

Pikes Peak Regional Building Department



2018 Budget

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Introduction and Overview

Board of Directors

Pikes Peak Regional Building Department

Building Commission

Tyler Stevens

Mark Waller

Tom Strand

Green Mountain Falls Mayor Pro Tem

El Paso County Commissioner

Colorado Springs City Council

Advisory Board

Richard Applegate

Vince Colarelli

Tom McDonald

Dennis Murphy

Jim Nakai

Edward Pine

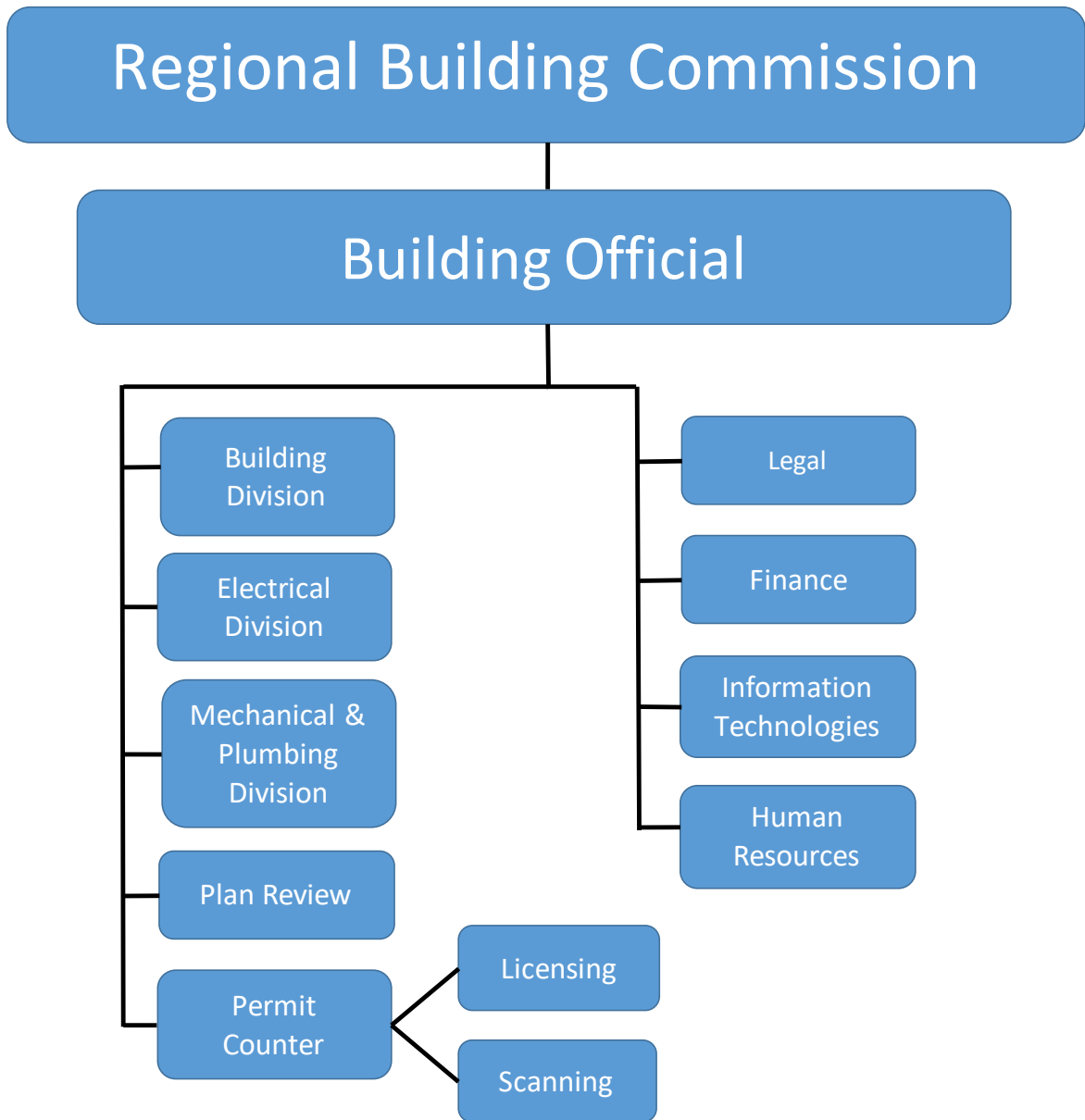
Chris Quinn

Darin Tiffany

Robert Todd

David Wilson

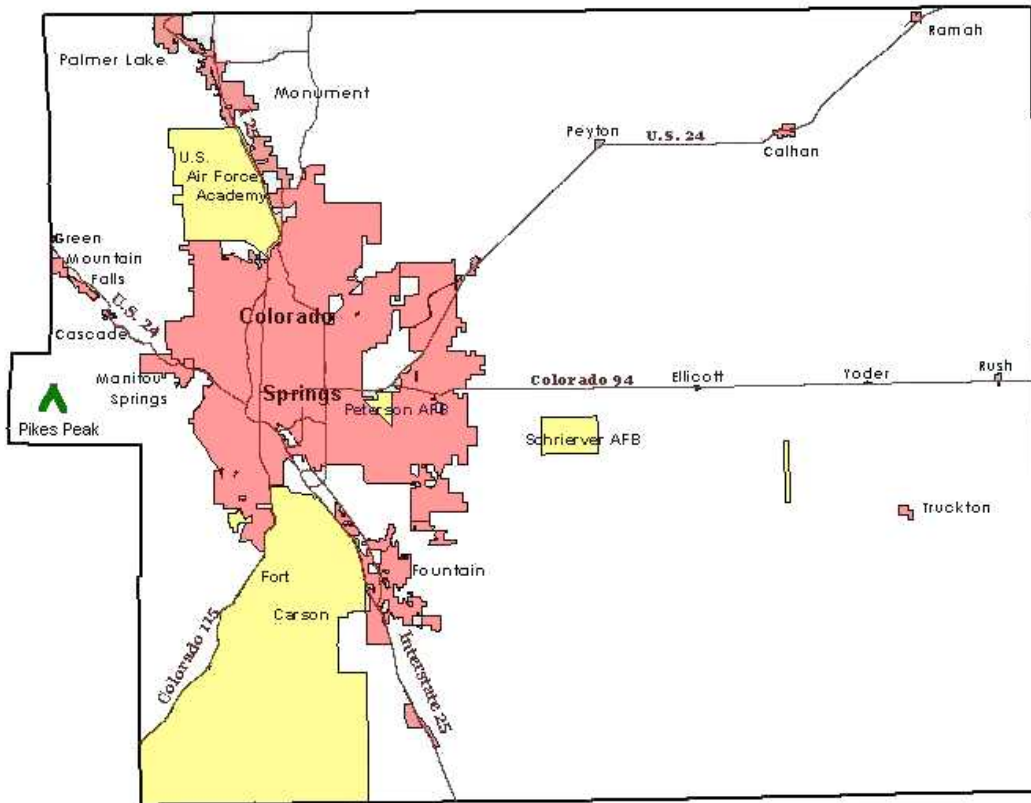
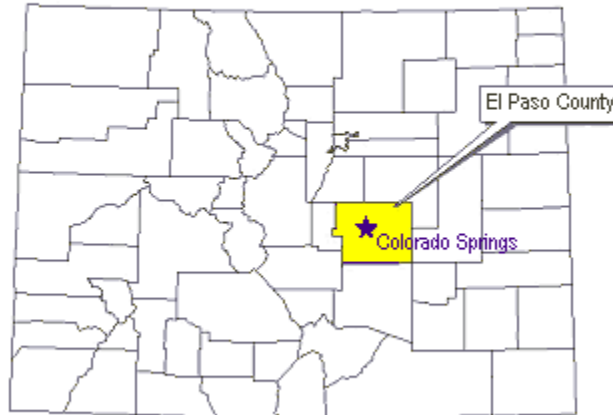
Organization Chart



