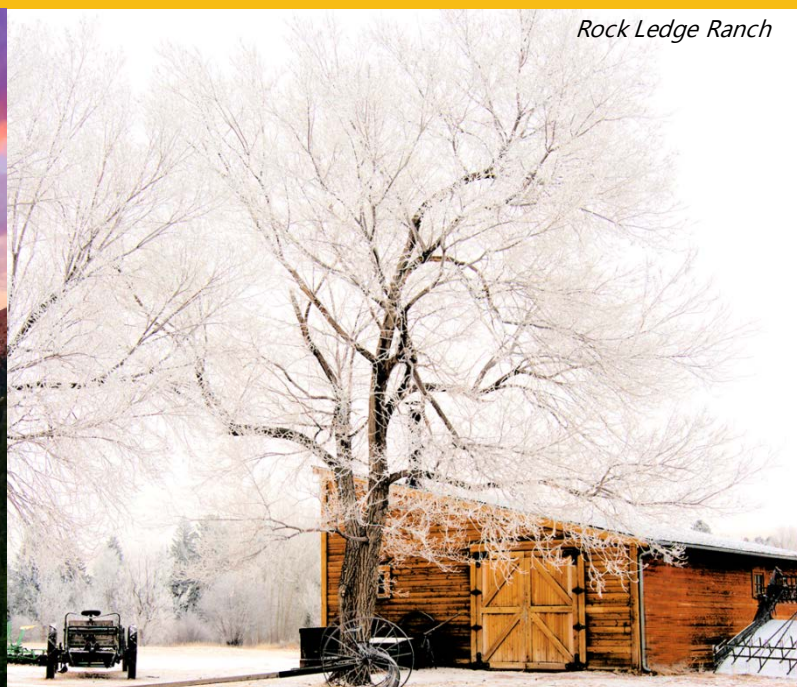
2016 City of Colorado Springs Annual Budget October 5, 2015

Garden of the Gods

Evergreen Cemetery

Garden of the Gods

South Slope of Pikes Peak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City Leadership

Mayor's Office

Mayor	John Suthers
Chief of Staff/Chief Administrative Officer	Jeff Greene
Deputy Chief of Staff	Bret Waters

John Suthers
Mayor

Department Heads

Aviation Director	Dan Gallagher
Chief Communications Officer	Jamie Fabos
Chief Financial Officer	Kara Skinner
Chief Information Officer	Carl Nehls
City Attorney	Wynetta Massey
City Clerk	Sarah Johnson
Human Resources Director	Mike Sullivan
Office of Emergency Management Director	Bret Waters
Parks, Recreation and Cultural Services Director	Karen Palus
Planning and Development Director	Peter Wysocki
Public Works Director	Travis Easton
Fire Chief	Christopher Riley
Police Chief	Peter Carey
Presiding Municipal Court Judge/ Court Administrator	HayDen W. Kane II

City Council

Colorado Springs City Council

Front Row (from left to right):

Council Member Bill Murray, At-Large
Council Member Helen Collins, District 4
Council Member Andy Pico, District 6
Council President Merv Bennett, At-Large

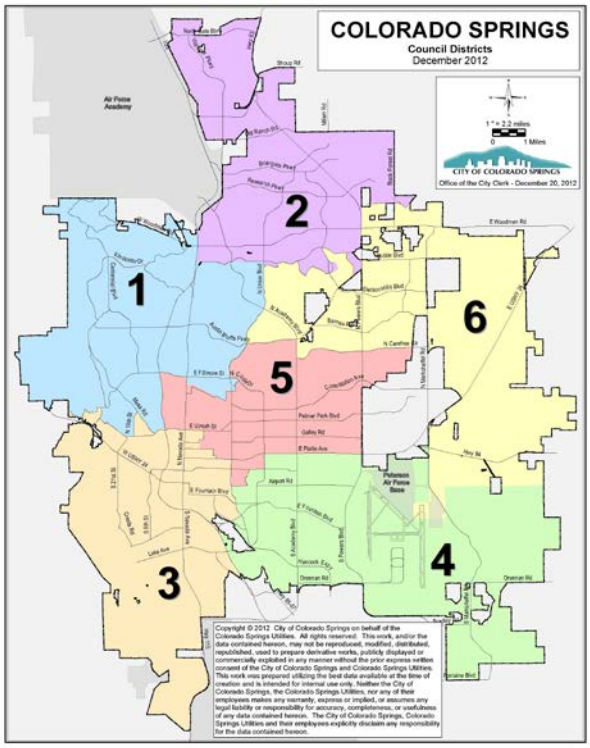
Back Row (from left to right):

Council Member Larry Bagley, District 2
Council Member, Tom Strand At-Large
Council President Pro-Tem Jill Gaebler, District 5
Council Member Keith King, District 3
Council Member Don Knight, District 1

City Council's Direct Report

City Auditor	Denny Nester
Utilities Chief Executive Officer	Jerry Forte

Council District Map



CITY OF COLORADO SPRINGS

JOHN W. SUTHERS

MAYOR

To the Honorable President Bennett, President Pro-tem Gaebler and City Councilors:

I am pleased to transmit to you the 2016 Annual Budget for the City of Colorado Springs, my first annual budget as the City's 41st Mayor. In my campaign for Mayor, I identified three priorities that I would pursue if elected and those priorities are reflected in this 2016 Budget.

First, it is my priority to **improve the political climate** in the city. Since I was sworn into office, I have worked to restore a collaborative relationship between the Mayor and the City Council and between Colorado Springs and other governmental entities in the Pikes Peak region. This budget is a product of a more collaborative relationship – my staff and I briefed the City Council on the 2016 Budget Outlook, presented preliminary funding decisions to and sought input from the City Council Budget Committee and aligned the budget with both the City Council's and the Mayor's Strategic Plans.

Second, it is my priority to begin to **invest in the city's critical public infrastructure**, particularly roads and storm water systems. Infrastructure investment is not only necessary for public health, safety and welfare but also for our future economic development.

Unfortunately, today, on a per-capita inflation-adjusted basis, the city's General Fund is less than it was in the year 2000. In 2000 we spent $422 per resident. Today we spend $336 per resident. This reflects good stewardship of taxpayer dollars, but maintenance of and investment in the City's streets and roads is one essential City service that suffered disproportionately. When revenues plunged during the Great Recession, it was easier for the City to stop maintaining roads and storm water systems, than it was to lay-off police officers and firefighters. To make matters worse, over this period of time the cost of public works projects, including road construction and maintenance, far outstripped inflation. As a result, the state of our roads and storm water infrastructure is poor. Over 60% of our roads are beyond the normal ten-year resurfacing cycle and

are in a state of rapid deterioration: 53% of our roads need an overlay, and 8% of our roads need to be reconstructed. A recent national study indicates that Colorado Springs has the 26th worst roads in America and that the average driver in Colorado Springs pays $723 per year because of the poor condition of the roads, far above the national average.

The City Council and I have heard our citizens loud and clear. In every poll or survey we conducted, and every town hall we attended, the citizens told us they want to fix the roads. In response, I recommended and the City Council agreed to refer an issue to the November 3rd ballot asking Colorado Springs voters to approve a temporary 0.62% sales tax increase for five years. That tax increase would raise approximately $50 million per year or $250 million over five years and would be used only for road maintenance and repair and no new City employees would be hired. While we would likely need to spend that amount for 10 years to get our roads to where they need to be, the five year sunset will allow the voters to assess our progress and decide whether to extend the tax.

With the referral of the sales tax ballot issue, we committed to maintain General Fund spending on street and road maintenance at the average of the annual spending from 2012-2014. This 2016 Budget honors that commitment. In addition, for 2016 the City will continue to spend its PPRTA maintenance funding allocation on PPRTA approved street and road maintenance, repair and operations and will continue to spend other designated transportation funding (HUTF, Road & Bridge mill levy) in accordance with State statutes.

This 2016 Budget also includes a funding plan, developed in conjunction with City Council, to address the City's storm water infrastructure. Understanding that plan requires some historical background. As recently as the late 1960s, our neighbor to the south, Pueblo, was larger than Colorado Springs. Since then Colorado Springs has grown to be about four times the size of Pueblo and that means considerably more impervious surfaces contributing to storm water flow into Fountain Creek, with impacts on Pueblo. Mindful of this reality and in response to specific flooding incidents, in 2005/2006 the Colorado Springs Mayor and City Council set up a Stormwater Enterprise. Each property owner was assessed a fee based on their impervious surface and approximately $15 million per year was raised to be applied to storm water mitigation projects. However, in 2009 the voters of Colorado Springs expressed their displeasure with the stormwater fee and in 2010 the City Council voted 5 to 4 to defund the Stormwater Enterprise.

While Pikes Peak area voters declined to pass a storm water proposal in November 2014, this is a complex problem that is not going away and needs to be addressed. I

emphasize that this is a public safety issue for the citizens of Colorado Springs as well as those of Pueblo. The Council and I propose to essentially reconstruct the Stormwater Enterprise fund and commit to funding $19 million per year over 10 years on storm water maintenance activities and projects ($16 million from the City and $3 million from Colorado Springs Utilities). This 2016 Budget includes the City's $16 million commitment. Again I applaud the City Council for helping to find a solution.

Finally, I promised to **aggressively promote new job creation**. While the City will maintain a small Office of Economic Development to ensure the City is focused on improving business climate and to assist business owners with negotiating City land use, permitting and licensing requirements, this budget includes funding for the Regional Business Alliance (RBA) – the community partner primarily responsible for business recruitment and retention and the Small Business Development Center (SBDC) – an important community partner that assists with small business development and growth.

I am optimistic about the prospects of major local employers expanding in the near future and our capability to attract new companies to the region. Based on conversations with large national companies with a presence in Colorado Springs, I am confident we will report on several significant expansions in the next year or two. To reward and encourage business expansion and relocation, I am committed to implementing a Business Personal Property Tax (BPPT) Tax Credit program – making the City's business tax environment more competitive and equitable across industries. This 2016 Budget incorporates the first phase of a two-year phase-in of a BPPT Tax Credit – equal to one-half the amount due for 2016.

This 2016 Budget also reflects the ongoing strategic plan to improve the business climate at the Colorado Springs Airport (COS). Beginning in 2013, the Airport implemented a number of strategic initiatives which has since reduced operating costs, significantly lowered Airport debt, while increasing non-airline revenues. These efforts have resulted in the reduction of Airline rates and charges at COS by nearly 50% since 2013. Along with its new marketing and air service incentive programs, the Airport is now better positioned to attract new and expanded commercial air service. A significant component of the Airport's strategic plan was the creation of the Airport's Commercial Aeronautical Zone (CAZ) – which has been hugely successful in a very short period of time – seeing the expansion of existing Airport tenants while attracting new companies and new high-paying jobs to Colorado Springs such as Sierra Nevada and Sierra Completions.

While improving the political climate, investing in the City's critical public infrastructure and aggressively promote new job creation were my initial priorities when I took office, other important strategic and operational goals are reflected in the following funding decisions included in this 2016 Budget:

- $814,000 increased funding from the City's General Fund to Mountain Metro Transit – increasing funding from $4.3 million to $5.1 million, to bring the City closer to the $5.7 million maintenance of effort commitment made in 2004 when the PPRTA was created.
- $400,000 from the General Fund for architectural and engineering plans for a new Sand Creek Police Substation to replace the current station which will allow the Colorado Springs Police Department (CSPD) to more effectively provide essential public safety services to the southeast part of the City.
- $840,000 in funding through General Fund and grant funds to implement a Body Worn Camera Program at the CSPD, which will improve transparency and accountability in contacts between CSPD and the public.
- $250,000 from the General Fund, each year for two years, to fund the first Comprehensive Plan for the city in 15 years – a plan that will be relevant to today's economic markets, and land use planning principles which will reflect the City's vision to become a more progressive, mixed-use, revitalized and multi-modal community.

The 2016 Budget also includes funding for unavoidable increases for healthcare costs, workers' compensation costs, and contract costs. The 2016 General Fund Budget is $268.1 million, $9.4 million or 3.6% more than the 2015 Budget. The increase is largely possible due to a projected increase in sales and use tax revenue of $9.5 million or 6.4% over the 2015 Budget (and $4.4 million or 2.9% over the current 2015 end-of-year estimate). The 2016 General Fund Budget also includes a $1.35 million one-time draw from fund balance. This one-time budgeted draw is to fund one-time transfers of fund balance to two internal service funds that currently have negative fund balances and to bridge the funding gap for the additional storm water projects. For 2017, this funding gap will be closed as the final debt service payment of $2.8 million on the Springs Community Improvement Program (SCIP) bonds will be made in 2016. While this draw is necessary to balance the budget and fund our highest priorities, many of which are time-sensitive, it is my goal to rebuild the General Fund unrestricted fund balance systematically and as quickly as possible. The Government Finance Officers Association (GFOA) specifically recommended that the City of Colorado Springs have an unrestricted fund balance target of 25% of the following year's expenditure budget. I

have set a realistic goal of restoring the fund balance to 20%. This would position the City to better withstand the next recession without having to cut core services. Fortunately, during 2015, we expect to increase the fund balance as revenue is currently projected to exceed budget and departments are working hard to realize expenditure savings. If the current forecast is realized, we expect the unrestricted fund balance could be between 16% and 17%.

In light of our need to fund storm water there were a number of other important needs, both one-time and on-going, that we could not fund and had to defer including employee wage increases, staffing requests (many to maintain current services levels and/or to mitigate risks) and other important capital projects. I recognize those needs and will work to address them in future budgets.

The 2016 Budget document that follows provides citizens an overview of the City's resources and costs of providing core municipal services. The document also provides very specific line-item expenditure details so citizens can see the City's specific spending plans. We acknowledge that we are accountable to the citizens and will provide the highest level of financial transparency. I would like to specifically thank all City department directors, their staff and the Budget Office – a great City team that worked collaboratively to develop the 2016 Budget and produce the 2016 Budget document before you.

It is my honor to be the Mayor of this great City and I look forward to the coming year where we will work together toward our enduring challenge - to create a society that matches our scenery. Let us embrace the challenge.

Very Respectfully,

John Suthers

John W. Suthers
Mayor

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City of Colorado Springs Budget Development

2016-2020 Strategic Plan Goals

The City's Strategic Plan guides the annual budget process.

The City's Strategic Plan was updated in summer of 2016 and reflects significant input from the community.

Thank you to the over 2,700 citizens who took our budget priorities survey this summer.

You helped us develop our 2016 Budget and 2016-2020 Strategic Plan!

2016 Budget Highlights:

INVEST IN OUR INFRASTRUCTURE & ASSETS:

- ✓ Increasing Capital Improvement Projects by $7M to fund critical streets, stormwater, and bridge repairs
- ✓ Dedicating $16M to stormwater
- ✓ Increasing transit funding by $815,000

IMPROVE SAFETY

- ✓ CSFD's 4th Battalion & Additional Fire Code Inspector
- ✓ Police Body Worn Camera Program

MAINTAIN OUR PARKS

- ✓ Garden of the God's safety, education programs, & scientific study
- ✓ Increasing parks watering
- ✓ Spraying for invasive moths in our parks

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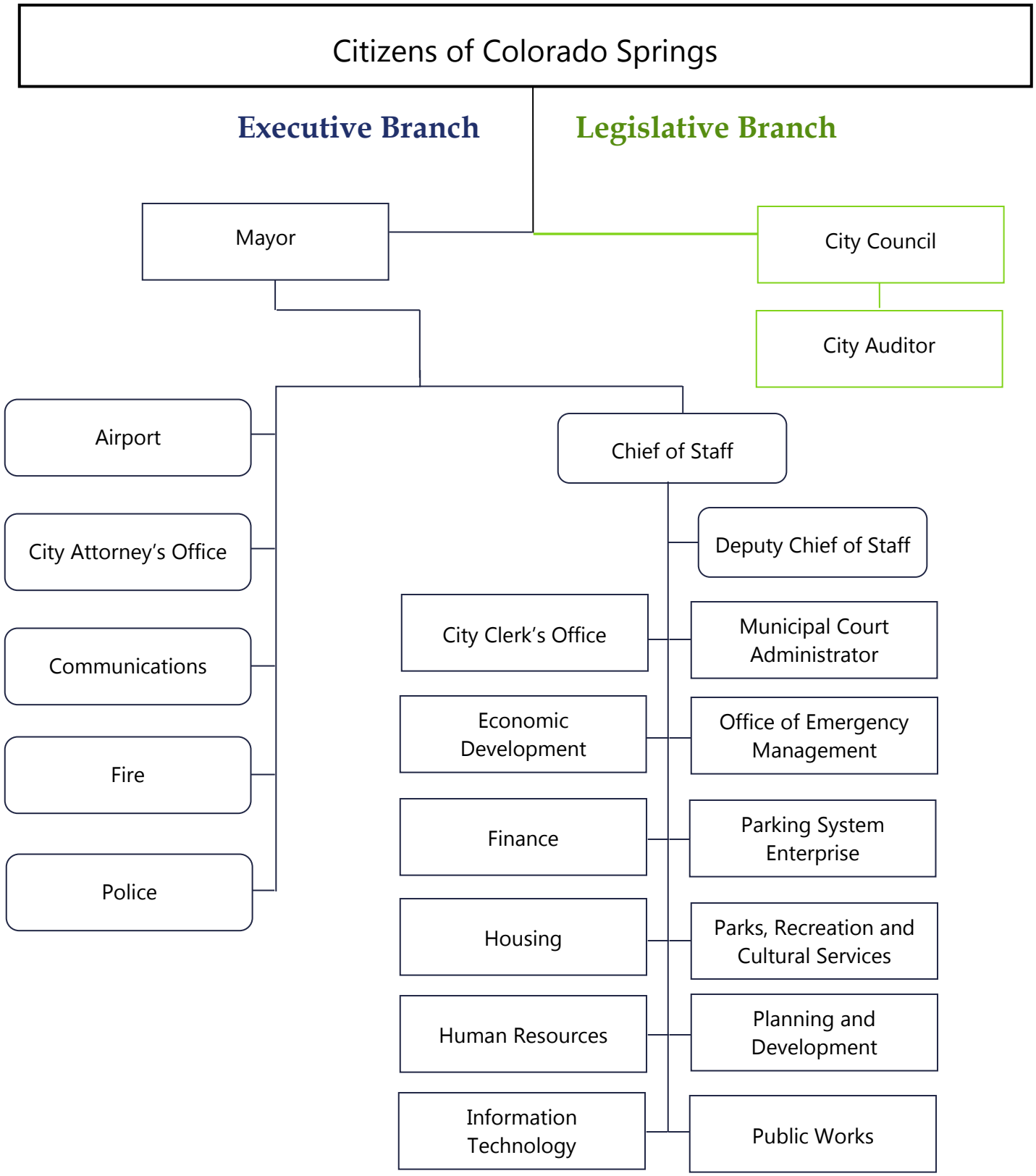
City Organizational Chart



As of August 31, 2015

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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: 457,715 (2016 est.)

College Population[1]: 39,172 (2014)

Median Age[2]: 34.9

Median Household Income[1]: $53,962 (2013)

Unemployment Rate[3]: 4.9% (July 2015)

Ethnicity[2]:
- White (80.1%)
- Hispanic American/Latino (16.6%)
- Black/African American (6.2%)
- American Indian/Alaska Native (0.7%)
- Asian (2.8%)
- Native Hawaiian/Pacific Islander (0.3%)
- Other (4.8%)
- Two or more races (5.1%)

Average # of Days of Sunshine[1]: 300

Average Annual Precipitation[4]: 16.2 inches

Serious Crimes per Thousand Population:
43.4 per 1,000 (Year 2014) compared to 2014 national average of 47 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: 195 (2015)

Street Lane Miles: 5,661 (2015)

Parkland Acres[5]: 17,266 (2015)

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 (2015 mill rate levied for taxes payable in 2016)

Median Sales Price of Existing Home[6]:
$243,000 (Aug 2015)

Property Taxes Paid on a $243,000 House in School District 11:
$1,164 total, City share is $83 (for taxes payable in 2015)

Key Industries[1]:
- Aerospace/Defense/Homeland Security
- Customer Support/Financial Services/Back Office
- Data Storage, Software IT
- Healthcare
- Higher Education
- Local Business
- 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

Sources:
1 Colorado Springs Regional Business Alliance Just the Facts (www.coloradospringsbusinessalliance.com) Quick Facts
2 American FactFinder (2010). 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 Climate-Zone.com/climate/united-states/Colorado/colorado-springs/
5 This includes the combined number of parks, open spaces, trails, cemeteries, golf courses, SIMDs, ROWs, and median acreage the City owns and/or manages
6 Pikes Peak Association of REALTORS (www.ppar.com/statisticssummary)

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.

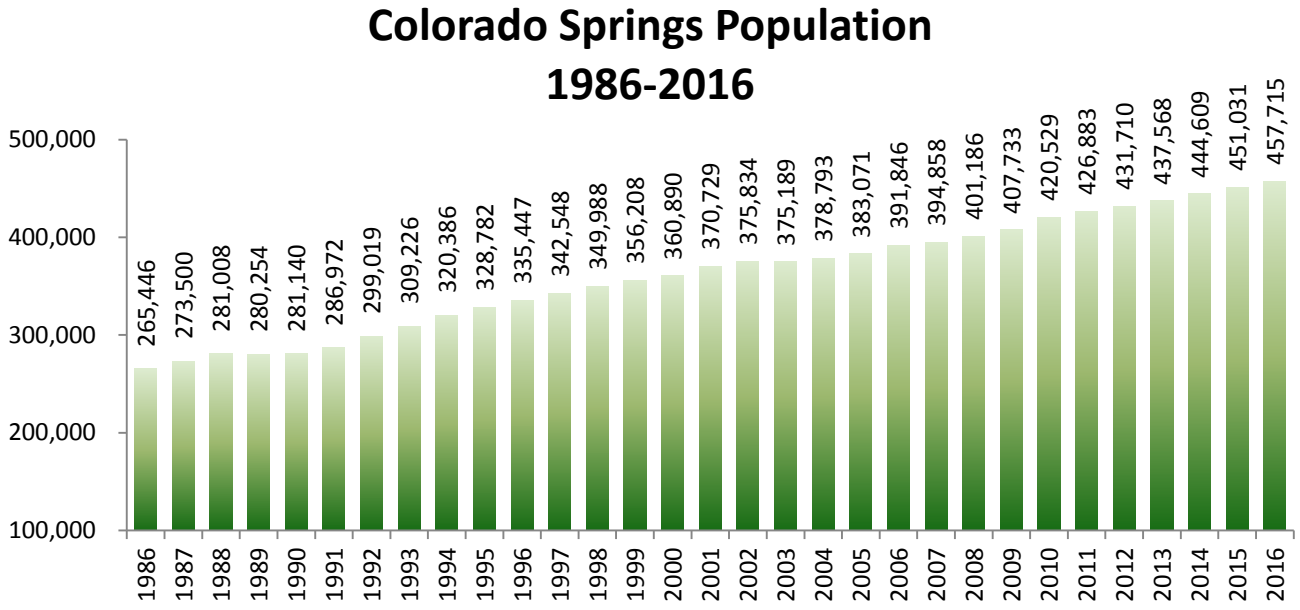
Beginning in the late 1800s, Colorado Springs became a natural health destination for tuberculosis patients because of the nearly 300 days of sunshine a year, natural mineral springs, and dry mountain air.

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 2016 estimated population of 457,715, 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 72.43% from 1986 to the estimated 2016 population.



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
- Security Service Federal Credit Union
- The Broadmoor Hotel
- United Services Automobile Association (USAA)
- Verizon Business
- Atmel Corporation
- Northrop Grumman Corporation
- Compassion International
- Hewlett Packard

Source: Colorado Springs Regional Business Alliance (August 2015)

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	14,004
2. University of Colorado at Colorado Springs	11,132
3. United States Air Force Academy	3,952
4. Colorado College	2,182
5. Colorado Technical University	1,524
6. University of Phoenix	727
7. Intellitec College	569
8. Everest College	500
9. National American University	482
10. Everest College	470

Source: Colorado Springs Regional Business Alliance (August 2015)

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

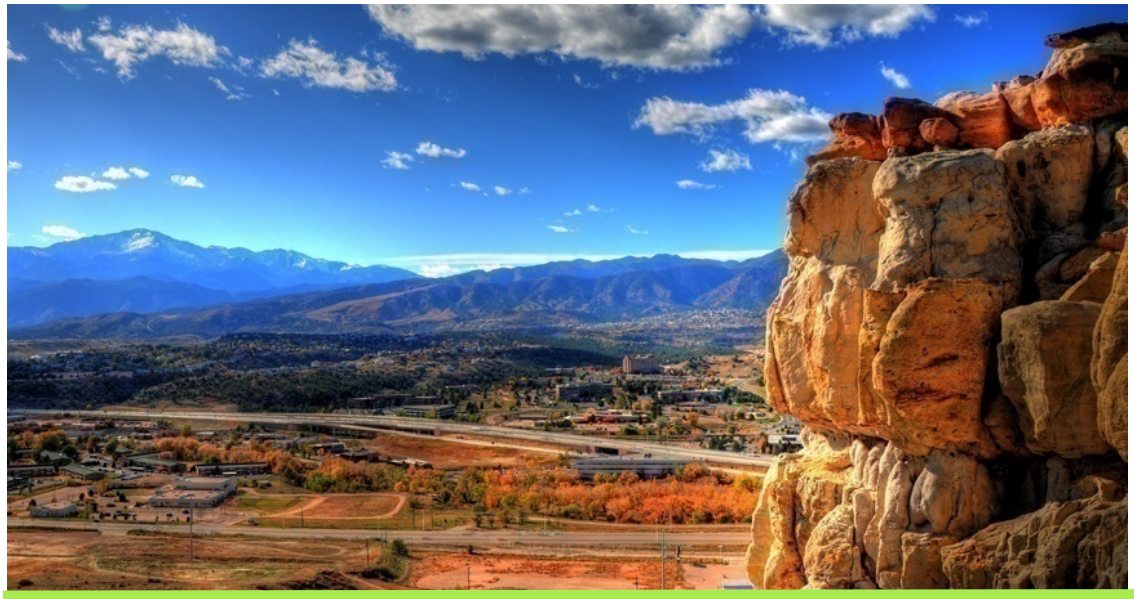
January 1, 2015

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, 2015. 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.

City of Colorado Springs



2016-2020 Strategic Plan

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INTRODUCTION FROM THE MAYOR

Like any organization with a mission, the City of Colorado Springs must have a strategic vision to ensure that our programs, services, and initiatives are leading us toward a better future.

With our guiding goals of Promoting Job Creation, Investing in Infrastructure, Building Community and Collaborative Relationships, and Excelling in City Services, we can get Colorado Springs moving forward and provide quality streets, bridges, stormwater and parks that make Colorado Springs the gem of the Rockies.

The City will continue to foster an environment that creates new jobs and partner with community organizations and regional partners to accomplish more together. We are committed to improving the maintenance of our infrastructure, and we continuously seek innovative solutions to address our greatest challenges.

This plan sets forth our City's priorities and commitments from 2016 through 2020. The City's Strategic Plan was developed with significant input from the broader community; the implementation of our plan must also be driven by collaboration and partnership with our community.

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

We look forward to working together as a community to create a society that matches our scenery.

Sincerely,

John W. Suthers
Mayor

MISSION

Upholding the vision our City's founding fathers developed and the values of our Western heritage, Colorado Springs will be a city where people love to live, work and vacation.

VISION

We will serve the people of Colorado Springs with City services effectively, efficiently and courteously with the wise use and management of our resources.

CORE VALUES

The City of Colorado Springs will exhibit the values of integrity, accountability, transparency, leadership, innovation and persistent community engagement.

Our City: Yesterday & Today

Colorado Springs

FOUNDED

Colorado Springs is founded by General William Jackson Palmer as a resort destination for tourists visiting the American West, almost at the foot of Pikes Peak, and close to the Garden of the Gods, Cave of the Winds, and Seven Falls.

1871

Population: 29,078

POPULATION BURST

By 1890, the number of residents living in Colorado Springs surged to **11,140**, reflecting a climb of **164%** since the City's founding.

WELCOMING THE MILITARY

In the 1940s, the U.S. Army opened Camp Carson, marking the beginning of what is now a strong military presence in this region. In 1954, the Air Force broke ground for the United States Air Force Academy to continue this military tradition. Today's Colorado Springs history is capped with a military flair.

1900

Population: 29,078

TURN OF THE 19TH CENTURY

By the turn of the century Colorado Springs is the wealthiest city per capita in the United States.

1940

Population: 33,237

In 1923, Colorado Springs City Auditorium opens and electric traffic lights are installed in downtown intersections.

1970

Population: 135,060

NEW HIGHWAY BRINGS NEW OPPORTUNITIES

Interstate 25 opens along Downtown's western boundary in 1960.

2000

Population: 360,890

TODAY

Today's Population: 445,830

ECONOMY

Today, the economy of Colorado Springs is based primarily on the military installations, the aerospace and electronics industries, as well as tourism.

Our Future

While this strategic plan focuses on the next five years (2016-2020), it is important to recognize and embrace trends that we will face as a City in the next twenty years. These following trends will significantly impact the way local governments, including the City of Colorado Springs operate. The City anticipates the following changes to the present model of local government in the next twenty years:

Distributed/Shared Governance

Contracting, privatization and regionalization have enabled governments to improve efficiency. As citizen engagement and community connectedness grows through technology and urbanization, governments transition from service providers to solution enablers. Innovators, community leaders, and technology-equipped citizens serve themselves and develop solutions to complicated problems together through open data and participatory service delivery. Success in service delivery and solving problems are driven by data, driving outcome-oriented services and programs based on community priorities.

Dynamic Pricing & Crowdsourcing

Implementing technology in conjunction with the economics of supply and demand allows governments to move from static pricing to dynamic pricing that responds to true, clear costs of service, and that incentivizes prosocial behavior while discouraging waste, fraud, and abuse. Real-time information driven by sensors allows transportation users to choose between routes based on traffic and costs. Mobile pay systems allow citizens to pay for services and programs that they need and want, receiving those services when and how they want them. In conjunction with dynamic pricing, crowdsourcing enables citizens to decide as a community to invest in the efforts they value. Additionally, crowdsourcing allows citizens the ability to provide immediate and specific direction into government programs and services.

Peer-to-Peer, Community-Driven Cities

Collaborative consumption, solving problems and building neighborhoods as a community of citizens, rather than a group of stakeholders living day-to-day in different silos enables cities to use their infrastructure, services, and programs in a more efficient, effective, and citizen-responsive way. Talent sharing across all sectors, rather than hosting employees within individual organizations, allows for more collaboration and wiser use of human capital.

PLATFORM GOALS

1: Promoting Job Creation

Create an environment that promotes job creation and stimulates strong, diverse, and sustainable economic development and opportunity for all of our citizens

1A: Nurture local businesses and promote alignment of educational institutions, the local workforce and job opportunities.

1B: Encourage the development of a defined and well-promoted City image.

1C: Make it easy to do business with the City.

2: Investing in Infrastructure

Maintain and preserve the City's vital infrastructure and assets

2A: Lead the identification and funding plan for addressing infrastructure needs.

2B: Analyze special funds and restructure revenue to address infrastructure needs.

2C: Incorporate improvements to accessibility and connectivity, while addressing needed infrastructure repairs.

4: Excelling In City Services

Ensure a fiscally sustainable and resilient City that delivers consistent quality services and continuously seeks to improve service delivery

4A: Support continuous improvement.

4B: Leverage technology to improve service delivery.

3: Building Community & Collaborative Relationships

Celebrate and connect community through ongoing dialogue with our citizens and local, regional, and state leaders to reach mutual goals, and by encouraging private sector and non-profit initiatives that improve the well-being of everyone

3A: Improve transportation and housing accessibility, safety and responsiveness by cultivating collaborative relationships with the community.

3B: Expand and encourage citizen engagement.

Promoting Job Creation

Create an environment which promotes job creation and stimulates strong, diverse, and sustainable economic development and opportunity for all of our citizens

1 PROMOTING JOB CREATION

Create an environment that promotes job creation and stimulates strong, diverse, and sustainable economic development and opportunity for all of our citizens

PERSPECTIVE FROM 2020

Unemployment declined in recent years in Colorado Springs. Employers' labor needs align with our local workforce and educational opportunities. Employers and young professionals move to Colorado Springs, local graduates stay, and businesses are expanding because of our reputation, quality of life and ease of doing business with the City. The City's neighborhoods are vibrant, as a result of greater infill and urban development, and our downtown is thriving as a place to work, play, live and shop.

STRATEGIC OBJECTIVES

- **1A** Nurture local businesses and promote alignment of educational institutions, the local workforce and job
- **1B** Encourage the development of a defined and well-promoted City image.
- **1C** Make it easy to do business with the City.

CITY ROLES

To help realize these objectives, the City of Colorado Springs will:

- Support the community's economic development goals through partnering with existing and future businesses and economic development partners to identify and remove barriers to business growth and development.
- Update the City Code, expand access to information, and streamline processes to improve doing business in the City.
- Address public safety issues that affect our quality of life, image and business climate.
- Support community initiatives to define and develop the community's brand.
- Partner closely with organizations that are driving catalytic projects downtown.
- Improve our image by addressing blight, improving medians and rights-of-ways, and encouraging development of EOZs (Economic Opportunity Zones).
- Implement priorities of the Infill & Revitalization Steering Committee.
- Support funding of City-owned and/or City-sponsored key tourism sites and events.
- Improve City policies for hiring and buying locally, including the hiring of veterans.
- Implement available economic development tools wisely to incentivize development in target areas.

COMMUNITY INITIATIVES

1A: Nurture local businesses and promote alignment of educational institutions, the local workforce and job opportunities.

- Nurture diversified business growth within the community, working with the RBA (Regional Business Alliance) and other community organizations to identify and remove barriers to business growth and development.
- Promote the strengthening of skills and employment opportunities of Colorado Springs residents, through partnering with locally-connected businesses, entrepreneurs and local educational institutions to create an environment that fosters the recruitment and retention of young talent across the Pikes Peak Region.
- Define and prefer "local" purchasing and hiring in order to provide advantages to potential vendors for City products or services, and for preference when selecting job applicants.
- Actively engage veterans and veterans-support organizations to increase veteran hiring within the City.
- Nurture our local government-military installation relationships and support Council's and others engagement efforts that encourage and expand the military presence in the Pikes Peak region.
- Encourage and incentivize development near CC (Colorado College), PPCC (Pikes Peak Community College), and UCCS (University of Colorado Colorado Springs) to improve the attractiveness of the City to students.
- Identify catalytic downtown projects developed by other organizations and partner closely with those organizations leading those initiatives (for example, a public market).
- Promote RBA and El Pomar initiatives on celebrating and connecting students to local job opportunities.
- Support mentorship of young entrepreneurs, professionals and leaders.
- Partner with El Paso County to communicate and promote Enterprise Zones.

1B: Encourage the development of a defined and well-promoted City image.

- Address public safety issues that impact our image and attractiveness to new businesses and residents
- Work with community organizations to better define and promote our community brand as a great place to live, work and play, to improve our marketing nationwide and ultimately improve our brand and identity.
- Support the tourism industry through funding projects at City-owned and/or City-sponsored tourism sites and events and supporting the Council's objective to identify tourism promotion and funding strategies that support regional efforts to expand tourism in the Pikes Peak Region.
- Expand the City's partnership with the Sister Cities organization.
- Improve the City's overall first impression and appearance by reducing blight and addressing aging, underutilized buildings.
- Facilitate increased private sector investment in EOZs through improving infrastructure, updating planning efforts, and changing related City policies.
- Increase the City's recognition for our healthy lifestyle, including increasing the City's League of American Cyclists rating to gold and increasing the HEAL (City's Healthy Eating Active Living) rating.
- Support community initiatives that improve livability and walkability of neighborhoods.
- Implement the recommendations of the Streetscapes Solutions Team to improve the maintenance and care of medians and rights-of-ways where appropriate; consider developing new programs that support the upkeep of existing medians, and consider implementation of xeriscaping where appropriate to minimize costs.

1C: Make it easy to do business with the City.

- Review business-related City Code, expedite development-related processes, and eliminate barriers to doing business in the City.
- Develop a community-based "So you're thinking about doing business in Colorado Springs" toolkit.
- Expand the Colorado Springs Airport's commercial aviation zone, offering tax breaks to aviation-related businesses.
- Engage City Council, City Planning Commission, and neighborhood groups on key land development issues, including implementing priorities of the Infill & Revitalization Steering Committee and educating the public on the benefits of infill.
- Unify the online interaction for permits and applications to improve the ease of doing business with the City and to easily track progress of applications.
- Improve the citizen's experience with the City by improving the interconnectedness and data sharing between City departments and coordinating with outside agencies to coordinate information sharing.
- Analyze the tax structure (including the Business Personal Property Tax) to incentivize economic development.

PARTNERS

- Citizens
- El Paso County
- Regional Business Alliance
- Downtown Partnership
- Higher education institutions
- COPPeR and other arts & culture organizations
- Entrepreneurial resources
- Pikes Peak Workforce Center
- Sports and health organizations
- School districts
- Job-focused federal agencies
- Local businesses
- Military installations
- Bicycle & healthy living advocates and groups
- Garden of the Gods Foundation
- Colorado Springs Utilities
- Colorado Springs Convention & Visitor's Bureau
- Development community
- Sister Cities Organization
- Media
- Civic-minded professional associations
- United States Olympic Committee ("USOC")

Investing in Infrastructure

Maintain and preserve the City's vital infrastructure and assets

2 INVESTING IN INFRASTRUCTURE

Maintain and preserve the City's vital infrastructure and assets

PERSPECTIVE FROM 2020

The quality of our City's infrastructure is constantly improving, through implementation of a long-term, community-supported approach. The City aligns infrastructure projects with those of Colorado Springs Utilities and other regional partners. Connectivity, accessibility and quality of our infrastructure is improving, as the City leverages technology and industry-leading design tactics. Our citizens are well-informed and support our approach to addressing infrastructure. Funding for infrastructure reflects thorough analysis of revenue structures and the exploration of alternative funding mechanisms.

STRATEGIC OBJECTIVES

2A Lead the identification and funding plan for addressing infrastructure needs.

2B Analyze special funds and restructure revenue to address infrastructure needs.

2C Incorporate improvements to accessibility and connectivity, while addressing needed infrastructure repairs.

CITY ROLES

To help realize these objectives, the City of Colorado Springs will:

- Work with Council, citizens and other stakeholders to identify and begin implementing an intermediate and long-term approach to addressing infrastructure needs across the City.
- Develop and implement a 10-year infrastructure plan that aligns departments' infrastructure plans, and aligns with Colorado Springs Utilities infrastructure plans.
- Engage citizens and provide education regarding infrastructure needs and solutions.
- Enhance the City's IT infrastructure to support the City's robust operations.
- Analyze existing revenue structures, and explore alternative funding mechanisms to support infrastructure funding.
- Enhance accessibility and connectivity of the City's trails, sidewalks, and facilities.
- Leverage technology and innovative, multi-use infrastructure to improve the efficiency and effectiveness of infrastructure improvements.
- Update the City's Comprehensive Plan, and develop a 10-year facilities master plan.
- Improve the environmental sustainability of the City's infrastructure.

COMMUNITY INITIATIVES

2A: Lead the identification and funding plan for addressing infrastructure needs.

- Aggressively address aging infrastructure (roads and bridges, parks, stormwater and public safety), in a unified, long-term approach driven by the City (Administration and Council) in partnership with local businesses, non-profit organizations, and our citizens to implement realistic, preemptive and effective infrastructure solutions.
- Develop a 10-year infrastructure plan which integrates specific goals for infrastructure throughout the City (specifying projects, partners, and outcomes) and coordinates infrastructure improvements across City departments/functions (parks, stormwater, streets) and with CSU.
- In partnership with El Paso County and, implement a strategy for effectively providing education and engaging citizens on infrastructure needs through existing communication tools of these other agencies.
- Improve City IT infrastructure to support City services, provide adequate security of data and information, and identify and address maintenance needs for the City's communications systems.
- Update the City's Comprehensive Plan to better define economic growth and development objectives.
- Develop a 10-year facilities master plan to prioritize and fund City facilities maintenance needs.
- Improve environmental sustainability of City infrastructure and assets.
- Commit to developing a sustainable and resilient stormwater system which maximizes the utilization of existing infrastructure, while implementing policies and procedures that facilitate preventive maintenance of systems.
- Collaborate more closely with CDOT (Colorado Department of Transportation) on projects in Colorado Springs to improve aesthetics along major corridors and incorporate sustainability projects.
- Identify and address needs for additional tools and technology across City departments which facilitate effective infrastructure improvement and development initiatives (communication and data tools, etc.).
- Work with military installations to identify and take advantage of land use opportunities that serve mutual benefits to regional growth and vitality.

2B: Analyze special funds and restructure revenue to address infrastructure needs.

- Update the park and school fee ordinance related to new development to improve the ability for the City to use development-related park fees on park infrastructure needs.
- Collaborate with Federal partners/agencies to identify projects that maximize the effective use of local funds and potential Federal funds obtained through Federal grant programs.
- Diversify the City's revenue streams to improve the City's resiliency to changes in economic conditions, and improve the City's ability to continue funding infrastructure improvements annually.
- Increase the use of cost sharing programs to fund improvements to sidewalks, curbs and gutters throughout community neighborhoods.
- Partner with stakeholders to continue development in EOZs.
- Collaborate with the Infill and Revitalization Steering Committee to support and incentivize infill and manage growth/sprawl by restructuring development fees and agreements.
- Improve the City and CSU's alignment on development review-related policies, fees, and regulations and coordination of infrastructure repair/upgrades.

2C: Incorporate improvements to accessibility and connectivity, while addressing needed infrastructure repairs.

- Work with stakeholders to support the PPACG's long-term multi-modal transportation plan.
- Continue to invest in leading edge, innovative, multi-use infrastructure which incorporates smart growth solutions to maximize efficiency and improve the attractiveness of our infrastructure (i.e. greenway development that solves stormwater issues, using recycled material for road repairs).
- Improve accessibility of City facilities, parks, and sidewalks across the City.

PARTNERS

- Citizens
- El Paso County
- Infill & Revitalization Steering Committee
- Colorado Springs Utilities
- Pikes Peak Area Council of Governments
- Pikes Peak Rural Transportation Authority
- Federal Agencies
- Local businesses
- Regional Business Alliance
- Downtown Partnership
- Non-profit organizations
- School Districts
- Sustainability-focused organizations
- Higher education institutions
- Special districts
- Media
- State government agencies
- Development community
- Bicycling community
- Military installations
- Civic-minded professional associations
- Council of Neighbors and Organizations

Building Community & Collaborative Relationships

Celebrate and connect community through ongoing dialogue with our citizens and local, regional, and state leaders to reach mutual goals, and by encouraging private sector and non-profit initiatives that improve the well-being of everyone

3 Building Community & Collaborative Relationships

Celebrate and connect community through ongoing dialogue with our citizens and local, regional, and state leaders to reach mutual goals, and by encouraging private sector and non-profit initiatives that improve the well-being of everyone

Perspective from 2020

Revitalized neighborhoods are walkable and bike-friendly. Our citizens have pride in their neighborhoods, thanks to collaboration of the City's active lifestyle community, our arts and culture organizations and the City. The City is a supportive and reliable partner to the community, as we implement a comprehensive homelessness plan and improve emergency response times. Our City is accessible to all, as a result of an improved affordable housing stock and expansion of transit services. Citizen engagement and volunteerism with the City fosters a collaborative environment and bolsters our community pride.

Strategic Objectives

3A Improve transportation and housing accessibility, safety and responsiveness by cultivating collaborative relationships with the community.

3B Expand and encourage citizen engagement.

City Roles

To help realize these objectives, the City of Colorado Springs will:

- Promote neighborhood revitalization and neighborhood leadership development through partnerships.
- Facilitate intergovernmental cooperation and regionalization to support efforts that provide efficiencies and improve services.
- Improve public safety response times.
- Convene key stakeholders to create a community plan to address homelessness.
- Prioritize walkability and bike-friendliness of and between existing trails, parks, and other amenities through partnerships and grants.
- Reach the transit "maintenance of effort" level of funding.
- Leverage technology and partner with schools and other organizations to improve and expand citizen education and engagement, as well as volunteerism and City internships.
- Improve ADA accessibility to more City parks and other City facilities.
- Maintain and enhance the City's ability to respond to emergencies and disasters.
- Enhance City initiatives/parks programs that bring the community together.
- Support Council's evaluation of existing boards, commissions, committees, and task forces.
- Improve the City's affordable housing stock.

COMMUNITY INITIATIVES

3A: Improve transportation and housing accessibility, safety and responsiveness by cultivating collaborative relationships with the community.

- Partner with non-profit organizations and businesses to promote effective neighborhood outreach and leadership development and neighborhood revitalization.
- Maintain and enhance mutual aid relationships and improve interoperability among regional public safety agencies.
- Facilitate intergovernmental cooperation and regionalization to support efforts that provide efficiencies and improve services.
- Reduce homelessness through creating a community plan for addressing homelessness through partnership with community organizations.
- Enhance and preserve connectivity between trails, open spaces, parks, bike paths, historical sites and City attractions.
- Promote walkable and bike-friendly communities through partnering with active lifestyle-focused organizations.
- Provide ADA accessibility needs in the community.
- Reach the transit "maintenance of effort" level of funding as a step toward ensuring long-term resiliency of affordable and effective transit services to facilitate economic and recreational activity.
- Enhance existing fair housing education, training, and outreach.
- Improve the City's affordable housing stock.
- Improve public safety response times.
- Maintain and enhance the City's ability to prepare for, respond to, recover from, and mitigate against major emergencies and disasters.
- Partner with community organizations to develop a public arts master plan.
- Partner with COPPeR (Cultural Office of the Pikes Peak Region) and other arts/culture organizations on new event opportunities and new venue opportunities.
- Support Council and work with CML on policies at the State and Federal level that impact our community.

3B: Expand and encourage citizen engagement.

- Use technology to inform and engage the community, using a number of channels.
- Create and foster outreach programs for K-12 youth with local schools and community centers.
- Enhance existing initiatives that improve existing, highly utilized City parks, and expand programs that bring the community together and improve sense of pride in our community.
- Encourage employee and citizen volunteerism and engagement through city-sponsored programs or events such as yourCOS
- Partner with CONO (Council of Neighbors and Organizations) and El Paso County on development of a regularly held local government citizen's academy.
- Engage and empower citizens through a centralized volunteer hub.
- Support Council's evaluation of existing City Council boards, commissions, committees and task forces to ensure effectiveness and citizen participation.
- Improve the City's internship program through reaching out to a broader academic/business community and graduates
- Work with Council to develop semi-annual educational events for boards and commissions members to educate members on all City departments and functions.

