4th	\$4,293	\$24.772024
19300	Police Recruit	\$3,974	\$22.932346

Hourly Employees

Based on the Workers Compensation Code, please select appropriate Job Code and Job Title:						
Workers Compensation Code						
9220	Cemetery					
5506	Road and Bridge Including Street Repair					
9410	Other Public					
7720	Police					
8810	Clerical/Office/Municipal Court Referee					
9015	Janitors and Recreation Employees					
8820	Attorney/Exec					
Job Code	Job Title	Band #	Band Name	Zone #	Zone Minimum	Zone Maximum
9220 Cemetery						
10213	Hourly III 9220	HRL	Hourly	3	Minimum Wage	\$9.12
10214	Hourly IV 9220	HRL	Hourly	4	\$9.13	\$12.33
10215	Hourly V 9220	HRL	Hourly	5	\$12.34	\$16.69
10216	Hourly VI 9220	HRL	Hourly	6	\$16.70	\$25.00
5506 Road and Bridge Including Street Repair						
10513	Hourly III 5506	HRL	Hourly	3	Minimum Wage	\$9.12
10514	Hourly IV 5506	HRL	Hourly	4	\$9.13	\$12.33
10515	Hourly V 5506	HRL	Hourly	5	\$12.34	\$16.69
10516	Hourly VI 5506	HRL	Hourly	6	\$16.70	\$25.00
9410 Other Public						
10613	Hourly III 9410	HRL	Hourly	3	Minimum Wage	\$9.12
10614	Hourly IV 9410	HRL	Hourly	4	\$9.13	\$12.33
10615	Hourly V 9410	HRL	Hourly	5	\$12.34	\$16.69
10616	Hourly VI 9410	HRL	Hourly	6	\$16.70	\$25.00
7720 Police						
10713	Hourly III 7720	HRL	Hourly	3	Minimum Wage	\$9.12
10714	Hourly IV 7720	HRL	Hourly	4	\$9.13	\$12.33
10715	Hourly V 7720	HRL	Hourly	5	\$12.34	\$16.69
10716	Hourly VI 7720	HRL	Hourly	6	\$16.70	\$25.00
8810 Clerical/Office						
10813	Hourly III 8810	HRL	Hourly	3	Minimum Wage	\$9.12
10814	Hourly IV 8810	HRL	Hourly	4	\$9.13	\$12.33
10815	Hourly V 8810	HRL	Hourly	5	\$12.34	\$16.69
10816	Hourly VI 8810	HRL	Hourly	6	\$16.70	\$25.00
10817	Hourly VII 8810	HRL	Hourly	7	\$25.01	\$35.00
9015 Janitors and Recreation Employees						
10913	Hourly III 9015	HRL	Hourly	3	Minimum Wage	\$9.12
10914	Hourly IV 9015	HRL	Hourly	4	\$9.13	\$12.33
10915	Hourly V 9015	HRL	Hourly	5	\$12.34	\$16.69
10916	Hourly VI 9015	HRL	Hourly	6	\$16.70	\$25.00
8820 Attorney/Exec						
10827	Hourly VII 8820	HRL	Hourly	7	\$25.01	\$72.13
8810 Municipal Court Referees						
10818	Municipal Court Referee	HRL	Hourly	8	\$20.00	\$33.26
10819	Municipal Court Referee, Sr	HRL	Hourly	9	\$25.00	\$36.58

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