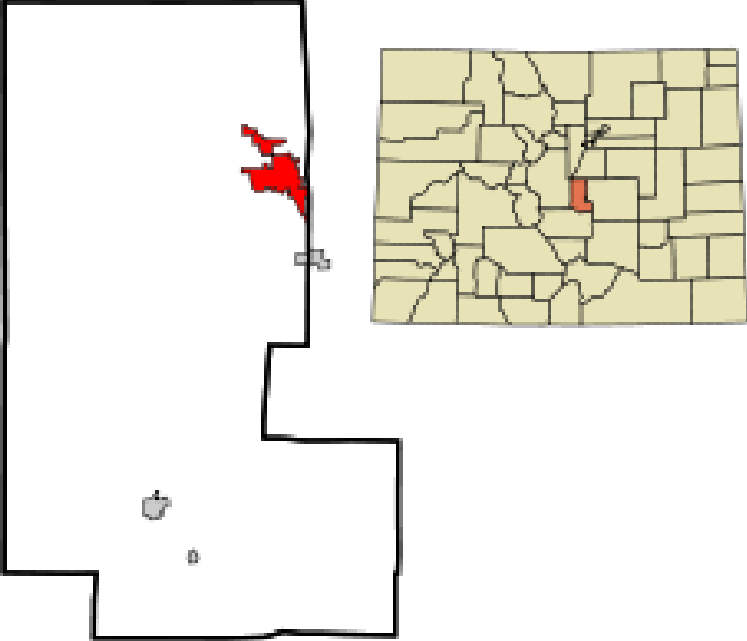
Map of Service Area

The Pikes Peak Regional Building Department is responsible for the plan review, permitting, and inspections of all building construction activity within the unincorporated areas of El Paso County, as well as the participating incorporated municipalities in the county. These currently include the Cities of Colorado Springs, Fountain, Manitou Springs, and Towns of Green Mountain Falls, Monument and Palmer Lake.

State of Colorado



Pikes Peak Regional Building Department has an agreement with the City of Woodland Park to provide inspection services. Woodland Park is located in Teller County, the county directly to the west of El Paso County.



Introduction

Pikes Peak Regional Building Department (further cited as “Department”) is responsible for the plan review, permitting, and inspection of all construction activity within the unincorporated areas of El Paso County, as well as the participating incorporated municipalities within the County. These currently include the Cities of Colorado Springs, Fountain and Manitou Springs and the Towns of Green Mountain Falls, Monument and Palmer Lake, as well as the City of Woodland Park located in Teller County.

The Department is self-funded and is designed to be self-supporting and nonprofit making. All operational costs are covered by the revenue generated from plan review, permits, and licensing fees. Fee adjustments are proposed when the Building Commission determines them to be necessary to maintain the Department’s operation.

The Department was formed by an Intergovernmental Agreement between the City of Colorado Springs and El Paso County in 1966 to provide uniform service to their jurisdictions. Then, in 1982, the suburban jurisdictions entered into the same service agreement for the administration and enforcement of their building and construction codes.

The Department is administered by the Regional Building Commission, a three member governing body consisting of an El Paso County Commissioner, a City of Colorado Springs Councilperson and a representative from one of the five suburban parties to the Agreement. This representative is nominated by the Councils / Boards and elected by the Mayors of those five entities. Commission terms are for two years. The Commission generally supervises departmental administration and directs policy. It is also responsible for preparation of the budget, which is approved by the City Council of Colorado Springs and the El Paso County Board of County Commissioners, and to establish fees for the various permits and services. The Building Commission meets on the fourth Wednesday of each month.

A five member Regional Board of Review proposes rules, regulations and standards necessary to accomplish the objectives of the various building codes. Their proposals are subject to final approval by the appropriate legislative bodies. In addition, the Board of Review is the authorized contractor licensing body.

Members of the Regional Board of Review and its advisory committees are appointed for three-year terms with a maximum of two terms.

The Regional Building Advisory Board assists the Regional Building Commission in matters relating to departmental administration, finance and budget. The Advisory Board consists of the five member Board of Review to represent the City of Colorado Springs and El Paso County and one appointed representative from each of the suburban entities.

The Regional Building Technical Committee and the Regional Building Licensing Committee advise the Board of Review. These committees are responsible to review license applications, review the performance of work required under the various building codes and make recommendations regarding requests for variances from code requirements to the Board of Review.



Pikes Peak
REGIONAL
Building Department
Budget Message

From: Roger Lovell, Building Official

Date: September 18, 2017

As Building Official, it is my pleasure to present the Pikes Peak Regional Building Department Budget for Fiscal Year 2018. This Budget document provides information about revenue and expenditure forecasts for the Department for 2018.

The Budget revenue amounts to \$14,523,000 which represents a decrease of \$1,358,429 or 8.55% from the Fiscal Year 2017 Budget and an increase of \$1,444,017 or 11.04% from the Fiscal Year 2016 Budget. A substantial portion of the increase in 2017 was due to a catastrophic hailstorm in mid 2016. The Fiscal Year 2018 Budget does not represent any natural disasters, but does anticipate continued strong growth in the commercial and residential sector. Both of these factors are discussed in detail in the following document.

As the end of the year draws near, 2017 looks to be a successful year with completion of a number of initiatives including:

- Continued Support of community centered projects, such as the HBA Cares Workforce Development Program. This program helps to build a skilled workforce and promising careers for young adults in our public schools and community, and has shown amazing success with over 300 students enrolled for the 17/18 school year and 87 certificates issued in 2016.
- Continued support and funding of the Mech IV Training Program, including Carbon Monoxide Training and Awareness. This program has been very successful and saved an unknown number of lives.
- Completion of the Security Creek Letter of Map Revision (LOMR) resulting in removal of up to 100 structures from the floodplain, and more accurate floodplain mapping for neighboring parcels. The Floodplain Assistance Program has removed seven structures from the floodplain and provided five elevation certificates for properties that do not qualify for a LOMA resulting in a reduction in required NFIP insurance premiums.
- Expansion of electronic plan review and electronic expansions utilizing technology purchased in 2016, as well as increased IT security and data redundancy improvements.

The Budget for 2018 extends several of these initiatives, as well as improving efficiency of the Regional Building Department's core services: Permit Processing, Plan Examination, In-Progress Inspections, Licensing, and Online Services. This Budget employs programs and activities aimed at maintaining or reducing future operating costs while taking advantage of revenue producing opportunities. These activities include:

- Continued support of the Elderly Re-Roof Assistance Program: This program, along with the El Paso County Roofing Contractors Association, helps to provide low or no cost roofs for elderly citizens in need. Due to the hail events of 2016 there are still a number of elderly citizens in need of assistance.
- Continued support of the Carbon Monoxide Training Program: Carbon monoxide is the “silent killer” and this program helps to educate service technicians, inspectors, and home care providers to the dangers of carbon monoxide, and how to respond when CO is detected. Recent growth in the region requires additional outreach and education regarding the effects of Carbon Monoxide.
- Funding for an additional Letter of Map Revision (LOMR), in the Monument Creek watershed that is anticipated to remove up to 120 structures from the mapped floodplain. Continued funding of the Floodplain Assistance Program. This program is designed to aid in the removal of properties from the floodplain due to incorrect FEMA mapping resulting in the reduction or elimination of required floodplain insurance.
- Continued expansion and development of internal software for potential use within partnering jurisdictions with the goal of increased regional efficiency for both governmental members and citizens.
- Continued focus on service level improvements through the use of technology and best management practices. Efficient improvements, such as electronic plan review and electronic inspections, have shown great success with reduced plan review time and increased inspection efficiency.
- Enhanced Focus on management level practices and department organization with the intention of providing results in a “better, faster, cheaper” manner.