PARTNERS

- Citizens
- El Paso County
- Council of Neighbors and Organizations (CONO)
- Pikes Peak United Way
- Non-profit organizations
- Human services providers
- Parks & trails friends groups and supporters
- Downtown Partnership
- Arts & culture organizations
- School Districts
- Current City volunteers
- Higher education institutions
- Civic-minded professional associations
- Media
- USOC
- Sports and health organizations
- Military installations and their community organizations
- Residential/housing associations
- Religious associations/institutions
- PPACG

Excelling in City Services

Ensure a fiscally sustainable & resilient City that delivers consistent quality services and continuously seeks to improve service delivery

4 EXCELLING IN CITY SERVICES

PERSPECTIVE FROM 2020

Citizens are able to find the information they need, find answers to questions they have, and conduct business easily with the City through improved use of the City's website, development of a 311 system, modernization of processes, and improved accessibility to information and services for all. The City is efficient and effective, due to exploring cooperation and regionalism with our regional partners. Our dedicated City employees work cross-departmentally to ensure the City is maximizing the use of resources, and our employees continually seek to expand upon their skills and talents through career development training.

STRATEGIC OBJECTIVES

4A Support continuous improvement.

4B Leverage technology to improve service delivery.

CITY ROLES

To help realize these objectives, the City of Colorado Springs will:

- Improve the citizen experience of interacting with City government and using City services through data sharing and streamlining of services.

  Continuously evaluate City processes and research best practices to ensure the City is efficient and effective.

- Develop a 311 system with regional partners.
- Improve the strategic use of IT resources.
- Explore cooperation and/or regionalization of services with El Paso County, military agencies and other organizations.
- Encourage City employees to join young professional organizations and/or leadership programs.
- Improve on-line service options and accessibility of information and services for all.
- Encourage continuous leadership/career development for City employees.
- Implement talent management within the City to use resources cross-departmentally.
- Allow for competitive compensation to attract and retain high quality employees.
- Promote City success stories

COMMUNITY INITIATIVES

4A: Support continuous improvement.

- Evaluate City processes and services across all departments to ensure that the City is continually improving and maximizing efficiency and effectiveness.
- Research and implement best practices for specific processes or functions in departments across the City.
- Enhance the City's environmental sustainability efforts in conjunction with other governmental entities.
- Explore cooperation and/or regionalization of services and programs with El Paso County, other regional partners, and the private sector, where appropriate.
- Modernize development review processes internally, and evaluate regulations, fees and rules, using best practices, in cooperation with other entities outside City government who are involved in the process.
- Improve IT utilization and IT resources in alignment with City goals.
- Identify opportunities to collaborate with the military and other government agencies on purchasing, service delivery, and other areas that may provide efficiencies.
- Encourage continuous leadership/career development training opportunities.
- Enhance soft benefits to employees to increase employee productivity and employee satisfaction (for example the Champion Award).
- Introduce a Talent Management approach, sharing resources and talent cross-departmentally.
- Allow for competitive compensation to attract and retain high quality employees.
- Promote a culture of safety and employee knowledge of safety issues.
- Promote a culture of continuous improvement through internal education and sharing of resources and tools.
- Consider using cascading accountability, where appropriate.
- Continue to work with military installations and the County in the Community Partnership Initiative process and the Joint Land Use Study initiative to create a unified front of efficiency and effectiveness for the Pikes Peak Region.

4B: Leverage technology to improve service delivery.

- Improve on-line services for the public and enhance usability of the website; including adding additional video/information on the Government Section of the City website.
- Develop a regional 311 system - a robust citizen information call center.
- Develop data driven performance measures for city employee evaluations.
- Use comprehensive data to drive decision-making at all levels.
- Improve access to City information for LEP, language, low income, ADA, and the homeless.
- Promote City success stories by proactively reaching out to the local media and social media; make resources available to employees to repurpose for social media promotion, and encourage employees to share City news.

PARTNERS

- Citizens
- Colorado Springs Utilities
- El Paso County
- Higher education institutions
- Local businesses
- Development community
- Alliance for Innovation
- International City/County Management Association
- CDOT
- Professional associations
- School districts

Implementing our Plan

This document lays out the goals, objectives and initiatives the City will undertake in the next five years. The next step is identifying our action plan so that we ensure that the City begins implementing the priorities laid out in the Strategic Plan in 2016. As the City works through implementation, we will focus on our guiding themes:

- What was done in the past will not work in the future—innovation is key to our success.
- Govern with the community, rather than at the community.
- Success depends on partnerships—partnerships benefit the community.

Throughout the remainder of 2015, the City will develop a Strategic Action Plan. Please visit the City's website for more information about implementation and next steps at www.coloradosprings.gov. If you would like to **get involved** with helping the City implement the Strategic Plan, please refer to the resources we have provided below.

How to get involved

The City of Colorado Springs relies on our passionate and dedicated volunteers to help us get more done in the community. The resources below can help you get started if you want to get involved!

- ✓ Community Advancing Public Safety (CAPS)
- ✓ Parks, Recreation, and Cultural Services Volunteer Opportunities
- ✓ Boards & Commissions

If none of these opportunities match you interest in getting involved, please email the Strategic Advisory Team at sat@springsgov.com.

Acknowledgments

The Strategic Plan was developed by the City's Strategic Advisory Team, in conjunction with City Department Heads, Chiefs, and Managers, and in consultation with City Council, El Paso County, Colorado Springs Utilities and other regional governments, community organizations and stakeholders.

Thank you to the nearly 2,700 participants of the 2016 budget priorities survey!
Your input has helped create this plan!

Strategic Advisory Team

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City of Colorado Springs 2016-2020 Strategic Plan

Mayor John Suthers

Jeff Greene, Chief of Staff

Chief Peter Carey	Police Chief
Chief Christopher Riley	Fire Chief
Easton, Travis	Director, Public Works
Fabos, Jamie	Chief Communications Officer
Gallagher, Daniel	Aviation Director
Johnson, Sarah	City Clerk
Kane II, HayDen W.	Presiding Municipal Court Judge
Massey, Wynetta	City Attorney
Nehls, Carl	Chief Information Officer
Palus, Karen	Director, Parks, Recreation and Cultural Services
Skinner, Kara	Chief Financial Officer
Sullivan, Mike	Director, Human Resources
Waters, Bret	Director, Office of Emergency Management
Wysocki, Peter	Director, Planning and Development

2015 Breakthrough Strategies Progress

Owner	Strategy	Measurable Outcome	Completion Goal	Goal	Current Status (as of 8/31/2015)	Highlights
Airport	Create a sustainable, credible Plan of Finance to reconcile past PFC expenditures and strategy to eliminate 2007 debt	Eliminate 2007 Debt	Quarterly	Transforming Government	100%	The 2007 Bond series has been removed from Rates and Charges and the Airport will utilize Reserves to make the 2015 payment. This is step 1 following the Plan of Finance to defease the 2007 Series in 2016.
Airport	Maintain or lower the Airport's Cost Per Enplanement (CPE) of $7.48	CPE of $7.48 or lower	Q4	Jobs	$8.56	The estimated Airline Revenue is forecasted to be 5% lower than 2014, but with the reduced Enplanement forecast the Aggregate CPE is calculated higher than 2014. Increasing enplanements or further reducing costs will lower the CPE below $7.48
Airport	Exceed the 2014 total enplanement forecast of 633,000	Total enplanement greater than 633,000	Q4	Jobs	606,000	The estimated forecast has been reduced with the exit of San Fransisco, Washington Dulles, reduction to Denver and change in aircraft fleet mix to Dallas Fort-Worth
Attorney	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	Ongoing	Set up discovery kiosk at Prosecution; Prepared for SharePoint 2013 conversion and create ease in locating documents.; Replaced ipads with Revolve and larger laptop computers in order to allow attorneys to be more mobile; Cross-trained additional attorneys; Implemented an online contract services system for our client departments.
Attorney	Review Municipal Court Fees, pleas practices, and review potential for incentives for quick paying tickets	Implement any recommended changes	Q2	Transforming Government	100%	Worked with CPSD and the Municipal Court to review plea practices and procedures; changes to traffic plea guidelines and procedures implemented; statistics provided establish that our revised processes and plea guidelines result in resolutions of over 95% of our prosecution traffic cases at or before the defendants first appearance in court and support the conclusion that we are highly effective in resolving traffic matters quickly, efficiently and provide ample opportunities for "quick paying tickets".
Attorney	Continuously improve service to legislative, judicial and executive branches, City departments, and enterprises	Customer Satisfaction Surveys completed	Q3	Transforming Government	Ongoing	Worked to make sure all new CSU legal requests are quickly assigned and have quick responses
Attorney	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	100%	Trainings set up June; Distributed "Ahead of the Curve" employment newsletter in February; ssisted the Airport with FAA Title VI compliance review and provided guidance for how to manage Title VI compliance going forward.

Owner	Strategy	Measurable Outcome	Completion Goal	Goal	Current Status (as of 8/31/2015)	Highlights
Auditor	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	Ongoing	City Auditor met with each City and Utility department head for audit planning input; this was not accomplished in prior years
Auditor	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	Ongoing	1srt qtr reports issued increased 100% over 2014
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	Q2	Transforming Government	50%	Completed for all quarters applicable
Clerk	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	Complete	Very successful launch . Positive feedback from candidates, media and the public. We will continue to tweak and refine the system.
Clerk	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	Complete	State suspened the program for 2015, but will resume in 2016.
Clerk	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	Complete	General business licensing overhaul ordinances were effective January 1, 2015. Consolidated ourindividual general business license forms into one single form to aid clarity and reduce paper. Redesigned our general business licensing web page to provide more informatino in a much more user friendly manner. This will continue to be an ongoing process.
Clerk	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	Ongoing	We continue to research the citywide process to develop our materials and form a plan for improvements.
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 news stories that are disseminated to the media and the pubic.	Quarterly	Jobs	Ongoing	Contacted media regularly to pitch positive stories about City projects mainly support public infrastructure and repair work.
Communications	Support and contribute to CVB, The Sports Corp, and RBA efforts to market the City through consistent messaging	Improved coordination/consistent messaging among CVB, Sports Corp and RBA	Quarterly	Jobs	Ongoing	Engaged 3 organizations for the City's Summer in the Springs campaign. Partnered with the Sports Corp to promote City sponsored events (Pikes Peak International Hill Climb, Pikes Peak Airstrip Attack) which have a great economic impact in our community.

Owner	Strategy	Measurable Outcome	Completion Goal	Goal	Current Status (as of 8/31/2015)	Highlights
Economic Vitality & Housing	Actively market and promote redevelopment of EOZ areas	New development in EOZs	Q2	Jobs	Ongoing	The City has created an EOZ Implementation Taskforce to implement the EOZ Action Plans. The Taskforce has identified priority projects for implementation and has established a process for tracking progress and for reporting to stakeholders.
Economic Vitality & Housing	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	Q2	Jobs	Ongoing	On February 12, 2015 Sierra Completions announced its intention to build a high-end aircraft completion complex at the Colorado Springs Airport. The decision was bolstered by proposed local and state economic development incentives. Construction of the Sierra Completions facility will be supported by the City's Rapid Response program. The project is expected to result in the investment of approximately $88 million and the creation of approximately 2,100 high paying jobs.
Economic Vitality & Housing	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		
Economic Vitality & Housing	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	Ongoing	Housing and Community initiatives provided funding for and is participating in the Pathways Home Toolkit sponsored by the Governor's Office to increase the development capacity of local non-profits to construct permanent supportive housing units for the homeless.
Economic Vitality & Housing	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	Ongoing	Over the past winter season (Nov 2014-April 2015) 158 new winter shelter beds were added. Discussions are on-going to continue increasing these numbers.
Economic Vitality & Housing	As a member of Continuum of Care, work to develop a ten-year plan to end homelessness	Plan completed	Q3	Building Community	Ongoing	Discussions are in place to launch a comprehensive planning process in 2015 to build long-term strategies for preventing and ending homelessness
Finance	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	Ongoing	Continue to maintain a local spend of approximately 50%
Finance	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	50%	The development of the Facilities Maintenance Committee process allows us to achieve efficiencies - for example, we can procure for multiple roof projects to realize economies of scale.
Finance	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	50%	Developed Facilities Maintenance Committee to further these goals. Prioritized all CIP facilities maintenance needs citywide as part of the 2016 budget process.

Owner	Strategy	Measurable Outcome	Completion Goal	Goal	Current Status (as of 8/31/2015)	Highlights
Fleet	Develop and implement a Green Fleet Initiative	Implement Phase I of the Green Fleet Initiative	Q4	Transforming Government	0%	
Fire	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	See highlights	Conducted 6 Blood Pressure/Sugar clinics where 246 people were screened; 3 health Fairs with CONO, UCCS Nursing students, and EPCHD. Completed 2 Senior fall prevention, emergency evacuation & proper 911 usage training's for 84 seniors. Enrolled 79 patients into CARE's of which 24 were super-utilizers. We continue to see at least 69% reduction in 911 use for 50% of the patients enrolled.
Fire	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	100%	Trainee Class of 17 graduated June 19, 2015. Promotions on June 16, 2015: 1 Battalion Chief, 1 Captain, 3 Lieutenants, 3 Driver Engineers, 1 Paramedic
Fire	Improve Wildfire Suppression and Mitigation through additional training and increased mitigated acreage	Increase wildfire training hours and acres mitigated by 5%	Q4	Transforming Government	See highlights	2,153 training hours, 11% below Q2 2014; 529.5 acres mitigated, 33.8% below Q2 2014 due to heavy rains throughout May & June, 2015.
Fire	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	1155 high risk operation & occupancy inspections completed, which is 46% of the total	Division of the Fire Marshal has completed 2,260 business inspections year-to-date. Completed 78% of goal of 1,489 high risk occupancy inspections.
Fire	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	9 min = 88.5%; Joint 8 min w/AMR = 89.9%; 12 min = 86.0%	
Fire	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	2 of 24 accepted & 7 of 24 under review; Fire 26 of 31 current. 2 updated to new language & 29 need to be updated	
HR	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	100%	

Owner	Strategy	Measurable Outcome	Completion Goal	Goal	Current Status (as of 8/31/2015)	Highlights
HR	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	25%	
HR	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	25%	
HR	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	25%	
HR	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	75%	
HR	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	100%	
HR	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	75%	
IT	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	25%	The Enterprise Architecture organization structure has been identified. Positions have been staffed or posted and draft procedures are in place. TOGAF framework training was conducted in Q1 2015.
IT	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	25%	Creation of the Supplier Management Policy and Procedure are well underway and will be rolled out in Q2 2015.
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	Information Security Program established	Q4	Transforming Government	15%	The Chief Information Security Officer position was posted in Q1 2015. The Acceptable Use Policy was distributed for user signature in Q1 2015.

Owner	Strategy	Measurable Outcome	Completion Goal	Goal	Current Status (as of 8/31/2015)	Highlights
IT	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	25%	The online Campaign Finance system has successfully supported the campaign finance reporting needs for the April 7 election. The new City external website, www.coloradosprings.gov is gaining more user sessions per month than the old www.springsgov.com showing the transition is happening.
IT	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	30%	Hardware and software have been purchased. Deployment is in progress.
Municipal Court	Begin implementation of a rebuilt case management system (CMS) to meet Court business and customer needs	Transition to a rebuilt CMS	Q4	Transforming Government	10%	A bid has been provided to the Court for outsourcing of rebuild. Next will be a meeting with City IT to begin negotiations with vendor.
Municipal Court	Develop internal repository (intranet capability) for Court's e-administrative policies and procedures	Internal repository created and implemented	Q3	Transforming Government	5%	Project is still in the beginning stages, as many other project have taken priority. Project could be completed by the end of the year.
Municipal Court	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	Project Completed	Court staff, CSPD officers and City Attorneys were surveyed using a similar survey that is used to assess County and District Court Judges. The feedback was compiled using a Survey Money and the outcome was shared with the Municipal Court Bench.
OEM	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	100%	Conducted 3 exercises for staff in Q2: - Flood Preparedness Training/Workshop on 2 April; "Palmer's Exodus" Full Scale Exercise on 25 April testing police evacuation, damage assessment, fire operations response, including air to ground coordination; Executed the Public Safety Wildfire Command and Control TTX on 27 May.
OEM	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	75%	Conducted 6 stakeholder meetings in Q2: Monthly Recovery Working Group meetings were held in April, May, and June. Sponsored and coordinated three multi-jurisdictional flood recovery/FEMA Preliminary Damage Assessment meetings related to the 2015 rain event which resulted in the City's request for a disaster declaration.

Owner	Strategy	Measurable Outcome	Completion Goal	Goal	Current Status (as of 8/31/2015)	Highlights
OEM	Build community resiliency through direct interaction with members of our community	Conduct six (6) interactive community preparedness events per year	Quarterly	Building Community	83%	Conducted 4 community preparedness/engagement events in Q2: Held a Community Flood Meeting 1 April at Glen Eyrie; conducted a tour on 1 April of the Waldo Canyon Burn Scar with 20 UCCS Geography students; provided a presentation and tour on 14 April to 75 individuals from the Society of American Military Engineers (SAME); conducted an evacuation exercise with 275 residents, representing 146 homes in the Palmer Park area; conducted the SkySox preparedness day event on 31 May providing education materials and community outreach through significant media coverage to thousands.
Parking	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	20%	
Parking	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	30%	
Parks - Cemetery	To increase the Cemeteries' market share in the community	Over 25% market share in El Paso County	Quarterly	Transforming Government	50%	Market share statistics from the Department of Vital Statistics indicates we are currently at 16% of the El Paso County market.
Parks - Cemetery	To stabilize the maintenance cost per site at the two City Cemeteries	Maintenance cost per site at $17.00	Quarterly	Transforming Government	50%	As of the end of the 2nd Quarter, Maintenance costs per site are $16.26.
Parks - Cultural Services	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	50%	
Parks - Cultural Services	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	25%	
Parks - Cultural Services	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	25%	Winning contractor RFP came in slightly under budget and construction kicked off 1 month earlier than expencted

Owner	Strategy	Measurable Outcome	Completion Goal	Goal	Current Status (as of 8/31/2015)	Highlights
Parks - Cultural Services	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	50%	Parntering with GOG Foundation to produce mobile applications at no cost to the Foundation or the City
Parks - Forestry	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	40%	Forestry staff continue to work on hazard tree removals as well as pruning of street trees. Contract crews continue to perform tree pruning and removals throughout the city and will begin an area prune on the SW side of town in August. The tree Removal RFP has been awarded and tree removals from our existing backlog have begun. This work will continue throughout the winter.
Parks - Forestry	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	70%	The majority of the right-of-way mowing contracts were successfully awarded to contractors. Costs came in higher than anticipated, so a portion of the work is handled by internal staff. Mowing frequency and coverage have increased as a result of these contracts.
Parks - Forestry	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	90%	All major forest restoration projects planned for 2015 have been completed. Forestry is now in the process of applying for additional grant funds for 2016. We have also experienced a severe insect outbreak in our west side open spaces. Planning has begun for treatment of those areas in spring, 2016.
Parks - Golf Enterprise	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	Valley Hi and Patty Jewett down compared to the same period in 2014 (Record rainfall in May, part of June)	Q2- Valley Hi - Finished and opened the short game practice area with First Tee, partnered with the Colorado Springs Switchbacks FC for the Opening Day Kick Off for FootGolf.
Parks - Golf Enterprise	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 $15.00; contribution to each golf course fund balance of $20,000 at Patty Jewett and $10,000 at Valley Hi	Q4	Transforming Government	Both courses are just above our green fee revenue per round at $15.45	
Parks - Operations & Development	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	20% Complete	Q1 - Clocks and flow meters have been purchased. A contrator has been retained to perform the istallation and has begun th work with the goal have having the units installed and operational by June 1st.

Owner	Strategy	Measurable Outcome	Completion Goal	Goal	Current Status (as of 8/31/2015)	Highlights
Parks - Operations & Development	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	10% Complete	Q1 - Maps of new areas to be contracted have been prepared and modified bid specifications are in progress.
Parks - Operations & Development	Work 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	Ongoing	Q1 - Have meet with Engineering to discuss opportunities to use grant dollars for repaving of North Cheyenne Canon Park Road and improving acssociated drainage that was compromised during 2013 floods. Have discussed with Police enforcement strategies and their implementation for trash and unapproved uses along the Greenway Trail corridor.
Parks - Operations & Development	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	10%	Issues pertaining to the Parkland Dedication Ordinance will be discussed as part of the Infill Steering Committee considerations in mid April.
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	Q4	Building Community	50%	Q2 - Volunteer events are underway. 2nd quarter highlights include expansion of the AmeriCorps VISTA program to a 10-week summer session. Expansion of volunteer efforts with Keep Colorado Springs Beautiful through the Greenway Collaborative.
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 2014 level of partnership development by 10%	Q4	Transforming Government	50%	
Parks - Recreation & Admin	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	50%	Q2 - The 2015 marketing plan is written and implementation of the plan is underway. Development of a new department logo has been completed.
Pikes Peak - America's Mountain	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	25%	Design Team of RTA Architects and GWWO Architects awarded design contract. Notice to Proceed issued June 8, 2015
Pikes Peak - America's Mountain	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	25%	

Owner	Strategy	Measurable Outcome	Completion Goal	Goal	Current Status (as of 8/31/2015)	Highlights
Pikes Peak - America's Mountain	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	0%	IT Team to perform site survey
Planning & Development	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	Workshop held; Initial Comp Plan chapter and recoommendations drafted	
Planning & Development	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		
Planning & Development	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		
Planning & Development	Enact an incentive program to aid in the rehabilitation and abatement of derelict buildings	Activation of the program	Q2	Building Community		
Planning & Development	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		
Planning & Development	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	Preferred alternative refined	
Planning & Development	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	Continue Implimentation and Testing	
Planning & Development	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	In process	

Owner	Strategy	Measurable Outcome	Completion Goal	Goal	Current Status (as of 8/31/2015)	Highlights
Police	Implement Phase II recommendations of Patrol Efficiency Study	Increase authorized strength by 20 positions	Quarterly	Building Community	Complete	Goal Complete
Police	CSPD will enhance customer service to citizens by improving the False Alarm Program, in conjunction with the City Clerk's Office and the City Attorney's Office	Reduce number of false alarms	Bi-Annually	Transforming Government	0% Reduction	CSPD and City IT are working on an web-based, electronic alarm management system. The requirements gathering process willbe complete in the fourth quarter. Additionally, the City and the 911 Authority currently have a project underway to upgrade CSPD's Computer Aided Dispatch system (CAD). That process revealed that the upgraded CAD system offers an alarm management module that may meet some, or all, of our requirements. This possibility is now being explored as part of the business requirements gathering process noted above. Concurrently, work continues between CSPD and the City Attorney's Office to revise the current alarm ordinance.
Police	CSPD will enhance public safety in the South Academy Economic Opportunity Zone using proven techniques and new, innovative approaches	Reduce violent crime	Quarterly	Jobs	Violent Crime is 8% lower in Q2 2015 compared to the same period in 2015	CSPD partnered with the Southeast Springs Soccer Initiative (SESSI), which utilizes soccer as an intervention tool to reach at-risk youth. The Police Department has several volunteers and, in addition, officers stop by the practice time for a few minutes when their schedule allows. The Impact Team for Sand Creek has been active in the South Academy Economic Zone. The team has cleared 44 felony arrest warrants, 111 misdemeanor warrants, and has recovered over $113,000 worth of stolen property. The team has been working on a Motor Vehicle Theft and Burglary of Motor Vehicle Theft pattern, reducing this pattern to almost nothing. The Crime Free Multi Housing Program has certified two apartment communities with two more scheduled to be certified in September. During July and August, the Impact Team conducted direct deployments in the area resulting in 11 arrests and 3 recovered weapons.
PW - City Engineering	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	50%	All Reviewer's have upgraded Monitors to begin review of Commercial Plans. There is a review of the development review process underway to streamline the buckslip process and go electronic.
PW - City Engineering	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	Consultants have been selected for both Rockrimmon and Paseo bridge replacement projects	Both the Rockrimmon and Paseo bridge replacement projects will utilize the Construction Manager - General Contractor (CM-GC) project delivery method, the contractor selection process will begin in the second quarter of 2015. With a contractor workshop scheduled in May.

Owner	Strategy	Measurable Outcome	Completion Goal	Goal	Current Status (as of 8/31/2015)	Highlights
PW - City Engineering	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	100%	Completed High Risk Crash Locations for 2014; Went Live with Survey Requests in Cartegraph; Imported 2014 Bridge Inspections in Cartegraph; Completed MS4 and GASB34 HUTF Reporting; Went Live with ADA Survey of Facilities in Cartegraph; Went Live with Concrete Module for Pedestrian Ramps and Sidewalks in Cartegraph.
PW - City Engineering	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		Working with Finance regarding flow process for internal implementation
PW - City Engineering	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	Complete	
PW - City Engineering	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	Program developed	CTAB approved the 2015 construction containing over 60 segments ranging from 15 feet to over 2000. Many segments complete critical connection to regional trails and transit routes.
PW - Stormwater	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	Enhanced project delivery methods will be developed. Environmental protection and enhancement will be featured	Q4	Transforming Government		Annual Water Quality Report was completed and sent to Colorado Department of Health and Environment
PW - Stormwater	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		
PW - Streets	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	N/A	

Owner	Strategy	Measurable Outcome	Completion Goal	Goal	Current Status (as of 8/31/2015)	Highlights
PW - Streets	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	N/A	
PW - Streets	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	North American Salt has declined to move forward with this initiative at this time.	
PW - Traffic Engineering	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	Q2,4	Building Community	A priority list has been developed to start new sidewalk construction next quarter.	
PW - Traffic Engineering	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	Funding for the Powers widening project is on the May agenda of PPACG for approval.	
PW - Transit	Continue transit service to VA Clinic and service frequency to the County Citizens Service Center	Continue ridership and improved connection to critical citizen services	Q1	Building Community	100%	Route 2 continues to serve the VA Clinic at Fillmore St and Centennial Blvd. during weekdays and Saturdays before terminating at the El Paso County Citizens Service Center. Routes 14 and 34 also provide service to the El Paso County Citizens Service Center
PW - Transit	Support CDOT's new Bustang Commuter Bus service between Colorado Springs and Denver	Improve job access to Denver	Q1	Jobs	100%	Supporting and coordinating with the Colorado Department of Transportation (CDOT) as they reestablish intercity bus service between Colorado Springs and Denver. Operations are expected to commence on July 13, 2015. Entered into IGA's with CDOT on the operations of the PnR that serve as Bustang stops, and for use of the Downtown Bus Terminal as a Bustang stop.
PW - Transit	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	100%	Effective April 5, 2015, Route 5 service frequency was increased from 30 minutes to 15 minutes; three additional bus routes began operating Saturday service; and on-time performance was improved on multiple routes.

Owner	Strategy	Measurable Outcome	Completion Goal	Goal	Current Status (as of 8/31/2015)	Highlights
PW - Transit	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	20%	Grant agreements with CDOT were received and development of scope of work and RFP documents was commenced.
PW - Transit	Continue to implement recommendations of the Transit Solutions Team purchasing smaller buses	Increased efficiencies and fuel savings	Q4	Transforming Government	50%	Completed the bus purchase RFP and placed the purchase order including five small transit buses. New vehicles will be received during 4th quarter.
PW - Transit	Pursue partnerships with PPCC and UCCS to improve transit services	Increase ridership/improve connections to jobs/schools	Q4	Building Community	50%	Continue to work with PPCC and UCCS on the Student Pass program. Continuing regular meetings/progress being made with both institutions.
PW - Transit	Collaborate with the City's Housing Division to better serve affordable housing areas	Coordinated Transit Title VI Plan/Affordable Housing Plan	Quarterly	Building Community	50%	Transit participated in the Affordable Housing Plan development
PW - Transit	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	50%	Transit attended the Transportation Infill Workshop scheduled on April 23, 2015 at PPACG. The 2040 Transit Plan is receiving final edits and is expected to be approved in the 3rd quarter. Transit has been participating with the Infill and Redevelopment Sterring Committee process.

Colorado Springs City Council 2016 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 2016 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 Strength	Improve Colorado Springs' Business-Friendly Climate	Identify and revise business-related City Code sections to improve customer focus, expedite processes, and eliminate barriers.	Collaborate with executive branch and business community to identify and revise code sections.
	Facilitate Regional Economic Strength	Identify and implement specific changes within Council's purview that attract and retain jobs, leveraging the City's strengths, including Colorado Springs Utilities' role as an economic engine for the region.	Continue partnership and collaboration with the Regional Business Alliance.
			Work with Airport and Economic Development to identify and leverage business opportunities at the Colorado Springs Airport.
		Identify tourism promotion and funding strategies that support regional efforts to expand tourism in the Pikes Peak Region.	Investigate policy modifications that maximize tax revenues available for tourism promotion and other business initiatives in the tourism arena.
			Form a Council subcommittee to investigate the feasibility of a Local Marketing District to fund tourism promotion in the region.
		Support regional workforce development goals that enhance the City's appeal to high-technology and manufacturing businesses.	Solicit feedback from and identify partnership opportunities with the Pikes Peak Workforce Center and regional educational institutions.
		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	Implement results of the comprehensive plan infill steering committee's work and provide citizen input to City Council concerning the plan.	Infill elements incorporated into the comprehensive plan & utilized in land use decisions.
		Focus on and engage with citizens on the Banning-Lewis property and master plan.	Neighborhood town halls on issues of specific concern to Banning-Lewis residents and other citizens relating to use of the property.
		Encourage infill and develop job creation policies with a priority on West Colorado Avenue, Economic Opportunity Zones and Downtown.	Demonstrated job growth and increased economic activity in targeted areas.

Focus Areas	Objectives	Initiatives	Measurable Outcomes
Responsible Government	Engage in Regional Partnerships that Improve Results and Leverage Collaboration	Facilitate intergovernmental cooperation to support, as appropriate, efforts relating to stormwater, emergency response, transportation, and aging.	Meet regularly with other local governments regarding resolution of mutual stormwater concerns.
		Participate in regional Continuum of Care to support elimination of homelessness and vagrancy and their effect on citizens' quality of life.	Review allocation of federal block grant funding to support affordable housing.
		Continue to collaborate with stakeholders including El Paso County, PPRTA, PPACG, Colorado Springs Utilities, and the military to implement realistic and effective regional stormwater solutions, and other high-priority capital improvements and maintenance programs.	Work with executive branch to construct and fund a comprehensive multiyear plan to fund critical infrastructure deficits, including roads, bridges and stormwater infrastructure.
	Exercise Sound Financial Stewardship	Review and direct municipal government audit function and deliverables to measure trends, efficiencies, effectiveness, and improvement opportunities.	Continue to refine work plan for Audit Committee for 2016 and report to Council.
		Engage with executive branch to examine the City's budget and strategic plan development processes, identify policy changes and opportunities for effective and early engagement.	Identify City Code and/or Charter changes needed to allow for Council-initiated budget changes.
	Deliver Effective & Efficient Government by Collaborating and Communicating among City Departments	Continue to clarify and effectively execute the legislative role of City Council and refine Council processes to facilitate transparency, proactivity, and citizen engagement.	Coordinate Council's communication function with the executive branch to ensure consistent and effective messaging to citizens, employees, and the media.
		Examine adjusting local TABOR to reflect the community's ongoing resource needs with respect to City Council's responsibilities to fund those needs.	Convene a working committee of TABOR experts and stakeholders to advise City Council on its long- and short-term effects on City budgets and possible options to remediate, with a report to City Council by June 2016.
	Facilitate engagement with local, state and federal lawmakers to ensure the City's interests are represented.	Lead the development of an effective legislative agenda and lobbying program, working in concert with Colorado Springs Utilities, the executive branch, and municipal associations.	Adopt a legislative agenda document developed with input from all branches of City government, including Colorado Springs Utilities.

Focus Areas	Objectives	Initiatives	Measurable Outcomes
Quality Community	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, leverage new technology tools.	Implement new technology solutions to modernize and streamline the recruitment, selection, and appointment of Boards & Commissions volunteers.
		Partner with local non-profit organizations to promote effective neighborhood outreach and leadership development.	Solicit citizen input on the quality and effectiveness of the City's Code Enforcement function.
			Identify budgetary and regulatory changes to increase the effectiveness of the City's Code Enforcement function.
	Develop and implement policy changes to promote a safe, secure and healthy community.	Work with Council Boards & Commissions to identify specific City Code or policy changes that improve important elements of citizens' quality of life.	Solicit specific input from selected Boards & Commissions for recommendations.

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General Fund Financial Forecast

As a budgeting and financial planning best-practice, the City develops both a five-year Capital Improvement Plan and a five-year financial forecast.

Below are the assumptions that are included in the forecast that follows.

Forecast Assumptions
4% Sales and Use Tax revenue growth – which is less than the average revenue growth in recent history when only considering years in which revenue grows and not years in which revenue actually declines. Therefore, the forecast assumes no recession in the next five years.
1.1% to 8% revenue growth for other revenues
Funding in 2017 to staff Fire Station #22
Beginning in 2017 fund employee pay for performance at a rate of 2% annually
Fund employee and sworn retiree healthcare cost increases of approximately $500,000 annually
Fund additional staff to meet service demands – $500,000 annually. With this funding we expect the number of City employees per 1,000 citizens to remain constant or even continue to decline.
Recognizes planned savings from the 2017 fuel lock but then expects fuel costs to increase each following year–$500,000 annually
1% inflationary impact to contracts for services and capital outlay - relying on competitive procurement process to keep costs down
Increase vehicle replacement budget by $500,000 in 2017 to $1,000,000 in 2020 as the average age of the City's fleet is 13 years and will need to be replaced
5-year CIP plan, however, reduce the 2017 funding from a planned $24.4 million to $22.4 million
Assume actual expenditures are 1% under budget each year

While forecasts are based upon historic trends, current conditions, and expectations regarding the future there is significant uncertainty as the City is dependent upon a complex local, national and world economy and with sales tax as the major revenue source is dependent upon consumer sentiment and disposable income. The forecast is useful to understand what the future financial condition of the City could be based upon a set of reasonable assumptions. However, actual experience will differ from the assumptions - impacting financial results. The City will make strategic adjustments to changing conditions. For example, if revenue is trending under budget, the City will take actions to modify expenditures mid-year.

The most significant, general risks to the forecast include: economic slowdown/recession, significant changes to primary employers, unavoidable cost increases, continued flight to online retail sales, and continued flight to sales outside City limits.

As shown on the following page, with the set of assumptions above, there would be an additional draw from the General Fund unrestricted fund balance in 2017, but the fund balance would begin to grow in the following years to nearly 18% by the end of 2019.

General Fund
Five-Year Financial Forecast

	2014 Actual	2015 Budget	2015 EOY Forecast	2016 Budget	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Growth Rate Assumptions
Unrestricted Beginning Fund Balance	**$48,751,715**	**$43,257,368**	**$43,257,368**	**$45,574,319**	**$44,588,473**	**$47,717,959**	**$48,223,471**	**$53,110,476**	**$56,132,457**	
Revenue										
Taxes - Sales and Use Tax	**144,886,506**	**147,855,000**	**152,900,000**	**157,319,940**	**163,574,948**	**170,078,654**	**176,840,946**	**183,872,106**	**191,182,823**	4.0%
Taxes - Property Tax	**19,164,390**	**19,811,225**	**19,633,225**	**19,894,550**	**20,112,441**	**20,332,718**	**20,555,408**	**20,780,537**	**21,008,131**	1.1%
Taxes - Other	**2,858,559**	**3,047,406**	**2,978,150**	**2,780,150**	**2,825,674**	**2,871,944**	**2,918,971**	**2,966,769**	**3,015,349**	1.6%
Charges for Services	**13,484,918**	**12,395,649**	**13,488,233**	**12,909,000**	**13,102,635**	**13,299,175**	**13,498,662**	**13,701,142**	**13,906,659**	1.5%
Fines	**5,057,822**	**4,956,073**	**5,290,000**	**5,504,892**	**5,752,612**	**6,011,480**	**6,281,996**	**6,564,686**	**6,860,097**	4.5%
Intergovernmental	**20,994,955**	**20,887,930**	**20,954,848**	**21,197,548**	**21,513,854**	**21,834,880**	**22,160,697**	**22,491,375**	**22,826,987**	1.5%
Licenses and Permits	**1,860,374**	**1,892,389**	**2,161,750**	**1,905,320**	**1,924,373**	**1,943,617**	**1,963,053**	**1,982,684**	**2,002,510**	1.0%
Miscellaneous Revenue	**3,309,028**	**2,620,978**	**2,930,978**	**2,140,612**	**2,311,861**	**2,496,810**	**2,696,555**	**2,912,279**	**3,145,261**	8.0%
Other Financing Sources	**40,791,881**	**43,729,193**	**43,403,144**	**43,108,492**	**43,970,662**	**44,850,075**	**45,747,077**	**46,662,018**	**47,595,258**	2.0%
Budgeted Draw from Fund Balance	**-**	**1,500,000**	**1,500,000**	**1,350,000**	**-**	**-**	**-**	**-**	**-**	
Total Revenue	**$252,408,432**	**$258,695,842**	**$265,240,328**	**$268,110,504**	**$275,089,061**	**$283,719,353**	**$292,663,365**	**$301,933,595**	**$311,543,076**	
	2014 Actual	**2015 Budget**	**2015 Amended Budget**	**2016 Budget**	**2017 Forecast**	**2018 Forecast**	**2019 Forecast**	**2020 Forecast**	**2021 Forecast**	
Expenditures										
Staffing Fire Station #22					959,313					
Pay for performance					3,491,670	3,580,690	3,652,303	3,725,349	3,799,856	2.0%
Healthcare cost increases					500,000	500,000	500,000	500,000	500,000	
Additional staff to meet service demands					500,000	500,000	500,000	500,000	500,000	
Total Salaries and Benefits	**162,218,580**	**172,637,345**	**172,013,645**	**174,583,494**	**180,034,477**	**184,615,166**	**189,267,470**	**193,992,819**	**198,792,676**	
Fuel					(500,000)	500,000	500,000	500,000	500,000	
Inflationary impacts on contracts					649,561	656,057	662,618	669,244	675,936	1.0%
Total Operating Expenditures	**60,884,033**	**60,403,163**	**61,201,157**	**64,956,139**	**65,105,700**	**66,261,757**	**67,424,375**	**68,593,619**	**69,769,555**	
Vehicle Replacement					500,000	700,000	900,000	1,000,000	1,000,000	
Total Capital Outlay	**4,201,327**	**4,244,067**	**4,468,277**	**3,817,072**	**4,355,243**	**5,055,243**	**5,955,243**	**6,955,243**	**7,955,243**	1.0%
CIP/Projects *	**18,081,791**	**11,033,257**	**16,277,200**	**18,274,169**	**22,419,888**	**23,118,443**	**23,585,348**	**23,433,933**	**23,433,933**	
Debt Service	**7,843,450**	**7,838,750**	**7,838,750**	**2,766,750**	**0**	**0**	**0**	**0**	**0**	
Internal Services Charges	**2,541,762**	**2,539,260**	**2,539,260**	**3,712,880**	**3,787,138**	**3,862,880**	**3,940,138**	**4,018,941**	**4,099,320**	2.0%
Total Expenditures	**$255,770,943**	**$258,695,842**	**$264,338,289**	**$268,110,504**	**$275,702,446**	**$282,913,490**	**$290,172,573**	**$296,994,554**	**$304,050,726**	
Budget to Budget $ Change			**-**	**9,414,662**	**7,591,942**	**7,211,044**	**7,259,084**	**6,821,981**	**7,056,171**	
Budget to Budget % Change			**-**	**3.6%**	**2.8%**	**2.6%**	**2.6%**	**2.4%**	**2.4%**	
Expenditure savings - 1%			**2,914,913**	**2,681,105**	**2,757,024**	**2,829,135**	**2,901,726**	**2,969,946**	**3,040,507**	
(Draw from)/Contribution to Fund Balance	**(3,362,511)**	**(1,500,000)**	**(597,961)**	**(1,350,000)**	**(613,385)**	**805,863**	**2,490,792**	**4,939,041**	**7,492,350**	
Unrestricted Ending Fund Balance	**$43,257,368**	**$41,757,368**	**$45,574,319**	**$44,588,473**	**$47,717,959**	**$48,223,471**	**$53,110,476**	**$56,132,457**	**$63,643,334**	
Unrestricted Fund Balance as a % following year budget	**16.4%**	**15.6%**	**17.0%**	**16.2%**	**16.9%**	**16.6%**	**17.9%**	**18.5%**	**20.5%**	
Mayor Suthers' Fund Balance Policy Goal					**20.0%**	**20.0%**	**20.0%**	**20.0%**	**20.0%**	
GFOA Recommendation	**25.0%**	**25.0%**	**25.0%**	**25.0%**	**25.0%**	**25.0%**	**25.0%**	**25.0%**	**25.0%**	

***per 2016 5-year CIP plan except reducing the 2017 $ total by $2M**

Citizen's Overview
2016 Budget

2016-2020 Strategic Plan Goals

The City's Strategic Plan guides the annual budget process.

The City's Strategic Plan was updated in summer of 2016 and reflects significant input from the community.

Thank you to the over 2,700 citizens who took our budget priorities survey this summer.

You helped us develop our 2016 Budget and 2016-2020 Strategic Plan!

INVEST IN OUR INFRASTRUCTURE & ASSETS:

- Increasing Capital Improvement Projects by $7M to fund critical streets, stormwater, and bridge repairs
- Dedicating $16M to stormwater
- Increasing transit funding by $815,000

IMPROVE SAFETY

- CSFD's 4th Battalion & Additional Fire Code Inspector
- Police Body Worn Camera Program

MAINTAIN OUR PARKS

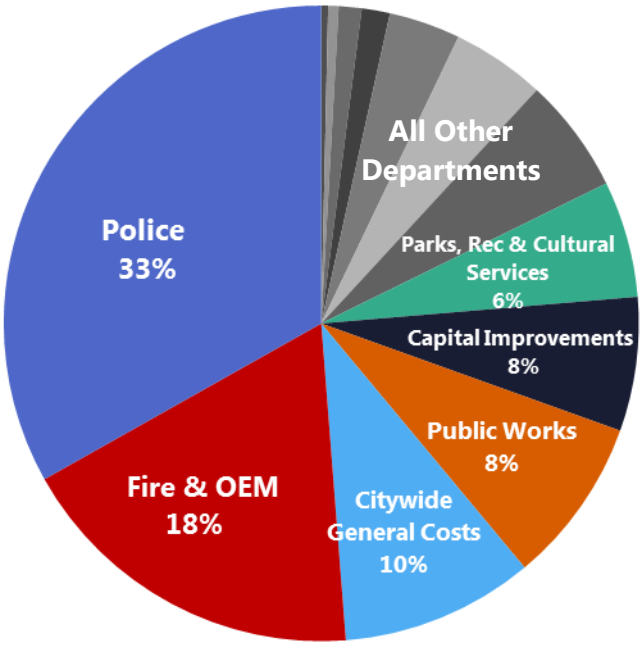
- Garden of the God's safety, education programs, & scientific study
- Increasing parks watering
- Spraying for invasive moths in our parks

Citizen's Overview

2016 Budgeted Expenditures

General Fund - $268,110,504

Expenditures by Department



The departments within the "All Other Departments" category include:

- City Council
- City Auditor
- Mayor, Communications, Human Resources
- Planning, Economic Development, Housing
- City Attorney, City Clerk, Municipal Court
- Information Technology
- Finance Operating

All Funds - $479,015,260

The City has other major funding sources (in addition to the General Fund) that augment **Police, Fire, Public Works, Capital Improvement Projects, Parks** and other departments, including[1]:

Other Funding Source	Department Receiving Funds
PSST (Public Safety Sales Tax)	Fire & Police
PPRTA* (Pikes Peak Rural Transportation Authority)	Public Works & Parks
TOPS (Trails, Open Spaces, Parks)	Parks, Recreation & Cultural Services
CTF (Conservation Trust Fund)	Parks, Recreation & Cultural Services
Grants	CIP, Fire & Police, Public Works, Parks

[1]There are other funding sources in addition to those listed here; Please refer to each department narrative for a list of all funding sources for each department.

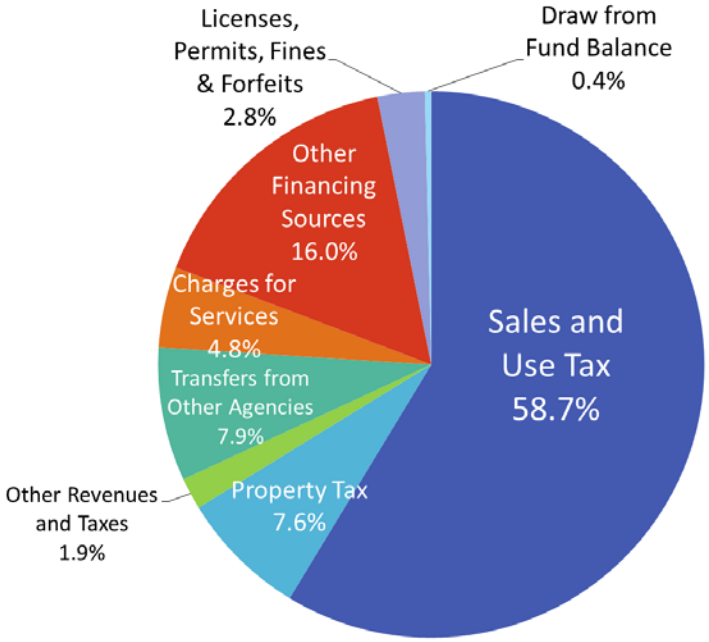
*PPRTA funding is not included in the City's All Funds

Citizen's Overview
2016 Budgeted Revenues

$268,110,504

Budgeted General Fund Revenue

2016 General Fund Revenues by Type



$157,319,940: Sales and Use Tax

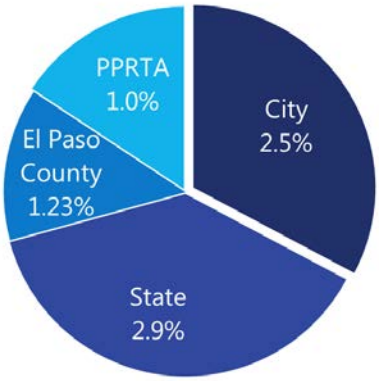
is the largest source of revenue for the City

2.9% projected 2016 growth in sales and use tax revenue over 2015 year-end projections

3 number of statistical models used to forecast sales and use tax revenues

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 (Trails, Open Space, Parks)
- 0.4% PSST (Public Safety)

Other major revenue Sources include:

Other Financing Sources $43,208,492

includes Utilities Surplus Revenue, as well as reimbursements from Grants, the Gift Trust Fund, and sale of property.

Intergovernmental Revenue $20,178,116

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

Citizen's Overview

2016 General Fund Budget

$19,894,550

Budgeted Property Tax Revenues

7%

Of your property tax bill is designated for the City

What does your property tax fund?

Library
$72
4.000 mills

County
$140
7.791 mills

School District #11
$773
43.165 mills

City
$77
4.279 mills

Southeast Water District
$17
0.940 mills

Total Property Tax
$1,078
with a tax rate of
60.175 mills

Note: This example is for taxes payable in 2015 and assumes a home with market value of $225,000 in School District #11 and assumes no Special District mill levy. Other districts have different mill levies.

Property Tax Revenues

account for

8% or

$19,894,550

of General Fund Revenues

2016 GENERAL FUND EXPENDITURES $268,110,504

2014 Actual – 2016 General Fund Budget by Department †

Department	2014 Actual	2015 Budget	2015 Amended Budget*	2016 Budget	2016 Budget - 2015 Original Budget
Public Works	$38,119,852	$30,025,169	$34,025,169	$35,319,098	**$5,293,929**
Positions	191.50	190.00	190.00	190.00	**0.00**
City Attorney, City Clerk, Municipal Court	$8,574,707	$9,401,294	$9,571,294	$10,947,444	**$1,546,150**
Positions	86.00	81.00	82.00	85.50	**4.50**
Planning, Economic Development, Housing[1]	$2,555,633	$2,773,055	$2,773,055	$4,112,858	**$1,339,803**
Positions[1]	25.00	24.00	24.00	37.00	**13.00**
Parks, Recreation & Cultural Services	$14,699,285	$15,172,014	$15,196,014	$15,958,760	**$786,746**
Positions	60.75	72.25	71.75	71.75	**(0.50)**
Fire & OEM	$47,131,005	$47,788,981	$47,788,981	$48,479,554	**$690,573**
Positions	376.25	379.5	379.5	379.5	**0.00**
Information Technology	$12,010,930	$12,581,562	$12,581,562	$13,223,474	**$641,912**
Positions	44.00	51.00	52.00	54.00	**3.00**
City Auditor	$1,302,955	$1,372,807	$1,372,807	$1,417,004	**$44,197**
Positions	14.00	14.00	14.00	14.00	**0.00**
Mayor, Communications, Human Resources	$2,825,905	$3,086,764	$3,086,764	$3,122,427	**$35,663**
Positions	27.40	28.25	28.25	28.25	**0.00**
City Council	$876,965	$968,081	$968,081	$930,413	**($37,668)**
Positions	5.00	5.00	5.00	5.00	**0.00**
Finance, Contract Compliance, General Costs	$44,375,395	$45,543,496	$46,891,943	$45,315,747	**($227,749)**
Positions	38.75	38.75	38.75	40.75	**2.00**
Police[1]	$82,038,141	$89,982,619	$90,082,619	$89,283,725	**($698,894)**
Positions[1]	801.50	824.50	825.50	813.50	**(11.00)**
General Fund Expenditures	**$254,510,773**	**$258,695,842**	**$264,338,289**	**$268,110,504**	**$9,414,662**
General Fund Employees	**1,670.15**	**1,708.25**	**1,710.75**	**1,719.25**	**8.50**

† General Fund CIP is included in the department totals shown above

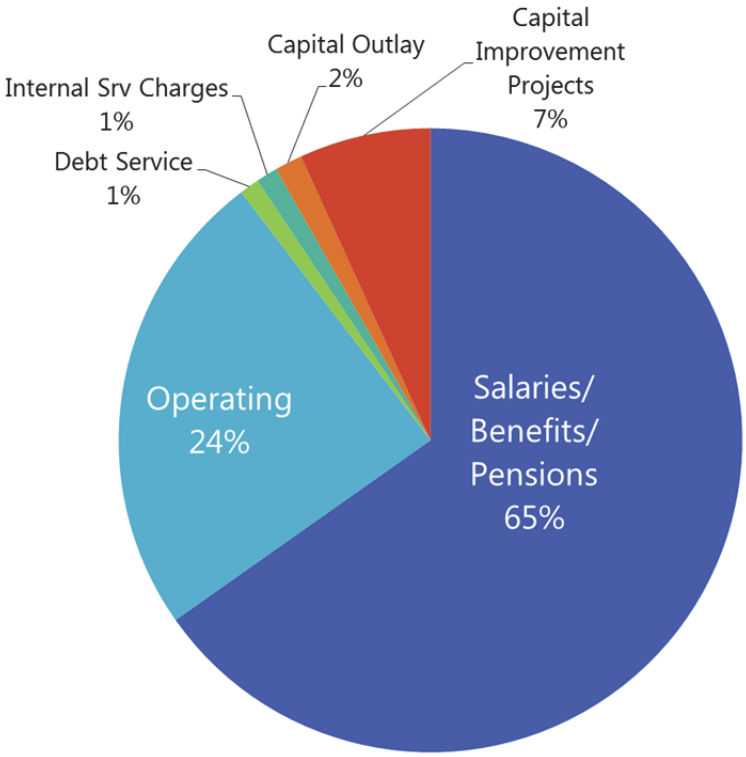
* 2015 Amended Budget as of 8/31/15

[1] For the 2016 budget, Code Enforcement (totaling $1.3M and 16.00 FTE) was transferred from Police to Planning, Economic Development and Housing; without this transfer the Planning, Economic Development and Housing Department saw a decrease in expenses overall and the Police Department saw an increase in expenses overall.

2016 GENERAL FUND EXPENDITURES $268,110,504

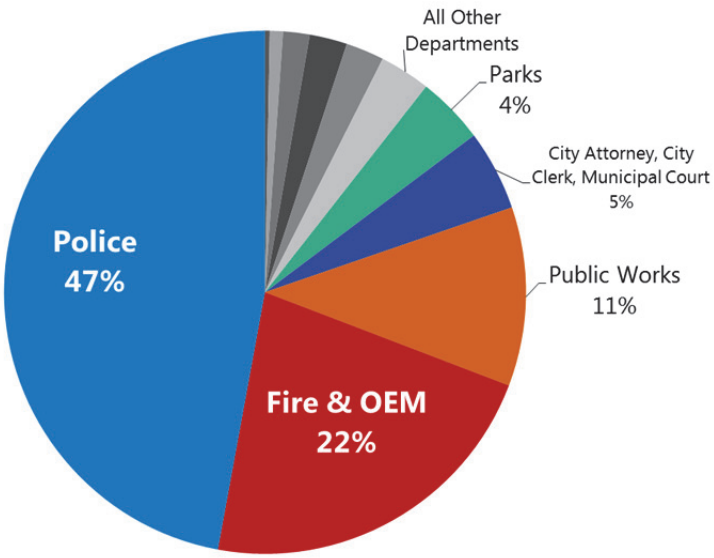
Category	2014 Actual	2015 Budget	2015 Amended Budget*	2016 Budget	2016 Budget - 2015 Amended Budget
Salaries/Benefits/Pensions	$160,958,410	$172,637,345	$172,013,645	$174,583,494	$2,569,849
Operating	$60,884,033	$60,403,163	$61,201,157	$64,956,139	$3,754,982
Capital Outlay	$4,201,327	$4,244,067	$4,468,277	$3,817,072	($651,205)
CIP/Projects	$18,081,791	$11,033,257	$16,277,200	$18,274,169	$1,996,969
Debt Service	$7,843,450	$7,838,750	$7,838,750	$2,766,750	($5,072,000)
Internal Services Charges	$2,541,762	$2,539,260	$2,539,260	$3,712,880	$1,173,620
General Fund Expenditures	**$254,510,773**	**$258,695,842**	**$264,338,289**	**$268,110,504**	**$3,772,215**

*2015 Amended Budget as of 8/31/15

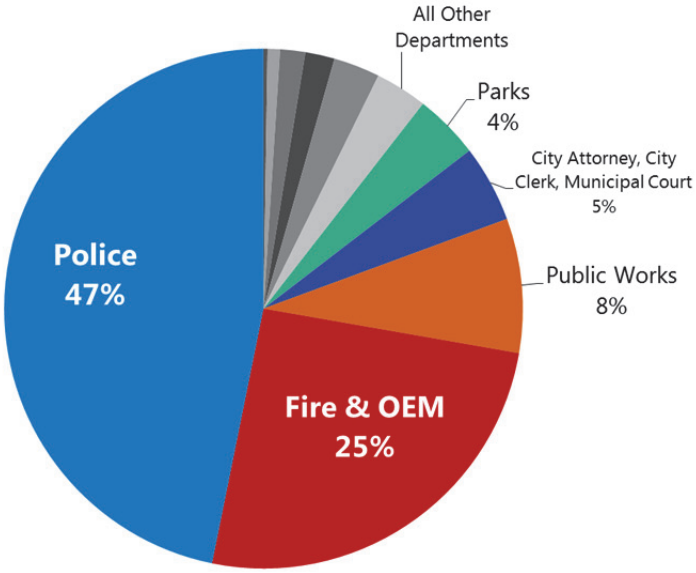


2016 GENERAL FUND EXPENDITURES $268,110,504

2016 General Fund
Employees
by Department



2016 General Fund Budget
Salaries/Benefits/Pensions
by Department



The departments within the "All Other Departments" category include:

- City Council
- City Auditor
- Mayor, Communications, Human Resources
- Planning, Economic Development, Housing
- Information Technology
- Finance, Contract Compliance, General Costs

2015 Budget – 2016 Budget Major Changes

2015 General Fund Revenue		**$258,695,842**
2016 Revenue increases/(decreases)	9,414,662	
Total Projected 2016 General Fund Revenue		**$268,110,504**
2015 General Fund Expenditures		**$258,695,842**
2016 Expenditure increases/(decreases)		
Citywide Salaries/Benefits/Pensions Changes:		
Pension cost decreases	(580,537)	
Healthcare rate changes and contribution to fund balance	1,360,000	
Net change to fund existing positions	1,100,000	
Workers' Compensation Fund and Claims Reserve Fund increases	705,195	
Citywide Operating Changes:		
Utility rate changes	86,669	
Contracted services/goods changes	39,046	
Funding for Regional Business Alliance & Small Business Development Center	102,500	
Sales Tax Sharing Agreements payments (with revenue offset)	1,500,000	
Capital Improvement Projects/SCIP Debt Service Changes:		
Reduce in SCIP bond payment - redirect to Stormwater projects	(5,072,000)	
Increase to Capital Improvement Projects	6,990,912	
Department Funding Changes:		
Increase Parks water budget	500,000	
Increase funding for mowing contracts	341,400	
Spraying in parks for Tussock Moth	180,245	
Comprehensive Plan update	250,000	
CSPD Body Worn Camera Program	240,000	
Restructure transit routes 6,8,15 & 16 to enhance service	447,280	
Add a 4th CSFD Battallion	200,000	
Lease-purchase street sweepers (with revenue offsett from sale of current assets)	550,000	
Other department changes (Please refer to individual Department narratives for changes)	473,952	
Total Budgeted 2016 General Fund Expenditures		**$268,110,504**
Projected 2016 General Fund Revenue = Budgeted 2016 General Fund Expenditures		

The 2016 General Fund Budget
represents a
3.6% increase
over the 2015 General Fund
Budget

Summary of General Fund Unfunded Operating Requests

Requesting Division	Description	Unfunded Amount	# of FTE Requested
Public Works			
City Engineering	Add 1.00 FTE to convert temporary staff to FTE at RDC	$0	1.00
Traffic Engineering	Purchase and deploy Vision Zero Suite (VZS)	25,000	-
Transit	Add 1.00 FTE to convert temporary staff to FTE	5,760	1.00
Transit	Add 1.00 FTE to convert temporary staff to FTE	3,572	1.00
Transit	Add 1.00 FTE to convert temporary staff to FTE	13,971	1.00
City Attorney, City Clerk, Municipal Court			
City Attorney	Position reclassifications	$32,851	-
City Attorney	Case Management System	35,000	-
City Attorney	Restore Prosecutor position to full time position	46,974	-
City Attorney	Prosecuting Attorney	81,739	1.00
City Attorney	Discovery Clerk (Office Specialist)	40,863	1.00
City Attorney	eDiscovery Paralegal	73,070	1.00
City Clerk	License Enforcement Officer	55,565	1.00
Municipal Court	Increase in judicial compensation*	62,337	-
Municipal Court	Add 0.50 FTE Probation Technician	26,762	0.50
Municipal Court	Security system upgrade	10,000	-
Municipal Court	Summons and complaint printing	2,000	-
Municipal Court	Xerox printer fees	18,000	-
Planning, Economic Development, Housing			
Economic Development	Increase for operational expenditures	$5,900	-
Land Use Review	Add 1.00 FTE Planner II	84,839	1.00
Land Use Review	Add 1.00 FTE Planner II	84,889	1.00
Land Use Review	Add 1.00 FTE Outreach Coordinator	109,452	1.00
Land Use Review	Add 1.00 FTE Planner II	89,844	1.00
Land Use Review	Additional operating costs	306,872	-
Land Use Review	Revolve computers	10,000	-
Land Use Review	LUR microfilm machine computer upgrade	4,000	-
Land Use Review	Upgrade printer	2,400	-
Land Use Review	Funding for an Intern	10,000	-
Land Use Review	Additional code enforcement operating costs	112,630	-
Land Use Review	Code enforcement software for historical data tracking	42,000	-
Land Use Review	Add 1.00 FTE Code Enforcement Officer	100,028	1.00
Land Use Review	Waterwise Landscape Replacement Program	100,000	-
Land Use Review	North Nevada Economic Opportunity Zone Project	120,000	-
Land Use Review	South Nevada Revitalization Plan Project	150,000	-
Land Use Review - Projects	Comprehensive Plan update*	250,000	-
Land Use Review	Add 1.00 FTE Code Enforcement Officer	100,028	1.00
Real Estate Services	Add 1.00 FTE Real Estate Specialist II	75,939	1.00

* These requests were partially funded in the 2016 budget. The amount listed reflects the amount of the request that is unfunded. Please refer to the Department narratives for the funded amounts.

Summary of General Fund Unfunded Operating Requests

Requesting Division	Description	Unfunded Amount	# of FTE Requested
Parks, Recreation & Cultural Services			
Cultural Services	Add 1.00 FTE Museum Special Events Coordinator	$37,050	1.00
Cultural Services	Story of Us Project, contingency	49,100	-
Cultural Services	Rockledge Ranch Strategic Planning	2,500	-
Cultural Services	Add 1.00 FTE Cultural Services Supervisor	94,781	1.00
Forestry	Forest management contracted services	500,000	-
Forestry	Hazard tree removal & street tree inventory	500,000	-
Forestry	Forestry crew expansion	185,837	3.00
Forestry	Verizon airtime increase	2,400	-
Park Operations	Utility adjustment - water*	1,456,257	-
Park Operations	Add 1.00 FTE Environmental Health and Safety Position	71,953	1.00
Park Operations	Add 1.00 FTE Senior Maintenance Technician	61,616	1.00
Park Operations	Add 1.00 FTE Landscape Architect II	62,781	1.00
Park Operations	Add 1.00 FTE Senior Maint. Tech. - South Athletic	61,616	1.00
Park Operations	Add 1.00 FTE Park Ranger - Garden of the Gods	85,842	1.00
Park Operations	Add 1.00 FTE Senior Maint. Tech. - North Athletic	62,216	1.00
Park Operations	Add 1.00 FTE Senior Maint. Tech. - North District	90,216	1.00
Park Operations	Expanded use of KCSB services	10,000	-
Park Operations	Costs related to Clean Water Drinking Act	9,600	-
Recreation & Administration	Add 1.00 FTE Recreation Assistant	64,409	1.00
Recreation & Administration	Add 1.00 FTE Maintenance Technician II	29,945	1.00
Recreation & Administration	Add 1.00 FTE Adult Sports - Recreation Assistant	49,409	1.00
Recreation & Administration	New afterschool program at Turman ES	39,207	-
Recreation & Administration	Increase in seasonal salaries	48,449	-
Recreation & Administration	Upgrades to security/fire systems	7,000	-
Recreation & Administration	Support of community programs (SOS & Spruce Ups)	21,559	-
Fire & OEM			
Fire	4th Battalion*	$109,565	-
Fire	Fire Code Inspector	148,041	1.00
Fire	Operating & capital increases	188,968	-
Fire	Medical - AMR liquidated damages	146,049	-
Fire	Addition of 12 firefighters for Station 22	959,313	12.00
Fire	Squad 11	321,390	-
Fire	Add 1.00 FTE HR Recruiter	63,589	1.00
Fire	Critical facilities maintenance	107,000	-
Fire	Apparatus replacement plan*	119,246	-
Fire	Add 1.00 FTE Fire Fleet Technician	71,559	1.00
Fire	Add 1.00 FTE Medical Analyst I	60,587	1.00
Fire	Add 1.00 FTE Fleet Sr. Office Specialist	54,446	1.00
Fire	Add 1.00 FTE Fire & Life Safety Educator	112,644	1.00
Fire	Fire Medical Lieutenants	54,437	-

* These requests were partially funded in the 2016 budget. The amount listed reflects the amount of the request that is unfunded. Please refer to the Department narratives for the funded amounts.

Summary of General Fund Unfunded Operating Requests

Requesting Division	Description	Unfunded Amount	# of FTE Requested
City Auditor			
City Auditor	Penetration testing of IT system for City and Utilities	$35,000	-
Mayor, Communications, Human Resources			
Communications	Add 1.00 FTE Electronic Media Specialist	$84,782	1.00
Communications	Interactive audience response system	4,100	-
Human Resources	Employee Training	19,500	-
Human Resources	Add 5.00 FTE HR Business Partners	475,781	5.00
Human Resources	Add 1.00 FTE Workforce Development/Training Specialist	108,869	1.00
Human Resources	Add 1.00 FTE Senior Recruiter	71,907	1.00
Human Resources	Employee Satisfaction Poll	40,000	-
Mayor's Office	Fund two Interns	19,200	-
Finance, Contract Compliance, General Costs			
Accounting	Add 1.00 FTE Capital Asset Accountant (Sr Accountant)	$85,085	1.00
Accounting	Add 1.00 FTE Accounts Receivable Technician	46,513	1.00
Procurement	Add 1.00 FTE Procurement Buyer position	67,987	1.00
Fleet Management	Add 1.00 FTE Analyst	77,693	1.00
Facilities Maintenance	Snow removal (CAB & OCH)	7,500	-
Facilities Maintenance	Facility maintenance - operating needs	45,000	-
Police			
Police	Replenish weapon inventory	$11,520	-
Police	Hourly/Seasonal Temporary funding for background cadre	33,198	-
Police	HVAC repair at POC /water heater repair at Sand Creek	29,000	-
Police	Hard-mount radios for new vehicles	20,000	-
Police	Increased cost of security services at Impound Lot	11,000	-
Police	UPS Batteries for POC Data Center	25,000	-
Total General Fund Unfunded Operating Requests		**$9,731,497**	**60.50**

* These requests were partially funded in the 2016 budget. The amount listed reflects the amount of the request that is unfunded. Please refer to the Department narratives for the funded amounts.

2016 General Fund Expenditure Summary

	2014 Actual	2015 Budget (Jan 1)	2015 Amended (as of 8/31/15)	2016 Budget (Oct 5)	2016 Budget - 2015 Amended Budget	Main reason for change
City Attorney, City Clerk, Municipal Court						
City Attorney						
Salaries/Benefits/Pensions	$4,099,454	$4,533,037	$4,533,037	$4,761,945	$228,908	Convert the Legislative Counsel Attorney position from a 0.50 FTE to 1.00 FTE
Operating	320,081	293,757	293,757	317,906	24,149	
Capital	60,829	8,000	8,000	5,000	(3,000)	
Total City Attorney	**$4,480,364**	**$4,834,794**	**$4,834,794**	**$5,084,851**	**$250,057**	
FTE - budgeted	**43.00**	**41.50**	**41.50**	**42.00**	**0.50**	Convert the Legislative Counsel Attorney position from a 0.50 FTE to 1.00 FTE
City Clerk						
Salaries/Benefits/Pensions	$616,980	$656,282	$656,282	$713,770	$57,488	Addition of Records Retention Coordinator
Operating	55,850	57,090	57,090	77,660	20,570	Increase due to increase in background investigations
Capital	0	0	0	2,000	2,000	
Total City Clerk	**$672,830**	**$713,372**	**$713,372**	**$793,430**	**$80,058**	
FTE - budgeted	**8.00**	**8.00**	**8.00**	**9.00**	**1.00**	Addition of Records Retention Coordinator
Municipal Court						
Salaries/Benefits/Pensions	$2,456,883	$2,598,618	$2,598,618	$2,918,095	$319,477	Net increase due to addition of 2.00 FTE for the JIS rebuild and maintenance, Judicial Compensation
Operating	964,630	804,510	974,510	951,068	(23,442)	
Capital	0	0	0	0	0	
Total Municipal Court	**$3,421,513**	**$3,403,128**	**$3,573,128**	**$3,869,163**	**$296,035**	
FTE - budgeted	**35.00**	**31.50**	**32.50**	**34.50**	**2.00**	Addition of 2.00 FTE for the JIS rebuild and maintenance
City Auditor						
Salaries/Benefits/Pensions	$1,241,565	$1,303,550	$1,303,550	$1,347,747	$44,197	Net change to fund existing positions
Operating	61,390	69,257	69,257	69,257	0	
Capital	0	0	0	0	0	
Total City Auditor	**$1,302,955**	**$1,372,807**	**$1,372,807**	**$1,417,004**	**$44,197**	
FTE - budgeted	**14.00**	**14.00**	**14.00**	**14.00**	**0.00**	
City Council						
Salaries/Benefits/Pensions	$437,780	$468,200	$468,200	$432,032	($36,168)	
Operating	425,796	499,881	499,671	496,591	(3,080)	Reduced travel out of town budget to accommodate other operating expenditure increases
Capital	13,389	0	210	1,790	1,580	
Total City Council	**$876,965**	**$968,081**	**$968,081**	**$930,413**	**($37,668)**	
FTE - budgeted	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**	
Finance, Contract Compliance - Fleet, General Costs						
Finance						
Salaries/Benefits/Pensions	$2,711,079	$2,914,994	$2,914,994	$2,970,721	$55,727	Increase for addition of 1.00 FTE Procurement Buyer
Operating	225,331	416,251	416,251	410,263	(5,988)	
Capital	0	10,000	10,000	4,750	(5,250)	
Total Finance	**$2,936,410**	**$3,341,245**	**$3,341,245**	**$3,385,734**	**$44,489**	
FTE - budgeted	**34.75**	**34.75**	**34.75**	**35.75**	**1.00**	Increase for addition of 1.00 FTE Procurement Buyer

2016 General Fund Expenditure Summary

	2014 Actual	2015 Budget (Jan 1)	2015 Amended (as of 8/31/15)	2016 Budget (Oct 5)	2016 Budget - 2015 Amended Budget	Main reason for change
Contract Compliance						
Facilities Management						
Salaries/Benefits/Pensions	$0	$0	$0	$53,166	$53,166	Transfer funding from Fire for 1.00 FTE position
Operating	$773,926	764,281	$764,281	775,004	10,723	
Capital	$114,586	0	$0	6,354	6,354	
Total Facilities Management	**$888,512**	**$764,281**	**$764,281**	**$834,524**	**$70,243**	
FTE - budgeted	0.00	0.00	0.00	1.00	1.00	Transfer funding from Fire for 1.00 FTE position
Fleet Management						
Salaries/Benefits/Pensions	$353,405	$374,120	$374,120	$380,683	$6,563	
Operating	10,333,967	9,991,469	9,991,469	10,167,829	176,360	Decrease for projected fuel cost, net increase in Serco contract
Capital	797,797	1,249,128	1,249,128	950,128	(299,000)	Decrease due to reduction in Police fleet replacements
Total Fleet Management	**$11,485,169**	**$11,614,717**	**$11,614,717**	**$11,498,640**	**($116,077)**	
FTE - budgeted	4.00	4.00	4.00	4.00	0.00	
Total Contract Compliance	**$12,373,681**	**$12,378,998**	**$12,378,998**	**$12,333,164**	**($45,834)**	
FTE - budgeted	**4.00**	**4.00**	**4.00**	**5.00**	**1.00**	
Fire						
Fire						
Salaries/Benefits/Pensions	$41,414,736	$43,317,803	$43,317,803	$43,883,580	$565,777	Increase for 4th Battalion, net change to fund existing positions and step increases for current sworn positions
Operating	2,676,287	2,623,783	2,623,783	2,632,962	9,179	
Capital	1,820,940	1,091,893	1,091,893	1,308,640	216,747	Increase for Apparatus replacement plan
Total Fire	**$45,911,963**	**$47,033,479**	**$47,033,479**	**$47,825,182**	**$791,703**	
FTE - budgeted	**371.75**	**374.00**	**374.00**	**374.00**	**0.00**	
Office of Emergency Management						
Salaries/Benefits/Pensions	$460,809	$601,187	$601,187	$600,057	($1,130)	
Operating	63,925	54,315	54,315	54,315	0	
Capital	26,801	0	0	0	0	
Total Emergency Management	**$551,535**	**$655,502**	**$655,502**	**$654,372**	**($1,130)**	
FTE - budgeted	**4.50**	**5.50**	**5.50**	**5.50**	**0.00**	
Information Technology						
Salaries/Benefits/Pensions	$3,999,024	$4,993,987	$4,993,987	$5,663,102	$669,115	Net change to fund existing positions, convert 2.00 contractors to FTE
Operating	5,111,190	5,824,429	5,824,429	5,734,342	(90,087)	
Capital	1,283,080	1,763,146	1,763,146	1,357,000	(406,146)	Decrease due to removal of 2015 one-time funding
Total IT	**$10,393,294**	**$12,581,562**	**$12,581,562**	**$12,754,444**	**$172,882**	
FTE - budgeted	**44.00**	**51.00**	**52.00**	**54.00**	**2.00**	Convert 2.00 contractors to 2.00 FTE
Mayor's Office, Communications, Human Resources						
Mayor's Office						
Salaries/Benefits/Pensions	$557,199	$567,125	$567,125	$608,066	$40,941	Net increase for seasonal temporary
Operating	55,615	78,850	78,850	81,150	2,300	
Capital	0	0	0	0	0	
Total Mayor's Office	**$612,814**	**$645,975**	**$645,975**	**$689,216**	**$43,241**	
FTE - budgeted	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**	

2016 General Fund Expenditure Summary

	2014 Actual	2015 Budget (Jan 1)	2015 Amended (as of 8/31/15)	2016 Budget (Oct 5)	2016 Budget - 2015 Amended Budget	Main reason for change
Communications						
Salaries/Benefits/Pensions	$352,274	$326,456	$326,456	$312,082	($14,374)	Net change to fund existing positions
Operating	64,456	60,899	60,899	60,639	(260)	
Capital	375	200	200	200	0	
Total Communications	**$417,105**	**$387,555**	**$387,555**	**$372,921**	**($14,634)**	
FTE - budgeted	**4.00**	**3.00**	**3.00**	**3.00**	**0.00**	
Human Resources						
Human Resources						
Salaries/Benefits/Pensions	$1,072,201	$1,226,980	$1,226,980	$1,208,700	($18,280)	Net change to fund existing positions
Operating	69,261	76,614	76,614	108,614	32,000	Increase allowance for work force development and training
Capital	328	2,700	2,700	500	(2,200)	Decrease due to removal of one-time purchase of computer & furniture
Total Human Resources	**$1,141,790**	**$1,306,294**	**$1,306,294**	**$1,317,814**	**$11,520**	
FTE - budgeted	11.00	13.00	13.00	13.00	0.00	
Risk Management						
Salaries/Benefits/Pensions	$378,011	$427,877	$427,877	$423,928	($3,949)	Net change to fund existing positions
Operating	53,006	74,705	74,705	72,705	(2,000)	
Capital	0	0	0	0	0	
Total Risk Management	**$431,017**	**$502,582**	**$502,582**	**$496,633**	**($5,949)**	
FTE - budgeted	5.00	5.00	5.00	5.00	0.00	
Occupational Health Clinic						
Salaries/Benefits/Pensions	$185,721	$179,848	$179,848	$175,733	($4,115)	Net change to fund existing positions
Operating	37,458	64,510	64,510	70,110	5,600	Increase due to contract obligation
Capital	0	0	0	0	0	
Total Occupational Health Clinic	**$223,179**	**$244,358**	**$244,358**	**$245,843**	**$1,485**	
FTE - budgeted	2.40	2.25	2.25	2.25	0.00	
Total Human Resources	**$1,795,986**	**$2,053,234**	**$2,053,234**	**$2,060,289**	**$7,055**	
FTE - budgeted	**18.40**	**20.25**	**20.25**	**20.25**	**0.00**	
Parks						
Cultural Services						
Salaries/Benefits/Pensions	$1,161,063	$1,230,294	$1,230,294	$1,285,268	$54,974	Increase to expand Garden of the Gods park safety patrol, increase to fund Garden of the Gods education programs, increase to fund implementation of the Museum Strategic Plan
Operating	495,897	521,752	521,752	534,849	13,097	Increase to fund a Garden of the Gods Scientific Study
Capital	0	0	0	0	0	
Total Cultural Services	**$1,656,960**	**$1,752,046**	**$1,752,046**	**$1,820,117**	**$68,071**	
FTE - budgeted	10.00	12.00	12.00	12.00	0.00	
Forestry						
Salaries/Benefits/Pensions	$529,107	$583,122	$583,122	$606,113	$22,991	Net change to fund existing positions
Operating	339,954	584,685	640,170	914,930	274,760	Increase to fund spraying for Tussock Moths in Wildland Parks, increase to fund a rights-of-way mowing contract
Capital	0	0	0	0	0	
Total Forestry	**$869,061**	**$1,167,807**	**$1,223,292**	**$1,521,043**	**$297,751**	
FTE - budgeted	8.00	8.00	8.00	8.00	0.00	

2016 General Fund Expenditure Summary

	2014 Actual	2015 Budget (Jan 1)	2015 Amended (as of 8/31/15)	2016 Budget (Oct 5)	2016 Budget - 2015 Amended Budget	Main reason for change
Park Operations						
Salaries/Benefits/Pensions	$1,654,465	$1,502,888	$1,502,888	$1,571,675	$68,787	Net change to fund existing positions
Operating	4,621,728	4,094,589	4,039,104	4,891,847	852,743	Increase for parks watering, increase for contracted mowing services
Capital	0	0	0	0	0	
Total Park Operations	**$6,276,193**	**$5,597,477**	**$5,541,992**	**$6,463,522**	**$921,530**	
FTE - budgeted	17.50	20.00	19.50	19.50	0.00	
Recreation & Administration						
Salaries/Benefits/Pensions	$3,096,778	$3,673,180	$3,673,180	$3,624,032	($49,148)	Net change to fund existing positions
Operating	2,257,061	2,412,100	2,436,100	2,454,046	17,946	Increase for program support for the Westside Community Center
Capital	0	1,000	1,000	1,000	0	
Total Recreation & Administration	**$5,353,839**	**$6,086,280**	**$6,110,280**	**$6,079,078**	**($31,202)**	
FTE - budgeted	25.25	32.25	32.25	32.25	0.00	
Total Parks	**$14,156,053**	**$14,603,610**	**$14,627,610**	**$15,883,760**	**$1,256,150**	
FTE - budgeted	**60.75**	**72.25**	**71.75**	**71.75**	**0.00**	
Planning, Economic Development, Housing						
Planning & Development						
Code Enforcement - Planning						
Salaries/Benefits/Pensions	$0	$0	$0	$1,232,314	$1,232,314	Transfer of funding for 12.00 FTE for Code Enforcement from Police to Planning & Development, increase due to the transfer of 1.00 FTE (Land Use Inspector II) from Land Use Review, increase due to the addition of 1.00 FTE (Code Enforcement Division Manager)
Operating	0	0	$0	84,957	84,957	Transfer of Code Enforcement funding from Police to Planning & Development, increase associated with the addition of 1.00 FTE (Code Enforcement Division Manager)
Capital	0	0	$0	59,500	59,500	Increase due to the addition of 1.00 FTE (Code Enforcement Division Manager) - vehicle, computer, office furniture
Total Code Enforcement	**$0**	**$0**	**$0**	**$1,376,771**	**$1,376,771**	
FTE - budgeted	0.00	0.00	0.00	14.00	14.00	Transfer of 12.00 FTE for Code Enforcement from Police to Planning & Development, transfer of 1.00 FTE (Land Use Inspector II) from Land Use Review, addition of 1.00 FTE (Code Enforcement Division Manager)
Land Use Review						
Salaries/Benefits/Pensions	$1,420,822	$1,555,250	$1,555,250	$1,308,928	($246,322)	Decrease due to the transfer of 1.00 FTE (Land Use Inspector II)to Code Enforcement, net change to fund existing positions
Operating	57,820	116,348	116,348	100,329	(16,019)	Remove one-time funding
Capital	0	0	0	0	0	
Total Land Use Review	**$1,478,642**	**$1,671,598**	**$1,671,598**	**$1,409,257**	**($262,341)**	
FTE - budgeted	15.00	16.00	16.00	15.00	(1.00)	Transfer of 1.00 FTE (Land Use Inspector II)to Code Enforcement
Real Estate Services						
Salaries/Benefits/Pensions	$358,545	$323,277	$323,277	$293,935	($29,342)	Net change to fund existing positions
Operating	$8,935	14,217	$14,217	14,217	0	
Capital	$0	0	$0	0	0	
Total Real Estate Services	**$367,480**	**$337,494**	**$337,494**	**$308,152**	**($29,342)**	
FTE - budgeted	4.00	4.00	4.00	4.00	0.00	
Total Planning & Development	**$1,846,122**	**$2,009,092**	**$2,009,092**	**$3,094,180**	**$1,085,088**	
FTE - budgeted	**19.00**	**20.00**	**20.00**	**33.00**	**13.00**	

2016 General Fund Expenditure Summary

	2014 Actual	2015 Budget (Jan 1)	2015 Amended (as of 8/31/15)	2016 Budget (Oct 5)	2016 Budget - 2015 Amended Budget	Main reason for change
Economic Development						
Salaries/Benefits/Pensions	$400,922	$238,868	$238,868	$240,424	$1,556	Net change to fund existing positions
Operating	55,073	95,359	95,359	95,359	0	
Capital	0	0	0	0	0	
Total Economic Development	**$455,995**	**$334,227**	**$334,227**	**$335,783**	**$1,556**	
FTE - budgeted	**6.00**	**3.00**	**3.00**	**3.00**	**0.00**	
Housing						
Salaries/Benefits/Pensions	$0	$128,770	$128,770	$131,929	$3,159	Net change to fund existing positions
Operating	253,516	300,966	300,966	300,966	0	
Capital	0	0	0	0	0	
Total Housing	**$253,516**	**$429,736**	**$429,736**	**$432,895**	**$3,159**	
FTE - budgeted	**0.00**	**1.00**	**1.00**	**1.00**	**0.00**	
Police						
Salaries/Benefits/Pensions	$76,460,955	$82,435,803	$81,842,103	$81,880,242	$38,139	Net change to fund existing positions, decrease in Pension costs, decrease due to transfer of Code Enforcement to Planning & Development
Operating	5,463,325	6,438,816	6,808,516	6,928,483	119,967	Increase associated with Body Worn Camera program implementation, increase for transcription services outsourcing, increase for Sexual Assault Evidence Collection costs (Transfer from General Costs)
Capital	49,105	108,000	332,000	75,000	(257,000)	Decrease in machinery and apparatus and buildings infrastructure, remove one-time funding
Total Police	**$81,973,385**	**$88,982,619**	**$88,982,619**	**$88,883,725**	**($98,894)**	
FTE - budgeted	**801.50**	**824.50**	**825.50**	**813.50**	**(12.00)**	Transfer 12.00 FTE (Code Enforcemen) to Planning & Development
Public Works						
City Engineering						
Salaries/Benefits/Pensions	$3,542,475	$3,887,645	$4,054,150	$3,558,341	($495,809)	Decrease due to transfer of 1.50 FTE positions to Stormwater, decrease to due to reorganization between City Engineering and Traffic Engineering
Operating	240,875	330,997	359,377	280,216	(79,161)	Decrease due removal of to one-time funding for Cartegraph software upgrade
Capital	0	0	0	40,000	40,000	Transfer of Operating from Stormwater for right-of-way permit software
Total City Engineering	**$3,783,350**	**$4,218,642**	**$4,413,527**	**$3,878,557**	**($534,970)**	
FTE - budgeted	43.00	43.00	43.00	41.50	(1.50)	Decrease of 1.50 FTE positions transferred to Stormwater
Stormwater						
Salaries/Benefits/Pensions	$1,906,699	$2,026,396	$2,026,396	$2,348,411	$322,015	Increase due to transfer of 2.00 FTE positions from Streets, increase due to transfer of 1.50 FTE positions from City Engineering
Operating	617,088	1,025,966	1,025,966	898,625	(127,341)	Decrease due to transfer to City Engineering for Assessments of Dangerous Structures and temporary employment at Regional Development Center, decrease due to transfer to Traffic Engineering for Traffic Signal Maintenance program
Capital	0	0	0	0	0	
Total Stormwater	**$2,523,787**	**$3,052,362**	**$3,052,362**	**$3,247,036**	**$194,674**	
FTE - budgeted	25.00	25.00	25.00	28.50	3.50	Increase of 2.00 FTE positions transferred from Streets and 1.50 positions transferred from City Engineering

2016 General Fund Expenditure Summary

	2014 Actual	2015 Budget (Jan 1)	2015 Amended (as of 8/31/15)	2016 Budget (Oct 5)	2016 Budget - 2015 Amended Budget	Main reason for change
Streets						
Salaries/Benefits/Pensions	$4,980,493	$5,503,758	$5,949,177	$5,730,093	($219,084)	Decrease due to transfer of 2.00 FTE positions to Stormwater, decrease due to transfer of salaries to Traffic Engineering for the School Safety Program
Operating	4,310,088	1,815,217	1,940,075	1,942,388	2,313	
Capital	34,097	10,000	10,000	5,000	(5,000)	
Total Streets	**$9,324,678**	**$7,328,975**	**$7,899,252**	**$7,677,481**	**($221,771)**	
FTE - budgeted	79.00	79.00	87.00	85.00	(2.00)	Decrease due to transfer of 2.00 FTE positions to Stormwater
Traffic Engineering						
Salaries/Benefits/Pensions	$2,762,128	$2,735,387	$2,093,463	$2,262,229	$168,766	Increase to due to reorganization between City Engineering and Traffic Engineering
Operating	1,183,336	874,843	751,605	786,541	34,936	Increase due to transfer from Stormwater to reinstate Traffic Signal Maintenance program
Capital	0	0	0	0	0	
Total Traffic Engineering	**$3,945,464**	**$3,610,230**	**$2,845,068**	**$3,048,770**	**$203,702**	
FTE - budgeted	35.50	34.00	26.00	26.00	0.00	
Transit						
Salaries/Benefits/Pensions	$633,333	$672,643	$672,643	$706,154	$33,511	Net change to fund existing positions
Operating	3,137,039	3,403,183	3,403,183	4,113,651	710,468	Increase to restructure of Routes 6, 8, 15, and 16, and increased costs of fuel, software maintenance, ADA supplemental service, and transit service contract
Capital	0	0	0	0	0	
Total Transit	**$3,770,372**	**$4,075,826**	**$4,075,826**	**$4,819,805**	**$743,979**	
FTE - budgeted	9.00	9.00	9.00	9.00	0.00	
Total Public Works	**$23,347,651**	**$22,286,035**	**$22,286,035**	**$22,671,648**	**$385,613**	
FTE - budgeted	**191.50**	**190.00**	**190.00**	**190.00**	**0.00**	
General Costs						
Salaries/Benefits/Pensions	$1,713,504	$1,650,000	$1,650,000	$1,350,000	($300,000)	
Operating	16,550,129	16,619,524	16,824,028	18,534,530	1,710,502	
Capital	0	0	0	0	0	
Total General Costs	**$18,263,633**	**$18,269,524**	**$18,474,028**	**$19,884,530**	**$1,410,502**	
SCIP Debt Service	7,843,450	7,838,750	7,838,750	2,766,750	(5,072,000)	
Internal Service Charges	2,541,762	2,539,260	2,539,260	3,712,880	1,173,620	
General Fund CIP	10,204,472	11,033,257	16,277,200	18,024,169	1,746,969	
General Fund - Projects	7,877,319	0	0	250,000	250,000	
Contribution to Fund Balance	0	0	0	0	0	
General Fund Budget Total	**254,510,773**	**258,695,842**	**264,338,289**	**268,110,504**	**3,772,215**	
FTE	**1,670.15**	**1,708.25**	**1,710.75**	**1,719.25**	**8.50**	
Reconciliation to CAFR	**0**		**0**	**0**		
General Fund Total Expenditures	**254,510,773**		**264,338,289**	**268,110,504**		

2016 PSST Fund Expenditure Summary

	2014 Actual	2015 Budget (Jan 1)	2015 Amended (as of 8/31/15)	2016 Budget (Oct 5)	2016 Budget - 2015 Amended Budget	Main reason for change
Public Safety Sales Tax (PSST) Fund						
Fire						
Salaries/Benefits/Pensions	$10,486,532	$11,806,686	$11,806,686	$12,625,632	$818,946	Net change to fund existing positions and step increases for current sworn positions, increases in overtime, standby and retirement
Operating	1,251,062	1,510,450	1,510,450	1,404,328	(106,122)	Redistribution to fund increases in overtime, standby and retirement
Capital	301,885	237,953	237,953	487,021	249,068	Increase for upgrade to computer networks in coordination with IT
Capital Projects	(41,470)	0	0	249,087	249,087	High Priority Fire Projects
Total	**$11,998,009**	**$13,555,089**	**$13,555,089**	**$14,766,068**	**$1,210,979**	
FTE - budgeted	89.50	101.50	101.50	101.50	0.00	
Police						
Salaries/Benefits/Pensions	$13,731,480	$13,464,375	$13,464,375	$14,529,248	$1,064,873	Net change to fund existing positions, funding increase for 1.00 FTE transferred from General Fund during 2015
Operating	1,339,950	1,236,065	1,236,065	1,544,144	308,079	Increased costs for current contracts
Capital	966,633	281,500	281,500	247,000	(34,500)	Redistribution to operating category
Total	**$16,038,063**	**$14,981,940**	**$14,981,940**	**$16,320,392**	**$1,338,452**	
FTE - budgeted	127.00	127.00	128.00	128.00	0.00	
Fund Total	**$28,036,072**	**$28,537,029**	**$28,537,029**	**$31,086,460**	**$2,549,431**	
FTE	**216.50**	**228.50**	**229.50**	**229.50**	**0.00**	

2016 Enterprise Funds Expenditure Summary

	2014 Actual	2015 Budget (Jan 1)	2015 Amended (as of 8/31/15)	2016 Budget (Oct 5)	2016 Budget - 2015 Amended Budget	Main reason for change
Enterprise Funds						
Airport						
Salaries/Benefits/Pensions	$6,732,792	$7,450,395	$7,450,395	$7,507,677	$57,282	Net change to fund existing positions
Operating	6,952,144	6,667,626	6,667,626	8,365,258	1,697,632	Increase to fund debt service payments - transfer to other funds operating line
Capital	86,118	277,180	277,180	125,484	(151,696)	Decrease to move IT infrastructure projects to CIP
Debt Service	0	2,427,450	2,427,450	2,000,000	(427,450)	Decrease due to debt service being paid from 404 in 2016, rather than 401 (expense moved to transfer to other funds operating line), increase to pay off existing bank loan
CIP Projects	0	150,000	150,000	0	(150,000)	Removal of 2015 one-time projects
Operating Sub-Total	**$13,771,054**	**$16,972,651**	**$16,972,651**	**$17,998,419**	**1,025,768**	
CIP & Grants	13,820,806	14,107,424	16,107,424	31,144,994	15,037,570	
Debt Service	1,361,309	0	0	10,040,450	10,040,450	Increase due to debt service being paid from 404 in 2016, rather than 401, and appropriating an amount to retire debt during 2016
PFC - Capital Projects/SIB Loan	(29,290)	363,212	363,212	2,655,658	2,292,446	Due to a change in budgeting methodology to properly account for transfers between Airport Specific Enterprise funds, the 2016 budget appropriation is significantly larger than in prior years
CFC - Capital Projects	0	0	0	1,000,000	1,000,000	Due to a change in budgeting methodology to properly account for transfers between Airport Specific Enterprise funds, the 2016 budget appropriation is significantly larger than in prior years
Total	**$28,923,879**	**$31,443,287**	**$33,443,287**	**$62,839,521**	**$29,396,234**	
FTE - budgeted	96.00	91.00	91.00	93.00	2.00	Increase of 2.0 positions
Cemeteries						
Salaries/Benefits/Pensions	$480,089	$539,077	$539,077	$530,078	($8,999)	Net change to fund existing positions
Operating	818,819	808,065	808,065	839,527	31,462	Increase to fund utilty rate increases and other operational needs
Capital	37,327	35,000	35,000	35,000	0	
Total	**$1,336,235**	**$1,382,142**	**$1,382,142**	**$1,404,605**	**$22,463**	
FTE - budgeted	6.00	6.00	6.00	6.00	0.00	
Development Review Enterprise						
Salaries/Benefits/Pensions	$878,871	$1,132,918	$1,132,918	$1,181,759	$48,841	Increase due to addition of 1.00 FTE (Fire Inspector II)
Operating	359,419	792,916	792,916	611,558	(181,358)	Reduce reimbursement expenses to the General Fund for Land Use Review staff time spent working on Development Review Enterprise (DRE) activities – this reduction is based upon a time tracking study (and results in a decrease in revenue to the General Fund)
Capital	58,970	12,405	12,405	131,344	118,939	Increase due to addition of 1.00 FTE (Fire Inspector II) - vehicle, computer, furniture
Total	**$1,297,260**	**$1,938,239**	**$1,938,239**	**$1,924,661**	**($13,578)**	
FTE - budgeted	11.00	14.50	14.50	15.50	1.00	Add 1.00 FTE (Fire Inspector II)
Memorial Health System						
Salaries/Benefits/Pensions	$715,267	$10,000	$10,000	$7,000	($3,000)	
Operating	270,902,539	5,702,112	5,702,112	5,705,112	3,000	
Capital	0	0	0	0	0	
Total	**$271,617,806**	**$5,712,112**	**$5,712,112**	**$5,712,112**	**$0**	
FTE - budgeted	0.00	0.00	0.00	0.00	0.00	