This Budget anticipates the construction of 3400 new homes in 2018, which mirrors the anticipated volume in 2017. Commercial construction is expected to remain strong and close to the same level as 2017. While the impact of the 2016 hailstorm is behind us, commercial activity remains strong and is anticipated to place a high demand on staff. This budget does not anticipate additional staffing as the department is currently working to hire staff with the intention to be fully trained and ready prior to implementation of this budget. This budget provides for 105 fulltime positions, which based on projections will be adequate to maintain or exceed current service levels. Prior to the recession, staffing levels were as high as 114; and a low of 72 toward the end of the recession.

Regional Building remains committed to providing exceptional service to the citizens of the City of Colorado Springs, El Paso County, Town of Green Mountain Falls, City of Fountain, City of Manitou Springs, Town of Monument, Town of Palmer Lake, City of Woodland Park and the 14 School Districts we serve. This is the third Budget this management team has submitted, and it is in line with the past nine budgets. It proposes no fee increases in 2018, while continuing to invest in community improvement activities, facility improvements and activities anticipated to reduce operating expenses and improve revenue through increased and enhanced services. As submitted, it is anticipated the Regional Building Department will not produce an increase in the fund balance in 2018 on this balanced Budget. It is my pleasure to serve as Building Official and on behalf of the entire Department; thank you for your support, and we all look forward to a successful 2018.

Strategic Priorities

- Ensure sustainability of department services
- Promote safe building practices
- Expand Electronic Plan Review resulting in expedited plan approval
- Increase department efficiency through expansion of new technology
- Website improvements to aid in community involvement and improve functionality

Key Economic Factors and Assumptions

The Building Department has identified several key assumptions in the development of the 2018 Budget that guide, and may affect our ability to provide timely service.

- Low unemployment rate (3.1% as of June 2017 from BLS.gov)
- Shortage of skilled construction labor
- New housing and apartment developments
- Numerous large commercial construction projects
- Weather delays and natural disasters

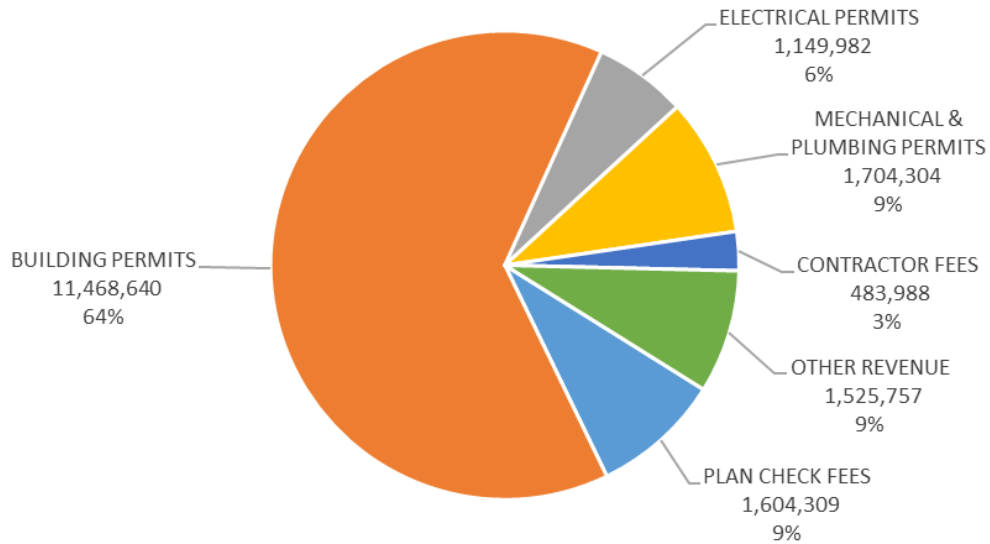
Long Range Financial Planning

The Building Department is committed to the use of long range financial planning as a tool to continue to insure the construction of safe and sustainable building practices within the community. These practices include, but are not limited to, maintaining cash levels, strategic hiring, and maintaining balanced budgets.

Revenue Analysis

In recent years, the Regional Building Department experienced substantial growth in revenue. In 2016, revenue grew \$5,201,898 (41%) over the prior year. \$4,420,533 (85%) of the revenue increase in 2016 was due to hailstorms resulting in 30,894 re-roof permits. Natural disasters are difficult, if not impossible, to predict; and therefore, this additional revenue was not part of any Regional Building revenue forecast. The chart below shows the breakout of revenue by major category in 2016. Revenue in 2018 expected to keep similar types of percentages.

2016 Revenue by Major Source
Total Revenue \$17,922,833



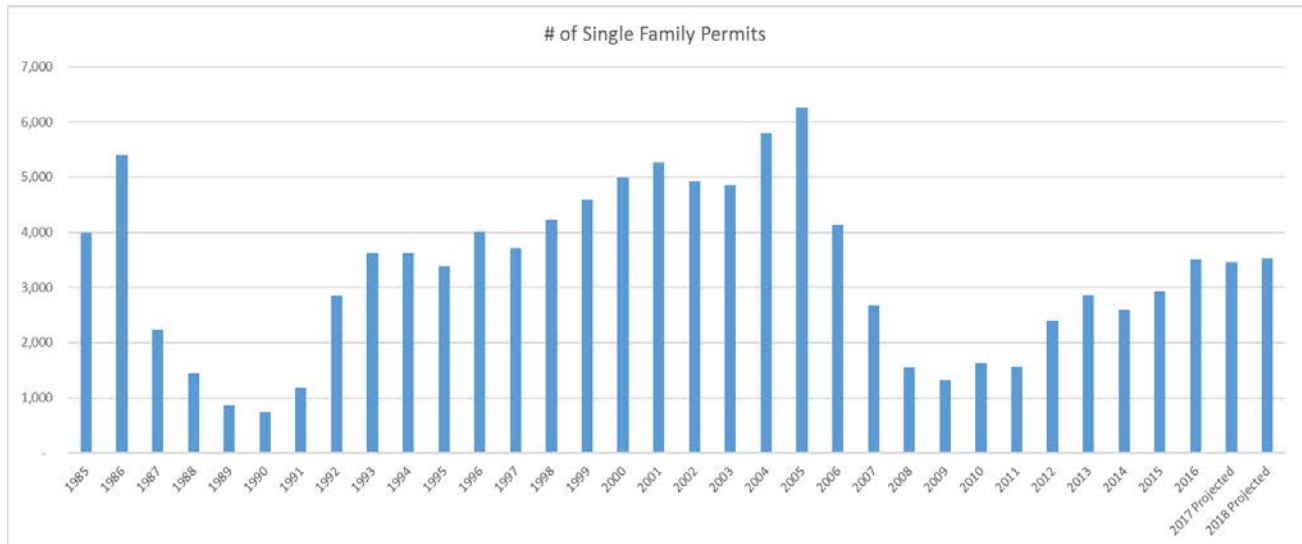
Revenue Forecast

Building permits is the Building Department's largest revenue source. Within the building permits category there are two major drivers; new single-family permits, and new commercial permits. New single-family permits are anticipated to mirror 2017 numbers. The chart below shows the number of new family permits by month for the last four (4) years.