2016 Enterprise Funds Expenditure Summary

	2014 Actual	2015 Budget (Jan 1)	2015 Amended (as of 8/31/15)	2016 Budget (Oct 5)	2016 Budget - 2015 Amended Budget	Main reason for change
Parking System						
Salaries/Benefits/Pensions	$548,504	$580,311	$580,311	$571,690	($8,621)	Net change to fund existing positions
Operating	1,103,299	1,216,447	1,216,447	1,209,251	(7,196)	
Capital	15,400	20,000	20,000	20,000	0	
Debt Service	1,055,664	1,066,326	1,066,326	910,420	(155,906)	Net decrease in debt service payment due to bond restructuring
CIP Projects	807,102	1,759,000	1,790,937	865,000	(925,937)	Decrease to fund CIP projects
Total	**$3,529,969**	**$4,642,084**	**$4,674,021**	**$3,576,361**	**($1,097,660)**	
FTE - budgeted	8.50	8.50	8.50	8.50	0.00	
Patty Jewett Golf Course						
Salaries/Benefits/Pensions	$683,367	$743,798	$743,798	$684,707	($59,091)	Decrease for reorganization and reclassification of positions
Operating	1,178,775	1,245,291	1,255,429	1,288,835	33,406	Increase for multiple operational needs
Capital	46,583	168,500	168,500	130,997	(37,503)	Decrease to remove one-time 2015 purchase of equipment
Total	**$1,908,725**	**2,157,589**	**$2,167,727**	**$2,104,539**	**($63,188)**	
FTE - budgeted	8.00	7.50	7.50	6.50	(1.00)	Decrease 1.00 FTE Maintenance Technician II
Pikes Peak - America's Mountain						
Salaries/Benefits/Pensions	$1,207,282	$1,443,351	$1,443,351	$1,389,272	($54,079)	Net change to fund existing positions and medical and dental plan changes
Operating	1,574,972	2,156,765	2,156,765	1,531,794	(624,971)	Decrease to remove the one-time 2015 loan payoff
Capital	40,469	150,500	150,500	232,000	81,500	Increase to fund replacement of vehicles
CIP Projects	84,358	1,500,000	1,760,000	1,100,000	(660,000)	Decrease to remove one-time 2015 amendment and decrease the Summit House CIP amount
Total	**$2,907,081**	**$5,250,616**	**$5,510,616**	**$4,253,066**	**($1,257,550)**	
FTE - budgeted	19.00	19.00	19.00	19.00	0.00	
Valley Hi Golf Course						
Salaries/Benefits/Pensions	$296,830	$342,039	$342,039	$291,663	($50,376)	Net change to fund existing positions
Operating	748,678	811,192	811,192	823,101	11,909	Increase for multiple operational needs
Capital	0	0	0	0	0	
Total	**$1,045,508**	**$1,153,231**	**$1,153,231**	**$1,114,764**	**($38,467)**	
FTE - budgeted	3.00	3.50	3.50	3.50	0.00	

2016 Support Services and Special Revenue Funds Expenditure Summary

	2014 Actual	2015 Budget (Jan 1)	2015 Amended (as of 8/31/15)	2016 Budget (Oct 5)	2016 Budget - 2015 Amended Budget	Main reason for change
Support Services Fund						
Fleet Management						
Salaries/Benefits/Pensions	$485,151	$0	$0	$0	$0	
Operating	189,837	1,391,413	1,391,413	0	(1,391,413)	Eliminate one-time transfer to other funds for final payout of fund balance to City
Capital	0	0	0	0	0	
Total	**$674,988**	**$1,391,413**	**$1,391,413**	**$0**	**($1,391,413)**	
FTE - budgeted	0.00	0.00	0.00	0.00	0.00	
Office Services Fund						
Salaries/Benefits/Pensions	$578,300	$590,984	$590,984	$601,064	$10,080	Net change to fund existing positions
Operating	1,005,913	1,167,374	1,167,374	1,135,378	(31,996)	Net decrease mainly due to reduced expenditure projections
Capital	0	0	0	0	0	
Total	**$1,584,213**	**$1,758,358**	**$1,758,358**	**$1,736,442**	**($21,916)**	
FTE - budgeted	9.00	9.00	9.00	9.00	0.00	
Radio Communications Fund						
Salaries/Benefits/Pensions	$352,128	$453,074	$453,074	$447,478	($5,596)	Net change to fund existing positions
Operating	965,862	1,045,652	1,045,652	1,045,645	(7)	
Capital	0	0	0	0	0	
Total	**$1,317,990**	**$1,498,726**	**$1,498,726**	**$1,493,123**	**($5,603)**	
FTE - budgeted	8.00	6.00	6.00	6.00	0.00	
Special Revenue Funds						
TOPS						
Salaries/Benefits/Pensions	$609,981	$693,441	$693,441	$815,266	$121,825	Net change to fund existing positions, increase for 1.00 FTE Park Ranger, increase for seasonal temporary staff for land management and education programs
Operating	1,449,016	707,959	632,959	1,225,750	592,791	Increase to fund additional park maintenance needs, increase for land management, education program and resource management, increase for operational needs of the 1.00 FTE Park Ranger
Capital	45,684	0	75,000	28,000	(47,000)	Remove one-time 2015 transfer to capital outlay
CIP Projects	4,621,671	7,204,464	7,204,464	4,200,137	(3,004,327)	Decrease to remove one-time 2015 projects and fund new 2016 projects
Total	**$6,726,352**	**$8,605,864**	**$8,605,864**	**$6,269,153**	**($2,336,711)**	
FTE - budgeted	8.00	10.00	8.50	9.50	1.00	Increase 1.00 FTE Park Ranger
CTF						
Salaries/Benefits/Pensions	$2,845,130	$3,332,652	$3,332,652	$3,304,690	($27,962)	Net change to fund existing positions, increase for 1.00 FTE Skilled Maintenance Technician II
Operating	1,285,479	1,213,936	1,213,936	840,790	(373,146)	Decrease for operational adjustments relating to projected decrease in revenue
Capital	0	0	0	28,000	28,000	Increase for capital needs of the 1.00 FTE Skilled Maintenance Technician II
CIP Projects	1,013,402	221,500	221,500	75,000	(146,500)	Decrease to remove one-time 2015 projects and fund new 2016 projects
Total	**$5,144,011**	**$4,768,088**	**$4,768,088**	**$4,248,480**	**($519,608)**	
FTE - budgeted	35.00	38.50	40.50	41.50	1.00	Increase 1.00 FTE Skilled Maintenance Technician II

2016 Internal Services Funds Expenditure Summary

	2014 Actual	2015 Budget (Jan 1)	2015 Amended (as of 8/31/15)	2016 Budget (Oct 5)	2016 Budget - 2015 Amended Budget	Main reason for change
Internal Services Funds						
Claims Reserve (502-7750)						
Salaries/Benefits/Pensions	$210,516	$219,501	$219,501	$217,458	($2,043)	Net change to fund existing positions
Operating	658,057	780,499	780,499	994,042	213,543	Increase due to actuary study estimated claim expense
Capital	0	0	0	0	0	
Total	**$868,573**	**$1,000,000**	**$1,000,000**	**$1,211,500**	**$211,500**	
FTE - budgeted	2.45	2.50	2.50	2.50	0.00	
Employee Benefits Self-Insurance (504-						
Salaries/Benefits/Pensions	$270,991	$277,174	$277,174	$287,346	$10,172	
Operating	23,076,193	33,703,821	33,703,821	28,135,009	(5,568,812)	Decrease due to a change in practice to better reflect a more modest operating contingency
Capital	0	0	0	0	0	
Total	**$23,347,184**	**$33,980,995**	**$33,980,995**	**$28,422,355**	**($5,558,640)**	
FTE - budgeted	4.30	4.25	4.25	4.00	(0.25)	
Workers' Compensation (503-7720, 7730, 7740)						
Salaries/Benefits/Pensions	$638,609	$671,675	$671,675	$698,576	$26,901	
Operating	9,080,449	7,328,325	7,328,325	7,301,424	(26,901)	
Capital	0	0	0	0	0	
Total	**$9,719,058**	**$8,000,000**	**$8,000,000**	**$8,000,000**	**($0)**	
FTE - budgeted	8.35	8.50	8.50	8.25	(0.25)	

2016 SIMD Funds Expenditure Summary

	2014 Actual	2015 Budget (Jan 1)	2015 Amended (as of 8/31/15)	2016 Budget (Oct 5)	2016 Budget - 2015 Amended Budget	Main reason for change
Special Improvement Maintenance Districts (SIMD) Funds						
Briargate SIMD						
Salaries/Benefits/Pensions	$425,165	$452,922	$452,922	$414,136	($38,786)	
Operating	503,129	469,533	469,533	536,940	67,407	
Capital	7,685	10,000	10,000	0	(10,000)	
Total	**$935,979**	**$932,455**	**$932,455**	**$951,076**	**$18,621**	
FTE - budgeted	5.00	5.00	5.00	5.00	0.00	
Colorado Gateway SIMD						
Salaries/Benefits/Pensions	$0	$0	$0	$0	$0	
Operating	7,563	8,130	8,130	4,080	(4,050)	
Capital	0	0	0	0	0	
Total	**$7,563**	**$8,130**	**$8,130**	**$4,080**	**($4,050)**	
FTE - budgeted	0.00	0.00	0.00	0.00	0.00	
Nor'wood SIMD						
Salaries/Benefits/Pensions	$326,428	$300,375	$300,375	$262,633	($37,741)	
Operating	453,161	558,600	558,600	508,726	(49,874)	
Capital	6,716	12,000	12,000	20,000	8,000	
Total	**$786,305**	**$870,975**	**$870,975**	**$791,359**	**($79,615)**	
FTE - budgeted	4.00	4.00	4.00	4.00	0.00	
Old Colorado City SIMD						
Salaries/Benefits/Pensions	$60,155	$63,736	$63,736	$65,687	$1,951	
Operating	27,769	36,695	36,695	32,975	(3,720)	
Capital	15,129	35,000	35,000	20,000	(15,000)	
Total	**$103,053**	**$135,431**	**$135,431**	**$118,662**	**($16,769)**	
FTE - budgeted	1.00	1.00	1.00	1.00	0.00	
Platte Avenue SIMD						
Salaries/Benefits/Pensions	$0	$0	$0	$0	$0	
Operating	7,040	45,100	45,100	52,620	7,520	
Capital	0	0	0	0	0	
Total	**$7,040**	**$45,100**	**$45,100**	**$52,620**	**$7,520**	
FTE - budgeted	0.00	0.00	0.00	0.00	0.00	
Stetson Hills SIMD						
Salaries/Benefits/Pensions	$67,917	$134,030	$134,030	$139,613	$5,583	
Operating	126,360	189,775	189,775	224,818	35,043	
Capital	1,164	4,000	4,000	20,000	16,000	
Total	**$195,441**	**$327,805**	**$327,805**	**$384,431**	**$56,626**	
FTE - budgeted	1.00	1.00	1.00	1.00	0.00	
Woodstone SIMD						
Salaries/Benefits/Pensions	$0	$0	$0	$0	$0	
Operating	43,396	51,400	51,400	40,800	(10,600)	
Capital	0	0	0	0	0	
Total	**$43,396**	**$51,400**	**$51,400**	**$40,800**	**($10,600)**	
FTE - budgeted	0.00	0.00	0.00	0.00	0.00	
Total of SIMD Funds	**$2,078,777**	**$2,371,296**	**$2,371,296**	**$2,343,029**	**($28,267)**	
FTE	**11.00**	**11.00**	**11.00**	**11.00**	**0.00**	

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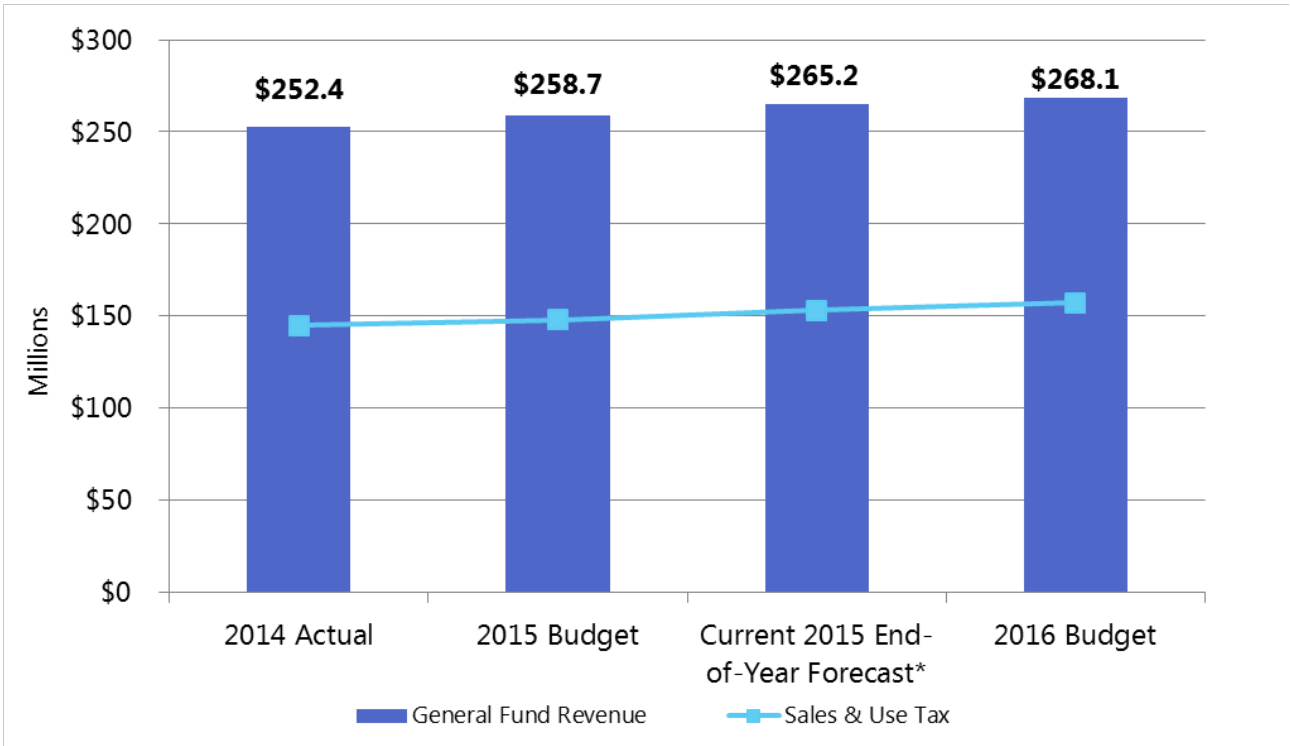
2016 GENERAL FUND REVENUES $268,110,504

Revenue Type	2014 Actual	2015 Budget	Current 2015 End-of-Year Forecast*	2016 Budget	2016 Budget-2015 Budget
Sales & Use Tax	$144,886,506	$147,855,000	$152,900,000	$157,319,940	$9,464,940
Property Tax	19,164,390	19,811,225	19,633,225	19,894,550	83,325
Other Taxes	2,858,559	3,047,406	2,978,150	2,999,582	(47,824)
Charges for Services	13,484,918	12,395,649	13,488,233	12,909,000	513,351
Fines	5,057,822	4,956,073	5,290,000	5,554,892	598,819
Intergovernmental	20,994,955	20,887,930	20,954,848	20,178,116	(709,814)
Licenses and Permits	1,860,374	1,892,389	2,161,750	1,905,320	12,931
Miscellaneous Revenue	3,309,028	2,620,978	2,930,978	2,790,612	169,634
Other Financing Sources	40,791,881	43,729,193	43,403,144	43,208,492	(520,701)
Draw from Fund Balance	0	1,500,000	1,500,000	1,350,000	(150,000)
General Fund Revenue	**$252,408,432**	**$258,695,842**	**$265,240,328**	**$268,110,504**	**$9,414,662**

*This forecast will change and City Council will be updated on the change with the Monthly Financial Report presented at the second Work Session each month.

General Fund Revenues History



2015 SALES & USE TAX REVENUES

$157,319,940

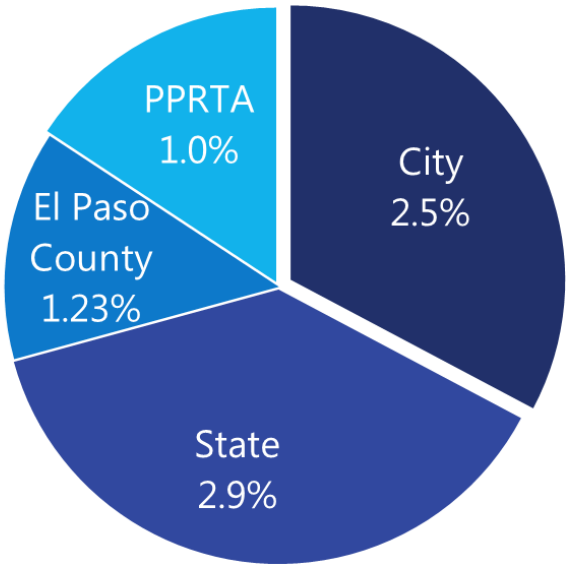
$157,319,940: Sales and Use Tax Revenue is the largest source of revenue for the City

2.9% projected 2016 growth in sales and use tax revenue over the current 2015 year-end projection

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

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 (General City operations)

0.1% TOPS (Trails, Open Space, Parks)

0.4% PSST (Public Safety)

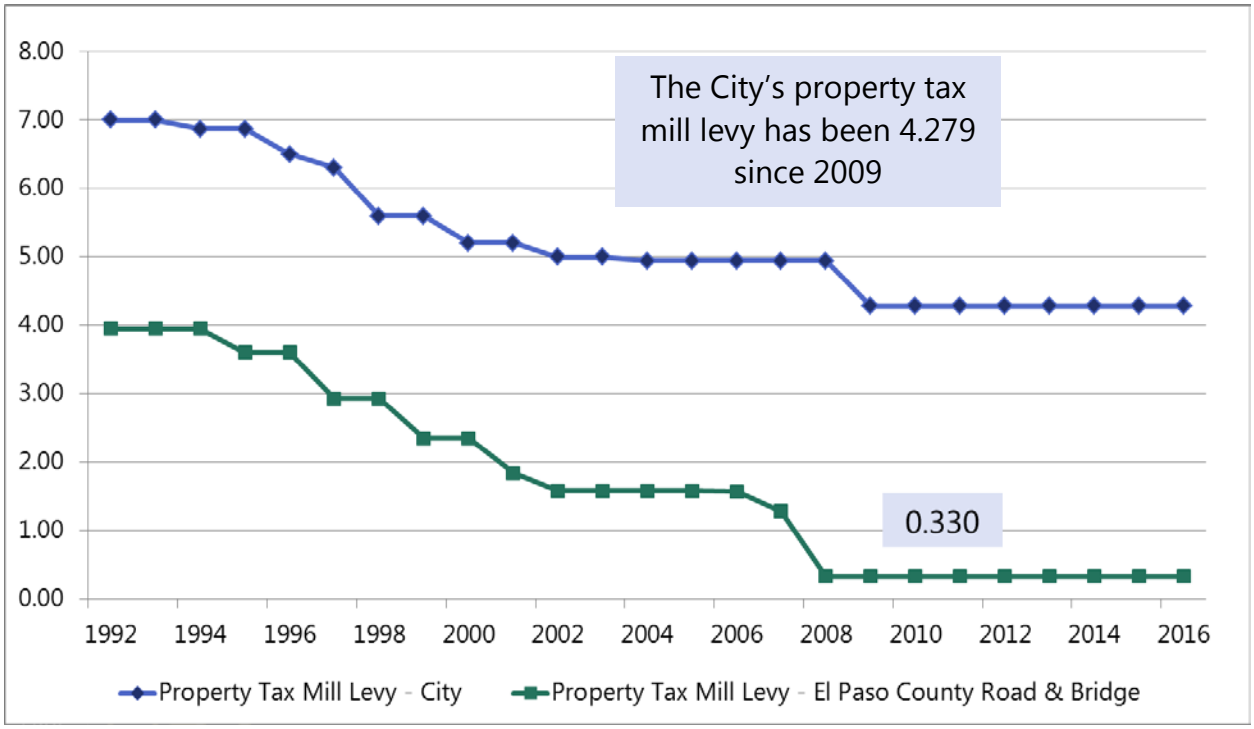
2016 PROPERTY TAX REVENUES

$19,894,550

Property Tax

Represents

8% of total General Fund revenues



Property Tax

The City levies an ad valorem tax on real property and business personal property within the City limits. To reward and encourage business expansion and relocation, this budget includes implementation of a Business Personal Property Tax (BPPT) Tax Credit program, making the City's business tax environment more competitive and equitable across industries. The 2016 budget incorporates the first phase of a two-year phase-in of a BPPT Tax Credit – equal to one-half the amount due for 2016. Beginning with the 2017 budget, there will be a 100% credit against the BBPT.

El Paso County Road & Bridge Levy

The El Paso County Road and Bridge mill levy (for which the City receives half of the revenue) was reduced from 1991 through 2008. 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 2016 budget, the Road and Bridge mill levy revenue is projected to be $800,000.

2016 GENERAL FUND OTHER REVENUES

Other Taxes Revenue $2,999,582

includes occupational tax on establishments selling alcoholic beverages and specific ownership taxes imposed by the State. In 2016, the City is projecting a small decrease in other taxes from 2015 year-end projections.

MAJOR NON-TAX REVENUE SOURCES

Charges for Services $12,909,000

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 $5,554,892

includes fines from general violations, parking meter violations, and traffic violations, which are projected to increase 4% over 2015 year-end projections.

Intergovernmental Revenue $20,178,116

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

Licenses and Permits $1,905,320

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

Other Financing Sources $43,208,492

includes Utilities Surplus Revenue, as well as reimbursements from Grants, Gift Trust Funds, and sale of assets.

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 2016 projected revenue is $3.0 million less than the projected TABOR limit for 2016.

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 2016 growth formula, the percentage change in the CPI is projected to be 2.19% and local growth is expected to be 2.0%. Thus, the combined formula increase for 2015 is projected to total 4.19%.

Five-Year TABOR Limit

City of Colorado Springs
2011 – 2015
Projected TABOR & City Charter Revenue Limits

Revenue					
Fiscal Year	**Total Eligible Revenue**		**TABOR Limit**		**Over (Under) Limit**
2012	$224,984,209		$229,208,999		($4,224,790)
2013	$226,427,567		$228,130,957		($1,703,390)
2014	$239,423,575		$237,335,801		$2,087,774
2015 est.	$245,259,203		$247,642,771		($2,383,568)
2016 proj.	$252,563,136		$255,541,064		($2,977,928)
Revenue Limitation Estimates					
Fiscal Year	**Inflation**		**Local Growth**		**Limit**
2012	3.69%	+	0.97%	=	4.66%
2013	1.94%	+	1.28%	=	3.22%
2014	2.77%	+	2.05%	=	4.82%
2015 est.	2.78%	+	1.47%	=	4.25%
2016 proj.	2.19%	+	2.00%	=	4.19%

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Level of Effort

Level of Effort Overview

Pikes Peak Rural Transportation Authority (PPRTA)

General Fund Transportation Maintenance of Effort (MOE)

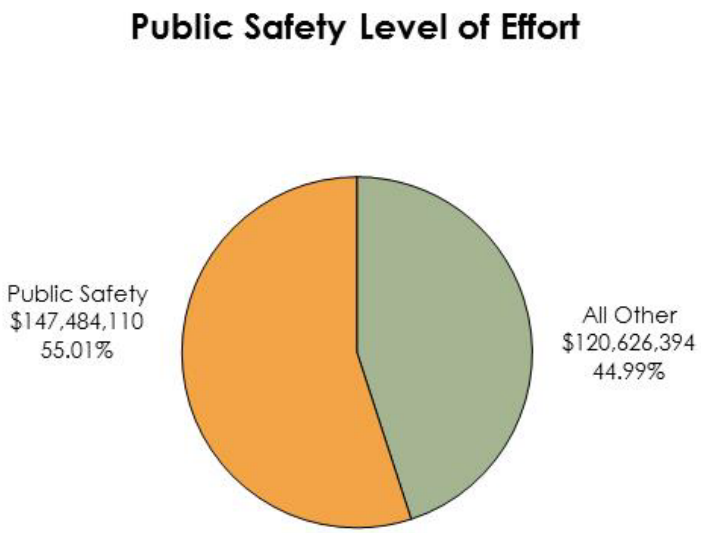
	2004 Budget Maintenance of Effort Requirement	2014	2015	2016
City Engineering	$2,649,453	$4,145,056	$4,218,642	$3,878,557
Streets	7,272,135	7,854,609	7,328,976	7,677,481
Traffic Engineering	4,986,046	4,234,711	3,610,230	3,048,770
Fleet Expenses	2,809,098	3,636,933	2,921,039	3,343,818
Radio Communications	385,824	496,318	394,764	393,289
Total Transportation Maintenance	**$18,102,556**	**$20,367,627**	**$18,473,651**	**$18,341,915**
$ Exceeding the MOE		**$2,265,072**	**$371,096**	**$239,359**

General Fund Transit Maintenance of Effort (MOE)

Transit Services	General Fund Net Cost	$ Below the MOE	% change in General Fund Net Cost
2004 Budget – Maintenance of Effort Requirement	$5,717,814		
2014 Budget	$3,855,034	($1,862,780)	3.1%
2015 Budget	$4,325,960	($1,391,854)	12.2%
2016 Budget	$5,140,598	($577,216)	18.8%

Public Safety Sales Tax (PSST)

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 2016 it is 55.01%. The 2016 Budget exceeds the Level of Effort by 7.36%, or $19.7 million.



Road Maintenance

From 2012-2014, the Streets Division spent an average of **$2.4 million** per year from the General Fund on **street and road maintenance**. The City is committed to maintain General Fund spending on street and road maintenance at the $2.4 million level. This 2016 Budget honors that commitment – there is $**1.5 million** budgeted in the capital improvements program **for street pavement improvements**, and the Streets Division will spend at least **$900,000** from their **operating** budget.

Transportation – Highways and Streets
City (non-PPRTA) Transportation Revenue and Expenditures

	Revenue	2015 Original Budget	2016 Original Budget
	Highway User Tax - Regular	$17,550,000	$16,785,602
	Highway User Tax - Additional Fees	1,447,000	1,400,000
	Road & Bridge	760,355	800,000
Line (1)	**HUTF & Road & Bridge Generated Transportation Revenues**	**$19,757,355**	**$18,985,602**
	Highways and streets permits and fees	$1,926,805	$1,812,784
	Signal maintenance	759,033	787,447
	Highways & Streets portion of Miscellaneous-Other Revenue	93,500	491,000
	Highways & Streets portion of Miscellaneous-Interfund Services Provided	83,800	81,500
	Highways & Streets portion of Business Licenses and Permits	555,427	576,752
	School Safety Surcharge portion of Court Costs and Charges	427,108	460,289
Line (2)	**Other Revenue**	**$3,845,673**	**$4,209,772**
Line (3)	**TOTAL REVENUE**	**$23,603,028**	**$23,195,374**
	Expenditures	**2015 Original Budget**	**2016 Original Budget**
	Highways & Streets portion of Maintenance of Condition (non Stormwater) *	$7,328,975	$7,677,481
	Traffic services	3,610,230	3,048,770
	Engineering	4,218,642	3,878,557
	Highways & Streets portion of Transfer out to capital improvement projects	4,844,281	2,795,574
	Highways & Streets portion of Total debt service **	3,213,888	1,134,368
	Transit ***	2,849,550	2,727,840
	Fleet maintenance, fuel, vehicle lease (non Stormwater)	3,515,686	4,046,189
Line (4)	**TOTAL EXPENDITURES**	**$29,581,252**	**$25,308,779**
	Administration - 5% of the HUTF revenue ****	949,850	909,280
Line (5)	**TOTAL EXPENDITURES INCLUDING ADMIN COSTS**	**$30,531,102**	**$26,218,059**
Line (5) -Line(3)	**Total Expenditures in Excess of Total Revenue**	**$6,928,074**	**$3,022,685**

* There is clearly a Transportation element in many Stormwater projects. For ease of calculation, that value has not yet been included.

** 41% of the SCIP debt service payment is related to Highway & Streets projects

*** No more than 15% of the total amount of HUTF revenue can be counted for transit-related operational purposes

**** Per HUTF CRS 43-4-208. Municipal allocation - The amount to be expended for administrative purposes shall not exceed five percent of each city's share of the funds available

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 intersections, roadway capacity, and pedestrian improvements, etc. Currently, only the North Nevada Avenue, Copper Ridge, and Ivywild Neighborhood URAs have additional sales tax TIF 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.

Property Tax Revenue*	2013 Actual	2014 Actual	2015 Budget	2016 Budget
City Auditorium URA	$1,085	$1,104	$1,162	$1,197
CityGate URA	865	808	583	1,140
Copper Ridge at Northgate URA	2,971	21,406	32,590	54,298
Gold Hill Mesa URA	15,433	19,176	22,494	28,362
Ivywild Neighborhood URA	904	1,578	5,162	6,675
North Nevada Avenue URA	62,718	69,951	73,455	88,828
South Central Downtown URA (Lowell project)†	12,886	12,886	0	0
Southwest Downtown URA	4	0	0	521
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**	2013 Actual	2014 Actual	2015 Budget	2016 Budget
Copper Ridge at Northgate URA	$0	$275,508	$375,000	$625,155
Ivywild Neighborhood URA	0	29,925	40,000	45,000
North Nevada Avenue URA	2,923,002	3,188,236	3,500,000	4,121,323

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

Economic Development Partners

For 2016, the City of Colorado Springs has partnered with the following two organizations to support regional economic development efforts and small business development:

Colorado Springs Regional Business Alliance (pka: 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.

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.

In earlier years, the City also partnered with the following organizations but the support was intended to be short-term, start-up funding.

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.

Expenditures	2013 Actual	2014 Actual	2015 Budget	2016 Budget
Colorado Springs Regional Business Alliance (RBA) (pka: Economic Development Corporation and Colorado Springs Chamber of Commerce)*	$70,000	$70,000	$0	$70,000
Small Business Development Center (SBDC)*	50,000	55,000	0	55,000
Colorado Springs Technology Incubator (CSTI)*	25,000	10,000	0	0
COPPeR**	39,000	43,000	0	0
Innovations In Aging – Aging in El Paso County	0	20,000	0	0
Annual Expenditures	**$184,000**	**$198,000**	**$0**	**$125,000**

* Funding prior to 2013 was budgeted in the General Cost section. For 2016, the RBA budget is paid by the General Fund and SBDC budget is split 50/50 between the General Fund and the Lodgers and Automobile Rental Tax (LART) Fund.

** Funding for 2013-2014 was budgeted from the City's share of the 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 for manufacturing equipment, Business Personal Property Tax incentive payments, the Commercial Aeronautical Zone, and the access to Private Activity Bonds.

Alternative Rate of Tax for Manufacturing Equipment

City Council authorized this program by Resolution No. 22-09, dated January 27, 2009. This program offers an incentive payment based upon a sliding scale of City sales tax paid 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	2013 Actual	2014 Actual	2015 Budget	2016 Budget
Manufacturing company	$0	$0	$93,500	$93,500

Business Personal Property Tax

The 2016 Budget assumes City Council will formally approve implementation of a two-year phase-in of a temporary Business Personal Property Tax (BPPT) Tax Credit program - making the City's business tax environment more competitive and equitable across industries. Currently, businesses pay personal property taxes to the City on equipment used to conduct business, such as large machinery, computer equipment, desks and furniture. The Tax Credit program is proposed to sunset after 10 years after evaluating the efficacy of the credit in spurring business expansion and growth. For 2016, the BPPT Tax Credit will be equal to one-half the amount of BPPT due on the 2016 property tax statements (for 2015 taxes payable in 2016). For 2016, the tax credit will be issued as a refund after June 30, 2016. (If approved, this refund mechanism will be used in 2016 as there will not be time following formal approval for El Paso County to modify the property tax bills that will be mailed early 2016.) For 2017, the proposed BPPT Tax Credit will be equal to the entire amount of BPPT due and therefore, a net zero amount due will be reflected on the 2017 property tax statements (for 2016 taxes payable in 2017).

Prior to 2016, City Council reauthorized a BPPT Economic Development Agreement program by Resolution No. 203-04, in September 2004. The BPPT Agreement program was 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 was required to create at least 10 new jobs and have over $1 million in business personal property value over the term of the agreement. The payments were 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 was 4 years and required the company to create at least 10 new jobs in addition to the investment. If the company met the investment criteria and created at least 100 jobs, the company was then eligible for a 10-year agreement. A 10-year agreement could be extended an additional 5 years (for a maximum total of 15 years) if the company invested over $75 million and hired over 500 employees. For 2016, there is $167,000 budgeted for payments associated with agreements through 2015. With the proposed phase-in of the BPPT Tax Credit program as described above, there may be payments for 2017 based upon the net amount paid by participants after the credit in 2016, but for 2018 the BPPT Agreement program will conclude as all businesses will not pay BPPT in 2017.

Description	2013 Actual	2014 Actual	2015 Budget	2016 Budget
Payments	$134,939	$148,885	$300,000	$167,000

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) and on August 11, 2015, City Council adopted Ordinance No. 15-48 expanding the boundaries of the CAZ to include other areas within the Enterprise Zone that are contiguous to the existing CAZ boundaries. 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 hanger 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.

Since the creation of the CAZ in 2014, the Airport has experienced tremendous growth of new businesses plus the expansion of five existing tenants, utilizing available land for aviation development. This growth is generating 2,500 new jobs, $300 million in direct payroll, and an additional $500,000 in non-airline revenue for the Airport. In February of 2015, Sierra Nevada Corporation (SNC) announced plans to build its new high-end aircraft completions complex at Colorado Springs Airport. This $88 million campus will house more than 2,100 employees with average salaries of $86,000, making a significant economic impact on our region and air service. The CAZ has been very successful in supporting the Airport's strategic initiatives which has since reduced operating costs, significantly lowered Airport debt, while increasing non-airline revenues. These efforts have resulted in the reduction of Airline rates and charges at COS by nearly 50% since 2013. Along with its new marketing and air service incentive programs, the Airport is now better positioned to attract new and expanded commercial air service.

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 and each year has asked City Council approval to transfer its State allocation to the County.

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	2013 Actual	2014 Actual	2015 Budget	2016 Budget
Agilent Technologies	$248,570	$0	$20,000	$0
Bal Seal Engineering	0	270,568	10,000	10,000
Lowe's	0	50,000	50,000	50,000
Mining Exchange	41,741	69,559	75,000	85,000
Wal-Mart	0	349,814	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 qualifies for exemption under the CAZ but has not yet applied.

Description	2013 Actual	2014 Actual	2015 Budget	2016 Budget
Payments	$118,750	$103,750	$0	$0

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 headquarters building, the National Governing Bodies building and the Olympic Training Center (OTC).

USOC COP Payment	2013 Actual	2014 Actual	2015 Budget	2016 Budget
Scheduled payment	$1,658,875	$1,700,275	$1,739,650	$1,782,225

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 *	2013 Actual	2014 Actual	2015 Budget	2016 Budget
Manufacturing company	$107,219	$182,501	$200,000	$186,000
Insurance company regional headquarters	194,042	105,104	110,000	105,000
Annual Payments	**$301,261**	**$287,605**	**$310,000**	**$291,000**

* 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:

College of Business and Administration
University of Colorado at Colorado Springs
1420 Austin Bluffs Parkway, Colorado Springs, CO 80933-7150
Office 719-255-3241 | Fax 719-255-3494
http://www.SouthernColoradoEconomicForum.com/

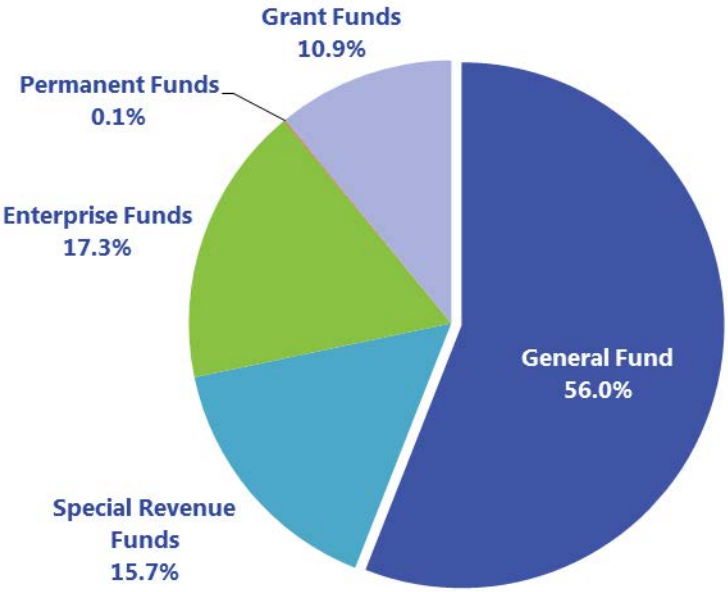
All Funds Summary

2016 All Funds Expenditures

Fund		Amount
General Fund		$268,110,504
Special Revenue Funds		75,333,630
Enterprise Funds		82,929,629
Airport *	62,839,521	
Cemeteries	1,404,605	
Development Review	1,924,661	
Memorial Health System	5,712,112	
Parking System	3,576,361	
Patty Jewett Golf Course	2,104,539	
Pikes Peak - America's Mountain	4,253,066	
Valley Hi Golf Course	1,114,764	
Permanent Funds		326,150
Grant Funds		52,315,347
All Funds Total		**$479,015,260**

Note: The total of the Internal Services Funds is $40,863,420. A portion of this is allocated in the General Fund and Enterprise Funds.

* Due to a change in budgeting methodology to properly account for transfers between Airport Specific Enterprise funds, the 2016 budget appropriation is significantly larger than in prior years



Fund Balance Summary

Fund	Estimated Funds Available for Appropriation 1/1/15	Revenue 2015 Forecast	Expenditures 2015 Forecast	Estimated Funds Available for Appropriation 1/1/16	Revenue 2016 Budget	Expenditures 2016 Budget	Estimated Funds Available for Appropriation 1/1/17
GENERAL FUND	43,257,368	263,740,328	261,423,376	45,574,320	266,760,504	268,110,504	44,224,320
Funds Available for Appropriation 1/1/14 excludes TABOR emergency reserve of $7,545,241							
SPECIAL REVENUE FUNDS							
Parks							
Ballfield CIP	89,004	100,000	100,000	89,004	53,000	53,000	89,004
Briargate SIMD	110,481	840,592	896,721	54,352	896,724	951,076	0
Colorado Avenue Gateway SIMD	5,776	3,064	8,130	710	3,415	4,080	45
Conservation Trust (CTF)	1,028,970	4,420,000	4,768,088	680,882	4,070,800	4,248,480	503,202
Nor'wood SIMD	375,634	679,775	870,975	184,434	826,061	791,359	219,136
Old Colorado City Maint./Sec. SIMD	60,693	100,588	135,431	25,850	98,662	118,662	5,850
Platte Avenue SIMD	83,982	9,172	45,100	48,054	9,572	52,620	5,006
Public Space/Development (PLDO)	5,216,709	1,200,000	6,800,000	(383,291)	1,210,000	800,000	26,709
Stetson Hills SIMD	218,779	285,364	327,805	176,338	307,829	384,431	99,736
Street Tree	96,680	2,000	12,000	86,680	2,000	12,000	76,680
Therapeutic Recreation	4,222	300	100	4,422	300	100	4,622
Trails, Open Space and Parks (TOPS)	7,157,564	7,765,000	8,605,864	6,316,700	8,008,000	6,269,153	8,055,547
Woodstone SIMD	80,358	18,834	51,400	47,792	20,208	40,800	27,200
Planning							
Banning Lewis Ranch (BLR)	1,241,595	343,000	10,625	1,573,970	271,500	8,838	1,836,632
Public Works							
Arterial Roadway	1,346,564	250,000	250,000	1,346,564	250,000	250,000	1,346,564
Bicycle Tax	34,435	95,000	97,850	31,585	85,000	85,000	31,585
Subdivision Drainage	2,079,989	4,000,000	4,000,000	2,079,989	4,000,000	4,000,000	2,079,989
Public Safety							
Public Safety Sales Tax (PSST)	4,521,842	30,655,000	28,537,029	6,639,813	31,577,184	31,086,460	7,130,537
Administration							
Cable Franchise	370,845	941,000	941,000	370,845	1,030,000	1,030,000	370,845
City-funded CIP	0	11,189,257	11,189,257	0	18,131,169	18,131,169	0
Gift Trust	3,612,134	1,900,000	1,900,000	3,612,134	1,900,000	1,900,000	3,612,134
Lodgers & Auto Rental Tax (LART)	241,468	4,161,000	4,148,842	253,626	4,875,600	4,768,402	360,824
Senior Programs	0	777,152	115,667	661,485	290,000	348,000	603,485
ENTERPRISE FUNDS							
Airport - Gross Rev Fund	12,494,319	17,650,662	16,972,651	13,172,330	20,463,836	17,998,419	15,637,747
Airport- CIP Fund	8,014,050	17,463,924	14,107,424	11,370,550	19,774,444	31,144,994	0
Airport - Bond Fund	0	0	0	0	10,040,450	10,040,450	0
Airport - PFC Fund	0	363,212	363,212	0	2,655,658	2,655,658	0
Airport - CFC Fund	0	0	0	0	1,060,862	1,000,000	60,862
Cemeteries	314,541	1,390,792	1,382,142	323,191	1,390,792	1,404,605	309,378
Development Review	1,430,386	1,759,438	1,938,239	1,251,585	2,309,295	1,924,661	1,636,219
Memorial Health System (MHS)	0	5,712,112	5,712,112	0	5,712,112	5,712,112	0
Parking System	5,840,783	4,674,977	4,642,084	5,873,676	4,410,516	3,576,361	6,707,831
Patty Jewett Golf Course	666,015	2,173,770	2,157,589	682,196	2,148,529	2,104,539	726,186
Pikes Peak - America's Mtn	8,957,844	4,750,616	5,250,616	8,457,844	3,953,066	4,253,066	8,157,844
Valley Hi Golf Course	316,947	1,150,842	1,153,231	314,558	1,135,911	1,114,764	335,705
INTERNAL SERVICE FUNDS							
Claims Reserve Self-Insurance	188,500	811,500	1,000,000	0	1,211,500	1,211,500	0
Employee Benefits Self-Insurance	1,390,244	33,980,995	33,980,995	1,390,244	27,032,111	28,422,355	0
Office Services	0	1,758,358	1,758,358	0	1,736,442	1,736,442	0
Radio	568,373	1,058,726	1,498,726	128,373	1,364,750	1,493,123	0
Support Services - Fleet	1,391,413	0	1,391,413	0	0	0	0
Workers' Compensation	3,900,508	5,058,851	8,000,000	959,359	7,040,641	8,000,000	0

In most cases, the 2015 Revenue and Expenditures are equal to the 2015 Budget amount; however, in certain cases, an end-of-year forecast is used to account for revenue adjustments or supplemental appropriations.

Fund Balance Summary

Fund	Estimated Funds Available for Appropriation 1/1/15	Revenue 2015 Forecast	Expenditures 2015 Forecast	Estimated Funds Available for Appropriation 1/1/16	Revenue 2016 Budget	Expenditures 2016 Budget	Estimated Funds Available for Appropriation 1/1/17
PERMANENT FUNDS *							
C. D. Smith Trust	0	75,000	75,000	0	75,000	75,000	0
Cemetery Endowment Trust	0	250,000	250,000	0	250,000	250,000	0
Trails, Open Space and Parks Maint.	0	11,500	11,500	0	1,150	1,150	0
GRANT FUNDS *							
Airport Grants	0	14,000,000	14,000,000	0	13,190,108	13,190,108	0
Grants	0	50,000,000	50,000,000	0	34,749,889	34,749,889	0
CDBG	0	2,500,000	2,500,000	0	2,641,000	2,641,000	0
Emergency Shelter Act Grant (ESG)	0	170,000	170,000	0	341,350	341,350	0
Home Investment Partnership	0	1,250,000	1,250,000	0	1,393,000	1,393,000	0

In most cases, the 2015 Revenue and Expenditures are equal to the 2015 Budget amount; however, in certain cases, an end-of-year forecast is used to account for revenue adjustments or supplemental appropriations.

* For some Internal Service Funds and 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 2016 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 2016 budgets by specific fund.

The budget document focuses primarily on the General Fund because it is the largest fund. The 2016 General Fund Budget is $268,110,504, which is 56.0% of the total funds.

Another significant type of fund is the Special Revenue Funds. The 2016 Special Revenue Funds budgets total $75,333,630, which is 15.7% of the total funds.

The Grant Funds budget totals $52,315,347, which is 10.9% of the total funds for 2016.

For 2016, Enterprise Funds budgets total $83,079,629, which is 17.3% of the total funds. The balance of the total funds is comprised of the 2016 Permanent Funds budgets, which total $326,150.

The total of all these funds is $479,165,260.

City Services Overview

The City of Colorado Springs is a home-rule city, organized under provisions of the Colorado constitution. The City provides a full range of municipal government services to an estimated 2016 population of 457,715 residents. The services include:

- City Attorney, City Clerk, Municipal Court
- City Auditor
- City Council
- Finance, Contract Compliance, General Costs
- Fire protection
- Information Technology
- Mayor, Communications, Human Resources
- Parks, Recreation and Cultural Services
- Planning, Economic Development, Housing
- Police protection
- 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

Basis 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. The City's budget is prepared completely on a modified accrual basis, which is the same as the Basis of Accounting for all funds except Enterprise Funds, Internal Services Funds, and certain Permanent Funds.

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.

General Fund

The General Fund includes all activities of the City supported by City taxes and other non-dedicated revenue. These other revenue sources include license and permit fees, user charges, intergovernmental revenue, fines, miscellaneous revenue, and transfers from other funds. The General Fund also includes all traditional municipal expenditures such as those for public safety, parks, and transportation. See the General Fund Summary tab.

Special Revenue Funds – overseen by the Parks Department

BALLFIELD CAPITAL IMPROVEMENTS

2015 Budget: $100,000 **2016 Budget:** $53,000

Purpose

Provide for maintenance and improvements to baseball and softball fields throughout the city.

Revenue source

Fees paid by softball and baseball teams upon league registration.

Designated expenditure

Debt service payment on the Certificates of Participation (COPs) Series 1999 for the softball and recreation facility project.

BRIARGATE SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2015 Budget: $932,455 **2016 Budget:** $951,076

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.

COLORADO AVENUE GATEWAY SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2015 Budget: $8,130 **2016 Budget:** $4,080

Purpose

Provide for the maintenance of numerous public improvements unique to the Gateway area.

Revenue source

Assessments against all real properties in the district collected by the County and remitted to the fund.

Designated expenditure

An advisory committee to advise City Council of the level, extent, and effectiveness of the maintenance needed in the district. Council approves the budget for the district.

CONSERVATION TRUST (CTF)

Mission

To provide a means of acquiring, developing, and maintaining new conservation sites and for capital improvements or maintenance for recreational purposes on any public sites.

Overview

Local governments receive 40% of the total revenue generated by the State Lottery, and the City share is distributed based on population. These funds are received and expended from the Conservation Trust Fund (CTF). A total of $4,070,800 is the amount of Lottery funds expected in 2016. Starting in 2013, the structure of the CTF 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. More detailed information can be found in the Parks Operations and Development narrative.

CTF Budget Summary	2013 Actual	2014 Actual	2015 Budget	2016 Budget
Operating	$3,875,339	$4,189,684	$4,420,000	$4,173,480
Projects	344,219	1,013,402	221,500	75,000
Total	**$4,219,558**	**$4,997,705**	**$4,768,088**	**$4,248,480**

CTF Budget By District	2016 Budget
North District	$349,720
South District	515,840
Regional Parks & Trails	604,382
North Athletic District	644,282
South Athletic District	778,177
Primary Parks	273,530
Maintenance Operations	879,983
Forestry	127,566
Total CTF Operating	**$4,173,480**

CTF Budget By Project*	2016 Budget
Red Rock Canyon Landfill	$75,000

* For budgeting purposes, COP payments are included in the operational department titled "Maintenance Operations"

NORWOOD SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2015 Budget: $870,975 **2016 Budget:** $791,359

Purpose

Provide for the maintenance of specified public improvements on and along certain roadways within the district.

Revenue source

Assessments against the real properties within the district.

Designated expenditure

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

OLD COLORADO CITY MAINTENANCE AND SECURITY DISTRICT

2015 Budget: $135,431 **2016 Budget:** $118,662

Purpose

Secure and maintain numerous public improvements unique to the Old Colorado City area.

Revenue source

Assessments against all real properties in the district collected by the County and remitted to the fund.

Designated expenditure

An advisory committee to advise City Council of the level, extent, and effectiveness of the security and maintenance needed in the district. Council approves the budget for the district.

PLATTE AVENUE SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2015 Budget: $45,100 **2016 Budget:** $52,620

Purpose

Secure and maintain numerous public improvements unique to Platte Avenue.

Revenue source

Assessments against all real properties in the district collected by the County and remitted to the fund.

Designated expenditure

An advisory committee to advise City Council of the level, extent, and effectiveness of the maintenance needed in the district. Council approves the budget for the district.

PUBLIC SPACE AND DEVELOPMENT (commonly referred to as PLDO)

2015 Budget: $6,800,000 **2016 Budget:** $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 2016, the expenditure is for the Venezia Park project.

STETSON HILLS SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2015 Budget: $327,805 **2016 Budget:** $384,431

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

2015 Budget: $12,000 **2016 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

2015 Budget: $100 **2016 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 2016, TOPS revenue is projected to be $8,008,000, of which $142,000 is estimated interest. 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. Please see below for more detail on the TOPS budget.

TOPS Budget By Category/Project	**2016 Budget**
Adminstration (3%)	**$224,309**
Maintenance (6%)	**$435,006**
Trails (20% max)	**$1,670,000**
Project – Cottonwood Trail	350,000
Project – Rock Island Trail at Powers Underpass	300,000
Project – Rock Island Trail Corridor Acquisition	425,000
Project – University Park Trail	300,000
Project – Foothills Trail at Garden of the Gods	295,000
Parks (20% max)	**$1,850,700**
Operating - Park Maintenance	790,700
Project – Playground Renovation/Replacement	200,000
Project – Water Footprint Reduction	150,000
Project – Monument Valley Pickleball Courts	100,000
Project – Venzia Community Park	450,000
Project – Ute Valley Park MP Implementation	160,000
Open Space (60% min)	**$2,089,137**
Acquisition – Red Rock Canyon Annual Payment	1,010,137
Acquisition – Open Space Acquisition Account	40,000
Stewardship – Ute Valley Master Plan Implementation	275,000
Stewardship – Bluestem OS Management Plan Implementation	70,000
Stewardship – University Park OS Management Plan Implementation	30,000
Stewardship – Stratton OS Management Plan Implementation	45,000
Stewardship – Education	100,000
Stewardship – Rangers	175,000
Stewardship – Land Management	95,000
Stewardship – Resource Management	279,000
TOTAL TOPS Budget By Category/Project	**$6,269,152**

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 & Stewardship
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	2013 Actual	2014 Actual	2015 Budget	2016 Budget
Operating	$2,245,405	$2,104,681	$1,401,400	$2,069,015
Projects	6,574,641	$4,621,371	7,204,464	4,200,137
Total	**$8,820,046**	**$6,726,352**	**$8,605,864**	**$6,269,152**

WOODSTONE SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2015 Budget: $51,400 **2016 Budget:** $40,800

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 the Planning, Economic Development, Housing Department

BANNING LEWIS RANCH

2015 Budget: $10,625 **2016 Budget:** $8,838

Purpose

Collect impact fees and manage reimbursements in a manner that allows the obligations under the BLR Annexation Agreement to be equitably and proportionally shared.

Revenue source

General Annexor Obligation Fee, BLR Parkway, or Interchange Fees.

Designated expenditure

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.

Special Revenue Funds – overseen by the Public Works Department

ARTERIAL ROADWAY

2015 Budget: $250,000 **2016 Budget:** $250,000

Purpose

Fund the cost of constructing/expanding freeway, expressway, and major or minor arterial roadway bridges.

Revenue source

Fees from landowners.

Designated expenditure

Capital construction costs or reimbursements to developers for arterial roadway bridges.

BICYCLE TAX

2015 Budget: $97,850 **2016 Budget:** $85,000

Purpose

Provide a funding source for bikeway improvements throughout the city.

Revenue source

A sales tax on the purchase of all new and used bicycles purchased in the city.

Designated expenditure

Maintenance repair and expansion of the City's bikeway system.

SUBDIVISION DRAINAGE

2015 Budget: $4,000,000 **2016 Budget:** $4,000,000

Purpose

Provide storm sewers and other facilities for the drainage and flood control of surface water.

Revenue source

Fees charged to subdivision developers.

Designated expenditure

Construction of storm sewer facilities or reimbursements to developers for construction of storm sewer facilities in the designated subdivision drainage basin.

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 multi-year projections to achieve the purpose and intent of ballot question B4.

Budget Summary	2013 Actual	2014 Actual	2015 Budget	2016 Budget
Uses of Funds				
Salaries/Benefits	$22,913,620	$24,218,012	$25,271,061	$27,154,880
Operating	2,659,367	2,591,012	2,746,515	2,248,472
Capital Outlay	745,709	1,268,518	519,453	734,021
CIP	2,989,035	(41,470)	0	249,087
Total	**$29,307,731**	**$28,537,029**	**$28,537,029**	**$31,086,460**
Personnel				
Uniformed FTE	148.00	158.00	170.00	171.00
Civilian FTE	54.50	58.50	58.50	58.50
Total Positions	**202.50**	**216.50**	**228.50**	**229.50**

Expenditure Overview

For 2016, $31.6 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 2016, a contribution to the fund balance of $490,725 is included, building the available fund balance to 22.6% of revenue. Overall, there is $31.1 million available for appropriation in 2016.

For 2016, PSST funding for the Fire Department totals $14.8 million. 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.

For 2016, PSST funding for the Police Department totals $16.3 million. 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.

City of Colorado Springs
Public Safety Sales Tax Fund
Ten-Year Plan 2016 - 2025

	2016 Projected	2017 Projected	2018 Projected	2019 Projected	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
FTE Employees										
Sworn	171.00	171.00	171.00	171.00	171.00	171.00	171.00	171.00	170.00	168.00
Civilian	58.50	58.50	58.50	58.50	58.50	58.50	58.50	58.50	58.50	58.50
Total FTE Employees	**229.50**	**229.50**	**229.50**	**229.50**	**229.50**	**229.50**	**229.50**	**229.50**	**228.50**	**226.50**
Beginning Fund Balance	**$6,639,813**	**$7,130,538**	**$8,318,795**	**$9,533,110**	**$10,771,718**	**$12,035,101**	**$13,323,749**	**$14,638,172**	**$15,978,883**	**$17,346,408**
Revenue										
Sales & Use Tax	$31,463,988	$32,093,268	$32,735,133	$33,389,836	$34,057,632	$34,738,785	$35,433,561	$36,142,232	$36,865,077	$37,602,378
Interest	113,196	105,278	107,350	109,497	111,687	113,921	116,199	118,523	120,893	123,311
Total Fund Revenue	**$31,577,184**	**$32,198,546**	**$32,842,483**	**$33,499,333**	**$34,169,319**	**$34,852,706**	**$35,549,760**	**$36,260,755**	**$36,985,970**	**$37,725,689**
Expenditures										
Fire										
Salaries and Benefits	$12,625,632	$12,578,145	$12,829,708	$13,086,302	$13,348,028	$13,614,988	$13,887,288	$14,165,034	$14,448,334	$14,737,301
Operating Expenses	1,404,328	1,432,415	1,461,063	1,490,284	1,520,090	1,550,492	1,581,501	1,613,131	1,645,394	1,678,302
Capital Outlay	487,021	719,327	732,610	747,259	762,202	777,448	792,996	808,856	825,033	841,534
Public Safety CIP	249,087	0	0	0	0	0	0	0	0	0
Fire total	**$14,766,068**	**$14,729,887**	**$15,023,380**	**$15,323,844**	**$15,630,320**	**$15,942,927**	**$16,261,785**	**$16,587,021**	**$16,918,761**	**$17,257,137**
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	$14,529,247	$14,689,258	$15,013,644	$15,145,736	$15,484,473	$15,949,007	$16,382,408	$16,741,879	$17,108,540	$17,482,533
Operating Expenses	1,544,144	1,544,144	1,544,144	1,544,144	1,544,144	1,544,144	1,544,144	1,544,144	1,544,144	1,544,144
Capital Outlay	247,000	47,000	47,000	247,000	247,000	127,979	47,000	47,000	47,000	47,000
Support Services CIP	0	0	0	0	0	0	0	0	0	0
Police total	**$16,320,391**	**$16,280,402**	**$16,604,788**	**$16,936,880**	**$17,275,617**	**$17,621,130**	**$17,973,552**	**$18,333,023**	**$18,699,684**	**$19,073,677**
Sworn FTE	*86.00*	*86.00*	*86.00*	*86.00*	*86.00*	*86.00*	*86.00*	*86.00*	*85.00*	*83.00*
Civilian FTE	*42.00*	*42.00*	*42.00*	*42.00*	*42.00*	*42.00*	*42.00*	*42.00*	*42.00*	*42.00*
Total Fund Expenditures	**$31,086,459**	**$31,010,289**	**$31,628,168**	**$32,260,725**	**$32,905,936**	**$33,564,057**	**$34,235,337**	**$34,920,044**	**$35,618,445**	**$36,330,814**
Fund Balance Contribution (Draw)	**$490,725**	**$1,188,257**	**$1,214,315**	**$1,238,608**	**$1,263,383**	**$1,288,648**	**$1,314,423**	**$1,340,710**	**$1,367,525**	**$1,394,875**
Ending Fund Balance	**$7,130,538**	**$8,318,795**	**$9,533,110**	**$10,771,718**	**$12,035,101**	**$13,323,749**	**$14,638,172**	**$15,978,883**	**$17,346,408**	**$18,741,283**
Fund Balance % of Revenue	**22.58%**	**25.84%**	**29.03%**	**32.16%**	**35.22%**	**38.23%**	**41.18%**	**44.07%**	**46.90%**	**49.68%**

Special Revenue Funds – overseen by the Finance 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 2000, City Council approved Ordinances No. 00-118 and 00-119 establishing the terms, fees, compensation, conditions, and other matters of franchise between the City and Adelphia Communications and WideOpen West. On November 7, 2000, Colorado Springs voters approved Measures 2A and 2B to grant nonexclusive franchise agreements to Adelphia 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 Adelphia cable system serving Colorado Springs was finalized when Adelphia 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.

2016 Cable Franchise Grant	
Revenue	
Subscriber revenue	$ 1,030,000
Total Revenue	**$1,030,000**
Expenditures	
City information technology strategic needs	$ 349,200
Southern Colorado Educational Television Consortium(SCETC)	203,700
SpringsTV implementation equipment and staffing	374,440
Citizen engagement staffing	102,660
Total Expenditures	**$1,030,000**

Revenue Overview

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

Expenditure Overview

City Information Technology Strategic Needs **$349,200**

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 **$203,700**

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

SpringsTV **$347,440**

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.

Citizen Engagement **$102,660**

A position is added in 2016 to lead, coordinate, and participate in citizen engagement functions for City programs and operations. Initially, the focus will be on implementing a Citizen Empowerment Suite, to include a modern 311 system made up of a wiki/knowledge base, data portal, dashboards, website content management, social media, Speak Up!, business hub, legislative management, public budget outreach, and Sandbox.

CITY-FUNDED CAPITAL IMPROVEMENTS PROGRAM (CIP)

Mission

To provide a dedicated source of revenue to fund ongoing capital repair or replacement of existing infrastructure.

Overview

The City's General Use Capital Improvements Program (CIP) budget is $18,131,169 in 2016. The sources of this funding include $18,024,169 from the General Fund and $107,000 in anticipated interest earnings and investment/bank fees. This will fund $10,450,000 for Stormwater, Roads & Bridges projects, $1,874,336 for Stormwater, Roads & Bridges grant matches, $2,069,030 Technology Improvements, $1,625,200 for facility improvements, $288,370 for other grant matches, and $1,824,233 for various payments and other projects. A detailed list of projects is in Section 31, Capital Improvements Program (CIP).

Budget Summary	2013 Actual	2014 Actual	2015 Budget	2016 Budget
CIP Construction	$9,444,633	$10,204,472	$11,189,257	$18,131,169
Total	**$9,444,633**	**$10,204,472**	**$11,189,257**	**$18,131,169**

* In any given year, the actual funds spent may equal more than the amount appropriated because project funds are rolled over from year to year.

GIFT TRUST

2015 Budget: $1,900,000 **2016 Budget:** $1,900,000

Purpose

Provide a fund for gifts received by the City during the year for specific purposes.

Revenue source

Donations from private individuals or businesses.

Designated expenditure

As designated by donor.

LODGERS AND AUTOMOBILE RENTAL TAX (LART)

Mission

To attract visitors and enhance the economy of the City and the Pikes Peak Region. 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.

Revenue Overview
Revenue resulting from the City's 2% lodging and 1% automobile rental tax are deposited into the Lodgers and Automobile Rental Tax (LART) Fund. Uses of LART revenue is limited to tourist promotion and visitor attraction as well as for economic development activities.

LART resources available for appropriation in 2016 are projected at $4,875,600. This amount is based on a collaborative projection by the Colorado Springs Convention & Visitors Bureau (CVB) and City Finance staff.

Expenditure Overview
The LART Fund is overseen by City Council and a City Council appointed committee called the LART Advisory Committee. The LART Advisory Committee review applications for funding each year for visitor attraction and economic development related events and programs. Pursuant to City Code 2.9.110, the LART Advisory Committee makes recommendations to the City concerning expenditures of the LART Fund.

On January 1, 2015, the City entered into a three-year contract with the CVB, which expires on December 31, 2017. This is the first multi-year contract that has been executed between City and CVB. Paragraph 3-Funding Agreement, provides that two-thirds of LART revenue collected in excess of the LART revenue budget will also be paid to the CVB.

For 2016, the largest award is to the Colorado Springs Convention & Visitors Bureau (CVB), which is equivalent to 2/3 of the LART revenue. According to the contract with the CVB, in the event total annual revenue to the LART Fund during the year, including any amounts carried forward from prior years, are less than the appropriated amount, the CVB will pay the City back a percentage, equal to the percentage originally appropriated, of the difference between the budgeted amount and the actual collections. In the event total revenue to the LART Fund are more than the appropriated amount, the City will pay the CVB, in addition to the allocated amount, a percentage, equal to the percentage originally appropriated, of the difference between the budgeted amount and the actual collection.

LODGERS AND AUTOMOBILE RENTAL TAX (LART)

Total Anticipated Revenues from LART: $4,875,600

Organization	Event/Project Name	LART Expenditures
	Resolution Events	
Colorado Springs Diversity Forum	Everybody Welcome: Celebrating Diversity	$3,750
Colorado Springs Philharmonic Orchestra	Summer Symphony 2016	$123,000
Colorado Springs Rodeo Association	Pikes Peak or Bust Rodeo	$21,000
Colorado Springs Sports Corporation	Rocky Mountain State Games	$29,000
Colorado Springs Veterans Day Parade, Inc.	2016 Veterans Day Parade	$11,000
Festival of Lights, Inc.	Festival of Lights Parade	$13,400
Holly Berry House, Inc.	Holly Berry House Folk Art Festival	$2,600
Hot Apple Productions, LLC	Labor Day Lift Off	$122,000
International Association of Fire Fighters Local 5	Fallen Firefighter Memorial	$16,360
Pikes Peak International Hill Climb	Pikes Peak Hill Climb Fan Fest	$12,000
Pikes Peak Range Rider Foundation	Western Street Breakfast	$3,900
Trails and Open Space Coalition	Starlight Spectacular	$3,905
	Subtotal for City Sponsored by Resolution	**$361,915**
	Tourism	
Colorado Springs Convention & Visitors Bureau	(2/3 of total LART revenue)	$3,249,067
Colorado Springs Convention & Visitors Bureau	Airport Advertising (Regional Air Service Task Force)	$150,000
American Diabetes Association	Tour de Cure	$560
Bruno Event Team	2018 U.S. Senior Open	$150,000
Colorado Military Taptoo	Colorado Military Taptoo	$25,000
Colorado Springs Sports Corporation	Nitro Circus Live	$25,000
	Roller Sports Event	
	Rocky Mountain Athletic Conference Wrestling Championship	
	The Broadmoor Pikes Peak Cycling Hill Climb	
Colorado Springs Youth Sports, Inc.	Adrenaline Showcase	$35,000
Community Ventures	Summer tourism magazine	$15,000
Cultural Office of the Pikes Peak Region (COPPeR)	PeakRadar.com	$50,000
Great White North Communications Ltd.	Colorado Springs International Dragon Boat Festival	$10,000
Pikes Peak Auto Hill Climb Educational Museum Inc.	Pikes Peak International Hill Climb	$122,000
Pikes Peak Celtic Festival	Pikes Peak Celtic Festival	$8,000
Pikes Peak Cycling Society	USA Pro Challenge	$225,000
Pikes Peak Marathon, Inc.	Pikes Peak Ascent & Marathon	$10,000
Pikes Peak Pickleball Association	2nd Annual Great Plains Regional Pickleball Tournament	$5,000
Riviera Skateboards	Pikes Peak World Cup	$15,000
Sk8-Strong	Rocky Mountain Rampage	$20,000
	Subtotal for Tourism	**$4,114,627**
	Community Events	
Angels of America's Fallen	Chick-fil-A Patriots' Festival	$440
Cheyenne Mountain Zoo	Run to the Shrine	$1,200
Colorado College	Llamapalooza	$1,840
	Commencement	$300
Colorado Springs Fine Arts Center	Colorado Springs Fine Arts Center	$10,000
Colorado Springs Pridefest, Inc	Colorado Springs Pridefest	$8,500
Colorado Springs Sports Corporation	Rio Olympic Downtown Celebration	$20,000
Defenders of Freedom: Veterans Recognition Ride	Annual Veterans Recognition Ride	$2,400
Friendly Sons & Daughters of St. Patrick	St. Pat's Parade, 5K Run, 50K Bike Ride	$7,200
Gleneagle Sertoma Club	Pikes Peak Soap Box Derby	$960
Good Times Car Show	Good Times Car Show	$2,560
Grand Prix of Running	Take 5 in the Garden of the Gods	$720
	Classic 10K Run	$240
Imagination Celebration	What If…Festival of Innovation and Imagination	$2,240
KRCC-FM Colorado College	Blues Under the Bridge	$5,000
National MS Society, Colorado-Wyoming Chapter	Walk MS Colorado Springs	$1,200

Organization	Event/Project Name	LART Expenditures
Old Colorado City Associates, Ltd	41st Annual Territory Days	$18,400
Old Colorado City Foundation	Taste of OCC	$220
Pikes Peak Art Council	Pikes Peak Art & Music Festival	$2,500
Pikes Peak Road Runners, Inc.	Super Half Marathon & 5K	$1,120
	American Discovery Trail Marathon	$640
Revvolution-Shift-S3ctor, LLC	Pikes Peak Airstrip Attack	$10,000
Rocky Mountain Motorcycle Museum & Hall of Fame, Inc.	16th Annual Tejon Street Bike Fest	$6,400
Spree Racing LLC	The Colorado Springs Half Marathon & 5K	$10,000
Springs Spree: A City in Celebration, Inc.	Springs Spree	$8,800
Susan G. Komen Colorado South	Race for the Cure	$2,000
YMCA of the Pikes Peak Region	Sailin Shoes Race For Fun	$1,920
	Turkey Trot 5K	$2,560
	Subtotal for Community	**$129,360**
Capital Improvement		
City of Colorado Springs, Pikes Peak- America's Mountain	Pikes Peak Summit Complex	$100,000
Pikes Peak Pickleball Association	Monument Valley Park Pickleball Courts	$25,000
Rocky Mountain Field Institute	Garden of the Gods Community Restoration Program	$10,000
	Subtotal for Capital Improvement	**$135,000**
Economic Development		
Small Business Development Center	Small Business Development Center	$27,500
	Subtotal for Economic Development	**$27,500**
	Total LART Expenditures	**$4,768,402**
	2016 Amount Available to be Appropriated	**$105,198**

SENIOR PROGRAMS

Mission

To provide support for the YMCA Senior Center contract and the operations of the Golf Acres Complex.

Overview

Due to significant budget reductions in 2010, the Parks, Recreation and Cultural Services Department explored alternative means to provide services to the community. In some instances, partnerships were formed. In other instances, operations were turned over to a non-profit or for-profit entity. In 2010, it was determined that the best long-term solution was to transfer ownership of the Golf Acres Complex to the Housing Authority with the understanding that senior services would continue and potentially be enhanced or expanded over time. The agreement with the Housing Authority provided that the Housing Authority would continue to operate the Golf Acres Complex conveyed for senior services consistent with the usage at the time of the agreement. In addition, the agreement provided that if the Housing Authority proposed to cease senior services operations on the Golf Acres Complex, the City had the first right to reacquire the Golf Acres Complex under the same general terms and conditions. In November 2010, City Council approved Resolution No. 208-10 authorizing the transfer of the Human Services Complex (HSC) to the Housing Authority. In January 2011, City Council approved a supplemental appropriation ordinance (Ordinance No. 11-1) for the Human Services Complex Fund in the amount of $1,200,000 and the Senior Center Fund in the amount of $800,000 to allow payment of funds associated with the transfer of the Golf Acres Complex (a.k.a. the Human Services Complex or "HSC") and the Colorado Springs Senior Center to the Colorado Springs Housing Authority ("Housing Authority"). Actual cash transfers together were approximately $1.6 million.

In 2014, the Housing Authority notified the City that it could no longer operate the Golf Acres Complex including the Senior Center under the existing model. In October 2014, the City issued a Request for Qualifications ("RFQ") to identify qualified firms capable of operating the Senior Center. The YMCA of the Pikes Peak Region ("YMCA") was the only respondent to the RFQ and was determined to be highly qualified by the RFQ review team. After determining that the City could take over operations, with the assistance of the YMCA, the City agreed to exercise its first right to reacquire the property. City staff, in coordination with the Senior Center staff, Housing Authority and YMCA, held multiple meetings with stakeholders to gather public input about the Senior Center transition. In addition, City staff accepted comments on comment cards

provided at the Senior Center, by email, and through many phone calls. In response to the input received, the City, Housing Authority and YMCA agreed to transfer the ownership and management of the complex on or about August 31, 2015, with a transition period between June 1 and August 31 to better ensure a seamless transition from Housing Authority ownership and management to City ownership and YMCA management. In order to accomplish that goal, the parties entered into three agreements.

1. **Conveyance agreement** – conveying from the Housing Authority to the City all real property at the Golf Acres Complex, all personal property related to the Senior Center and the remaining balances of the funds that were transferred to the Housing Authority in 2011.
2. **Professional services agreement** – between the City and the YMCA under which the YMCA served as the City's agent during the transition period. The YMCA was responsible for evaluating the Senior Center operations, working with the City to create a transition plan, and implementing the transition plan.
3. **Management agreement** – under which the YMCA will operate and manage the Senior Center starting August 31, 2015.

In August 2015, City Council approved a supplemental appropriation ordinance (Ordinance No. 15-51) to adopt the 2015 budget and appropriate monies for the Senior Programs Fund to support all expenses incurred from September 1 through December 31, 2015 for the YMCA contract and operations of the Golf Acres Complex. The 2016 budget for the Senior Programs Fund is provided in the table below.

2016 Senior Programs	
Revenue	
CD Smith Trust	$ 25,000
Koch Trust	$ 5,000
Elliot Trust	$ 7,000
Leases	$ 248,000
Interest	$ 1,800
Other	$ 3,200
Total Revenue	**$ 290,000**
Expenditures	
Maintenance and utilities – Golf Acres	$ 146,000
CD Smith Trust eligible expenses	$ 25,000
Commercial management fee	$ 37,000
YMCA contract	$ 140,000
Total Expenditures	**$ 348,000**

Revenue Overview

For 2016, the revenue generated by Senior Center operations (program fees, room rental fees, etc.) is not expected to be sufficient to meet the estimated operating expenses—therefore, a $140,000 payment to the YMCA is included below; rental revenue from tenants of the Golf Acres Complex is estimated to be $248,000; dedicated revenue from the three trusts is estimated to be $37,000; and interest and other revenue is estimated at $5,000.

Expenditure Overview

For 2016, an estimated payment of $140,000 will be made per the YMCA contract to offset its operating costs, $183,000 will be used by the City for operations of the Golf Acres Complex; and $25,000 is estimated for certain expenditures allowed by the CD Smith Trust. A draw from fund balance of $58,000 will be needed to meet the total expenditures of $348,000.

Enterprise Funds

These funds account for the acquisition, operation, and maintenance of the City's facilities and services that are entirely or predominantly supported by user charges or those for which the City has decided that periodic determination of the revenue earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. Additional information on these funds can be found in the Enterprises section.

Internal Service Funds

These funds account for the financing of goods or services provided by one organizational unit to other organizational units of the City on a cost-reimbursement basis. Additional information on these funds can be found where noted.

Fund	Location in budget book
Claims Reserve Self-Insurance Fund	Human Resources
Employee Benefits Self-Insurance Fund	Human Resources
Office Services Fund	Contract Compliance
Radio Fund	Information Technology
Workers' Compensation Fund	Human Resources

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. Additional information on these funds can be found where noted.

C. D. SMITH TRUST FUND

2015 Budget: $75,000 **2016 Budget:** $75,000

Purpose:
Provide funding for senior programs.

Revenue source:
Income from investments on the C. D. Smith Trust.

Designated expenditure:
Interest will be used to support Trust authorized expenditures for the Senior Center.

CEMETERY ENDOWMENT FUND

2015 Budget: $250,000 **2016 Budget:** $250,000

Purpose:
Account for the investment activities of the Cemetery Endowment corpus with investment earnings used to finance cemetery operations.

Revenue source:
Investment earnings and endowments.

Designated expenditure:
Cemetery operations.

TRAILS, OPEN SPACE AND PARKS MAINTENANCE

2015 Budget: $11,500 **2016 Budget:** $1,150

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.

Grants Funds

AIRPORT GRANTS FUND

2015 Budget: $14,000,000 **2016 Budget:** $13,190,108

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 FUNDS

2015 Budget: $50,000,000 **2016 Budget:** $39,125,239

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 FEMA, CDBG, 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 Housing 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 Housing 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 Housing 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 Housing 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; therefore for 2016 the preliminary limit is $498.1 million. The total general obligation bonded indebtedness in 2016 is $0. This leaves an available debt margin of $498.1 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 2016 payment totals $2,766,750, 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 Rate on Outstanding Debt: 5.00%

Year	Principal	Interest	Total
2016	$2,635,000	$131,750	$2,766,750
Total	**$2,635,000**	**$131,750**	**$2,766,750**

Outstanding Debt per Capita

In 2009, the General Obligation (G.O.) debt was paid off and, therefore, the G.O. debt per capita is $0. After the 2016 debt payment, Sales Tax debt per capita will be zero.

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%.

Interest Rate on Outstanding Debt: 5.00% (True Interest Cost 3.29%)
These bonds are not callable prior to maturity.
The 2016 payment totals $1,462,500 and is paid through the Airport Enterprise Fund.

Year	Principal	Interest	Total
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	1,390,000	69,500	1,459,500
Total	**$9,450,000**	**$2,246,500**	**$11,696,500**

2007A Airport System Revenue
Interest Rates on Outstanding Debt: 4.00% – 4.25% (True Interest Cost 4.14%)
These bonds are callable in whole or in part at any time beginning December 15, 2016 with no call premium.
The 2016 payment totals $347,587 and is paid through the Airport Enterprise Fund.

Year	Principal	Interest	Total
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	155,000	6,588	161,588
Total	**$1,680,000**	**$227,327**	**$1,907,327**

2007B Airport System Revenue

Interest Rates on Outstanding Debt: 4.00% – 4.375% (True Interest Cost 4.49%)
These bonds are callable in whole or in part at any time beginning December 15, 2016 with no call premium.
The 2016 payment totals $730,363 and is paid through the Airport Enterprise Fund.

Year	Principal	Interest	Total
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	1,040,000	45,500	1,085,500
Total	**$5,910,000**	**$1,292,001**	**$7,202,001**

Parking System Revenue Bonds

2015 Parking System Revenue Bonds

In 2015 the Series 1999 and Series 2006 Parking System Revenue Bonds were combined and refinanced with a principal value of $9,520,000 at an interest rate of 2.43%.
These bonds are callable in whole on the first of any month beginning December 1, 2020 with no call premium.
The 2016 payment totals $910,420 and is paid through the Parking System Enterprise Fund.

Year	Principal	Interest	Total
2016	$695,000	$215,420	$910,420
2017	710,000	198,530	908,530
2018	720,000	181,278	901,278
2019	700,000	163,782	863,782
2020	715,000	146,772	861,772
2021	735,000	129,398	864,398
2022	750,000	111,537	861,537
2023	770,000	93,312	863,312
2024	790,000	74,601	864,601
2025	810,000	55,404	865,404
2026	830,000	35,721	865,721
2027	640,000	15,552	655,552
Total	**$8,865,000**	**$1,421,307**	**$10,286,307**

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 2016 payment totals $1,782,225 which is paid from a General Fund – General Cost account.

USOC Project Series 2009
Interest Rates on Outstanding Debt: 3.00%– 5.00%
These bonds are callable in whole at any time beginning November 1, 2019 with no call premium.

Year	Principal	Interest	Total
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	2,485,000	124,250	2,609,250
Total	**$30,505,000**	**$24,231,244**	**$54,736,244**

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%
These bonds are not callable prior to maturity.

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 2016 payment totals $274,300 and is made from the Conservation Trust Fund and the Ballfield Capital Improvements Fund.

Year	Principal	Interest	Total
2016	$235,000	$39,300	$274,300
2017	240,000	29,900	269,900
2018	250,000	20,300	270,300
2019	240,000	7,800	247,800
Total	**$965,000**	**$97,300**	**$1,062,300**

Old City Hall Project Series 2011 (2000 portion of combined 2011 series)
Interest Rates on Outstanding Debt: 3.0% – 5.0%
These bonds are not callable prior to maturity.

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 2016 payment totals $521,925 and is made from the General Fund – General Costs and Police Department accounts.

Year	Principal	Interest	Total
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	205,000	7,175	212,175
Total	**$1,880,000**	**$221,525**	**$2,101,525**

Red Rock Canyon Project Series 2011 (2003 portion of combined 2011 series)
Interest Rates on Outstanding Debt: 3.0% – 5.0%
These bonds are not callable prior to maturity.

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 2016 payment totals $1,122,375 and is made from the Conservation Trust Fund and the Trails, Open Space and Parks Fund.

Year	Principal	Interest	Total
2016	$995,000	$127,375	$1,122,375
2017	1,030,000	93,825	1,123,825
2018	1,075,000	53,750	1,128,750
Total	**$3,100,000**	**$274,950**	**$3,374,950**

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 (CAB). At the end of the term, the City will have the option to purchase the building for $4,066,212. The total payment for 2016 is $626,759 and is made from the General Fund – General Costs account.

City Administration Building – 2013
Interest Rate on Outstanding Debt: 2.49%

Year	Principal	Interest	Total
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	390,884	79,185	470,069
Total	**$2,356,790**	**$620,315**	**$2,977,105**

State Statue 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	1-1-16 Balance**	2016 Payment	12-31-16 Remaining
General Fund Lease-Purchase Obligations*	$793,073	$305,595	$487,478

Description	1-1-16 Balance**	2016 Payment	12-31-16 Remaining
Other Fund Lease-Purchase Obligations	$21,942	$21,942	$0

* The General Fund Lease Purchase Obligations other than the CAB.

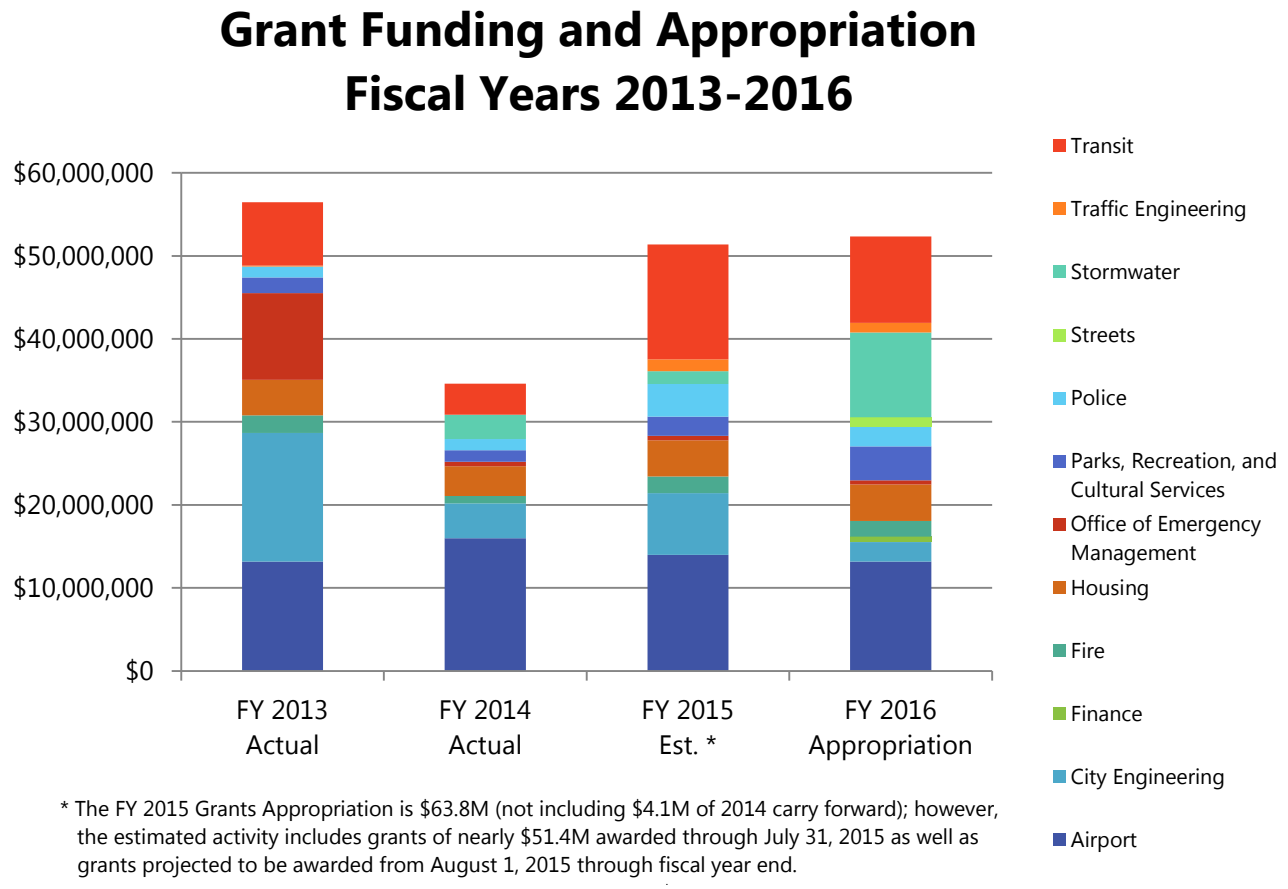
** The balance is defined as all remaining financial obligations for principal from January 1, 2016, through the retirement of all lease-purchase agreement obligations represented in the figures shown above.

Grants Overview

Grants Appropriation $52,315,347

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

The City of Colorado Springs anticipates an estimated decrease of $11.5 million in the amount of grants to be appropriated in Fiscal Year 2016. The prior year amounts shown below include the total amount of the grants appropriation pool that was used during that respective fiscal year. The grants appropriation amount includes grant dollars as well as match dollars and other dollars (i.e., donations/private fund raising). Therefore, the grant appropriation amount each year is greater than the actual grant funds received by the City. The total for fiscal year 2016 includes potential grants for which departments intend to apply, including highly competitive grants that are not guaranteed.



* The FY 2015 Grants Appropriation is $63.8M (not including $4.1M of 2014 carry forward); however, the estimated activity includes grants of nearly $51.4M awarded through July 31, 2015 as well as grants projected to be awarded from August 1, 2015 through fiscal year end.

Grants Appropriation **	2015	2016	Variance
Capital Improvement Grants †	$44,107,086	$19,952,355	($24,154,731)
Disaster Grants (FEMA DR-4229)	0	14,879,848	14,879,848
Operating Grants	19,741,029	17,483,144	(2,257,885)
Total Grants Appropriation	**$63,848,115**	**$52,315,347**	**($11,532,768)**

** The Grants Appropriation includes the anticipated federal/state grant funding, local grant match, and other funding sources (such as private donations).

† For 2014-2015, an exceptionally high amount of federal and state disaster grant funds for NRCS/EWP, HMGP and CDBG-DR programs was available for eligible projects related to the 2013 flooding. For 2016, these disaster grant programs are not available—returning the grant funding opportunities to a more historical level.

Grant Administration

Funds from federal, state and private sources are important resources that need to be included in the City's financial plan. The City is committed to a citywide coordination of grant activities among agencies and to determine the immediate and longer-term financial consequences of accepting funding. The City evaluates grant applications and awards to determine whether proposals are consistent with city priorities, ensures that proposals are coordinated with the City's existing programs, ensures that administrative, reporting and evaluation requirements are adequately addressed, assesses the need for a cash match, and evaluates the immediate and long-term financial consequences of the application. Agencies receiving the spending authority are responsible for complying with grant restrictions, applicability, and reporting. All grant funds will be expended for the purposes for which they were granted and in the time period for which they were granted.

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, local capital improvement projects, and disaster recovery efforts—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.

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 31-1.

Disaster grants received from the Federal Emergency Management Agency's (FEMA) Public Assistance (PA) Grant Program is awarded to provide assistance to State, Tribal and local governments, and certain types of Private Nonprofit organizations so that communities can quickly respond to and recover from major disasters or emergencies declared by the President. To be eligible for funding, disaster recovery work performed on an eligible facility must be required as the result of a major disaster event, be located within a designated disaster area, and be the legal responsibility of an eligible applicant.

Operating grants fund programs 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 operations is listed in each relevant department narrative of the Budget.

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 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.

Grant Appropriation Detail

Type of Funding/Recipient	Anticipated Grant Funding	Budgeted Grant Match	2016 Grants Appropriation
Capital Improvement Grants			
Airport	$11,666,000	$614,000	$12,280,000
City Engineering	1,708,250	618,245	2,326,495
Housing	900,000	0	900,000
Parks, Recreation, and Cultural Services	649,747	100,353	750,100
Traffic Engineering	924,036	231,009	1,155,045
Transit	2,319,922	220,793	2,540,715
Total Capital Improvement Grants	**$18,167,955**	**$1,784,400**	**$19,952,355**
Disaster Grants (FEMA DR-4229)			
Airport	$438,750	$146,250	$585,000
Fire	6,867	2,289	9,156
Parks, Recreation, and Cultural Services	2,185,329	728,443	2,913,772
Police	9,922	3,307	13,229
Streets	865,823	288,608	1,154,431
Stormwater	7,653,195	2,551,065	10,204,260
Total Disaster Grants (DR-4229)	**$11,159,886**	**$3,719,962**	**$14,879,848**
Operating Grants			
Airport	$325,108	$0	$325,108
Finance	657,047	0	657,047
Fire	1,899,000	0	1,899,000
Housing	3,475,350	0	3,475,350
Office of Emergency Management	493,660	0	493,660
Parks, Recreation, and Cultural Services	426,000	0	426,000
Police	2,356,000	0	2,356,000
Transit	7,850,979	0	7,850,979
Total Operating Grants	**$17,483,144**	**$0**	**$17,483,144**
Total Grants Appropriation	**$46,810,985**	**$5,504,362**	**$52,315,347**

* Note: Budgeted grant match funding the local share of FEMA DR-4229 grant projects will be comprised of multiple sources including FY 2016 local match requested through the Capital Improvement Program, funding appropriated in prior years as grant match, as well as funding approved through supplemental appropriation in FY 2015.

Capital Improvement Grants:
Capital Improvement grant funding and contributed match is included within the Capital Improvement Program All Funds Detail, starting on page 31-6. Match identified above is a component of the non-grant CIP funding sources, but may not make up the non-grant funded sources in their entirety.

Disaster Grants (FEMA DR-4229):
Grant funding anticipated from the FEMA PA grant program (mentioned above) for the declared disaster DR-4229 Colorado Severe Storms, Tornadoes, Flooding, Landslides, and Mudslides, from May 4, 2015 to July 16, 2015 is included within the Capital Improvement Program All Funds Detail, starting on page 31-6. The anticipated grant and required match are also included in the Office of Emergency Management section of the budget.

Operating Grants:
Grant funding awarded for operations is listed in each Department's budget narrative. The City's match contribution related to operating grants comes from a variety of sources, most commonly in-kind or third party contributions. Because in-kind contributions relate to expenses the City incurs regardless of receiving grant funding, contributed match is contained within each section of the budget and not identified separately. These contributions are reviewed prior to the submission of a grant application.

FEMA Public Assistance Grant – DR-4229

Within the FEMA PA grant program, eligible work is grouped into categories based on the type of work being completed. FEMA defined categories of work are:

Emergency Work

- *Category A: Debris Removal*: Clearance of trees and woody debris; certain building wreckage; damaged/ destroyed building contents; sand, mud, silt, and gravel; vehicles; and other disaster-related material deposited on public and, in very limited cases, private property.
- *Category B: Emergency Protective Measures*: Measures taken before, during, and after a disaster to eliminate/reduce an immediate threat to life, public health, or safety, or to eliminate/reduce an immediate threat of significant damage to improved public and private property through cost-effective measures.

Permanent Work

- *Category C: Roads and Bridges*: Repair of roads, bridges, and associated features, such as shoulders, ditches, culverts, lighting, and signs.
- *Category D: Water Control Facilities*: Repair of drainage channels, pumping facilities, and some irrigation facilities. Repair of levees, dams, and flood control channels fall under Category D, but the eligibility of these facilities is restricted.
- *Category E: Buildings and Equipment:* Repair or replacement of buildings, including their contents and systems; heavy equipment; and vehicles.
- *Category F: Public Utilities*: Repair of water treatment and delivery systems; power generation facilities and distribution facilities; sewage collection and treatment facilities; and communications.
- *Category G: Parks, Recreational, and Other Facilities*: Repair and restoration of parks, playgrounds, pools, cemeteries, mass transit facilities, and beaches. This category also is used for any work or facility that cannot be characterized adequately by Categories A-F.

Preliminary Damage Assessment:
The Preliminary Damage Assessment (PDA) is a joint assessment used to determine the magnitude and impact of an event's damage. A FEMA/State team will usually visit local applicants and view their damage first-hand to assess the scope of damage and estimate repair costs. The State uses the results of the PDA to determine if the

situation is beyond the combined capabilities of the State and local resources and to verify the need for supplemental Federal assistance. The PDA also identifies any unmet needs that may require immediate attention. Based on preliminary damage assessments performed by City representatives with assistance from the FEMA/State team, the breakdown of damage estimate by category, occurring within the disaster declaration period mentioned above, was as follows:

Category/Recipient	Preliminary Damage Assessment
Category A-Debris Removal	
Parks, Recreation, and Cultural Services	88,000
Stormwater	144,170
Streets	137,226
Total Category A-Debris Removal	**$369,396**
Category B-Emergency Protective Measures	
Fire	9,156
Parks, Recreation, and Cultural Services	72,000
Police	13,229
Stormwater	5,902,053
Streets	20,985
Total Category B-Emergency Protective Measures	**$6,017,423**
Category C-Roads and Bridges	
Parks, Recreation, and Cultural Services	530,154
Stormwater	327,331
Streets	68,194
Total Category C-Roads and Bridges	**$925,679**
Category D-Water Control Facilities	
Airport	585,000
Parks, Recreation, and Cultural Services	25,000
Stormwater	3,830,707
Streets	668,026
Total Category D-Water Control Facilities	**$5,108,733**
Category F-Public Utilities	
Streets	260,000
Total Category F-Public Utilities	**$260,000**
Category G-Parks, Recreational, and Other Facilities	
Parks, Recreation, and Cultural Services	2,198,618
Total Category G-Parks, Recreational, and Other Facilities	**$2,198,618**
Total DR-4229 Initial Damage Assessment	**$14,879,848**

Project Formulation and Cost Estimate:
Project formulation is the process of documenting the damage to the facility, identifying the eligible scope of work, and estimating the costs associated with that scope of work for each of the applicant's projects. Project formulation allows applicants to administratively consolidate multiple work items into single projects in order to expedite approval and funding, and to facilitate project management. The City is currently going through project formulation to estimate actual cost at this time. Estimated actual cost is expected to vary from the preliminary damage assessment estimate provided above.