New Single Family Permits

	2014	2015	2016	2017	2018 PROJECTED
JANUARY	179	123	198	233	238
FEBRUARY	182	201	273	266	271
MARCH	245	268	372	361	368
APRIL	266	300	357	329	336
MAY	263	267	352	352	359
JUNE	274	299	380	368	375
JULY	189	301	299	285	291
AUGUST	195	297	341	335	342
SEPTEMBER	193	250	268	264*	269
OCTOBER	271	254	225	221*	225
NOVEMBER	138	205	216	212*	216
DECEMBER	195	175	238	234*	239
TOTAL	2590	2940	3519	3461*	3529
VALUATION	1,065,779,083	1,175,864,666	1,427,777,348	1,404,098,387*	1,432,180,355

*Estimated

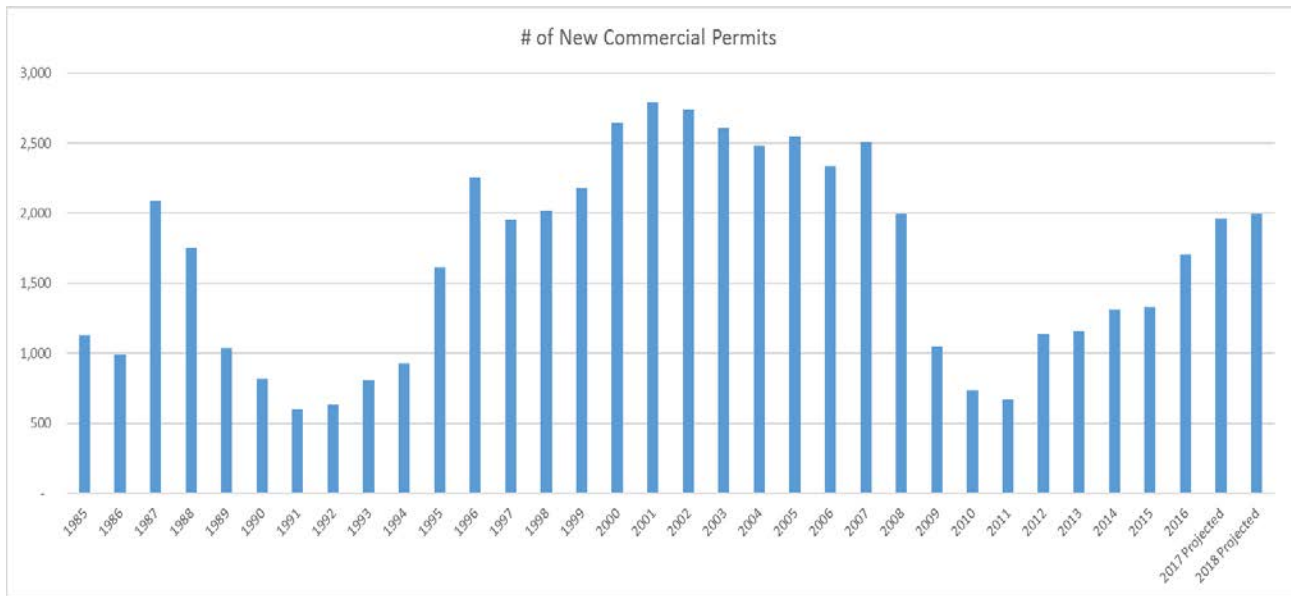


New commercial permits are on pace to exceed 2016 numbers. Historical data suggests this increase will continue through 2017 and into 2018. Typically, commercial activity trails residential, and residential activity has increased since 2016. The chart below shows the number of new commercial permits by month for the last four (4) years. The valuation is anticipated to decrease in 2018, as there have been a substantial number of permits issued for large commercial projects, which are currently under construction with several more anticipated before the end of the year. These projects include the United State Olympic Committee Museum, Children’s Hospital, Memorial North Hospital Expansion, new schools, hotels and senior living facilities. While the permit fees are collected at the time of permit, the department must continue to service these projects through the construction phase, sometimes spanning several years. This budget does anticipate a decrease in commercial valuation for 2018 but it should be noted that this is a conservative approach used for budgetary purposes. Several large commercial project can result in a substantial swing in valuation.

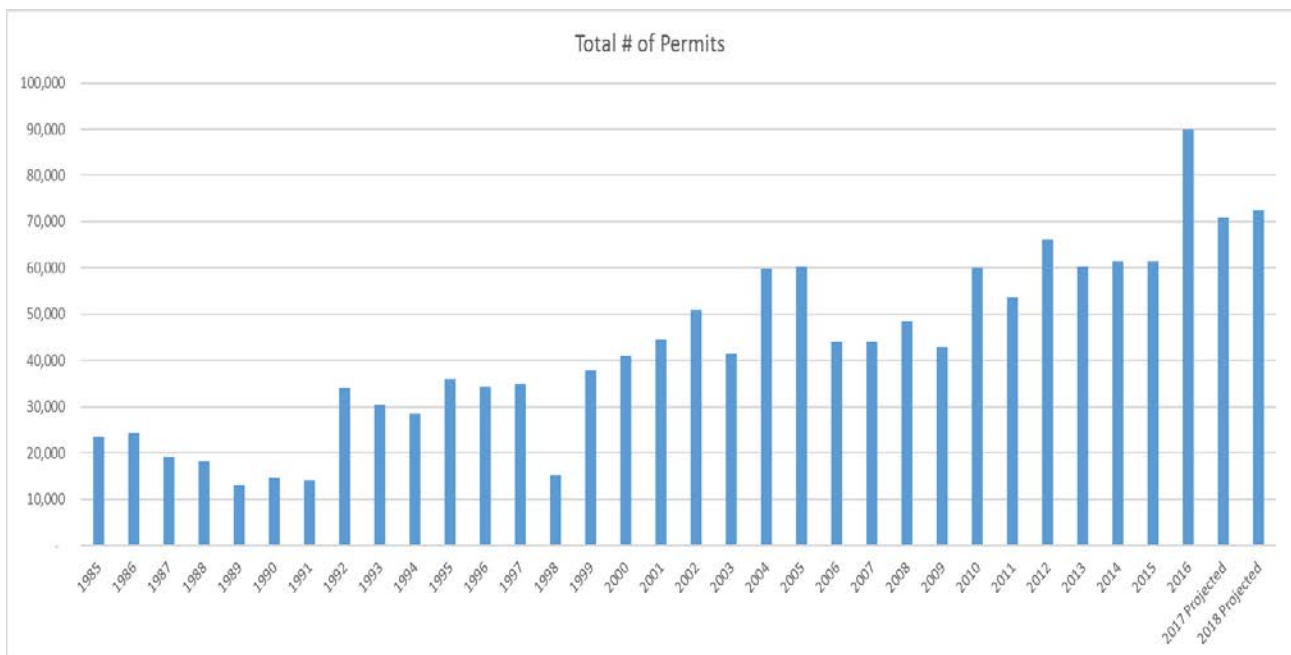
New Commercial Permits

	2014	2015	2016	2017	2018 PROJECTED
JANUARY	82	83	89	187	191
FEBRUARY	91	61	126	151	154
MARCH	123	87	166	110	112
APRIL	143	82	116	153	156
MAY	86	87	148	134	137
JUNE	78	131	127	142	144
JULY	152	147	106	137	138
AUGUST	95	141	177	190	208
SEPTEMBER	118	165	184	212*	216
OCTOBER	177	117	175	202*	206
NOVEMBER	73	110	128	147*	150
DECEMBER	93	117	160	184*	188
TOTAL	1311	1328	1702	1949*	1999
VALUATION	204,982,014	282,846,953	423,529,016	896,077,136*	497,435,078