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Personnel Summary

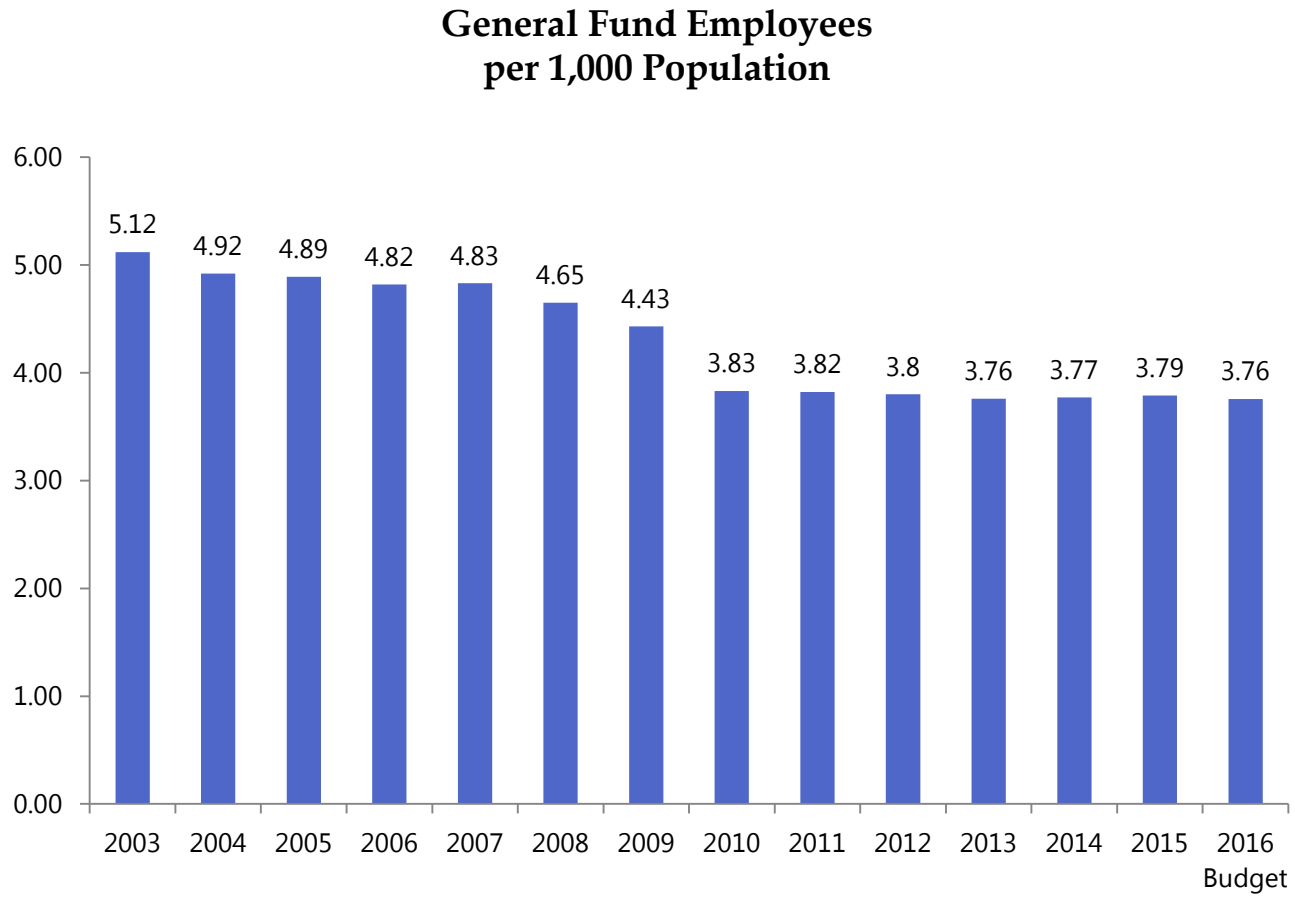
- **Add a net of 8.50 positions in the General Fund from 2015 Amended to 2016 Budget, including:**
    - Increase the Legislative Counsel Attorney position from 0.50 FTE to 1.00 FTE
    - Add 1.00 Records Coordinator
    - Add 1.00 Fire Code Inspector
    - Add 1.00 Procurement Buyer
    - Add 2.00 FTE for network security
    - Add 1.00 Code Enforcement Division Manager
    - Add 2.00 Application Programmers for JIS rebuild/maintenance
    - Add 2.00 Evidence Technicians for Body Worn Camera Program
    - Eliminate 2.00 police positions, due to transcription outsourcing

- **Add a net of 3.50 positions across all other funds, including:**
    - Eliminate 0.50 FTE in Workers' Compensation Fund
    - Add 2.00 positions at the Airport
    - Add 1.00 positions in the Development Review Enterprise
    - Eliminate 1.00 position in the Golf Enterprises
    - Add 2.00 parks positions, funded by TOPS and CTF

12.00 Net positions added across all funds from 2015 Amended Budget

	2015 Budget	2015 Amended	Transfer	Add	Eliminate	2016 Budget	Difference: 2015 A - 2016 B
General Fund	1,708.25	1,710.75	0.00	10.50	(2.00)	1,719.25	8.50
Public Safety Sales Tax Fund	228.50	229.50	0.00	0.00	0.00	229.50	0.00
Enterprise Funds	150.00	150.00	0.00	3.00	(1.00)	152.00	2.00
Special Revenue Funds - Other	64.50	66.00	0.00	2.00	0.00	68.00	2.00
Grant Funds	41.00	62.00	0.00	0.00	0.00	62.00	0.00
Radio Communications Fund	6.00	6.00	0.00	0.00	0.00	6.00	0.00
Office Services Fund	9.00	9.00	0.00	0.00	0.00	9.00	0.00
Workers' Compensation Fund	8.50	8.50	0.25	0.00	(0.50)	8.25	(0.25)
Employee Benefits Self - Insurance Fund	4.25	4.25	(0.25)	0.00	0.00	4.00	(0.25)
Claims Reserve Self - Insurance Fund	2.50	2.50	0.00	0.00	0.00	2.50	0.00
Total All Funds	**2,222.50**	**2,248.50**	**0.00**	**15.50**	**(3.50)**	**2,260.50**	**12.00**

All position totals are by fund. Narrative organization charts reflect reporting relationship.



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

General Fund Position Change Details

	2015 Budget	2015 Amended	Transfer	Add	Eliminate	2016 Budget	Difference: 2015 A - 2016 B
General Fund							
City Attorney, City Clerk, Municipal Court							
City Attorney	41.50	41.50		0.50		42.00	0.50
City Clerk	8.00	8.00		1.00		9.00	1.00
Municipal Court	31.50	32.50		2.00		34.50	2.00
City Auditor							
City Auditor	14.00	14.00				14.00	0.00
City Council							
City Council	5.00	5.00				5.00	0.00
Finance, Contract Compliance, General Costs							
Contract Compliance							
Facilities Maintenance	0.00	0.00	1.00			1.00	1.00
Fleet Maintenance	4.00	4.00				4.00	0.00
Finance	34.75	34.75		1.00		35.75	1.00
Fire							
Fire	374.00	374.00	(1.00)	1.00		374.00	0.00
Office of Emergency Management	5.50	5.50				5.50	0.00
Information Technology	51.00	52.00		2.00		54.00	2.00
Mayor's Office, Communications, HR							
Communications	3.00	3.00				3.00	0.00
Human Resources	13.00	13.00				13.00	0.00
Risk Management	5.00	5.00				5.00	0.00
Occupational Health Clinic	2.25	2.25				2.25	0.00
Mayor's Office	5.00	5.00				5.00	0.00
Parks, Recreation & Cultural Services							
Cultural Services	12.00	12.00				12.00	0.00
Forestry	8.00	8.00				8.00	0.00
Parks Operations & Development	20.00	19.50				19.50	0.00
Recreation & Administration	32.25	32.25				32.25	0.00
Planning, Economic Development, Housing							
Economic Development	3.00	3.00				3.00	0.00
Housing	1.00	1.00				1.00	0.00
Planning & Development							
Code Enforcement	0.00	0.00	13.00	1.00		14.00	14.00
Land Use Review	16.00	16.00	(1.00)			15.00	(1.00)
Real Estate Services	4.00	4.00				4.00	0.00
Police	824.50	825.50	(12.00)	2.00	(2.00)	813.50	(12.00)
Public Works							
City Engineering	43.00	43.00	(1.50)			41.50	(1.50)
Stormwater	25.00	25.00	3.50			28.50	3.50
Streets	79.00	87.00	(2.00)			85.00	(2.00)
Traffic Engineering	34.00	26.00				26.00	0.00
Transit	9.00	9.00				9.00	0.00
Total General Fund	**1,708.25**	**1,710.75**	**0.00**	**10.50**	**(2.00)**	**1,719.25**	**8.50**

Other Funds Position Change Details

	2015 Budget	2015 Amended	Transfer	Add	Eliminate	2016 Budget	Difference: 2015 A - 2016 B
Support Services Funds							
Office Services Fund	9.00	9.00				9.00	0.00
Radio Communications Fund	6.00	6.00				6.00	0.00
Total Support Services Funds	**15.00**	**15.00**	**0.00**	**0.00**	**0.00**	**15.00**	**0.00**
Internal Services Funds							
Claims Reserve Self - Insurance Fund	2.50	2.50				2.50	0.00
Employee Benefits Self - Insurance Fund	4.25	4.25	(0.25)			4.00	(0.25)
Workers' Compensation Fund	8.50	8.50	0.25		(0.50)	8.25	(0.25)
Total Internal Services Funds	**15.25**	**15.25**	**0.00**	**0.00**	**(0.50)**	**14.75**	**(0.50)**
Enterprise Funds							
Airport	91.00	91.00		2.00		93.00	2.00
Cemeteries	6.00	6.00				6.00	0.00
Development Review Enterprise	14.50	14.50		1.00		15.50	1.00
Parking System	8.50	8.50				8.50	0.00
Patty Jewett Golf Course	7.50	7.50			(1.00)	6.50	(1.00)
Pikes Peak - America's Mountain	19.00	19.00				19.00	0.00
Valley Hi Golf Course	3.50	3.50				3.50	0.00
Total Enterprise Funds	**150.00**	**150.00**	**0.00**	**3.00**	**(1.00)**	**152.00**	**2.00**
Special Revenue Funds - Public Safety Sales Tax Fund							
Fire	101.50	101.50				101.50	0.00
Police	127.00	128.00				128.00	0.00
Total Public Safety Sales Tax Fund	**228.50**	**229.50**	**0.00**	**0.00**	**0.00**	**229.50**	**0.00**
Special Revenue Funds - Other							
Cable Franchise Grant Fund	5.00	6.00				6.00	0.00
Conservation Trust (CTF)	38.50	40.50		1.00		41.50	1.00
SIMD Funds	11.00	11.00				11.00	0.00
Trails, Open Space and Parks (TOPS)	10.00	8.50		1.00		9.50	1.00
Total Special Revenue Funds - Other	**64.50**	**66.00**	**0.00**	**2.00**	**0.00**	**68.00**	**2.00**
Grant Funds							
CDBG, HOME, HOPE III and ESG	9.00	9.00				9.00	0.00
Emergency Management	2.00	2.00				2.00	0.00
Fire	0.00	7.00				7.00	0.00
Planning - Code Enforcement	0.00	0.00	3.00			3.00	3.00
Police	13.00	27.00	(3.00)			24.00	(3.00)
Public Works - Transit	17.00	17.00				17.00	0.00
Total Grant Funds	**41.00**	**62.00**	**0.00**	**0.00**	**0.00**	**62.00**	**0.00**
All Funds Total	**2,222.50**	**2,248.50**	**0.00**	**15.50**	**(3.50)**	**2,260.50**	**12.00**

City Attorney

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

2016 Goals

Goal	Measurable Outcome
Provide professional legal services to the legislative, judicial and executive branches, City departments, and enterprises.	Send out a minimum of 75 surveys and meet/exceed expectations 80% of the time or better.
Proactively advise and educate officials, employees, departments, and enterprises on relevant law and practices.	Implement Minimum of 4 education/training sessions annually.

All Funds Summary

All Funds						
	Use of Funds	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	General Fund	$4,480,364	$4,834,794	$4,834,794	$5,084,851	$250,057
	Total	**$4,480,364**	**$4,834,794**	**$4,834,794**	**$5,084,851**	**$250,057**
	Positions					
	General Fund	43.00	41.50	41.50	42.00	0.50
	Total	**43.00**	**41.50**	**41.50**	**42.00**	**0.50**

* 2015 Amended Budget as of 8/31/2015

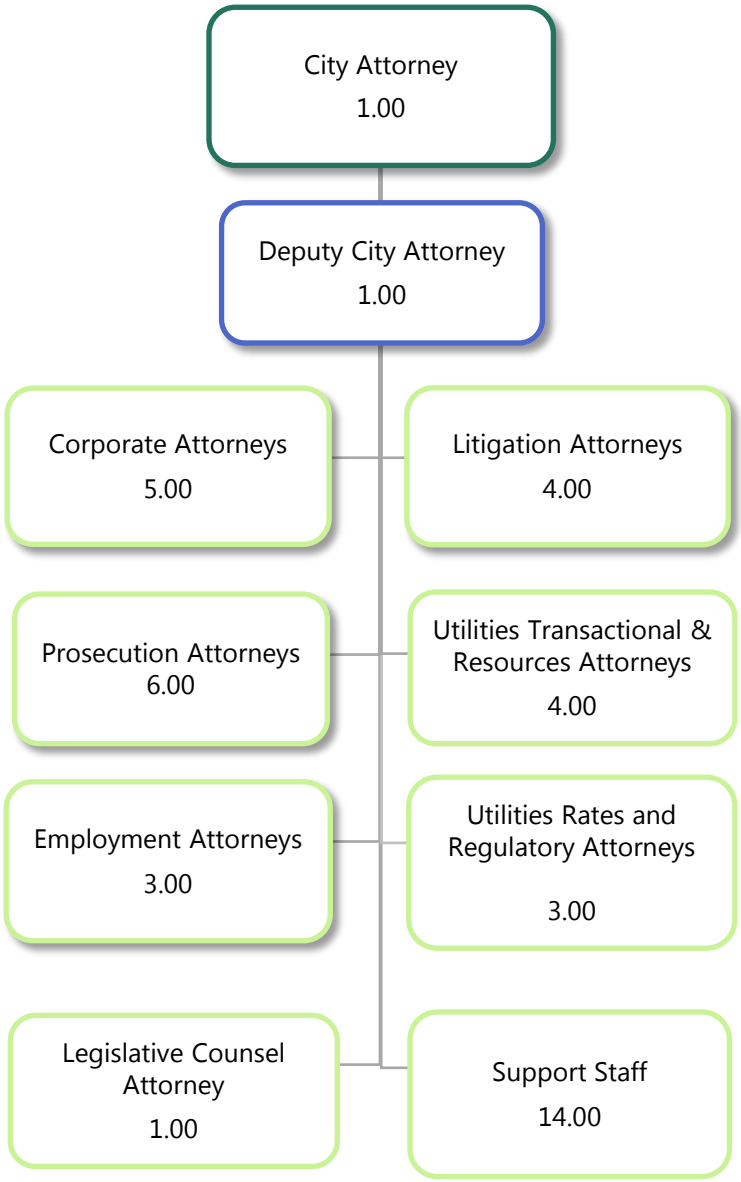
Significant Changes vs. 2015

- Increase of $91,261 to convert the Legislative Counsel Attorney position from a 0.50 FTE to 1.00 FTE

City Attorney

The City Attorney's Office is the legal advisor to the Mayor, City Council, commissions, and staff of the municipal government and City enterprises 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 transactional 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 2015, and changes occurring as part of the 2016 General Fund Budget.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$3,733,324	$4,099,454	$4,533,037	$4,533,037	$4,761,945	$228,908
Operating	210,894	320,081	293,757	293,757	317,906	24,149
Capital Outlay	3,304	60,829	8,000	8,000	5,000	(3,000)
Total	**$3,947,522**	**$4,480,364**	**$4,834,794**	**$4,834,794**	**$5,084,851**	**$250,057**
Revenue	**$1,146,683**	**$1,429,584**	**$1,400,263**	**$1,400,263**	**$1,450,116**	**$49,853**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Attorney	7.00	7.00	7.00	4.00	(3.00)
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	4.00	4.00	6.00	2.00
Legal Administrator	1.00	1.00	1.00	1.00	0.00
Legal Secretary	6.00	5.00	5.00	5.00	0.00
Legislative Counsel	1.00	0.50	0.50	1.00	0.50
Office Specialist	0.00	0.00	0.00	1.00	1.00
Paralegal	6.00	6.00	6.00	5.00	(1.00)
Prosecutor	5.00	5.00	5.00	4.00	(1.00)
Senior Attorney	8.00	9.00	9.00	11.00	2.00
Senior Legal Secretary	1.00	1.00	1.00	1.00	0.00
Total FTE	**42.00**	**40.50**	**40.50**	**41.00**	**0.50**
Special Positions					
Staff Assistant	1.00	1.00	1.00	0.00	(1.00)
Senior Legal Secretary	0.00	0.00	0.00	1.00	1.00
Total Positions	**43.00**	**41.50**	**41.50**	**42.00**	**0.50**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$102,305
	Net increase for medical and dental plan changes	34,302
	Increase for parking for employees	1,040
	Convert the Legislative Counsel Attorney position from a 0.50 FTE to 1.00 FTE	91,261
	Total Salaries/Benefits/Pensions	**$228,908**
	Operating	
	Increased operational costs (legal services, Westlaw cost)	$24,149
	Total Operating	**$24,149**
	Capital Outlay	
	Decrease for furniture and fixtures	($3,000)
	Total Capital Outlay	**($3,000)**
	Total For 2016	**250,057**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Convert the Legislative Counsel Attorney position from a 0.50 FTE to 1.00 FTE	0.50
	Total For 2016	**0.50**

* 2015 Amended Budget as of 8/31/2015

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

City Attorney

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	2,899,515	3,286,833	3,582,402	3,737,307	154,905	4.32%
51210	OVERTIME	4,512	4,163	1,500	1,500	0	0.00%
51220	SEASONAL TEMPORARY	44,663	30,770	5,000	5,000	0	0.00%
51240	RETIREMENT TERMINATION SICK	27,686	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	78,229	17,367	0	0	0	0.00%
51260	VACATION BUY PAY OUT	8,212	10,913	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(19,555)	(29,622)	0	0	0	0.00%
51610	PERA	394,051	436,180	499,218	519,212	19,994	4.01%
51612	RETIREMENT HEALTH SAVINGS	12,250	0	25,000	25,000	0	0.00%
51615	WORKERS COMPENSATION	6,331	7,019	6,697	7,932	1,235	18.44%
51620	EQUITABLE LIFE INSURANCE	7,846	9,027	13,842	16,576	2,734	19.75%
51640	DENTAL INSURANCE	11,467	12,632	13,656	15,017	1,361	9.97%
51670	PARKING FOR EMPLOYEES	7,700	9,040	11,200	12,240	1,040	9.29%
51690	MEDICARE	43,343	46,769	53,314	53,602	288	0.54%
51695	CITY EPO MEDICAL PLAN	174,126	129,745	221,124	86,688	(134,436)	-60.80%
51696	ADVANTAGE HD MED PLAN	29,928	118,806	100,084	258,892	158,808	158.67%
51697	HRA BENEFIT TO ADV MED PLAN	3,020	9,812	0	22,979	22,979	0.00%
Total Salaries and Benefits		**3,733,324**	**4,099,454**	**4,533,037**	**4,761,945**	**228,908**	**5.05%**
52105	MISCELLANEOUS OPERATING	4,969	(1,568)	0	0	0	0.00%
52110	OFFICE SUPPLIES	8,950	10,434	11,000	11,000	0	0.00%
52111	PAPER SUPPLIES	3,327	2,140	4,000	4,000	0	0.00%
52120	COMPUTER SOFTWARE	1,225	278	2,000	2,000	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	2,064	521	2,000	2,000	0	0.00%
52125	GENERAL SUPPLIES	220	0	500	500	0	0.00%
52135	POSTAGE	7,020	8,437	7,400	7,400	0	0.00%
52145	PAINT AND CHEMICAL	0	169	0	0	0	0.00%
52155	AUTOMOTIVE	0	0	500	500	0	0.00%
52165	LICENSES AND TAGS	(213)	(493)	100	100	0	0.00%
52220	MAINT OFFICE MACHINES	2,000	0	1,500	500	(1,000)	-66.67%
52282	MAINT DATA COMMUNICATION	1,000	0	1,000	500	(500)	-50.00%
52305	MAINT SOFTWARE	2,000	0	0	0	0	0.00%
52428	HOSTED IT SERVICES	1,500	0	1,500	1,500	0	0.00%
52431	CONSULTING SERVICES	0	16,430	0	0	0	0.00%
52465	MISCELLANEOUS SERVICES	0	264	0	0	0	0.00%
52572	BAD DEBT EXPENSE	0	(734)	0	0	0	0.00%
52574	LEGAL SERVICES	0	103,529	100,000	102,176	2,176	2.18%
52575	SERVICES	31,982	33,393	16,277	28,877	12,600	77.41%
52590	TEMPORARY EMPLOYMENT	33,501	28,731	10,763	10,763	0	0.00%
52605	CAR MILEAGE	8,081	1,876	8,500	8,650	150	1.76%
52607	CELL PHONE ALLOWANCE	929	2,228	3,150	3,150	0	0.00%
52615	DUES AND MEMBERSHIP	15,387	13,231	20,755	20,755	0	0.00%
52625	MEETING EXPENSES IN TOWN	1,302	811	938	938	0	0.00%
52630	TRAINING	10,421	20,304	26,900	26,900	0	0.00%
52645	SUBSCRIPTIONS	10,788	10,912	10,000	10,000	0	0.00%
52655	TRAVEL OUT OF TOWN	11,493	14,704	8,100	9,500	1,400	17.28%
52735	TELEPHONE LONG DIST CALLS	576	615	1,500	1,500	0	0.00%
52736	CELL PHONE AIRTIME	0	0	360	360	0	0.00%
52738	CELL PHONE BASE CHARGES	9,872	8,099	6,477	11,600	5,123	79.10%
52775	MINOR EQUIPMENT	2,401	2,181	3,000	6,000	3,000	100.00%
52776	PRINTER CONSOLIDATION COST	25,616	26,424	32,637	32,637	0	0.00%
52874	OFFICE SERVICES PRINTING	3,492	3,376	6,000	6,000	0	0.00%
52875	OFFICE SERVICES RECORDS	7,970	6,518	6,300	7,500	1,200	19.05%
65150	LEGAL DEFENSE	0	(136)	0	0	0	0.00%
65160	RECRUITMENT	3,021	7,407	600	600	0	0.00%
Total Operating Expenses		**210,894**	**320,081**	**293,757**	**317,906**	**24,149**	**8.22%**

* Totals may differ from narrative due to rounding.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

City Attorney

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
53030	FURNITURE AND FIXTURES	3,304	60,829	8,000	5,000	(3,000)	-37.50%
Total Capital Outlay		**3,304**	**60,829**	**8,000**	**5,000**	**(3,000)**	**-37.50%**
Total Expenses		**3,947,522**	**4,480,364**	**4,834,794**	**5,084,851**	**250,057**	**5.17%**
41400	MISCELLANEOUS ADMIN REVENUE	0	160	0	0	0	0.00%
45631	LEGAL FEES	411,471	448,350	0	0	0	0.00%
46170	REIMBURSEMENT FR OTHER FUNDS	0	155,062	112,000	167,000	55,000	49.11%
46173	REIMBURSEMENT FR UTILITY FUND	735,212	826,012	1,288,263	1,283,116	(5,147)	-0.40%
Total Revenue		**1,146,683**	**1,429,584**	**1,400,263**	**1,450,116**	**49,853**	**3.56%**

* Totals may differ from narrative due to rounding.

City Clerk

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

2016 Goals

Goal	Measurable Outcome
Conduct City Council redistricting in compliance with federal law, City Charter and City Code to ensure the six districts are representative of the city population.	Successful completion of the redistricting process.
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.
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.

All Funds Summary

All Funds						
	Use of Funds	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	General Fund	$672,830	$713,372	$713,372	$793,430	$80,058
	Total	**$672,830**	**$713,372**	**$713,372**	**$793,430**	**$80,058**
	Positions					
	General Fund	8.00	8.00	8.00	9.00	1.00
	Total	**8.00**	**8.00**	**8.00**	**9.00**	**1.00**

* 2015 Amended Budget as of 8/31/2015

Significant Changes vs. 2015

- Addition of 1.00 FTE Records Retention Coordinator
- Increase in background investigations and election expenses

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:

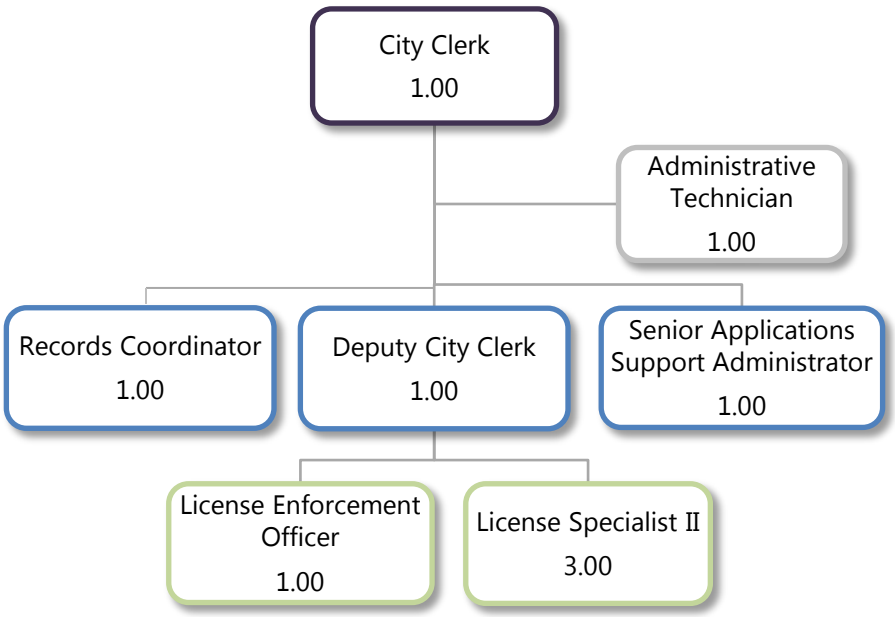
- Records, files, manages and ensures safekeeping of public records
- Updates and maintains the City Charter
- Maintains the City seal
- Attests to official documents
- Publicizes and posts legal notices in compliance with local and state laws
- Prepares the City Council agendas, attends City Council 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 amendments/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 2015, and changes occurring as part of the 2016 General Fund Budget.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$599,947	$616,980	$656,282	$656,282	$713,770	$57,488
Operating	74,323	55,850	57,090	57,090	77,660	20,570
Capital Outlay	0	0	0	0	2,000	2,000
Total	**$674,270**	**$672,830**	**$713,372**	**$713,372**	**$793,430**	**$80,058**
Revenue **		**$1,413,332**	**$1,305,662**	**$1,305,662**	**$1,500,468**	**$194,806**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Administrative Technician	1.00	1.00	1.00	1.00	0.00
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
License Enforcement Officer	1.00	1.00	1.00	1.00	0.00
License Specialist I	1.00	1.00	1.00	0.00	(1.00)
License Specialist II	2.00	2.00	2.00	3.00	1.00
Records Retention Coordinator	0.00	0.00	0.00	1.00	1.00
Senior Applications Support Administrator	1.00	1.00	1.00	1.00	0.00
Total Positions	**8.00**	**8.00**	**8.00**	**9.00**	**1.00**

* 2015 Amended Budget as of 8/31/2015

** Revenue associated with licenses the City Clerk's office administers and enforces are booked to the City Clerk's office; however, a number of other departments are involved in the administration and enforcement including the Police Department, Planning and Development Department and Information Technology Department.

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$50
	Net increase for medical and dental plan changes	3,783
	Addition of Records Retention Coordinator	53,655
	Total Salaries/Benefits/Pensions	**$57,488**
	Operating	
	Increase due to increase in background investigations	$17,070
	Increase due to redistricting expenses	6,000
	Removed one time funding for a grant match	(2,500)
	Total Operating	**$20,570**
	Capital Outlay	
	Increase due to purchase of computer for Records Retention Coordinator (coordinated through IT)	$2,000
	Total Capital Outlay	**$2,000**
	Total For 2016	**$80,058**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2014	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Increase of 1.00 FTE (Records Retention Coordinator)	1.00
	Total For 2016	**1.00**

* 2015 Amended Budget as of 8/31/2015

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

City Clerk

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	458,353	471,448	496,428	536,430	40,002	8.06%
51210	OVERTIME	13,219	5,411	6,000	6,000	0	0.00%
51220	SEASONAL TEMPORARY	6,563	12,672	10,926	10,926	0	0.00%
51245	RETIREMENT TERM VACATION	137	876	0	0	0	0.00%
51260	VACATION BUY PAY OUT	953	1,081	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(2,668)	(2,718)	0	0	0	0.00%
51610	PERA	63,280	65,017	67,682	73,491	5,809	8.58%
51615	WORKERS COMPENSATION	1,385	1,425	1,505	1,816	311	20.66%
51620	EQUITABLE LIFE INSURANCE	1,256	1,308	1,845	1,963	118	6.40%
51640	DENTAL INSURANCE	2,866	2,927	2,956	3,802	846	28.62%
51670	PARKING FOR EMPLOYEES	2,120	1,800	1,960	1,980	20	1.02%
51690	MEDICARE	6,695	6,905	7,327	7,779	452	6.17%
51695	CITY EPO MEDICAL PLAN	44,971	17,767	59,653	13,432	(46,221)	-77.48%
51696	ADVANTAGE HD MED PLAN	751	28,349	0	51,901	51,901	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	66	2,712	0	4,250	4,250	0.00%
Total Salaries and Benefits		**599,947**	**616,980**	**656,282**	**713,770**	**57,488**	**8.76%**
52110	OFFICE SUPPLIES	2,849	948	3,800	3,800	0	0.00%
52111	PAPER SUPPLIES	0	132	0	0	0	0.00%
52120	COMPUTER SOFTWARE	19,000	0	200	200	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	103	0	0	0	0	0.00%
52125	GENERAL SUPPLIES	2,022	0	0	0	0	0.00%
52135	POSTAGE	4,823	5,277	5,250	5,250	0	0.00%
52165	LICENSES AND TAGS	0	234	3,500	3,500	0	0.00%
52220	MAINT OFFICE MACHINES	99	0	0	0	0	0.00%
52405	ADVERTISING SERVICES	10,381	13,918	13,000	13,000	0	0.00%
52415	CONTRACTS AND SPEC PROJECTS	0	0	600	350	(250)	-41.67%
52573	CREDIT CARD FEES	439	798	600	600	0	0.00%
52575	SERVICES	5,611	(3,071)	3,000	3,000	0	0.00%
52590	TEMPORARY EMPLOYMENT	9,511	0	3,000	3,000	0	0.00%
52605	CAR MILEAGE	14	0	100	0	(100)	-100.00%
52615	DUES AND MEMBERSHIP	530	520	520	520	0	0.00%
52625	MEETING EXPENSES IN TOWN	210	264	0	350	350	0.00%
52630	TRAINING	4,530	5,363	4,400	4,400	0	0.00%
52655	TRAVEL OUT OF TOWN	1,377	458	0	0	0	0.00%
52705	COMMUNICATIONS	18	0	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	179	190	150	150	0	0.00%
52736	CELL PHONE AIRTIME	0	0	50	50	0	0.00%
52738	CELL PHONE BASE CHARGES	588	1,121	1,390	1,390	0	0.00%
52775	MINOR EQUIPMENT	281	0	0	0	0	0.00%
52776	PRINTER CONSOLIDATION COST	5,102	5,210	4,100	4,100	0	0.00%
52874	OFFICE SERVICES PRINTING	3,421	4,606	5,000	5,000	0	0.00%
52875	OFFICE SERVICES RECORDS	3,235	2,770	3,000	3,000	0	0.00%
60440	CBI BACKGROUND INVESTIGATIONS	0	17,096	2,930	20,000	17,070	582.59%
65105	ELECTION EXPENSES	0	16	0	6,000	6,000	0.00%
65409	GRANT MATCH	0	0	2,500	0	(2,500)	-100.00%
Total Operating Expenses		**74,323**	**55,850**	**57,090**	**77,660**	**20,570**	**36.03%**
53020	COMPUTERS NETWORKS	0	0	0	2,000	2,000	0.00%
Total Capital Outlay		**0**	**0**	**0**	**2,000**	**2,000**	**0.00%**
Total Expenses		**674,270**	**672,830**	**713,372**	**793,430**	**80,058**	**11.22%**

Totals may differ from narratives due to rounding.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

City Clerk

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
44025	CASH OVER SHORT	0	2	0	0	0	0.00%
45151	OCCU TAX 3 2 BEER	47,063	48,622	52,500	52,500	0	0.00%
45152	OCCU TAX HOTEL OR RESTAURNT	134,577	135,663	149,000	140,000	(9,000)	-6.04%
45153	OCCU TAX ARTS	400	565	600	600	0	0.00%
45154	OCCU TAX BEER OR WINE	7,779	8,191	9,250	9,250	0	0.00%
45155	OCCU TAX CLUB	3,300	3,300	3,300	3,300	0	0.00%
45157	OCCU TAX RETAIL LIQUOR STORE	33,267	33,703	36,000	36,000	0	0.00%
45158	OCCU TAX LATE PENALTY	579	415	1,000	1,000	0	0.00%
45160	OCCU TAX TAVERN	37,574	36,344	38,500	38,500	0	0.00%
45225	TASTING LICENSE	3,735	3,680	2,000	2,000	0	0.00%
45226	CIRCUS/CARNIVAL	1,860	1,260	870	0	(870)	-100.00%
45228	BILLIARDS/POOL	600	330	800	0	(800)	-100.00%
45229	CONCRETE CONTRACTOR	47,175	45,025	33,475	33,475	0	0.00%
45230	COIN OPERATED GAMES	35,505	35,515	1,570	0	(1,570)	-100.00%
45231	FOOD PEDDLER	13,030	10,920	9,595	8,595	(1,000)	-10.42%
45233	REFUSE	18,590	18,553	0	0	0	0.00%
45235	LIQUOR APPLICATION FEE	162,690	198,623	172,500	192,500	20,000	11.59%
45239	SECURITY AGENCY/OFFICER	163,723	168,040	125,512	151,570	26,058	20.76%
45240	PAWN BROKER	4,775	5,028	5,500	4,500	(1,000)	-18.18%
45241	MEDICAL MARIJUANA LICENSE FEE	482,050	522,020	550,000	728,070	178,070	32.38%
45243	SEXUALLY ORIENTED BUSINESS	2,500	2,500	2,500	2,500	0	0.00%
45245	TAXICAB	35,090	32,355	32,700	25,000	(7,700)	-23.55%
45246	TREE SERVICE	4,790	6,035	4,360	2,160	(2,200)	-50.46%
45249	ESCORT SERVICES BUSINESS	1,365	0	2,000	2,000	0	0.00%
45250	BED AND BREAKFAST PERMITS	50	50	70	70	0	0.00%
45252	PEDAL-CAB AGENCY/DRIVER	0	0	0	568	568	0.00%
45271	CITY LIQUOR LICENSE FEE	43,357	45,402	44,000	44,000	0	0.00%
45277	GOING OUT OF BUSINESS	1,075	215	750	0	(750)	-100.00%
45278	SALES TAX LICENSES	0	0	228,000	0	(228,000)	-100.00%
45279	ALARM BUSINESS LICENCE	54,625	50,640	20,560	20,560	0	0.00%
45712	MAPS BOOKS CODES ETC	1,768	336	1,750	1,750	0	0.00%
45951	GENERAL VIOLATIONS	0	0	5,000	0	(5,000)	-100.00%
Total Revenue		**1,342,892**	**1,413,332**	**1,533,662**	**1,500,468**	**(33,194)**	**-2.16%**

Totals may differ from narratives due to rounding.

Municipal Court

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

2016 Goals

Goal	Measurable Outcome
Continue to track and obtain feedback from Municipal Court customers via customer survey.	Maintain an over 90% customer satisfaction rate about the experience, process and personnel in Municipal Court.
Complete the rebuild of the courts case management system (JIS) to increase efficiency.	Allow for more comprehensive and efficient case tracking throughout the adjudication process and moving toward a paper on demand system (paperless).

All Funds Summary

All Funds	Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	General Fund	$3,421,513	$3,403,128	$3,573,128	$3,869,163	$296,035
	CIP - General Fund	0	450,000	450,000	1,200,000	750,000
	Total	**$3,421,513**	**$3,853,128**	**$4,023,128**	**$5,069,163**	**$1,046,035**
	Positions					
	General Fund	38.78	34.60	35.60	37.80	2.20
	Total	**38.78**	**34.60**	**35.60**	**37.80**	**2.20**

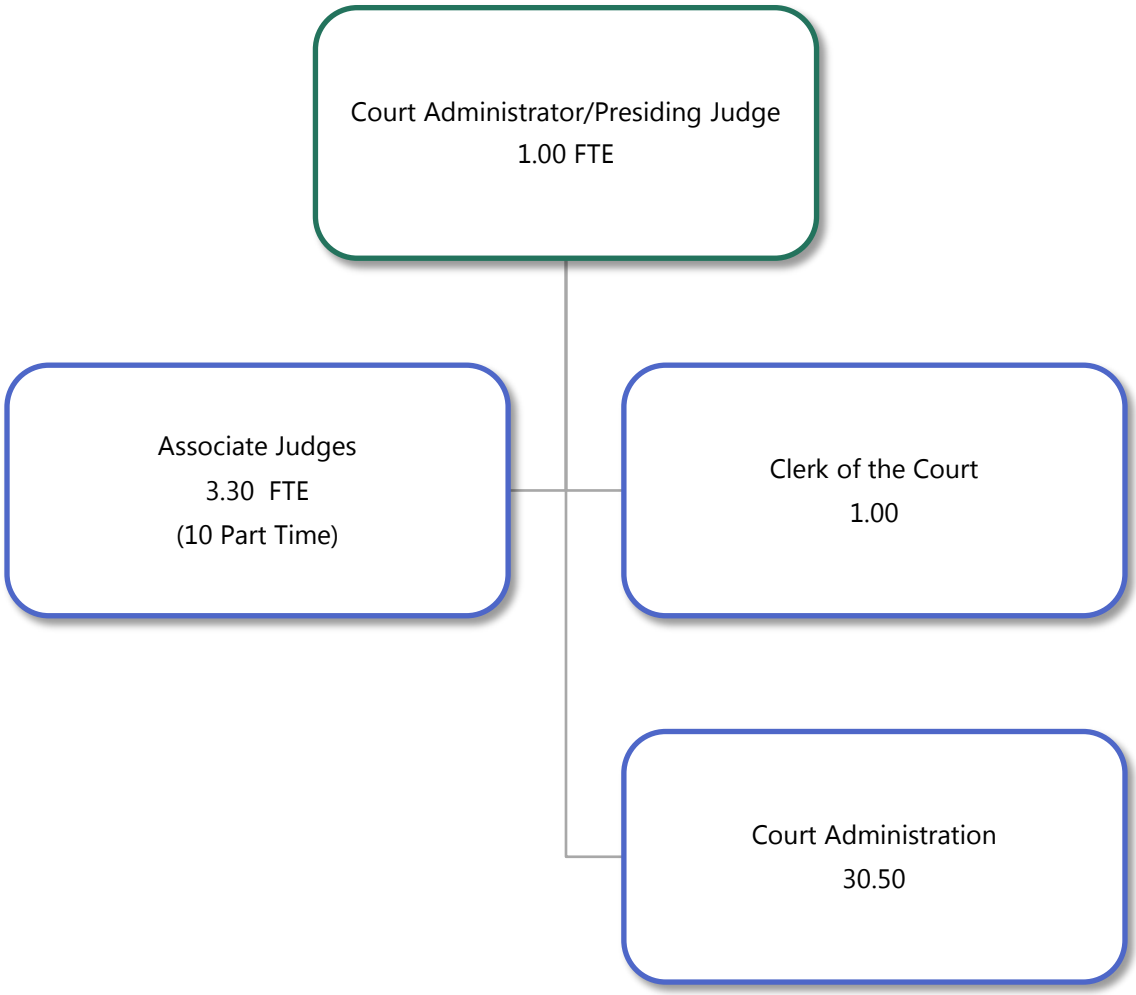
* 2015 Amended Budget as of 8/31/2015

Significant Changes vs. 2015

- Increased funding for the rebuild of the JIS court tracking system including funding for 2.00 FTE and associated salary/benefits/pensions.
- Increased funding for constitutionally mandated court appointed attorney and interpreter fees.

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 organizational chart illustrates all positions that report to this department, not including 2.00 positions that report to the Information Technology department but are funded by the Municipal Court; however, positions funded by the Municipal Court 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 2015, and changes occurring as part of the 2016 Budget for each fund including the General Fund and CIP.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$2,554,035	$2,456,883	$2,598,618	$2,598,618	$2,918,095	$319,477
Operating	761,711	964,630	804,510	974,510	951,068	(23,442)
Capital Outlay	0	0	0	0	0	0
Total	**$3,315,746**	**$3,421,513**	**$3,403,128**	**$3,573,128**	**$3,869,163**	**$296,035**
Revenue		**$5,694,515**	**$5,505,439**	**$5,505,439**	**$6,193,196**	**$687,757**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Administrative Technician	0.00	1.00	1.00	1.00	0.00
Applications Programmer Analyst II	0.00	0.00	0.00	1.00	1.00
Senior Applications Programmer Analyst	0.00	0.00	0.00	1.00	1.00
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	0.00	0.00	0.00	0.00	0.00
Courtroom Assistant	9.00	7.00	7.00	7.00	0.00
Municipal Court Clerk I/II	10.00	8.00	9.00	9.00	0.00
Office Specialist	0.50	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	5.00	5.00	5.00	0.00
Staff Assistant	1.00	1.00	1.00	1.00	0.00
Total FTE	**35.00**	**31.50**	**32.50**	**34.50**	**2.00**
Associate Judge	3.44	3.10	3.10	3.30	0.20
Presiding Judge	0.34	0.00	0.00	0.00	0.00
Total Positions	**38.78**	**34.60**	**35.60**	**37.80**	**2.20**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	Funding for increase in mandated court appointed attorney fees and interpreter fees	$170,000
	Total During 2015	**$170,000**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($19,331)
	Net increase for medical and dental plan changes	13,787
	Net increase due to addition of 2.00 FTE	221,900
	Redistribution of Operating to Salaries	70,000
	Judicial Compensation	33,121
	Total Salaries/Benefits/Pensions	**$319,477**
	Operating	
	Net decrease due to Utilities rates	($1,090)
	Increase due to mandated court appointed attorney and interpreter fees and continuation of funding from 2015 amendment for attorney and interpreter fees	38,500
	Increase due to security contract increase	9,148
	Redistribution of Operating to Salaries	(70,000)
	Total Operating	**($23,442)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2016	**$296,035**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	Add 1.00 FTE (Municipal Court Clerk)	1.00
	Total During 2015	**1.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Add 1.00 FTE (Applications Programmer Analyst II)	1.00
	Add 1.00 FTE (Sr. Applications Programmer Analyst)	1.00
	Total FTE	**2.00**
	Add 0.20 FTE (Additional judicial compensation for additional docket each week)	0.20
	Total For 2016	**2.20**

* 2015 Amended Budget as of 8/31/2015

2016 CIP Program	Project Name	General Fund	Total 2016 Allocation
	High Priority IT Projects - JIS	1,200,000	**1,200,000**
	Total 2016 CIP	**$1,200,000**	**$1,200,000**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 31-1		

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Municipal Court

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	1,536,094	1,465,114	1,638,447	1,890,038	251,591	15.36%
51210	OVERTIME	130	2,921	200	200	0	0.00%
51220	SEASONAL TEMPORARY	42,962	43,895	60,567	60,567	0	0.00%
51222	JUDICIAL COMPENSATION	488,480	451,303	386,250	419,371	33,121	8.58%
51235	STANDBY	5	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	3,495	15,759	0	0	0	0.00%
51260	VACATION BUY PAY OUT	5,415	6,925	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(11,654)	(10,099)	0	0	0	0.00%
51405	UNIFORM SALARIES	(153)	0	0	0	0	0.00%
51610	PERA	270,386	262,881	265,886	245,651	(20,235)	-7.61%
51612	RETIREMENT HEALTH SAVINGS	0	6,578	0	0	0	0.00%
51615	WORKERS COMPENSATION	3,976	3,774	3,697	3,765	68	1.84%
51620	EQUITABLE LIFE INSURANCE	4,218	4,098	5,580	6,322	742	13.30%
51640	DENTAL INSURANCE	9,060	8,271	8,610	12,038	3,428	39.81%
51670	PARKING FOR EMPLOYEES	480	260	0	40	40	0.00%
51690	MEDICARE	28,711	27,903	28,365	26,000	(2,365)	-8.34%
51695	CITY EPO MEDICAL PLAN	157,064	14,615	201,016	42,481	(158,535)	-78.87%
51696	ADVANTAGE HD MED PLAN	14,279	139,860	0	197,372	197,372	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	1,087	12,825	0	14,250	14,250	0.00%
Total Salaries and Benefits		**2,554,035**	**2,456,883**	**2,598,618**	**2,918,095**	**319,477**	**12.29%**
52105	MISCELLANEOUS OPERATING	1,012	0	40,000	0	(40,000)	-100.00%
52110	OFFICE SUPPLIES	7,078	32,128	18,351	18,351	0	0.00%
52111	PAPER SUPPLIES	3,891	0	6,000	6,000	0	0.00%
52125	GENERAL SUPPLIES	0	(15)	0	0	0	0.00%
52135	POSTAGE	17,849	22,893	23,661	23,661	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	40,829	25,149	28,246	28,246	0	0.00%
52410	BUILDING SECURITY SERVICES	91,462	91,524	92,258	101,406	9,148	9.92%
52419	CRIMINAL JUSTICE INFO SYSTEM	44,097	45,259	70,000	0	(70,000)	-100.00%
52440	HUMAN SERVICES	2,357	1,546	3,713	3,713	0	0.00%
52445	JANITORIAL SERVICES	37,680	38,374	37,000	37,000	0	0.00%
52565	PEST CONTROL	580	1,254	696	696	0	0.00%
52571	SNOW REMOVAL	2,292	3,157	3,700	3,700	0	0.00%
52573	CREDIT CARD FEES	31,011	41,096	35,935	35,935	0	0.00%
52574	LEGAL SERVICES	0	0	0	340,000	340,000	0.00%
52575	SERVICES	237,602	373,153	215,000	115,000	(100,000)	-46.51%
52578	INTERPRETING SERVICES	24,636	28,303	21,839	30,339	8,500	38.92%
52590	TEMPORARY EMPLOYMENT	21,098	40,000	0	0	0	0.00%
52605	CAR MILEAGE	679	716	624	624	0	0.00%
52615	DUES AND MEMBERSHIP	115	125	220	1,500	1,280	581.82%
52630	TRAINING	5,178	5,205	5,229	3,949	(1,280)	-24.48%
52655	TRAVEL OUT OF TOWN	2,968	1,812	1,849	1,849	0	0.00%
52735	TELEPHONE LONG DIST CALLS	496	511	549	549	0	0.00%
52738	CELL PHONE BASE CHARGES	208	0	289	289	0	0.00%
52746	UTILITIES ELECTRIC	105,015	101,207	110,096	111,858	1,762	1.60%
52747	UTILITIES GAS	28,465	24,288	27,500	24,502	(2,998)	-10.90%
52748	UTILITIES SEWER	1,388	1,677	1,488	1,488	0	0.00%
52749	UTILITIES WATER	3,147	4,061	3,033	3,179	146	4.81%
52775	MINOR EQUIPMENT	18,357	46,658	35,514	35,514	0	0.00%
52776	PRINTER CONSOLIDATION COST	12,601	13,709	0	2,627	2,627	0.00%
52795	RENTAL OF EQUIPMENT	0	0	2,627	0	(2,627)	-100.00%
52873	PRINTING OUTSOURCE	14,712	12,545	8,000	8,000	0	0.00%
52874	OFFICE SERVICES PRINTING	1,544	4,263	2,823	2,823	0	0.00%
65165	JURY FEES AND EXPENSES	3,364	4,032	8,270	8,270	0	0.00%
Total Operating Expenses		**761,711**	**964,630**	**804,510**	**951,068**	**146,558**	**18.22%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**3,315,746**	**3,421,513**	**3,403,128**	**3,869,163**	**466,035**	**13.69%**

Totals may differ from narrative due to rounding.