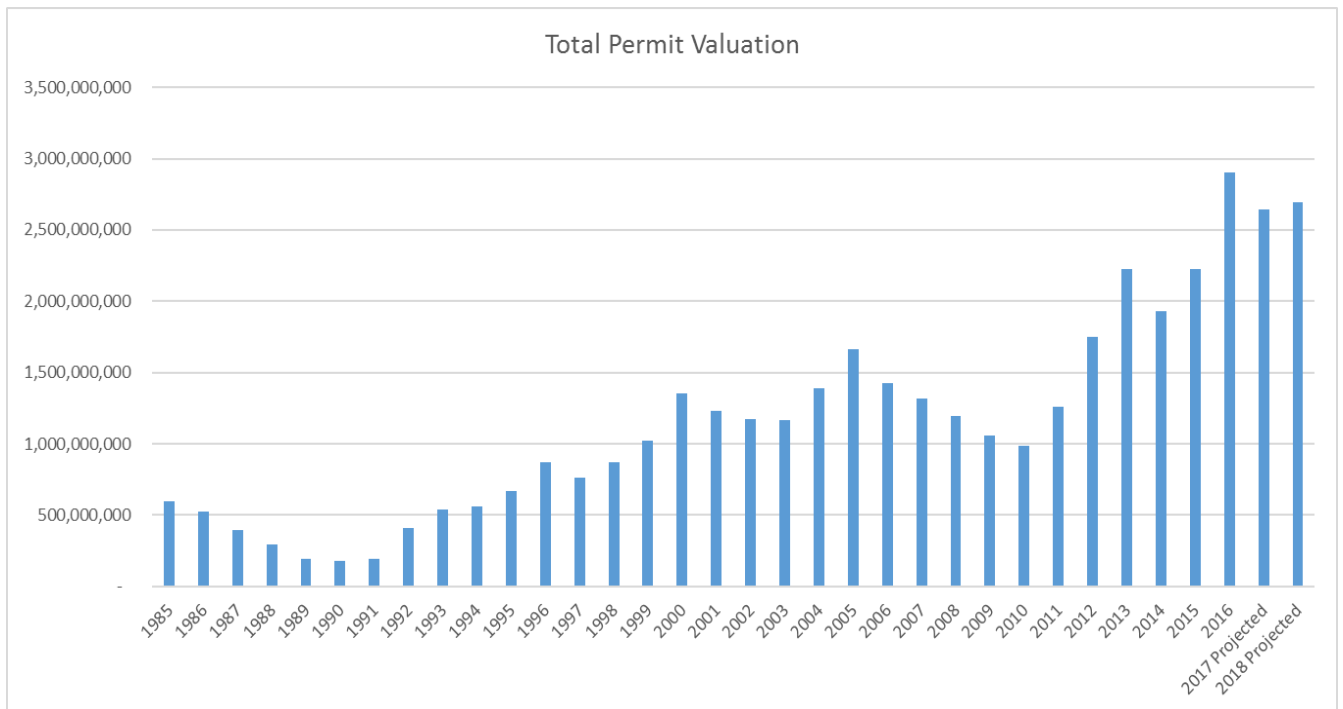
*Estimated



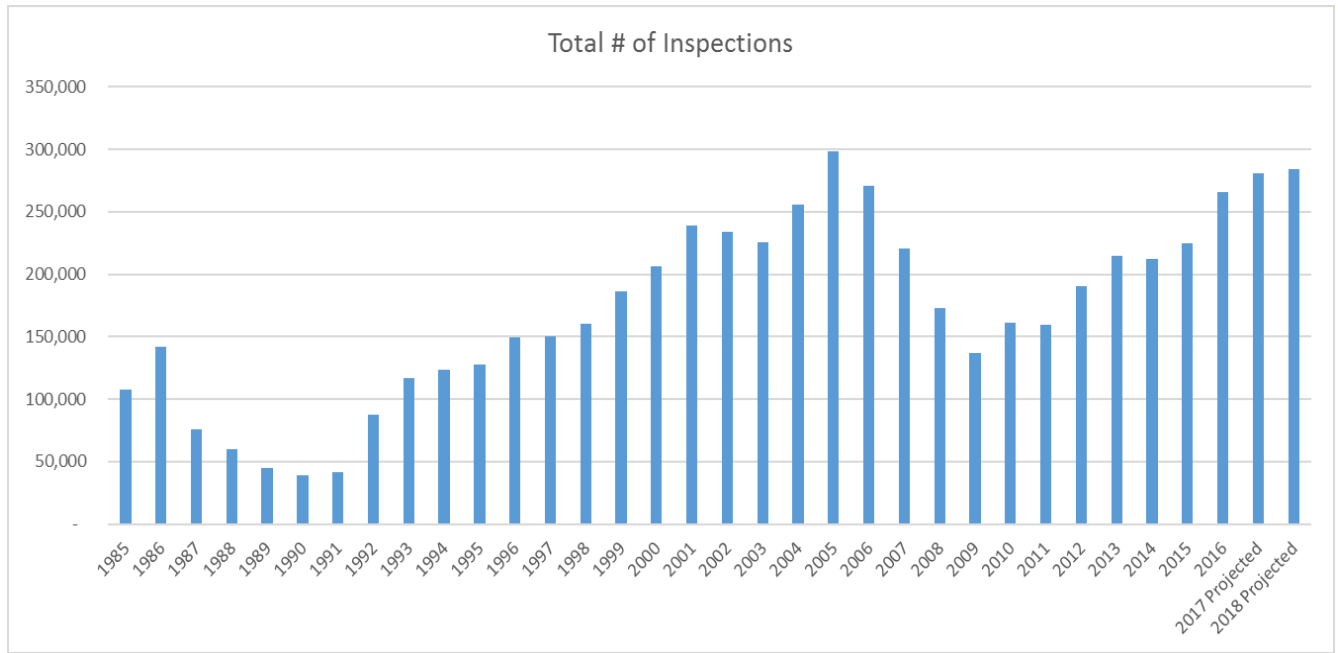
The chart below show the total number of permits issued per year. This includes new residential, new commercial, as well as remodels and other items that require permits. The spike in permits issued in 2016 is due to the hail storms mentioned previously. The number of permits issued is expected to increase due to the continued expansion in El Paso County.



The chart below show the valuation for permits or the estimated value of the work being done. The permit valuation is calculated by the higher of the contract price or the International Code Council (ICC) valuations. The ICC building valuation is based off the occupancy type (usage), square footage, and construction type. Then a regional modifier is added to determine the valuation. This is important, as many of Pikes Peak Regional Building Department fees are based on the valuation of the project. The growth in 2017 has been largely due to large commercial projects including United State Olympic Committee Museum, Children’s Hospital, Memorial North Hospital Expansion, new schools, hotels and senior living facilities. The demand in 2018 continues to look strong for apartment buildings as well as other commercial construction.



The total number of inspections is main driver for staffing at Pikes Peak Regional Building Department. Some permits issued only require one (1) inspection while large commercial projects may require over one hundred (100) inspections. The growth in the number of inspections in 2016 was due to the hailstorm and the large number of reroofs. In 2018 inspections are project to increase is due to the commercial projects that were issued permits in 2017 and a general increase in construction in El Paso County.



Plan reviews are expected to continue to increase over the coming year. Plan reviews are a leading indicator of future permits. Larger scale projects such as new single family homes, commercial buildings, and remodels require the building plans to be reviewed and approved prior to the issuing of a permit. Not all plan reviews take the same amount of time. Smaller remodel projects can be completed in an hour, while larger project will take much longer. The Plan Review department has instituted the ability to submit plan electronically. This has increased the efficiency of the department in allowing them to review more plans.



After the hailstorm on July 28th, 2016 revenue increases began to outpace expenses. An effort was made to estimate the extent of the storm damage but Regional Building underestimated the extent of the storms damage. On April 1st, 2017 a 20% discount was implemented for all valuation-based permits. As of July 31st, this discount as resulted in a reduction in revenue of \$653,336. The current projections indicate this discount may reach \$1,700,000 by the end of 2017.

The Pikes Peak Region has not experienced a major hailstorm or weather event in 2017 and the 2018 budget does not anticipate such. Due to this, the 2018 Budget does not carry through the 20% discount on valuation based permits as cost of service is anticipated to mirror revenue.

Expense Forecast

The largest portion of expenses is salary and benefits. Regional Building is a service organization and depends upon employees to provide the expertise and service to our customers. Pikes Peak Regional Building is projecting an 8% increase to health, dental, and vision insurance. The Building Department is going to be absorbing those increases this year. There is also a plan for a slight increase to wages in 2018.

Budget Trends

The 2018 Budget projects a decrease in revenue from the 2017 Budget. The main driver for the revenue decrease is that the 2017 Budget has a gain on the sale of 101 West Costilla Street and 435 Sahwatch Street of \$1,260,000. This is a one-time event and there is no other one-time events in 2018. Construction continues to be strong in the area and are projecting increases in new single-family houses and new commercial buildings. In 2018, the permit fee discount program for valuation-based permits will be discontinued. That program decreased valuation-based fees by 20%. The Building Department will continue the licensing reward program for contractors (excluding Fire) that have been licensed for at least 3 years, and are in good standing, and have no "A" status permits at the time of renewal to renew their license at no cost. Those licensing fees range from \$75-200.

Expenses are expected to be \$14,523,000, a decrease of 9%. The decrease is due to the expectation that Net Pension expense will be zero and capital expenditures being recorded to the Statement of Net Position. Salaries & Benefits are increasing due to staff additions as well as increased benefit costs. In 2018, Capital Outlay is not being budgeted as an expense to be in conformance with GAAP. In the past, these expenses have been budgeted and recorded and an expense then reclassified to the appropriate asset account at the end of the year.

	2015 Actual	2016 Actual	2017 Amended Budget	2018 Budget	2018 Budget - 2017 Amended Budget	% Change
Revenue						
Operating Revenue	\$ 12,387,124	\$ 17,648,486	\$ 14,217,000	\$ 14,258,000	\$ 41,000	0%
Other Revenue	347,957	288,492	1,664,429	265,000	(1,399,429)	-84%
Transfers In	-	-	-	-	-	0%
Total Revenue	12,735,081	17,936,979	15,881,429	14,523,000	(1,358,429)	-9%
Expenses						
Salary & Benefits	8,456,496	8,555,627	9,943,003	10,633,409	690,406	7%
Operating Expenses	3,864,728	4,287,722	4,790,426	3,667,591	(1,122,835)	-23%
Cost of Sales	189,355	235,634	227,000	222,000	(5,000)	-2%
Capital Outlay	7,859	-	921,000	-	(921,000)	-100%
Total Expenses	12,518,437	13,078,983	15,881,429	14,523,000	(1,358,429)	-9%
Net Income	216,644	4,857,995	-	-		
Beginning Fund Balance	4,650,337	4,866,981	9,724,976	9,724,976		
Ending Fund Balance	\$ 4,866,981	\$ 9,724,976	\$ 9,724,976	\$ 9,724,976		

Financial Summary Schedules

Revenue

Revenue is generated in the form of permits, fees and licensing and other miscellaneous sources. The budget is based on prior history as well as estimates based on input from department leaders based on input from the industry. Below is a short description of each type of revenue.

Plan Check Fee – Revenue received upon submittal of new plan for review by Pikes Peak Regional Building Department Staff. Fee is 28% of estimated permit fee determined by estimated contract price of job.

Building Permits – Revenue for building/structural permit itself, which covers cost of inspections. Depending on type of project, fee is determined by calculated valuation or contract price of project.

Electrical Permits – Revenue for electrical permit/inspections based on valuation.

Mechanical/Plumbing Permits – Revenue for mechanical/plumbing permit/inspections based on valuation.

Elevator Permits – Revenue for new elevator permits.

Floodplain Permits – Fee for issuing floodplain permits.

Mobile Home Permits – Revenue for mobile home set permit/inspections.

Elevator Inspections – Revenue for the annual inspection for the permit to operate any elevator equipment.

Contractor Licenses – Revenue for issuing license to conduct business that requires permits in our jurisdiction.

Mechanics Licenses – Revenue for issuing license to conduct mechanical business that requires permits in our jurisdiction.

Special – Various small fees generally in relation to collecting fees for other entities.

Re-Inspections – Penalty fee when inspection fails repeatedly for same issues.

Variance Requests – Fee to apply for variance to be heard at Technical Committee monthly meeting.

Address Assignment Fees – Flat fee assigned at time of plan review for all new construction.

Floodplain Plan Review – Flat fee assigned at time of plan review for all new construction.

Utility Fees – Revenue resealing Colorado Springs Utilities electric meters after completion of electric inspection.

Misc. Revenue – Revenue from miscellaneous sources.

Code Sales – Revenue from the sale of building code books.

Rental Income – Revenue from the rental of facilities.

Gain on Sale of Asset – Revenue from the sale of fixed assets minus accumulated depreciation.