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
40131	VOLUNTEER MEDICAL COVERAGE	450	535	443	443	0	0.00%
40153	CT ST COLLECT WARRANTS	0	(360)	120	120	0	0.00%
44021	OVER PAYMENTS	98	936	0	0	0	0.00%
44025	CASH OVER SHORT	31	101	0	0	0	0.00%
44055	REIMBURSEMENT ACCT	550	0	0	0	0	0.00%
45652	BONDSMEN JUDGEMENTS	5,550	4,625	0	0	0	0.00%
45653	CASH BONDS	(4,170)	(5,995)	0	0	0	0.00%
45654	COURT COSTS	300,680	367,164	326,352	367,164	40,812	12.51%
45655	JURY FEES	347	(2,650)	0	0	0	0.00%
45656	MISC MUNICIPAL COURT	115	231	0	0	0	0.00%
45657	OJW CITY	44,899	56,694	40,713	40,713	0	0.00%
45658	TRANSCRIPT FEE	721	740	1,162	1,162	0	0.00%
45659	WARRANT COSTS	146,457	186,626	143,500	186,626	43,126	30.05%
45660	PAYMENT PLAN FEE	25,622	29,021	28,222	28,222	0	0.00%
45661	NSF FEE	955	800	1,087	1,087	0	0.00%
45662	BOOT FEE	3,675	3,400	3,992	3,992	0	0.00%
45665	COPY FEES	286	390	175	175	0	0.00%
45666	PROBATION FEE	0	0	5,000	5,000	0	0.00%
45905	RENTAL INCOME	0	6,300	3,600	3,600	0	0.00%
45951	GENERAL VIOLATIONS	83,302	94,613	89,006	94,612	5,606	6.30%
45952	PARKING METERS	641,007	604,599	734,959	604,599	(130,360)	-17.74%
45953	VIOLATION SURCHARGE	344,321	460,289	427,108	460,289	33,181	7.77%
45954	TRAFFIC VIOLATIONS	2,789,765	3,897,493	3,700,000	4,173,492	473,492	12.80%
45955	VIOLATION SURCHARGE-IT	0	0	0	221,900	221,900	0.00%
45958	COMBINED VIOLATIONS	450	830	0	0	0	0.00%
45959	REVENUE CLEARING ACCOUNT	(3,525)	(11,867)	0	0	0	0.00%
Total Revenue		**4,381,586**	**5,694,515**	**5,505,439**	**6,193,196**	**687,757**	**12.49%**

Totals may differ from narrative due to rounding.

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City Auditor

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

2016 Goals

Goal	Measurable Outcome
Support the Council, Mayor, CEO of Colorado Springs Utilities and their direct reports by aligning audits with associated strategic organizational goals, objectives and risks.	City Auditor and Audit management will meet with all department heads and key audit contacts to discuss potential audit projects.
Refine audit processes to address the highest risk areas and improve efficiency and effectiveness of audit resources and results.	Each audit staff member will complete at least 40 hours of audit and industry related continuing professional education annually.
Increasing audit services value to the City by further developing stakeholder relationships. It is a cooperative effort of the City Auditor's office along with members of management to make all the entities of Colorado Springs the best possible provider of services to citizens.	This goal will be measured by the number of audit requests by management and/or key stakeholders.

All Funds Summary

All Funds	Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	General Fund **	$1,302,955	$1,372,807	$1,372,807	$1,417,004	$44,197
	Total	**$1,302,955**	**$1,372,807**	**$1,372,807**	**$1,417,004**	**$44,197**
	Positions					
	General Fund	14.00	14.00	14.00	14.00	0.00
	Total	**14.00**	**14.00**	**14.00**	**14.00**	**0.00**

* 2015 Amended Budget as of 8/31/2015

** 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.

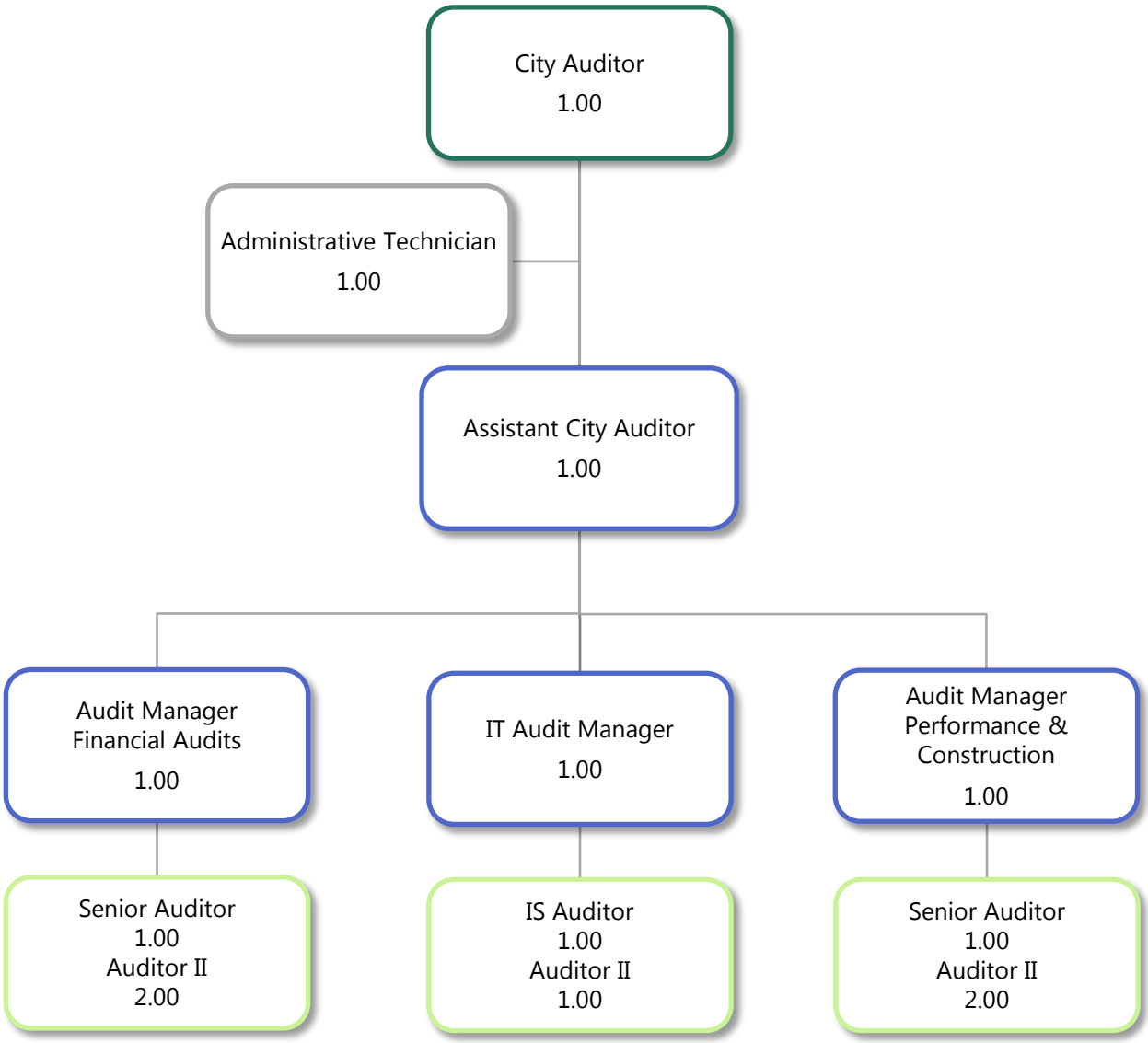
Significant Changes vs. 2015

None

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 2015, and changes occurring as part of the 2016 General Fund Budget.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$1,212,050	$1,241,565	$1,303,550	$1,303,550	$1,347,747	$44,197
Operating	63,652	61,390	69,257	69,257	69,257	0
Capital Outlay	0	0	0	0	0	0
Total	**$1,275,702**	**$1,302,955**	**$1,372,807**	**$1,372,807**	**$1,417,004**	**$44,197**
Revenue		**$921,830**	**$942,475**	**$942,475**	**$996,053**	**$53,578**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 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 Manager	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**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$37,896
	Net increase for medical and dental plan changes	6,301
	Total Salaries/Benefits/Pensions	**$44,197**
	Operating	
	None	$0
	Total Operating	**$0**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2016	**$44,197**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Auditor

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	969,863	978,421	1,013,520	1,056,006	42,486	4.19%
51220	SEASONAL TEMPORARY	0	2,243	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	0	3,701	0	0	0	0.00%
51260	VACATION BUY PAY OUT	8,891	4,873	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(11,042)	(9,834)	0	0	0	0.00%
51610	PERA	127,546	129,940	143,029	144,044	1,015	0.71%
51615	WORKERS COMPENSATION	1,749	1,977	2,031	2,449	418	20.58%
51620	EQUITABLE LIFE INSURANCE	2,687	2,729	3,919	4,037	118	3.01%
51640	DENTAL INSURANCE	5,042	4,863	4,977	5,069	92	1.85%
51670	PARKING FOR EMPLOYEES	3,780	3,800	3,360	3,360	0	0.00%
51690	MEDICARE	13,614	13,906	15,108	15,246	138	0.91%
51695	CITY EPO MEDICAL PLAN	74,887	3,944	117,606	8,875	(108,731)	-92.45%
51696	ADVANTAGE HD MED PLAN	13,554	92,891	0	101,162	101,162	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	1,479	8,111	0	7,500	7,500	0.00%
Total Salaries and Benefits		**1,212,050**	**1,241,565**	**1,303,550**	**1,347,748**	**44,198**	**3.39%**
52110	OFFICE SUPPLIES	407	483	1,000	1,000	0	0.00%
52111	PAPER SUPPLIES	291	363	396	396	0	0.00%
52125	GENERAL SUPPLIES	244	1,074	1,500	1,500	0	0.00%
52135	POSTAGE	9	32	100	100	0	0.00%
52220	MAINT OFFICE MACHINES	677	282	680	680	0	0.00%
52305	MAINT SOFTWARE	12,300	13,217	15,745	15,745	0	0.00%
52415	CONTRACTS AND SPEC PROJECTS	0	0	5,000	5,000	0	0.00%
52465	MISCELLANEOUS SERVICES	223	0	0	0	0	0.00%
52575	SERVICES	174	231	150	150	0	0.00%
52590	TEMPORARY EMPLOYMENT	12,808	9,945	0	0	0	0.00%
52605	CAR MILEAGE	199	568	654	654	0	0.00%
52607	CELL PHONE ALLOWANCE	0	640	0	0	0	0.00%
52615	DUES AND MEMBERSHIP	7,063	7,911	7,502	7,502	0	0.00%
52625	MEETING EXPENSES IN TOWN	544	308	526	526	0	0.00%
52630	TRAINING	15,469	17,023	16,097	16,097	0	0.00%
52645	SUBSCRIPTIONS	124	4	267	267	0	0.00%
52655	TRAVEL OUT OF TOWN	9,459	6,364	10,629	10,629	0	0.00%
52735	TELEPHONE LONG DIST CALLS	43	45	35	35	0	0.00%
52738	CELL PHONE BASE CHARGES	0	0	1,116	1,116	0	0.00%
52776	PRINTER CONSOLIDATION COST	2,952	2,692	7,449	7,449	0	0.00%
52874	OFFICE SERVICES PRINTING	61	49	111	111	0	0.00%
52875	OFFICE SERVICES RECORDS	605	159	300	300	0	0.00%
Total Operating Expenses		**63,652**	**61,390**	**69,257**	**69,257**	**0**	**0.00%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**1,275,702**	**1,302,955**	**1,372,807**	**1,417,005**	**44,198**	**3.22%**
46170	REIMBURSEMENT FR OTHER FUNDS	0	75,000	75,000	75,000	0	0.00%
46173	REIMBURSEMENT FR UTILITY FUND	0	846,830	867,475	921,053	53,578	6.18%
Total Revenue		**0**	**921,830**	**942,475**	**996,053**	**53,578**	**5.68%**

Totals may differ from narrative due to rounding.

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City Council

Merv Bennett, Council President, At-Large | (719) 385-5469 | mbennett@springsgov.com

Larry Bagley, District 2
Helen Collins, District 4
Jill Gaebler, President Pro-Tem, District 5
Keith King, District 3
Don Knight, District 1
Bill Murray, At-Large
Andy Pico, District 6
Tom Strand, 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	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	General Fund	$876,965	$968,081	$968,081	$930,413	($37,668)
	Total	**$876,965**	**$968,081**	**$968,081**	**$930,413**	**($37,668)**
	Positions					
	General Fund	5.00	5.00	5.00	5.00	0.00
	Total	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**

* 2015 Amended Budget as of 8/31/2015

Significant Changes vs. 2015

- Reduced travel out of town budget to accommodate other operating expenditure increases.

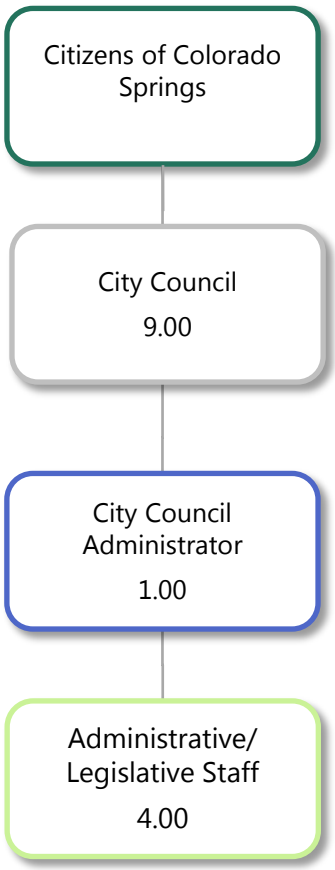
City Council

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.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2015, and changes occurring as part of the 2016 General Fund Budget.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$347,449	$437,780	$468,200	$468,200	$432,032	($36,168)
Operating	443,536	425,796	499,881	499,671	496,591	(3,080)
Capital Outlay	0	13,389	0	210	1,790	1,580
Total	**$790,985**	**$876,965**	**$968,081**	**$968,081**	**$930,413**	**($37,668)**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 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**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	Moved $210 from operating to capital outlay (net zero)	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($37,438)
	Net increase for medical and dental plan changes	1,270
	Total Salaries/Benefits/Pensions	**($36,168)**
	Operating	
	Redistribution of funds to capital outlay and increased efficiencies	($1,790)
	Remove one-time funding	(1,290)
	Total Operating	**($3,080)**
	Capital Outlay	
	Redistribution of funds from operating for upgrades and maintenance	$1,790
	Remove one-time funding	(210)
	Total Capital Outlay	**$1,580**
	Total For 2016	**($37,668)**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2014	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

City Council

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	266,512	325,848	352,473	330,694	(21,779)	-6.18%
51210	OVERTIME	4,244	6,877	123	123	0	0.00%
51220	SEASONAL TEMPORARY	0	3,000	19,200	19,200	0	0.00%
51240	RETIREMENT TERMINATION SICK	433	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	7,171	9,141	0	0	0	0.00%
51260	VACATION BUY PAY OUT	998	2,709	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(2,613)	(2,662)	0	0	0	0.00%
51610	PERA	33,260	41,584	44,254	44,449	195	0.44%
51612	RETIREMENT HEALTH SAVINGS	755	6,364	0	0	0	0.00%
51615	WORKERS COMPENSATION	530	681	665	694	29	4.36%
51620	EQUITABLE LIFE INSURANCE	586	755	1,064	1,183	119	11.18%
51640	DENTAL INSURANCE	1,295	1,228	1,471	887	(584)	-39.70%
51670	PARKING FOR EMPLOYEES	6,200	6,480	6,200	6,200	0	0.00%
51690	MEDICARE	3,884	4,888	5,089	4,795	(294)	-5.78%
51695	CITY EPO MEDICAL PLAN	9,283	1,006	37,661	0	(37,661)	-100.00%
51696	ADVANTAGE HD MED PLAN	13,868	27,886	0	22,307	22,307	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	1,043	1,995	0	1,500	1,500	0.00%
Total Salaries and Benefits		**347,449**	**437,780**	**468,200**	**432,032**	**(36,168)**	**-7.72%**
52110	OFFICE SUPPLIES	2,878	3,380	2,124	2,124	0	0.00%
52111	PAPER SUPPLIES	777	338	780	780	0	0.00%
52120	COMPUTER SOFTWARE	642	252	660	18,660	18,000	2727.27%
52122	CELL PHONES EQUIP AND SUPPLIES	9,699	100	1,562	1,562	0	0.00%
52125	GENERAL SUPPLIES	5,534	9,217	7,600	7,600	0	0.00%
52135	POSTAGE	115	94	62	62	0	0.00%
52401	LEADERSHIP PIKES PEAK	6,000	6,000	6,000	6,000	0	0.00%
52405	ADVERTISING SERVICES	117	70	0	0	0	0.00%
52431	CONSULTING SERVICES	2,118	2,447	5,000	5,000	0	0.00%
52575	SERVICES	30,124	14,342	13,350	15,350	2,000	14.98%
52590	TEMPORARY EMPLOYMENT	12,359	9,508	0	0	0	0.00%
52605	CAR MILEAGE	725	426	1,500	1,500	0	0.00%
52607	CELL PHONE ALLOWANCE	235	605	0	0	0	0.00%
52615	DUES AND MEMBERSHIP	326,018	334,464	356,343	378,343	22,000	6.17%
52625	MEETING EXPENSES IN TOWN	13,166	11,376	5,145	3,645	(1,500)	-29.15%
52630	TRAINING	1,895	275	2,446	2,446	0	0.00%
52645	SUBSCRIPTIONS	591	996	350	560	210	60.00%
52655	TRAVEL OUT OF TOWN	17,323	10,309	80,000	36,000	(44,000)	-55.00%
52705	COMMUNICATIONS	4,601	(62)	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	101	101	129	129	0	0.00%
52736	CELL PHONE AIRTIME	12	0	500	500	0	0.00%
52738	CELL PHONE BASE CHARGES	2,912	10,899	9,900	9,900	0	0.00%
52775	MINOR EQUIPMENT	0	4,104	0	0	0	0.00%
52776	PRINTER CONSOLIDATION COST	4,184	5,068	3,800	3,800	0	0.00%
52874	OFFICE SERVICES PRINTING	1,410	1,487	2,630	2,630	0	0.00%
Total Operating Expenses		**443,536**	**425,796**	**499,881**	**496,591**	**(3,290)**	**-0.66%**
53030	FURNITURE AND FIXTURES	0	13,389	0	1,790	1,790	0.00%
Total Capital Outlay		**0**	**13,389**	**0**	**1,790**	**1,790**	**0.00%**
Total Expenses		**790,985**	**876,965**	**968,081**	**930,413**	**(37,668)**	**-3.89%**
43092	REIMB OTHER GOVERNMENTS	0	400	0	0	0	0.00%
Total Revenue		**0**	**400**	**0**	**0**	**0**	**0.00%**

Totals may differ from narrative due to rounding.

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Finance

Kara Skinner, Chief Financial Officer | (719) 385-5224 | kskinner@springsgov.com

2016 Goals

Goal	Measurable Outcome
Improve Procurement internal and external customer service through better use of technology.	Develop a more robust Contracting Intranet site with resources and process maps to assist department with sourcing needs.
Support the CML Sales Tax Committee in its effort to develop uniform definitions that don't increase or decrease tax revenues that would have TABOR implications.	Recommend City Code changes to implement the results of the statewide uniform definitions initiative led by CML.
Determine the City's long-range financial system software needs.	Begin the review process of next-generation Enterprise Resource Planning (ERP) solutions in coordination with IT and Human Resources.
Determine levels of training City employees require to perform financial tasks accurately and use the reporting tools efficiently.	Develop a Finance Department comprehensive, regularly-scheduled training program and curriculum.

All Funds Summary

All Funds	Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	General Fund	$2,936,410	$3,341,245	$3,341,245	$3,385,734	$44,488
	CIP - General Fund	1,419,567	2,523,492	2,523,492	3,339,690	816,198
	Grants Fund	0	0	0	657,047	657,047
	Total	**$4,355,977**	**$5,864,737**	**$5,864,737**	**$7,382,471**	**$1,517,733**
	Positions					
	General Fund	34.75	34.75	34.75	35.75	1.00
	Total	**34.75**	**34.75**	**34.75**	**35.75**	**1.00**

* 2015 Amended Budget as of 8/31/2015

Significant Changes vs. 2015

- Increase of approximately $915,000 to begin the ERP technology review process, for City facilities maintenance, and other high priority CIP projects.
- Increase of $657,000 in the Grants Fund due to the City applying for two grants on behalf of Springs Utilities and O'Neil Group Co. If either of the grants is awarded, the required grant match will be provided by the associated entity.

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.

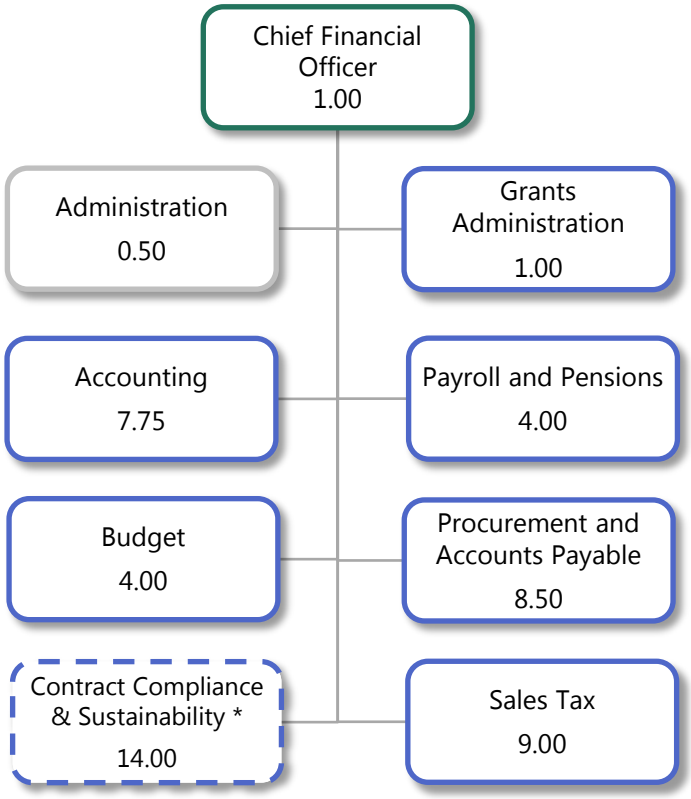
Sales Tax

- 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.

Finance Functions	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	**2016 Budget**
Accounting	$691,324	$841,368	$905,681	$958,151
Accounts Payable	300,045	282,597	322,844	272,350
Budget Office	364,944	354,886	405,429	395,658
Payroll and Pensions	250,278	262,655	275,425	290,910
Procurement	345,905	390,534	426,107	493,272
Sales Tax	1,028,044	804,370	1,005,759	975,393
Total Finance Functions	**$2,980,540**	**$2,936,411**	**$3,341,245**	**$3,385,734**



* The organizational chart illustrates all positions that report to this department including 14.00 positions (5.00 General Fund FTE and 9.00 Office Services Fund FTE) that are shown in a separate narrative for Contract Compliance & Sustainability; therefore, these positions are not counted in the Position Totals or 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 2015, and changes occurring as part of the 2016 Budget for each fund including General Fund, Grants Fund, and CIP.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$2,786,941	$2,711,079	$2,914,994	$2,914,994	$2,970,721	$55,727
Operating	193,599	225,331	416,251	416,251	410,263	(5,988)
Capital Outlay	0	0	10,000	10,000	4,750	(5,250)
Total	**$2,980,540**	**$2,936,410**	**$3,341,245**	**$3,341,245**	**$3,385,734**	**$44,489**
Revenue	**$161,599**	**$142,888**	**$185,000**	**$185,000**	**$145,000**	**($40,000)**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 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	2.00	0.00	0.00	0.00	0.00
Accounting Technician II	0.00	2.00	2.00	2.50	0.50
Accounts Payable Supervisor	1.00	1.00	1.00	1.00	0.00
Accounts Pay/Rec Specialist	2.00	1.00	1.00	0.00	(1.00)
Administrative Technician	1.00	1.00	1.00	0.50	(0.50)
Analyst II, Budget	1.00	1.00	1.00	1.00	0.00
Analyst II, Financial	1.00	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	1.00	1.00	1.00	1.00	0.00
Grants Administrator	1.00	1.00	1.00	1.00	0.00
Payroll & Pension Administrator	1.00	1.00	1.00	1.00	0.00
Payroll & Pension Tech II	2.00	2.00	2.00	2.00	0.00
Payroll Specialist	1.00	1.00	1.00	0.00	(1.00)
Procurement Buyers	0.00	0.00	0.00	1.00	1.00
Procurement Services Manager	1.00	1.00	1.00	1.00	0.00
Sales Tax Auditor II	1.00	1.00	1.00	0.00	(1.00)
Sales Tax Enforcement Spvsr	1.00	1.00	1.00	0.00	(1.00)
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	2.00	2.00	2.00	1.00	(1.00)
Senior Accountant	4.00	4.00	4.00	4.00	0.00
Senior Accounting Technician	0.00	1.00	1.00	2.00	1.00
Senior Analyst-BDG,CRM,FIN,GRT	2.00	2.00	2.00	4.00	2.00
Senior Contracting Specialist	2.00	2.00	2.00	2.00	0.00
Senior Payroll & Pension Tech	0.00	0.00	0.00	1.00	1.00
Senior Sales Tax Auditor	0.00	0.00	0.00	1.00	1.00
Total Positions	**34.75**	**34.75**	**34.75**	**35.75**	**1.00**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($47,064)
	Increase for medical and dental plan changes	12,665
	Increase for medical and dental benefits for 0.50 FTE position	9,858
	Increase for addition of 1.00 FTE position (Procurement Buyer)	78,888
	Increase due to redistribution from Operating	1,380
	Total Salaries/Benefits/Pensions	**$55,727**
	Operating	
	Decrease due to redistribution to Salaries/Benefits/Pensions	($5,988)
	Total Operating	**($5,988)**
	Capital Outlay	
	Decrease due to efficiencies realized	($5,250)
	Total Capital Outlay	**($5,250)**
	Total For 2016	**$44,489**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Increase for addition of 1.00 FTE position (Procurement Buyer)	1.00
	Total For 2016	**1.00**

* 2015 Amended Budget as of 8/31/2015

Grants Fund						
Use of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
Operating	$0	$0	$0	$0	$657,047	$657,047
Total	**$0**	**$0**	**$0**	**$0**	**$657,047**	**$657,047**
Grant funding is highly variable in nature. In 2016, the City applied for two grants--one grant on behalf of Springs Utilities and the other on behalf of O'Neil Group Co. If awarded, the related grant match will come from the associated agency.						
Position Titles		**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
Contract Specialist II *		1.00	1.00	1.00	0.00	(1.00)
Total Positions		**1.00**	**1.00**	**1.00**	**0.00**	**(1.00)**
* This position is funded by the Transit Grant Fund and beginning in 2016 will be shown in the Transit narrative.						

Funding Changes	
During 2015	*** 2015 Amended - 2015 Original Budget**
None	$0
Total During 2015	**$0**
For 2016	**2016 Budget - * 2015 Amended Budget**
Increase in potential grant funds on behalf of outside agencies.	$657,047
Total For 2016	**$657,047**

Position Changes	
During 2015	*** 2015 Amended - 2015 Original Budget**
None	0.00
Total During 2015	**0.00**
For 2016	**2016 Budget - * 2015 Amended Budget**
Decrease due to 1.00 FTE position transferred to Transit.	(1.00)
Total For 2016	**(1.00)**

* 2015 Amended Budget as of 8/31/2015

2016 CIP Program			
Project	**General Fund**	**Other**	**Total 2016 Allocation**
Facilities Maintenance	1,125,200		**$1,125,200**
High Priority CIP Projects	140,257		**$140,257**
Radio Infrrastructure (PPRCN)	1,500,000		**$1,500,000**
Technology and Other	574,233	99,259 [1]	**$673,492**
Total 2016 CIP	**$3,339,690**	**$99,259**	**$3,438,949**
For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 31-1			

[1] CAB/SeniorCenter/Sertich Ice Center/Municipal Court Payment - Other funds source is energy savings

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND
Finance

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	2,229,050	2,149,579	2,297,723	2,334,510	36,787	1.60%
51210	OVERTIME	4,087	137	2,000	2,500	500	25.00%
51220	SEASONAL TEMPORARY	1,685	5,998	10,600	10,600	0	0.00%
51245	RETIREMENT TERM VACATION	9,414	8,870	0	0	0	0.00%
51260	VACATION BUY PAY OUT	6,703	4,683	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(14,792)	(13,519)	0	0	0	0.00%
51610	PERA	296,116	286,513	313,419	319,098	5,679	1.81%
51612	RETIREMENT HEALTH SAVINGS	0	11,114	0	0	0	0.00%
51615	WORKERS COMPENSATION	3,778	3,825	4,034	4,585	551	13.66%
51620	EQUITABLE LIFE INSURANCE	6,215	5,974	8,419	8,693	274	3.25%
51640	DENTAL INSURANCE	10,959	9,863	10,002	12,199	2,197	21.97%
51670	PARKING FOR EMPLOYEES	10,770	10,060	10,760	11,880	1,120	10.41%
51690	MEDICARE	29,154	27,950	30,787	33,773	2,986	9.70%
51695	CITY EPO MEDICAL PLAN	171,324	63,460	227,250	34,152	(193,098)	-84.97%
51696	ADVANTAGE HD MED PLAN	20,370	125,966	0	184,982	184,982	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	2,108	10,606	0	13,750	13,750	0.00%
Total Salaries and Benefits		**2,786,941**	**2,711,079**	**2,914,994**	**2,970,722**	**55,728**	**1.91%**
52105	MISCELLANEOUS OPERATING	(844)	2,525	0	0	0	0.00%
52110	OFFICE SUPPLIES	7,104	11,408	10,000	9,250	(750)	-7.50%
52111	PAPER SUPPLIES	(153)	218	0	0	0	0.00%
52120	COMPUTER SOFTWARE	2,011	2,262	1,850	1,850	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	1,296	0	0	0	0	0.00%
52125	GENERAL SUPPLIES	347	0	651	351	(300)	-46.08%
52135	POSTAGE	47,177	51,010	50,300	48,900	(1,400)	-2.78%
52220	MAINT OFFICE MACHINES	0	0	950	950	0	0.00%
52405	ADVERTISING SERVICES	0	75	200	200	0	0.00%
52418	COMPUTER SERVICES	600	705	1,000	1,000	0	0.00%
52560	PARKING SERVICES	6	13	25	497	472	1888.00%
52568	BANK AND INVESTMENT FEES	1,475	15,829	17,900	24,000	6,100	34.08%
52573	CREDIT CARD FEES	150	354	425	775	350	82.35%
52575	SERVICES	31,429	26,796	10,650	10,450	(200)	-1.88%
52576	AUDIT SERVICES	0	17,010	215,000	200,000	(15,000)	-6.98%
52590	TEMPORARY EMPLOYMENT	37,050	32,027	15,000	17,000	2,000	13.33%
52605	CAR MILEAGE	0	80	300	300	0	0.00%
52607	CELL PHONE ALLOWANCE	1,117	698	1,000	0	(1,000)	-100.00%
52615	DUES AND MEMBERSHIP	2,933	2,587	4,850	4,750	(100)	-2.06%
52625	MEETING EXPENSES IN TOWN	1,017	2,434	1,550	2,300	750	48.39%
52630	TRAINING	3,685	4,000	12,400	13,560	1,160	9.35%
52645	SUBSCRIPTIONS	698	1,337	800	1,300	500	62.50%
52655	TRAVEL OUT OF TOWN	10,393	2,876	12,500	11,500	(1,000)	-8.00%
52706	WIRELESS COMMUNICATION	1,600	810	1,000	1,000	0	0.00%
52735	TELEPHONE LONG DIST CALLS	691	815	1,150	0	(1,150)	-100.00%
52738	CELL PHONE BASE CHARGES	3,333	4,108	4,450	5,780	1,330	29.89%
52775	MINOR EQUIPMENT	144	0	500	500	0	0.00%
52776	PRINTER CONSOLIDATION COST	18,230	18,406	19,250	21,900	2,650	13.77%
52795	RENTAL OF EQUIPMENT	262	0	300	0	(300)	-100.00%
52874	OFFICE SERVICES PRINTING	10,891	16,736	19,950	18,900	(1,050)	-5.26%
52875	OFFICE SERVICES RECORDS	10,428	10,212	12,300	10,750	(1,550)	-12.60%
65160	RECRUITMENT	529	0	0	2,500	2,500	0.00%
Total Operating Expenses		**193,599**	**225,331**	**416,251**	**410,263**	**(5,988)**	**-1.44%**
53020	COMPUTERS NETWORKS	0	0	0	2,100	2,100	0.00%
53030	FURNITURE AND FIXTURES	0	0	10,000	2,650	(7,350)	-73.50%
Total Capital Outlay		**0**	**0**	**10,000**	**4,750**	**(5,250)**	**-52.50%**
Total Expenses		**2,980,540**	**2,936,410**	**3,341,245**	**3,385,735**	**44,490**	**1.33%**
43156	REBATES	3,989	9,044	0	0	0	0.00%
43157	PURCH CARD PROGRAM REBATES	157,610	133,844	185,000	145,000	(40,000)	-21.62%
Total Revenue		**161,599**	**142,888**	**185,000**	**145,000**	**(40,000)**	**-21.62%**

Totals may differ from narrative due to rounding.

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Contract Compliance & Sustainability

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

2016 Goals

Goal	Measurable Outcome
Provide highest level of customer service for maintenance of the City's fleet.	Awarded with "The 100 Best Fleets in the Americas" by American City & Country.
Determine sustainability initiatives with significant ROI.	Implement sustainability initiatives based on level of funding.
Develop 10-year City Facilities Needs Master Plan.	Conduct space needs study to determine most efficient use of City facilities.

All Funds Summary

All Funds	Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	General Fund - Contracted Services	$3,960,455	$3,579,406	$3,579,406	$3,975,406	$396,000
	General Fund - Fuel	5,308,443	6,037,920	6,037,920	5,187,920	(850,000)
	General Fund - Other Fleet Services and Vehicles	2,216,271	1,997,391	1,997,391	2,335,314	337,923
	General Fund - Facilities Maintenance	888,512	764,281	764,281	834,524	70,243
	Office Services Fund †	1,584,213	1,758,358	1,758,358	1,736,442	(21,916)
	Fleet Services Fund	674,988	0	0	0	0
	Total	**$14,632,882**	**$14,137,356**	**$14,137,356**	**$14,069,606**	**($67,750)**
	Fleet Services Fund - Closeout	$0	$1,391,413	$1,391,413	$0	($1,391,413)
	Positions					
	General Fund	4.00	4.00	4.00	5.00	1.00
	Office Services Fund †	9.00	9.00	9.00	9.00	0.00
	Total	**13.00**	**13.00**	**13.00**	**14.00**	**1.00**

* 2015 Amended Budget as of 8/31/2015

† In 2016, Contract Compliance & Sustainability will include Fleet Management, Facilities Maintenance, and Office Services (previously included in the Finance narrative).

Significant Changes vs. 2015

- The General Fund portion of the Fleet contract service costs is projected to increase approximately 10% from the 2015 Budget as the percentage of maintenance costs on General Fund vehicles vs. other City funds vehicles is slightly greater as the General Fund fleet ages more than the rest of the City fleet. In addition, the allocation between City and CSU, based upon the respective number of vehicles and pieces of equipment, resulted in an increase in the City's portion of the annual targeted costs.
- Decrease of $850,000 in fuel due to lower fuel prices as a result of a fuel strategy that supports hedging in future years. The City purchased 80% of the 2016 estimated fuel requirements in October 2014. The purchase in 2014 resulted in an $850,000 budget decrease in 2016.
- Net increase of $338,000 in Other Fleet Services mainly due to a decrease of $300,000 in Police fleet replacements and an increase of $550,000 for the first year payment on a lease of 8 new street sweepers.
- Decrease of $1.4 million in Fleet Services Fund – the final payout of fund balance to City and Colorado Springs Utilities was budgeted in 2015.

Contract Compliance & Sustainability

This division was reorganized in 2015 to include Contract Compliance (f/k/a Fleet Management), Sustainability, City Administration Facilities Maintenance (including the City Administration Building (CAB), City Hall, and the Municipal Court Building—previously included in General Costs), and Office Services (previously included in the Finance narrative).

Contract Compliance

- Provides contract administration and oversight for the City's internal services contracts (i.e. Serco – fleet maintenance, Xerox, Verizon, etc.), and other strategic contracts (i.e. Conventions & Visitors Bureau, Humane Society of the Pikes Peak Region, YMCA Senior Center, etc.)
- Provides fleet services such as fuel supply/distribution and vehicle acquisition/disposal
- Implements and manages process improvement and strategic initiatives

Sustainability

- Develop a City cross-departmental Sustainability Team to track and report ongoing sustainability initiatives, and to develop new sustainability initiatives with significant ROI
- Develop and implement a City Sustainability Master Plan
- Actively involved in regional sustainability efforts

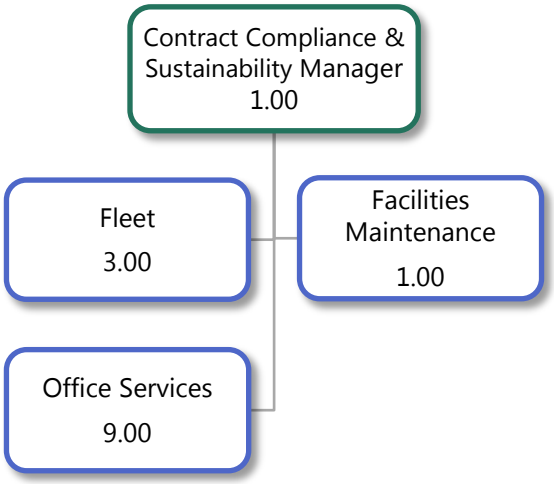
Facilities Maintenance

- Provides contract administration and oversight of the El Paso County intergovernmental agreement
- Provides facility maintenance services for downtown administration buildings
- Develop 5-year CIP facility maintenance plan and 10-year Facility Needs Master Plan

Office Services

- Provides reprographics and mail processing support to all City departments and Springs Utilities
- Provides record storage and retrieval for City departments

Contract Compliance & Sustainability Functions	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	**2016 Budget**
Contract Compliance & Sustainability	$0	$11,485,169	$11,614,717	$11,498,640
Facilities Maintenance	766,653	888,512	764,281	834,524
Total General Fund	**$766,653**	**$12,373,681**	**$12,378,998**	**$12,333,164**
Office Services Fund	1,650,975	1,584,213	1,758,358	1,736,442
Total Contract Compliance & Sustainability Functions	**$2,417,628**	**$13,957,894**	**$14,137,356**	**$14,069,606**



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2015, and changes occurring as part of the 2016 Budget for each fund including General Fund, Office Services Fund, and Fleet Services Fund.

General Fund - Fleet

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$0	$353,405	$374,120	$374,120	$380,683	$6,563
Operating	0	10,333,967	9,991,469	9,991,469	10,167,829	176,360
Capital Outlay	0	797,797	1,249,128	1,249,128	950,128	(299,000)
Total	**$0**	**$11,485,169**	**$11,614,717**	**$11,614,717**	**$11,498,640**	**($116,077)**
Revenue	**$0**	**$3,444,682**	**$3,834,218**	**$3,834,218**	**$3,951,792**	**$117,574**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Contract Compliance Manager	0.00	1.00	1.00	1.00	0.00
Fleet Contract Administrator	1.00	0.00	0.00	0.00	0.00
Fleet Services Coordinator	0.00	1.00	1.00	1.00	0.00
Fleet Specialist	2.00	2.00	2.00	2.00	0.00
Fleet Technician	1.00	0.00	0.00	0.00	0.00
Total Positions	**4.00**	**4.00**	**4.00**	**4.00**	**0.00**

Funding Changes - Fleet

During 2015	* 2015 Amended - 2015 Original Budget
None	$0
Total During 2015	**$0**
For 2016	**2016 Budget - * 2015 Amended Budget**
Salaries/Benefits/Pensions	
Net change to fund existing positions	$3,756
Net increase for medical and dental plan changes	2,807
Total Salaries/Benefits/Pensions	**$6,563**
Operating	
Decrease for projected fuel cost	($850,000)
Net increase in Serco contract	396,000
Increase for Fleet maintenance software cloud hosting	80,360
Increase for 5-year lease of 8 new street sweepers	550,000
Total Operating	**$176,360**
Capital Outlay	
Decrease due to reduction in Police fleet replacements	($299,000)
Total Capital Outlay	**($299,000)**
Total For 2016	**($116,077)**

* 2015 Amended Budget as of 8/31/2015

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

General Fund - Facilities †							
	Use of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Salary/Benefits/ Pensions	$0	$0	$0	$0	$53,166	$53,166
	Operating	764,728	773,926	764,281	764,281	775,004	10,723
	Capital Outlay	1,925	114,586	0	0	6,354	6,354
	Total	**$766,653**	**$888,512**	**$764,281**	**$764,281**	**$834,524**	**$70,243**
	Position Title		**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Maintenance Technician II		0.00	0.00	0.00	1.00	1.00
	Total Positions		**0.00**	**0.00**	**0.00**	**1.00**	**1.00**
	† Beginning in 2016, the maintenance of the City Administration Building and Old City Hall are transferred from General Costs to Contract Compliance and the associated position was transferred from Fire.						