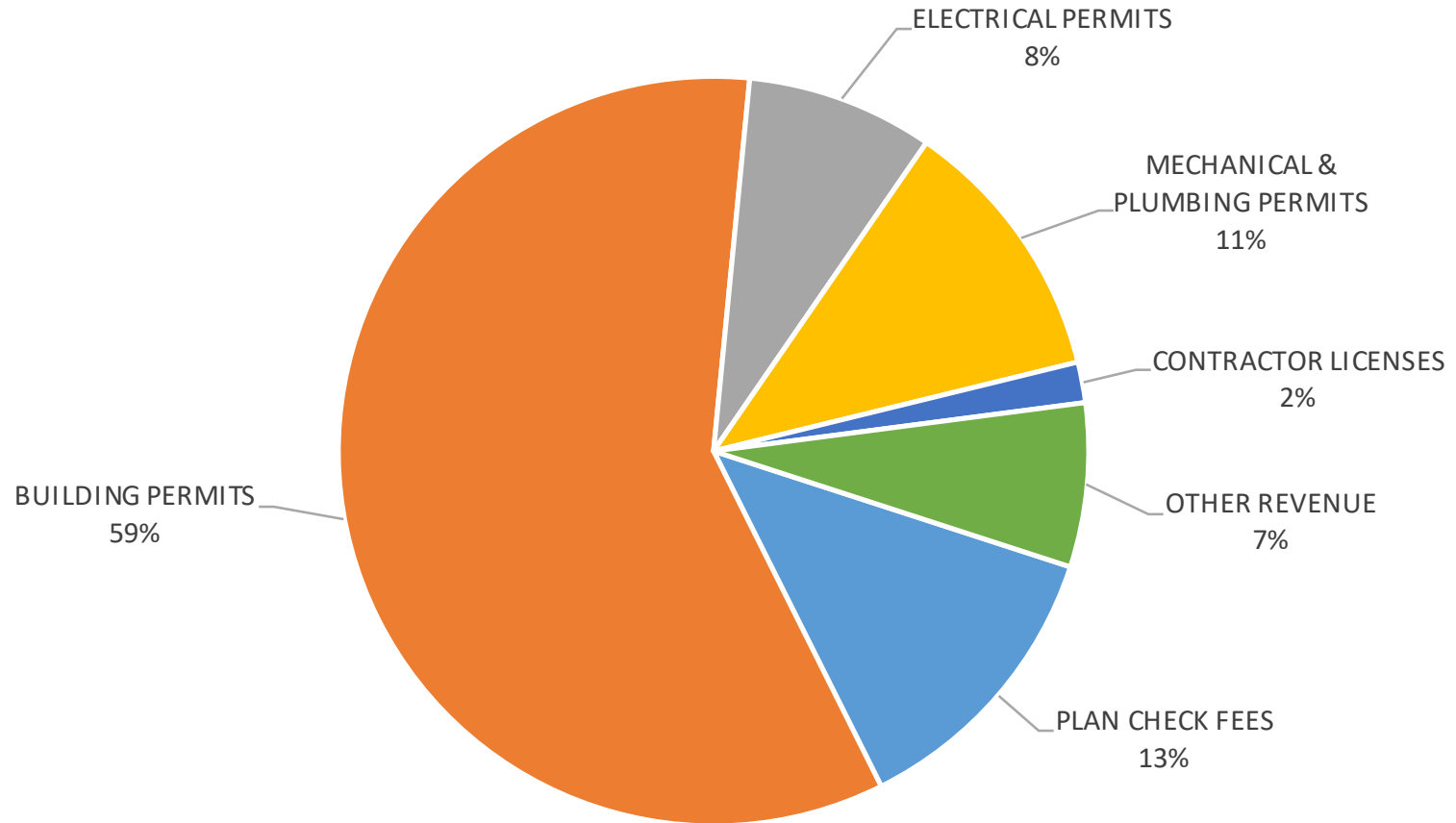
Interest Earnings – Revenue from interest bearing bank accounts or other investments.

EPC CAM Back Bill – Revenue from El Paso County for common area maintenance where Regional Building paid the full original expense.

Equipment Sales Income – Income generated from the sale of excess equipment.

	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2018 Budget</u>	<u>2018 Budget - 2017 Budget</u>	<u>% Change</u>
Revenue						
Plan Check Fees	\$ 1,226,880	\$ 1,604,309	\$ 1,800,000	\$ 1,800,000	\$ -	0.00%
Building Permits	7,040,310	11,501,628	10,170,000	8,400,000	(1,770,000)	-17.40%
Permit Fee Discount	-	-	(1,700,000)	-	1,700,000	-100.00%
Electrical Permits	1,007,883	1,149,982	1,100,000	1,150,000	50,000	4.55%
Mechanical/Plumbing Permits	1,622,857	1,704,304	1,600,000	1,650,000	50,000	3.13%
Elevator Permits	24,109	32,162	20,000	31,000	11,000	55.00%
Floodplain Permits	15,250	15,271	12,000	15,000	3,000	25.00%
Mobile Home Permits	18,048	21,480	26,000	20,000	(6,000)	-23.08%
Elevator Inspections	292,478	304,424	290,000	300,000	10,000	3.45%
Contractor Licenses	497,929	483,988	450,000	450,000	-	0.00%
Licensing Reward Program	-	-	(250,000)	(200,000)	50,000	-20.00%
Mechanical Licenses	13,565	12,585	13,000	12,000	(1,000)	-7.69%
Special	50,479	334,565	250,000	250,000	-	0.00%
Re-Inspections	110,010	154,450	150,000	100,000	(50,000)	-33.33%
Variance Requests	11,705	12,100	10,000	10,000	-	0.00%
Address Assignment Fees	137,465	163,640	140,000	140,000	-	0.00%
Floodplain Plan Review	70,830	82,460	70,000	70,000	-	0.00%
Utility Fees	8,632	10,116	10,000	10,000	-	0.00%
Misc. Revenue	238,694	61,024	56,000	50,000	(6,000)	-10.71%
Total Revenue	<u>12,387,124</u>	<u>17,648,486</u>	<u>14,217,000</u>	<u>14,258,000</u>	<u>41,000</u>	<u>0.29%</u>
Other Revenue						
Code Sales	75,122	101,357	85,000	80,000	(5,000)	-5.88%
Rental Income	141,976	121,605	49,837	15,000	(34,837)	-69.90%
Gain On Sale Of Assets	87,513	-	1,260,000	-	(1,260,000)	-100.00%
Interest Earnings	4,955	27,139	30,000	20,000	(10,000)	-33.33%
EPC CAM Back Bill	38,391	38,391	39,592	-	(39,592)	-100.00%
Equipment Sales Income	-	-	200,000	150,000	(50,000)	-25.00%
Total Other Revenue	<u>347,957</u>	<u>288,492</u>	<u>1,664,429</u>	<u>265,000</u>	<u>(1,399,429)</u>	<u>-84.08%</u>
Transfers In						
Capital Reserve	-	-	-	-	-	0.00%
Total Transfers In	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenue	<u>\$ 12,735,081</u>	<u>\$ 17,936,979</u>	<u>\$ 15,881,429</u>	<u>\$ 14,523,000</u>	<u>\$ (1,358,429)</u>	<u>-8.55%</u>

2018 Budget - Revenue by Major Category



Expenses

Expenses for the Building Department are outlined on the following pages. Total expenses are budgeted to decrease to \$14,523,000 (8.55% decrease). The decrease is largely due to projecting that there will not be Net Pension expense this year and not recording capital purchases as an expense. Salary & Benefits are increasing due to increased staffing levels, increase health benefits, and a small cost of living increase. Supplies and Maintenance are both decreasing due to purchases in 2017 eliminating the need for 2018 spending. Donations are decreasing as cash moves to the lower end of our target of cash as a percent of budget.

Pikes Peak Region Building Department does not have any general obligation debt and does not have a legal debt limit. There are no plans to issue any debt as revenue continues to cover existing expense levels.



	2015	2016	2017	2018	Variance	Variance
	Actual	Actual	Budget	Budget	Total	Total
					\$	%
TOTAL						
# of EMPLOYEES	88	93	105.5	105.5	-	0%
SALARY & BENEFITS						
SALARIES	6,605,848	6,719,689	7,654,141	8,165,391	511,250	7%
PERA	783,443	850,886	994,495	1,065,730	71,234	7%
MEDICARE	92,826	94,886	107,752	114,964	7,211	7%
MEDICAL PLAN	915,964	826,152	1,115,894	1,210,468	94,574	8%
DENTAL INSURANCE	34,442	37,617	39,065	45,209	6,144	16%
VISION CARE	4,990	5,409	5,747	6,633	885	15%
LIFE INSURANCE	18,984	20,988	25,908	25,015	(893)	-3%
EMPLOYEE BENEFITS	145,290	63,956	177,485	160,000	(17,485)	-10%
TOTAL SALARY & BENEFITS	8,601,786	8,619,583	10,120,488	10,793,409	672,920	7%
RENT						
RENTAL EXPENSE	570	510	750	500	(250)	-33%
RENTAL OF PROPERTY	581,112	577,368	577,944	577,848	(96)	0%
TOTAL RENT	581,682	577,878	578,694	578,348	(346)	0%
SUPPLIES						
GENERAL	41,185	46,778	120,250	59,392	(60,858)	-51%
OFFICE SUPPLIES	9,205	12,334	20,960	13,750	(7,210)	-34%
OTHER SUPPLIES	51,268	47,889	82,050	73,320	(8,730)	-11%
MINOR EQUIPMENT	53,638	193,931	132,606	93,300	(39,306)	-30%
POSTAGE & SHIPPING	20,126	30,654	25,500	23,700	(1,800)	-7%
WEARING APPAREL	19,960	34,137	42,900	36,500	(6,400)	-15%
TOTAL SUPPLIES	195,382	365,723	424,266	299,962	(124,304)	-82%
MAINTENANCE						
MAINT.-BUILDING	500	9,019	10,000	10,000	-	0%
MAINT.-PROPERTY	127,316	69,821	65,000	50,000	(15,000)	-23%
MAINT.-OFFICE MACHINES & EQUIP	86,218	108,765	165,300	-	(165,300)	-100%
MAINT: FURNITURE & FIXTURES	1,441	86,631	75,000	10,000	(65,000)	-87%
MAINT.-MACHINERY & APPARATUS	26,803	1,313	900	-	(900)	-100%
MAINT.-FLEET VEHICLES	48,933	25,267	109,000	100,000	(9,000)	-8%
FUEL FLEET	80,377	77,764	95,000	95,000	-	0%
TOTAL MAINTENANCE	371,588	378,579	520,200	265,000	(255,200)	-49%
INSURANCE						
UNEMPLOYMENT INSURANCE	20,748	3,258	15,000	15,000	-	0%
GENERAL INSURANCE	164,700	158,143	200,000	190,000	(10,000)	-5%
TOTAL INSURANCE	185,448	161,401	215,000	205,000	(10,000)	-5%

TOTAL	2015	2016	2017	2018	Variance	Variance
	Actual	Actual	Budget	Budget	Total	Total
					\$	%
SERVICES						
WELLNESS PROGRAM	18,008	1,744	7,000	5,000	(2,000)	-29%
TELEPHONE - BASIC	117,669	126,726	125,000	144,000	19,000	15%
TELEPHONE - LONG DIST.	64	63	60	-	(60)	-100%
SERVICES	270,544	205,682	321,910	372,800	50,890	16%
TRAINING	110,780	68,627	187,262	136,520	(50,742)	-27%
MEETING EXPENSE IN-TOWN	25,338	22,521	29,050	31,600	2,550	9%
DUES AND MEMBERSHIPS	11,352	11,776	20,980	18,774	(2,206)	-11%
SUBSCRIPTIONS	505	297	580	580	-	0%
SECURITY CREEK LOMR	6,511	51,385	12,932	-	(12,932)	-100%
TOTAL SERVICES	560,770	488,820	704,773	709,274	4,501	1%
COMMON AREA MAINTENANCE						
COMMON AREA MAINTENANCE	357,706	357,706	357,707	357,707	-	0%
TOTAL COMMON AREA MAINTENANCE	357,706	357,706	357,707	357,707	-	0%
DONATIONS						
ECONOMIC VITALITY	35,000	45,000	35,000	35,000	-	0%
EDUCATION/TRAINING PROGRAM	25,928	36,521	42,000	22,000	(20,000)	-48%
ELDERLY RE-ROOF ASSIST. PROGRAM	50,000	50,000	75,000	25,000	(50,000)	-67%
GENERAL DONATIONS	140,018	379,498	210,000	100,000	(110,000)	-52%
GENERAL SPONSORSHIP	23,190	26,645	60,000	30,000	(30,000)	-50%
WORKFORCE DEVELOPMENT PROGRAM	80,000	70,000	80,000	70,000	(10,000)	-13%
NEIGHBORHOOD IMPROVE. PROJECT	10,000	4,600	10,000	10,000	-	0%
LICENSING REWARD PROGRAM	-	-	-	-	-	-
PERMIT FEE DISCOUNT	-	-	-	-	-	-
TOTAL DONATIONS	364,136	612,264	512,000	292,000	(220,000)	-43%
OTHER						
COLORADO STATE TAX	286	222	200	200	-	0%
CITY OF CS SALES TAX	140	198	100	100	-	0%
DEPRECIATION	786,086	797,083	800,000	800,000	-	0%
NET PENSION EXPENSE	316,214	483,893	500,000	-	(500,000)	-100%
TOTAL OTHER	1,102,726	1,281,396	1,300,300	800,300	(500,000)	-38%
COST OF SALES						
CREDIT CARD AND MERCHANT FEES	114,227	123,586	125,000	120,000	(5,000)	-4%
PURCHASES FOR RESALE	70,819	97,694	100,000	100,000	-	0%
REFUNDS	3,700	14,146	2,000	2,000	-	0%
BAD DEBT	609	209	-	-	-	-
TOTAL COST OF SALES	189,355	235,634	227,000	222,000	(5,000)	-2%
CAPITAL OUTLAY						
COMPUTER EQUIPMENT & WARE	7,859	-	-	-	-	-
FURNITURE AND FIXTURES	-	-	30,000	-	(30,000)	-100%
VEHICLE REPLACEMENT/ADDITION	-	597,689	840,000	-	(840,000)	-100%
BUILDING & STRUCTURE	-	(597,689)	51,000	-	(51,000)	-100%
TOTAL CAPITAL OUTLAY	7,859	-	921,000	-	(921,000)	-100%
TOTAL EXPENDITURES	12,518,437	13,078,983	15,881,429	14,523,000	(1,358,429)	-9%

Staffing

Since 2015, staffing has increased by 12 people. The increase has largely been for inspectors. The increase in building permits has created the need for additional staff. The Building Department continually reviews the staffing to make sure the workload matches the needed number of employees. After reviewing the current permits as well as projected construction, it has been determined that an additional five (5) staff members will need to be hired in the later part of 2017. The 2018 staffing is projected to be flat to the fully staffed 2017.

Staffing Summary (Full Time Equivalent)	Proposed	Approved	Current	Actual	Actual
	2018	2017	2017	2016	2015
Building Official	1	1	1	1	1
Legal	1	1	1	1	1
Communications Coord.	1	1	1	1	1
Secretary	1	1	1	1	1
Day Porter	1	1	1	1	1
Fleet Manager	0.5	0.5	0.5	0.5	0.5
Finance Director	1	1	1	1	1
Accountant	3	3	3	3	3
Deputy Building Official	4	4	4	4	4
Inspectors	61	61	57	52	46
Plan Review	10	10	9	8	8
Receptionist	1	1	1	1	1
FloodPlain Administrator	1	1	1	1	1
Enumeration/Fp Plan Examiner	2	2	2	2	3
Supervisor	1	1	1	1	1
Technician	10	10	10	9	8
Director	1	1	1	1	1
It Analyst	4	4	4	3	4
Human Resource Analyst	1	1	1	1	2
Total	105.5	105.5	100.5	92.5	88.5