* 2015 Amended Budget as of 8/31/2015

Funding Changes - Facilities		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Transfer funding from Fire for 1.00 FTE position (Maintenance Tech II)	$52,655
	Net increase for medical and dental plan changes	511
	Total Salaries/Benefits/Pensions	**$53,166**
	Operating	
	Increase due to increase in Security Contract	$18,014
	Decrease due to utilities rate changes	(937)
	Decrease due to redistribution to Capital Outlay	(6,354)
	Total Operating	**$10,723**
	Capital Outlay	
	Increase due to redistribution from Operating	$6,354
	Total Capital Outlay	**$6,354**
	Total For 2016	**$70,243**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Transfer of 1.00 FTE position from Fire (Maintenance Tech II)	1.00
	Total For 2016	**1.00**

* 2015 Amended Budget as of 8/31/2015

Office Services Fund

Source of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Utilities Allocation	$335,232	$162,493	$243,378	$243,378	$195,262	($48,116)
City Allocation	582,381	589,630	679,180	679,180	679,180	0
Postage	327,817	293,318	340,000	340,000	340,000	0
Workorders	248,039	284,113	280,000	280,000	315,000	35,000
Other	203,455	196,415	215,800	215,800	207,000	(8,800)
Total	**$1,696,924**	**$1,525,969**	**$1,758,358**	**$1,758,358**	**$1,736,442**	**($21,916)**

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/Pensions	$577,295	$578,300	$590,984	$590,984	$601,064	$10,080
Operating	1,073,680	1,005,913	1,167,374	1,167,374	1,135,378	(31,996)
Capital Outlay	0	0	0	0	0	0
Total	**$1,650,975**	**$1,584,213**	**$1,758,358**	**$1,758,358**	**$1,736,442**	**($21,916)**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 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**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$4,874
	Net increase for medical and dental plan changes	4,206
	Increase due to fund projected overtime	1,000
	Total Salaries/Benefits/Pensions	**$10,080**
	Operating	
	Net decrease mainly due to reduced expenditure projections	($31,996)
	Total Operating	**($31,996)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2016	**($21,916)**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

Support Services / Fleet Fund

Source of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Restitution	$0	$0	$0	$0	$0	$0
Enterprise Fund Utilities	6,162,790	0	0	0	0	0
City Other Departments	5,065,214	0	0	0	0	0
City Police Unit	2,539,175	0	0	0	0	0
Other Revenue	355,825	(376)	0	0	0	0
Special Funds Miscellaneous	351,779	0	0	0	0	0
Sale of Property	0	252,563	0	0	0	0
Interest	10,868	11,249	0	0	0	0
Draw from Fund Balance	0	0	1,391,413	1,391,413	0	(1,391,413)
Total	**$14,485,651**	**$263,436**	**$1,391,413**	**$1,391,413**	**$0**	**($1,391,413)**

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$4,493,518	$485,151	$0	$0	$0	$0
Operating	10,107,116	189,837	1,391,413	1,391,413	0	(1,391,413)
Capital Outlay	1,074	0	0	0	0	0
Total	**$14,601,708**	**$674,988**	**$1,391,413**	**$1,391,413**	**$0**	**($1,391,413)**

Funding Changes

During 2015	* 2015 Amended - 2015 Original Budget
None	$0
Total During 2015	**$0**
For 2016	**2016 Budget - * 2015 Amended Budget**
Salaries/Benefits/Pensions	
None	$0
Total Salaries/Benefits/Pensions	**$0**
Operating	
Eliminate one-time 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 2016	**($1,391,413)**

* 2015 Amended Budget as of 8/31/2015

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND
Fleet Mgmt Admin

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	0	265,332	280,025	283,329	3,304	1.18%
51220	SEASONAL TEMPORARY	0	5,125	0	0	0	0.00%
51260	VACATION BUY PAY OUT	0	1,613	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	0	(2,957)	0	0	0	0.00%
51610	PERA	0	34,144	37,949	38,816	867	2.28%
51615	WORKERS COMPENSATION	0	516	528	595	67	12.69%
51620	EQUITABLE LIFE INSURANCE	0	722	1,039	1,072	33	3.18%
51640	DENTAL INSURANCE	0	1,204	1,171	1,774	603	51.49%
51690	MEDICARE	0	3,657	4,060	4,108	48	1.18%
51695	CITY EPO MEDICAL PLAN	0	20,553	49,348	22,624	(26,724)	-54.15%
51696	ADVANTAGE HD MED PLAN	0	22,123	0	26,865	26,865	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	1,373	0	1,500	1,500	0.00%
Total Salaries and Benefits		**0**	**353,405**	**374,120**	**380,683**	**6,563**	**1.75%**
52110	OFFICE SUPPLIES	0	791	500	500	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	612	0	500	500	0.00%
52125	GENERAL SUPPLIES	0	256	2,000	1,000	(1,000)	-50.00%
52135	POSTAGE	0	10	0	0	0	0.00%
52140	WEARING APPAREL	0	323	1,000	500	(500)	-50.00%
52159	MOBILE FUELING	0	131,286	120,000	120,000	0	0.00%
52160	FUEL	0	5,308,443	6,037,920	5,187,920	(850,000)	-14.08%
52165	LICENSES AND TAGS	0	1,748	1,600	1,600	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	0	2,704	0	0	0	0.00%
52281	MAINT INFRASTRUCTURE	0	57,894	60,000	60,000	0	0.00%
52305	MAINT SOFTWARE	0	57,918	57,918	143,278	85,360	147.38%
52410	BUILDING SECURITY SERVICES	0	816	1,200	1,200	0	0.00%
52415	CONTRACTS AND SPEC PROJECTS	0	3,960,455	3,579,406	3,975,406	396,000	11.06%
52425	ENVIRONMENTAL SERVICES	0	9,320	5,000	4,000	(1,000)	-20.00%
52560	PARKING SERVICES	0	7,609	6,000	6,000	0	0.00%
52575	SERVICES	0	127	0	0	0	0.00%
52579	INSPECTIONS	0	5,855	5,000	5,000	0	0.00%
52605	CAR MILEAGE	0	1,146	2,000	2,000	0	0.00%
52615	DUES AND MEMBERSHIP	0	323	0	0	0	0.00%
52625	MEETING EXPENSES IN TOWN	0	437	0	0	0	0.00%
52655	TRAVEL OUT OF TOWN	0	105	0	0	0	0.00%
52725	RENTAL OF PROPERTY	0	17,202	20,925	20,925	0	0.00%
52735	TELEPHONE LONG DIST CALLS	0	562	1,000	1,000	0	0.00%
52736	CELL PHONE AIRTIME	0	161	0	1,500	1,500	0.00%
52738	CELL PHONE BASE CHARGES	0	358	0	0	0	0.00%
52755	COMMUNICATIONS EQUIPMENT	0	62,960	60,000	60,000	0	0.00%
52765	LEASE PURCHASE PAYMENTS	0	550,222	0	0	0	0.00%
52775	MINOR EQUIPMENT	0	(1)	0	0	0	0.00%
52776	PRINTER CONSOLIDATION COST	0	9,696	10,000	10,000	0	0.00%
52795	RENTAL OF EQUIPMENT	0	0	0	550,000	550,000	0.00%
52872	MAINT FLEET VEHICLES EQP	0	137,699	20,000	15,000	(5,000)	-25.00%
52874	OFFICE SERVICES PRINTING	0	212	0	500	500	0.00%
52876	PASS THROUGH EXPENSES	0	4,379	0	0	0	0.00%
52881	PURCH FOR RESALE FUEL	0	50	0	0	0	0.00%
52883	PURCH FOR RESALE NON STCK PART	0	287	0	0	0	0.00%
60112	EMPLOYEE PARKING	0	2	0	0	0	0.00%
65160	RECRUITMENT	0	2,000	0	0	0	0.00%
Total Operating Expenses		**0**	**10,333,967**	**9,991,469**	**10,167,829**	**176,360**	**1.77%**
53070	VEHICLES REPLACEMENT	0	797,797	1,249,128	950,128	(299,000)	-23.94%
Total Capital Outlay		**0**	**797,797**	**1,249,128**	**950,128**	**(299,000)**	**-23.94%**
Total Expenses		**0**	**11,485,169**	**11,614,717**	**11,498,640**	**(116,077)**	**-1.00%**
41300	FUEL SALES	0	1,339,532	0	0	0	0.00%
42665	CITY OTHER DEPT	0	396,441	575,000	575,000	0	0.00%
42680	CITY POLICE UNIT	0	83,418	0	0	0	0.00%
42710	OTHER REVENUE	0	51,192	49,759	49,759	0	0.00%
42735	SPECIAL FUNDS MISCELLANEOUS	0	9,222	0	0	0	0.00%
44040	SALE OF PROPERTY	0	7,500	0	480,000	480,000	0.00%
45666	PROBATION FEE	0	(1)	9,600	0	(9,600)	-100.00%
45763	ADMINISTRATIVE SERVICES FEES	0	15,629	0	9,600	9,600	0.00%
46170	REIMBURSEMENT FR OTHER FUNDS	0	270,186	376,553	379,739	3,186	0.85%
46173	REIMBURSEMENT FR UTILITY FUND	0	1,271,563	2,823,306	2,457,694	(365,612)	-12.95%
Total Revenue		**0**	**3,444,682**	**3,834,218**	**3,951,792**	**117,574**	**3.07%**

Totals may differ from narrative due to rounding.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Facilies Maintenance

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	0	0	0	35,857	35,857	0.00%
51610	PERA	0	0	0	4,912	4,912	0.00%
51615	WORKERS COMPENSATION	0	0	0	1,399	1,399	0.00%
51620	EQUITABLE LIFE INSURANCE	0	0	0	109	109	0.00%
51640	DENTAL INSURANCE	0	0	0	444	444	0.00%
51690	MEDICARE	0	0	0	520	520	0.00%
51696	ADVANTAGE HD MED PLAN	0	0	0	9,175	9,175	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	0	0	750	750	0.00%
Total Salaries and Benefits		**0**	**0**	**0**	**53,166**	**53,166**	**0.00%**
52110	OFFICE SUPPLIES	583	0	0	0	0	0.00%
52125	GENERAL SUPPLIES	25	221	0	5,000	5,000	0.00%
52190	JANITORIAL SUPPLIES	61	379	26,036	0	(26,036)	-100.00%
52265	MAINT BUILDINGS AND STRUCTURE	120,060	145,674	106,403	106,053	(350)	-0.33%
52410	BUILDING SECURITY SERVICES	181,726	220,552	192,531	217,227	24,696	12.83%
52435	GARBAGE REMOVAL SERVICES	2,116	2,672	5,403	5,903	500	9.25%
52445	JANITORIAL SERVICES	137,229	137,231	141,000	141,000	0	0.00%
52465	MISCELLANEOUS SERVICES	0	129	0	0	0	0.00%
52565	PEST CONTROL	1,216	1,380	1,200	1,550	350	29.17%
52571	SNOW REMOVAL	6,527	8,816	0	7,500	7,500	0.00%
52575	SERVICES	102,576	46,363	81,770	81,770	0	0.00%
52735	TELEPHONE LONG DIST CALLS	2	39	0	0	0	0.00%
52746	UTILITIES ELECTRIC	137,145	135,702	148,983	150,868	1,885	1.27%
52747	UTILITIES GAS	33,201	32,409	36,733	32,728	(4,005)	-10.90%
52748	UTILITIES SEWER	6,888	6,908	10,014	10,014	0	0.00%
52749	UTILITIES WATER	13,801	14,405	14,208	14,891	683	4.81%
52775	MINOR EQUIPMENT	21,551	21,021	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	21	25	0	500	500	0.00%
Total Operating Expenses		**764,728**	**773,926**	**764,281**	**775,004**	**10,723**	**1.40%**
53030	FURNITURE AND FIXTURES	1,925	2,472	0	6,354	6,354	0.00%
53040	MACHINERY AND APPARATUS	0	76,294	0	0	0	0.00%
53090	BUILDINGS AND STRUCTURES	0	35,820	0	0	0	0.00%
Total Capital Outlay		**1,925**	**114,586**	**0**	**6,354**	**6,354**	**0.00%**
Total Expenses		**766,653**	**888,512**	**764,281**	**834,524**	**70,243**	**9.19%**

Totals may differ from narrative due to rounding.

City of Colorado Springs
Budget Detail Report

505 OFFICE SERVICES

Office Services

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	414,780	420,897	428,627	430,341	1,714	0.40%
51210	OVERTIME	16,484	13,263	13,000	14,000	1,000	7.69%
51260	VACATION BUY PAY OUT	0	969	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(937)	(940)	0	0	0	0.00%
51610	PERA	56,019	56,807	58,175	58,957	782	1.34%
51615	WORKERS COMPENSATION	2,832	2,830	2,860	3,266	406	14.20%
51620	EQUITABLE LIFE INSURANCE	1,188	1,206	1,440	1,480	40	2.78%
51640	DENTAL INSURANCE	2,772	2,772	2,587	2,915	328	12.68%
51655	RETIRED EMP MEDICAL INS	2,214	2,214	2,212	2,212	0	0.00%
51670	PARKING FOR EMPLOYEES	2,880	2,880	3,000	3,000	0	0.00%
51690	MEDICARE	4,461	4,495	4,615	6,240	1,625	35.21%
51695	CITY EPO MEDICAL PLAN	39,204	9,017	74,468	5,180	(69,288)	-93.04%
51696	ADVANTAGE HD MED PLAN	32,490	57,607	0	68,723	68,723	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	2,908	4,283	0	4,750	4,750	0.00%
Total Salaries and Benefits		**577,295**	**578,300**	**590,984**	**601,064**	**10,080**	**1.71%**
52110	OFFICE SUPPLIES	2,001	1,586	2,800	2,000	(800)	-28.57%
52115	MEDICAL SUPPLIES	81	90	200	200	0	0.00%
52120	COMPUTER SOFTWARE	0	2,304	1,250	1,250	0	0.00%
52125	GENERAL SUPPLIES	993	1,019	1,000	1,000	0	0.00%
52135	POSTAGE	186	215	400	200	(200)	-50.00%
52140	WEARING APPAREL	315	331	500	400	(100)	-20.00%
52220	MAINT OFFICE MACHINES	0	10,990	11,906	11,000	(906)	-7.61%
52450	LAUNDRY AND CLEANING SERVICES	495	449	700	600	(100)	-14.29%
52568	BANK AND INVESTMENT FEES	163	189	150	200	50	33.33%
52573	CREDIT CARD FEES	445	713	600	1,000	400	66.67%
52575	SERVICES	2,789	251	6,207	5,207	(1,000)	-16.11%
52590	TEMPORARY EMPLOYMENT	26,314	26,626	0	23,258	23,258	0.00%
52605	CAR MILEAGE	0	0	100	100	0	0.00%
52615	DUES AND MEMBERSHIP	504	210	700	700	0	0.00%
52625	MEETING EXPENSES IN TOWN	133	13	100	100	0	0.00%
52630	TRAINING	40	0	450	450	0	0.00%
52645	SUBSCRIPTIONS	35	204	50	100	50	100.00%
52735	TELEPHONE LONG DIST CALLS	28	38	100	0	(100)	-100.00%
52775	MINOR EQUIPMENT	14,078	0	0	0	0	0.00%
52776	PRINTER CONSOLIDATION COST	194,984	177,301	190,000	190,000	0	0.00%
52795	RENTAL OF EQUIPMENT	9,827	7,416	5,000	5,000	0	0.00%
52805	ADMIN PRORATED CHARGES	167,928	158,676	150,761	202,613	51,852	34.39%
52872	MAINT FLEET VEHICLES EQP	7,597	9,717	10,000	10,000	0	0.00%
52880	PURCHASES FOR RESALE	235,650	267,124	340,000	275,000	(65,000)	-19.12%
52915	PASSTHRU MAIL	352,223	301,553	384,400	354,000	(30,400)	-7.91%
52919	PASSTHRU RECORDS	56,871	38,898	60,000	51,000	(9,000)	-15.00%
Total Operating Expenses		**1,073,680**	**1,005,913**	**1,167,374**	**1,135,378**	**(31,996)**	**-2.74%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**1,650,975**	**1,584,213**	**1,758,358**	**1,736,442**	**(21,916)**	**-1.25%**
42605	ENT FUND UTIL ALLOCATION	335,232	162,493	243,378	195,262	(48,116)	-19.77%
42625	ENTERPRISE FUND UTIL WORDER	91,769	72,840	90,000	90,000	0	0.00%
42630	POSTAGE	327,817	293,318	340,000	340,000	0	0.00%
42632	RECORDS	51,781	51,038	60,000	51,000	(9,000)	-15.00%
42650	CITY WORKORDERS	133,388	110,299	115,000	125,000	10,000	8.70%
42660	CITY ALLOCATION	582,381	589,630	679,180	679,180	0	0.00%
42710	OTHER REVENUE	15,175	5,537	5,000	5,000	0	0.00%
42720	OTHER BILLED INVOICES	135,311	138,078	150,000	150,000	0	0.00%
42725	OTHER WORKORDERS	22,882	100,974	75,000	100,000	25,000	33.33%
44025	CASH OVER SHORT	(26)	0	0	0	0	0.00%
46025	INTEREST	1,214	1,762	800	1,000	200	25.00%
Total Revenue		**1,696,924**	**1,525,969**	**1,758,358**	**1,736,442**	**(21,916)**	**-1.25%**

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City of Colorado Springs
Budget Detail Report

501 SUPPORT SERVICES

Fleet Mgmt Admin

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	3,043,421	192,173	0	0	0	0.00%
51210	OVERTIME	83,906	4,133	0	0	0	0.00%
51220	SEASONAL TEMPORARY	33,005	297	0	0	0	0.00%
51230	SHIFT DIFFERENTIAL	10,340	64	0	0	0	0.00%
51235	STANDBY	9,764	259	0	0	0	0.00%
51240	RETIREMENT TERMINATION SICK	21,692	9,297	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	195,662	97,436	0	0	0	0.00%
51260	VACATION BUY PAY OUT	4,931	0	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(7,051)	(1,025)	0	0	0	0.00%
51610	PERA	415,179	18,693	0	0	0	0.00%
51612	RETIREMENT HEALTH SAVINGS	33,843	39,524	0	0	0	0.00%
51615	WORKERS COMPENSATION	59,557	3,495	0	0	0	0.00%
51620	EQUITABLE LIFE INSURANCE	8,501	298	0	0	0	0.00%
51640	DENTAL INSURANCE	21,348	808	0	0	0	0.00%
51655	RETIRED EMP MEDICAL INS	48,142	48,362	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	1,200	1,600	0	0	0	0.00%
51675	UNEMPLOYMENT INSURANCE	0	23,543	0	0	0	0.00%
51690	MEDICARE	45,201	4,277	0	0	0	0.00%
51695	CITY EPO MEDICAL PLAN	436,770	17,501	0	0	0	0.00%
51696	ADVANTAGE HD MED PLAN	23,835	23,125	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	4,272	1,291	0	0	0	0.00%
Total Salaries and Benefits		**4,493,518**	**485,151**	**0**	**0**	**0**	**0.00%**
52110	OFFICE SUPPLIES	1,942	41	0	0	0	0.00%
52115	MEDICAL SUPPLIES	88	0	0	0	0	0.00%
52120	COMPUTER SOFTWARE	22,565	0	0	0	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	580	0	0	0	0	0.00%
52125	GENERAL SUPPLIES	407	0	0	0	0	0.00%
52135	POSTAGE	47	1	0	0	0	0.00%
52140	WEARING APPAREL	10,731	85	0	0	0	0.00%
52155	AUTOMOTIVE	4,225	0	0	0	0	0.00%
52160	FUEL	390	0	0	0	0	0.00%
52165	LICENSES AND TAGS	3,319	380	0	0	0	0.00%
52190	JANITORIAL SUPPLIES	3,719	0	0	0	0	0.00%
52195	ENVIRONMENTAL SUPPLIES ETC	3,414	0	0	0	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	73,783	0	0	0	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	1,504	0	0	0	0	0.00%
52275	MAINT RUNWAYS	2,705	0	0	0	0	0.00%
52281	MAINT INFRASTRUCTURE	184	54,000	0	0	0	0.00%
52305	MAINT SOFTWARE	197,969	0	0	0	0	0.00%
52410	BUILDING SECURITY SERVICES	204	0	0	0	0	0.00%
52415	CONTRACTS AND SPEC PROJECTS	0	100,000	0	0	0	0.00%
52425	ENVIRONMENTAL SERVICES	0	10,832	0	0	0	0.00%
52426	MUN FAC RUNOFF CONTROL	2,381	0	0	0	0	0.00%
52445	JANITORIAL SERVICES	19,215	0	0	0	0	0.00%
52450	LAUNDRY AND CLEANING SERVICES	27,122	0	0	0	0	0.00%
52568	BANK AND INVESTMENT FEES	1,449	1,213	0	0	0	0.00%
52575	SERVICES	254,179	1	0	0	0	0.00%
52590	TEMPORARY EMPLOYMENT	0	25,637	0	0	0	0.00%
52605	CAR MILEAGE	117	203	0	0	0	0.00%
52615	DUES AND MEMBERSHIP	1,482	0	0	0	0	0.00%
52625	MEETING EXPENSES IN TOWN	1,331	(135)	0	0	0	0.00%
52630	TRAINING	3,596	0	0	0	0	0.00%
52655	TRAVEL OUT OF TOWN	2,700	0	0	0	0	0.00%
52705	COMMUNICATIONS	2,519	0	0	0	0	0.00%
52725	RENTAL OF PROPERTY	389,822	0	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	1,214	0	0	0	0	0.00%
52736	CELL PHONE AIRTIME	95	0	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	8,888	0	0	0	0	0.00%
52746	UTILITIES ELECTRIC	47,965	1,205	0	0	0	0.00%
52747	UTILITIES GAS	14,311	(376)	0	0	0	0.00%
52748	UTILITIES SEWER	1,613	14	0	0	0	0.00%
52749	UTILITIES WATER	3,227	20	0	0	0	0.00%

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
52765	LEASE PURCHASE PAYMENTS	2,743	0	0	0	0	0.00%
52775	MINOR EQUIPMENT	9,229	693	0	0	0	0.00%
52776	PRINTER CONSOLIDATION COST	9,304	0	0	0	0	0.00%
52777	TOOL ALLOWANCE	19,800	0	0	0	0	0.00%
52795	RENTAL OF EQUIPMENT	19,770	0	0	0	0	0.00%
52805	ADMIN PRORATED CHARGES	351,468	0	0	0	0	0.00%
52872	MAINT FLEET VEHICLES EQP	85,584	1,182	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	436	0	0	0	0	0.00%
52875	OFFICE SERVICES RECORDS	90	0	0	0	0	0.00%
52876	PASS THROUGH EXPENSES	26,357	0	0	0	0	0.00%
52881	PURCH FOR RESALE FUEL	5,287,322	0	0	0	0	0.00%
52882	PURCH FOR RESALE COMMERCIAL	583,569	(405)	0	0	0	0.00%
52883	PURCH FOR RESALE NON STCK PART	1,662,880	(4,754)	0	0	0	0.00%
52884	PURCH FOR RESALE STOCK PARTS	933,806	0	0	0	0	0.00%
52970	ENVIRON PROTECTION PROGRAM	3,756	0	0	0	0	0.00%
65170	TRANSFER TO OTHER FUNDS	0	0	1,391,413	0	(1,391,413)	-100.00%
Total Operating Expenses		**10,107,116**	**189,837**	**1,391,413**	**0**	**(1,391,413)**	**-100.00%**
53020	COMPUTERS NETWORKS	1,074	0	0	0	0	0.00%
Total Capital Outlay		**1,074**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**14,601,708**	**674,988**	**1,391,413**	**0**	**(1,391,413)**	**-100.00%**
40113	MISCELLANEOUS	0	529	0	0	0	0.00%
42620	ENTERPRISE FUND UTILITIES	6,162,790	0	0	0	0	0.00%
42665	CITY OTHER DEPT	5,065,214	0	0	0	0	0.00%
42680	CITY POLICE UNIT	2,539,175	0	0	0	0	0.00%
42705	OTHER	332,061	0	0	0	0	0.00%
42710	OTHER REVENUE	23,756	(905)	0	0	0	0.00%
42735	SPECIAL FUNDS MISCELLANEOUS	351,779	0	0	0	0	0.00%
44025	CASH OVER SHORT	8	0	0	0	0	0.00%
44045	SALE OF SCRAP	0	252,563	0	0	0	0.00%
46025	INTEREST	10,868	11,249	0	0	0	0.00%
Total Revenue		**14,485,651**	**263,436**	**0**	**0**	**0**	**0.00%**

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

	2013 Actual	2014 Actual	2015 Budget	2016 Budget
Retired Employees Insurance	$1,501,346	$1,508,177	$1,500,000	$1,250,000
Unemployment Insurance	158,375	205,327	150,000	100,000
Total Salaries and Benefits	**$1,659,721**	**$1,713,504**	**$1,650,000**	**$1,350,000**
Allocations/Internal Services Charges				
Barricading	$125,000	$125,000	$125,000	$56,776
Environmental Protection Program	60,408	60,408	60,405	60,408
Fleet Management	7,442,636	0	0	0
Lease-Purchase Costs – Vehicle Replacement	1,272,884	0	0	0
Health Insurance Fund - Add'l pmt.	292,998	0	0	500,000
Machine/Weld Shop	30,000	30,000	30,000	23,623
Office Services	582,381	589,630	679,180	679,180
Radio Communications	979,896	695,958	550,825	995,958
Workers Compensation Fund - Add'l pmt.	0	0	0	305,195
Animal Control Contract	1,040,000	1,080,000	1,125,424	1,125,424
Annual Financial Audit	129,360	139,810	170,000	170,000
Capital Lease Purchase	1,776,674	0	0	0
City Admin Building (CAB) - Lease-Purchase Payment	523,123	626,759	626,760	626,760
City Building Security Contract	91,740	91,740	95,000	91,740
City Hall/Impound lot/Police Training Academy COP Payment	388,567	381,567	389,417	387,417
Claims Reserve Self-Insurance Fund	633,466	800,004	800,000	1,200,000
Economic Development				
Regional Business Alliance	10,000	0	0	75,000
Economic Development Agreements	3,789,889	4,718,002	4,000,000	5,500,000
Small Business Development Center (SBDC)	0	0	0	27,500
USOC COP Payment	1,659,055	1,704,944	1,739,650	1,782,225

Budget Summary

	2013 Actual	2014 Actual	2015 Budget	2016 Budget
Election Expenses	323,056	0	600,000	600,000
Employee Awards Program	49,026	64,174	76,000	76,000
Energy Efficiency Retrofit	73,999	165,871	99,259	99,259
Facilities Maintenance Contract	897,098	949,026	998,850	1,000,000
Health Programs	91,038	304,136	300,000	0
Homeward Pikes Peak	60,000	60,000	0	0
Insurance Premiums	400,000	670,621	679,000	1,008,664
Legal Defense Reserve	1,057,893	142,304	250,000	250,000
Legal Defense Reserve – City Council	0	0	50,000	50,000
Legal Settlement Costs	8,206,860	10,634	0	0
Membership Dues - Sister Cities, Alliance for Innovation	1,190	8,690	2,000	9,500
Pikes Peak Regional Development Center Rent and CAM	125,226	124,525	132,000	132,000
Retirement Awards	15,478	13,900	15,000	15,000
SCIP Debt Service Payment	7,847,350	7,843,450	7,838,750	2,766,750
Services	690,124	880,085	776,473	850,781
Special Events	412,950	523,970	659,540	420,000
Streetlight Program	4,002,579	4,130,134	4,129,000	4,129,000
Total Operating Expenses	**$45,081,944**	**$26,935,342**	**$26,997,533**	**$25,014,160**
General Fund Contribution to City CIP Fund*	$9,325,133	$10,204,472	$11,033,257	$18,024,169
General Fund – Projects	3,582,305	7,877,319	0	250,000
Total CIP	**$12,907,438**	**$18,081,791**	**$11,033,257**	**$18,274,169**
Organization Total	**$59,649,103**	**$46,730,637**	**$39,680,790**	**$44,638,329**

* For 2016, the total unrestricted Capital Improvements Program totals $18,131,169, which includes $107,000 in anticipated interest earnings and investment/bank fees.

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. These programs/funds include Barricading, Environmental Protection, Machine/Weld Shop, Office Services and Radio Communications. For 2016, this includes additional payments to both the Health Insurance Fund and the Workers Compensation Fund. 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 2016 contract is still in negotiation – funding has been set aside in the Services line of General Cost and will be added to the Animal Control Contract line once the final amount is approved.

Annual Financial Audit – Annually, the City contracts with a private firm to provide a comprehensive financial audit. For 2016, the contract is with BKD.

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

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 citywide security contract.

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 2016, the payment amount is $387,417. Additional funding 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 2016, the transfer is increased by $400,000 to ensure an adequate level of funding for claims and to contribute to the fund balance.

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). In 2016, this category includes allocating $75,000 in support to the Regional Business Alliance and $27,500 in support to the Small Business Development Center (SBDC). The City has Economic Development Agreements (EDAs), including the EDA with the United States Olympic Committee (USOC), as described more fully in the Economic Overview section beginning on page 1-35.

Election Expenses – For 2016, this includes $600,000 for the potential of participating in a November 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 2016, the lease-purchase payments total $99,259 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. For 2016, this expense is transferred to the Police Department's budget.

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. This funding was discontinued for 2015 and 2016 and homeless service coordination is done through the City's Housing Division and the Planning and Development Department.

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. The increase in 2016 is due to higher renewal costs and additional coverage.

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 Defense Reserve-City Council – In 2016, $50,000 of Legal Defense Reserve funding is identified for City Council legal services.

Legal Settlement Costs – In 2013, the total cost of litigation settlements was $8,206,860 and for 2014 it was $10,634.

Membership Dues – Membership dues include membership costs to Sister Cities and Alliance for Innovation.

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 debt will be retired in 2016.

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.

Special Events – For 2016, funding of $420,000 is projected for 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 2016, the General Fund contribution is $18,024,169, which is augmented by $107,000 in anticipated interest earnings and investment/bank fees. These projects are for stormwater, roads and bridges projects and grant matches, technology, other payments and projects, and City facility repairs.

General Fund – Projects – For 2016, funding of $250,000 for an update of the City's Comprehensive Plan is included. In 2015, there were no General Fund 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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Fire

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

2016 Goals

Goal	Measurable Outcome
Improve citizen and firefighter safety by maintaining public safety personnel staffing at the level needed to ensure equitable emergency response time standards are met or exceeded.	Effectively respond to all calls within 8 minutes 90% of the time and respond to all structure fires with an effective force within 12 minutes 90% of the time.
Complete required inspections by the Division of the Fire Marshal to ensure citizen and firefighter safety.	Achieve completion of 65% of required high risk operation and occupancy inspections.
Further develop the Community Assistance Referral And Education Services (CARES) program with community health partners, to make heavy front line fire-fighting apparatus more readily available and to provide acute behavioral health services to 911 systems users in behavioral health crisis through a collaborative response team.	Conduct monthly neighborhood health screenings; Provide at least 750 immunizations to reduce flu-like symptom and general illness 911 calls. Enroll an additional 250 patients into the CARES program; Redirect 250 911 patients in mental health crisis from medical Emergency departments and into direct Behavioral Health Services.

All Funds Summary

All Funds	Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	General Fund	$45,911,963	$47,033,479	$47,033,479	$47,825,182	$791,703
	CIP - General Fund	667,507	100,000	100,000	0	(100,000)
	PSST	11,998,009	13,555,089	13,555,089	14,766,068	1,210,979
	Grants Fund	568,688	940,000	940,000	1,899,000	959,000
	All Funds Total	**$59,146,167**	**$61,628,568**	**$61,628,568**	**$64,490,250**	**$2,861,682**
	Positions					
	General Fund	371.75	374.00	374.00	374.00	0.00
	Other Funds **	104.50	101.50	108.50	108.50	0.00
	Total	**476.25**	**475.50**	**482.50**	**482.50**	**0.00**

* 2015 Amended Budget as of 8/31/2015

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

Significant Changes vs. 2015

- Increase in funding for 4th Battalion
- Increase for Apparatus replacement plan
- Increase in funding to add 1.00 FTE Fire Code Inspector

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 four 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. This Division provides human resources functions, maintains apparatus and equipment, provides basic and advanced fire and medical training, oversees required certifications, and provides public information related to fires and other incidents. Community and Public Health is managed in Support Services. The Division also maintains facilities and manages the construction of capital projects. Beginning in 2014 with the start of the City's new ambulance contract with American Medical Response (AMR), the Support Services Division took over the responsibility of working with the City's medical director, under whom the CSFD's paramedics are certified to provide medical care, as well as quality assurance/quality improvement duties related to the contract.

Finance, Planning and Analysis Division

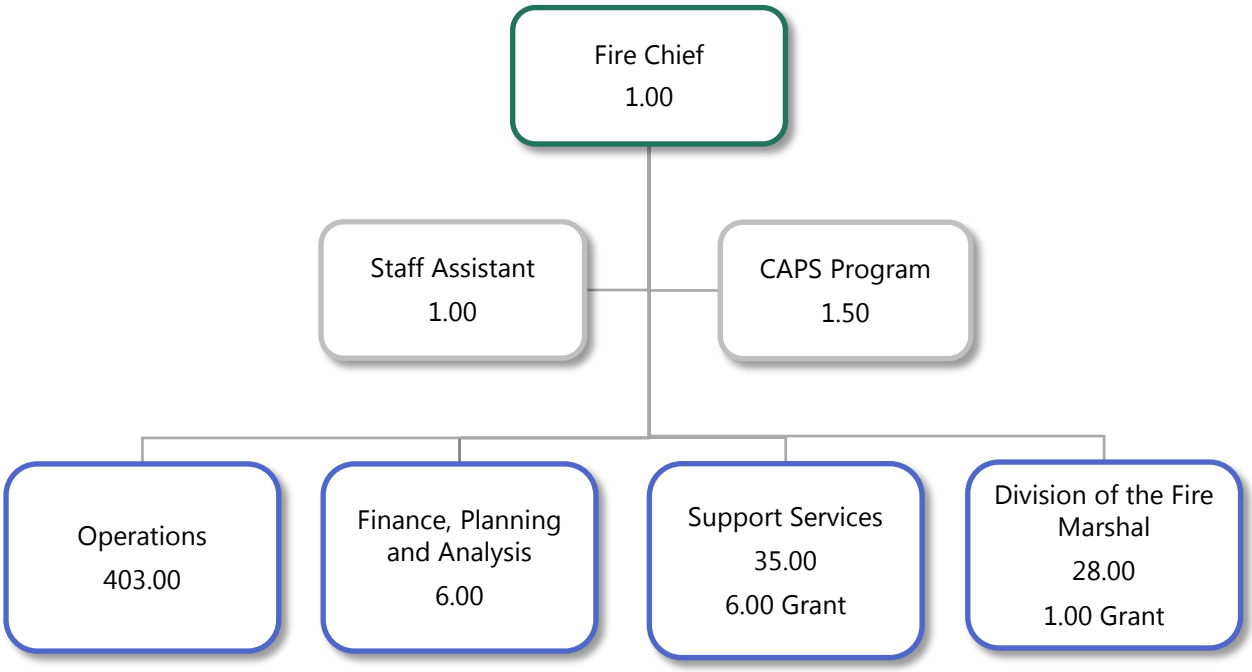
This division develops and monitors the budget, coordinates purchasing, assists with grant applications, ensures compliance with grant requirements, provides data analysis, engages in analysis of operational activities and proposals, and provides strategic planning. This office coordinates all the information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

Division of the Fire Marshal

This division has a broad mission to promote a safer community through hazard mitigation, fire code development and enforcement, fire investigation, community education and injury prevention, enforcement of hazardous materials regulations, and the management of fire risk, especially in the wildland/urban interface (WUI). This division engages in fire safety code compliance inspections, issuance of permits for hazardous materials, the development of evacuation and preparedness plans for businesses, safety educational programs for citizens, fire investigations, and residential evaluations and mitigation of the WUI. Starting in 2015, the CSPD has taken over all arson investigations.

The Fire 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 amounts):

Fire Functions	2013 Actual	2014 Actual	2015 Original Budget	2016 Budget
Fire Prevention	$1,924,000	$2,140,631	$2,435,869	$2,579,986
Public Education	275,126	264,943	332,754	337,306
Fire Suppression	43,552,539	45,507,986	48,132,630	49,372,879
Hazardous Material	1,614,174	1,684,533	1,790,029	1,785,779
Medical Division	1,753,232	1,614,339	1,679,416	1,668,386
Community Health	0	343,116	405,371	548,412
Direct Public Services Functions	**$49,119,071**	**$51,555,548**	**$54,776,069**	**$56,292,748**
All other support/management functions	5,230,784	6,395,894	5,812,499	6,049,415
All Fire Functions	**$54,349,855**	**$57,951,442**	**$60,588,568**	**$62,342,163**



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2015, and changes occurring as part of the 2016 Budget for each fund including General Fund, PSST, Grants, and CIP.

General Fund	Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Salary/Benefits/ Pensions	$38,911,481	$41,414,736	$43,317,803	$43,317,803	$43,883,580	$565,777
	Operating	2,013,239	2,676,287	2,623,783	2,623,783	2,632,962	9,179
	Capital Outlay	809,545	1,820,940	1,091,893	1,091,893	1,308,640	216,747
	Total	**$41,734,265**	**$45,911,963**	**$47,033,479**	**$47,033,479**	**$47,825,182**	**$791,703**
	Revenue	**$1,054,261**	**$2,077,426**	**$2,132,830**	**$2,132,830**	**$2,101,503**	**($31,327)**
	Total Civilian		32.75	35.00	35.00	35.00	0.00
	Total Sworn		339.00	339.00	339.00	339.00	0.00
	Total Positions		**371.75**	**374.00**	**374.00**	**374.00**	**0.00**

* 2015 Amended Budget as of 8/31/2015

General Fund Positions	Civilian Positions	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Administrative Technician	2.00	3.00	3.00	3.00	0.00
	Ambulance Contract Administrator	1.00	1.00	1.00	1.00	0.00
	Analyst I/II	1.00	0.00	0.00	0.00	0.00
	CAPS Program Coordinator	1.00	1.00	1.00	1.00	0.00
	City Administration Maintenance Technician	1.00	0.00	0.00	0.00	0.00
	City Facility Administrator	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	1.00	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	2.00	2.00	2.00	0.00
	Fire Code Inspector I/II	5.00	6.00	6.00	7.00	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	2.00	2.00	1.00	(1.00)
	Office Specialist	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 Analyst	2.00	2.00	2.00	2.00	0.00
	Senior Fire Code Inspector	0.00	1.00	1.00	1.00	0.00
	Senior Office Specialist	3.00	1.00	1.00	1.00	0.00
	Sr. Public Comm. Specialist (Principal Analyst)	1.00	1.00	1.00	1.00	0.00
	Staff Assistant	1.00	1.00	1.00	1.00	0.00
	Total Civilian	**32.75**	**35.00**	**35.00**	**35.00**	**0.00**

* 2015 Amended Budget as of 8/31/2015

General Fund Positions	Sworn Positions	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 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	9.00	3.00
	Fire Captain	23.00	24.00	24.00	24.00	0.00
	Fire Lieutenant	54.00	54.00	54.00	55.00	1.00
	Fire Paramedic	68.00	68.00	68.00	65.00	(3.00)
	Fire Driver Engineer	75.00	72.00	72.00	69.00	(3.00)
	Firefighter	110.00	112.00	112.00	114.00	2.00
	Total Sworn	**339.00**	**339.00**	**339.00**	**339.00**	**0.00**
	Total Positions	**371.75**	**374.00**	**374.00**	**374.00**	**0.00**

Funding Changes	**During 2015**	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions and step increases for current sworn positions	$336,371
	Net increase for medical and dental plan changes	202,240
	Decrease for New Hire Pension costs	(131,777)
	Increase for 4th Battalion	200,000
	Increase for funding of 1.00 FTE (Fire Code Inspector)	77,961
	Decrease due to moving CAB Maintenance Technician to Facilities (Finance)	(52,654)
	Redistribution within Fire Budget	(66,364)
	Total Salaries/Benefits/Pensions	**$565,777**
	Operating	
	Decrease for utilities	($5,357)
	Increase for funding of 1.00 FTE (Fire Code Inspector)	9,723
	Redistribution within Fire Budget	4,813
	Total Operating	**$9,179**
	Capital Outlay	
	Increase for vehicle associated with addition of 1.00 FTE (Fire Code Inspector)	$30,179
	Increase for Apparatus replacement plan	125,017
	Redistribution within Fire Budget	61,551
	Total Capital Outlay	**$216,747**
	For 2016	**$791,703**

* 2015 Amended Budget as of 8/31/2015

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Add 1.00 FTE (Fire Code Inspector)	1.00
	Decrease 1.00 FTE (CAB Maintenance Tech) moved to Facilities (Finance)	(1.00)
	Created 4th Battalion using existing positions	0.00
	For 2016	**0.00**

PSST							
	Use of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Salary/Benefits/ Pensions	$10,520,033	$10,486,532	$11,806,686	$11,806,686	$12,625,632	$818,946
	Operating	1,436,248	1,251,062	1,510,450	1,510,450	1,404,328	(106,122)
	Capital Outlay	659,309	301,885	237,953	237,953	487,021	249,068
	Capital Projects**	2,989,035	(41,470)	0	0	249,087	249,087
	Total	**$15,604,625**	**$11,998,009**	**$13,555,089**	**$13,555,089**	**$14,766,068**	**$1,210,979**
	Total Civilian		16.50	16.50	16.50	16.50	0.00
	Total Sworn		73.00	85.00	85.00	85.00	0.00
	Total Positions		**89.50**	**101.50**	**101.50**	**101.50**	**0.00**

* 2015 Amended Budget as of 8/31/2015

** In 2014 there was a net ($41,470) in PSST Capital Projects expenditures because $195,559 of Fire Station #21 previously charged to the PSST Fire Station #21 Project were moved to the General Fund Fire Station #1 Project and $153,819 expenditures were charged to the PSST Ventilation Improvement Project

PSST Positions	Civilian Positions	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Administrative Technician	1.00	1.00	2.00	2.00	0.00
	Audio Visual Specialist	0.00	0.00	1.00	1.00	0.00
	Fire and Life Safety Educator	1.00	1.00	0.00	0.00	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	1.00	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	1.00	1.00	1.00	1.00	0.00
	Office Specialist	1.00	1.00	1.00	1.00	0.00
	Parts/Supply Specialist	1.00	1.00	1.00	1.00	0.00
	Principal Analyst	1.00	1.00	1.00	1.00	0.00
	Program Coordinator	2.00	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	**16.50**	**16.50**	**16.50**	**16.50**	**0.00**
	Sworn Positions	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	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	32.00	32.00	32.00	0.00
	Total Sworn	**73.00**	**85.00**	**85.00**	**85.00**	**0.00**
	Total Positions	**89.50**	**101.50**	**101.50**	**101.50**	**0.00**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions and step increases for current sworn positions	$452,429
	Net increase for medical and dental plan changes	58,979
	Redistribution to fund increases in overtime, standby and retirement	213,641
	Increase for Uniform Overtime	93,897
	Total Salaries/Benefits/Pensions	**$818,946**
	Operating	
	Redistribution to fund increases in overtime, standby and retirement	($169,144)
	Increase for current operating costs	63,022
	Total Operating	**($106,122)**
	Capital Outlay	
	Redistribution to fund increases in overtime, standby and retirement	($44,497)
	Increase for buildings & structures	41,800
	Increase for vehicle replacement	10,265
	Increase for upgrade to computer networks in coordination with IT	241,500
	Total Capital Outlay	**$249,068**
	Capital Projects	
	High Priority Fire Projects	$249,087
	Total CIP	**$249,087**
	For 2016	**$1,210,979**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

Grants Fund	Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Salary/Benefits/ Pensions/Operating	$2,000,430	$568,688	$940,000	$940,000	$1,899,000	$959,000
	Total	**$2,000,430**	**$568,688**	**$940,000**	**$940,000**	**$1,899,000**	**$959,000**
	Civilian Positions		**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Maintenance Technician I		0.00	0.00	1.00	1.00	0.00
	Office Specialist		0.00	0.00	1.00	1.00	0.00
	Administrative Technician		0.00	0.00	1.00	1.00	0.00
	Community Health Supervisor		0.00	0.00	1.00	1.00	0.00
	Fire Community & Public Health Provider		0.00	0.00	2.00	2.00	0.00
	Community Behaviorial Health Coordinator		0.00	0.00	1.00	1.00	0.00
	Total Civilian		**0.00**	**0.00**	**7.00**	**7.00**	**0.00**
	Sworn Positions		**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Firefighter **		15.00	0.00	0.00	0.00	0.00
	Total Sworn		**15.00**	**0.00**	**0.00**	**0.00**	**0.00**
	Total Positions		**15.00**	**0.00**	**7.00**	**7.00**	**0.00**

Note: All grant fund positions are special positions and not regular FTE

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

Funding Changes	**During 2015**	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions/Operating	
	Increase in Community and Public Health grants available	$959,000
	Total Salaries/Benefits/Pensions/Operating	**$959,000**
	Total For 2016	**$959,000**

* 2015 Amended Budget as of 8/31/2015

Position Changes	During 2015	* 2015 Amended - 2015 Original Budget
	Added 1.00 Special Position (Maintenance Technician I)	1.00
	Add 1.00 Special Position (Office Specialist) for the CARES Program	1.00
	Add 1.00 Special Position (Administrative Technician) for the CARES Program	1.00
	Add 1.00 Special Position (Community Health Supervisor) for the CARES Program	1.00
	Add 2.00 Special Position (Fire Community & Public Health Provider) for the CARES Program	2.00
	Add 1.00 Special Position (Community Behavioral Health Coordinator) for the CARES Program	1.00
	Total During 2015	**7.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

2016 CIP Program	Project	General Fund	Total 2016 Allocation
	High Priority Fire CIP Projects	249,087	**249,087**
	Total 2016 CIP	**$249,087**	**$249,087**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 31-1		

* 2015 Amended Budget as of 8/31/2015

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Fire_All_Departments

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	1,773,041	2,011,253	2,250,050	2,308,767	58,717	2.61%
51210	OVERTIME	33,721	51,781	49,318	61,471	12,153	24.64%
51220	SEASONAL TEMPORARY	74,520	71,834	58,620	60,396	1,776	3.03%
51230	SHIFT DIFFERENTIAL	544	595	0	0	0	0.00%
51235	STANDBY	14,178	16,810	19,365	21,324	1,959	10.12%
51240	RETIREMENT TERMINATION SICK	45,462	454	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	123	6,258	0	0	0	0.00%
51260	VACATION BUY PAY OUT	9,603	9,455	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(38,682)	(39,956)	0	0	0	0.00%
51405	UNIFORM SALARIES	23,170,809	23,827,839	25,175,641	25,445,927	270,286	1.07%
51410	UNIFORM OVERTIME	1,862,644	2,723,480	2,347,094	2,308,417	(38,677)	-1.65%
51420	UNIFORM SCHEDULED OVERTIME	590,864	588,803	686,103	642,674	(43,429)	-6.33%
51430	UNIFORM SPECIAL ASSIGNMENT	73,725	85,218	53,761	70,051	16,290	30.30%
51435	EXTRA DUTY EXPENDITURE	1,547	2,266	4,000	4,000	0	0.00%
51440	LEAVE PAY OFF	489,462	508,497	541,656	547,650	5,994	1.11%
51445	LONGEVITY	188,896	186,897	201,174	184,416	(16,758)	-8.33%
51455	SWORN VAC TWK	238,055	269,480	277,676	332,664	54,988	19.80%
51470	UNIFORM RETIREMENT COST	117,497	85,450	70,946	72,605	1,659	2.34%
51490	PARAMEDIC PRO PAY	74,717	92,133	95,885	86,025	(9,860)	-10.28%
51610	PERA	240,700	275,794	303,807	314,839	11,032	3.63%
51612	RETIREMENT HEALTH SAVINGS	190,713	250,296	191,159	167,375	(23,784)	-12.44%
51615	WORKERS COMPENSATION	932,461	1,002,893	1,041,381	1,178,779	137,398	13.19%
51620	EQUITABLE LIFE INSURANCE	68,312	71,796	106,372	106,193	(179)	-0.17%
51640	DENTAL INSURANCE	135,133	135,618	129,615	147,692	18,077	13.95%
51645	NEW HIRE FIRE PENSION PLAN	2,669,151	2,600,762	2,642,260	2,534,907	(107,353)	-4.06%
51646	OLD HIRE FIRE PENSION	1,467,740	1,467,740	1,639,319	1,639,319	0	0.00%
51647	STATEWIDE FIRE PENSION	1,026,693	1,324,594	1,383,000	1,498,662	115,662	8.36%
51690	MEDICARE	368,302	393,138	379,616	392,905	13,289	3.50%
51695	CITY EPO MEDICAL PLAN	2,617,242	440,285	680,125	370,482	(309,643)	-45.53%
51696	ADVANTAGE HD MED PLAN	435,182	2,750,323	2,787,360	3,175,790	388,430	13.94%
51697	HRA BENEFIT TO ADV MED PLAN	41,203	202,199	202,500	210,250	7,750	3.83%
51699	BENEFITS REIMBURSEMENT	(2,077)	751	0	0	0	0.00%
Total Salaries and Benefits		**38,911,481**	**41,414,736**	**43,317,803**	**43,883,580**	**565,777**	**1.31%**
52105	MISCELLANEOUS OPERATING	138	3,892	0	0	0	0.00%
52110	OFFICE SUPPLIES	13,782	13,464	27,460	28,925	1,465	5.34%
52111	PAPER SUPPLIES	5,537	3,481	4,717	5,800	1,083	22.96%
52115	MEDICAL SUPPLIES	59,786	90,989	90,810	81,010	(9,800)	-10.79%
52120	COMPUTER SOFTWARE	23,800	89,065	4,425	12,120	7,695	173.90%
52122	CELL PHONES EQUIP AND SUPPLIES	813	3,418	3,387	4,267	880	25.98%
52125	GENERAL SUPPLIES	88,572	87,679	127,598	153,714	26,116	20.47%
52127	CONSTRUCTION SUPPLIES	5,575	5,429	11,725	10,920	(805)	-6.87%
52130	OTHER SUPPLIES	34,887	26,679	28,600	28,600	0	0.00%
52135	POSTAGE	6,352	6,354	10,729	10,080	(649)	-6.05%
52140	WEARING APPAREL	280,411	314,634	425,491	379,049	(46,442)	-10.91%
52145	PAINT AND CHEMICAL	14,697	8,808	19,320	18,316	(1,004)	-5.20%
52155	AUTOMOTIVE	11,213	12,412	11,500	13,000	1,500	13.04%
52160	FUEL	3,765	94	600	600	0	0.00%
52165	LICENSES AND TAGS	20,575	18,647	34,156	33,851	(305)	-0.89%
52190	JANITORIAL SUPPLIES	48,173	49,001	41,169	36,515	(4,654)	-11.30%
52220	MAINT OFFICE MACHINES	192	0	0	0	0	0.00%
52225	MAINT COMPUTER SOFTWARE	560	80	0	0	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	4,946	10,588	38,449	35,253	(3,196)	-8.31%
52240	MAINT NONFLEET VEHICLES EQP	204,377	310,323	218,350	249,575	31,225	14.30%
52265	MAINT BUILDINGS AND STRUCTURE	103,269	101,964	64,630	68,630	4,000	6.19%
52305	MAINT SOFTWARE	3,132	20,824	47,238	31,152	(16,086)	-34.05%

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
52405	ADVERTISING SERVICES	6,883	9,685	17,788	11,912	(5,876)	-33.03%
52410	BUILDING SECURITY SERVICES	16	456	0	608	608	0.00%
52415	CONTRACTS AND SPEC PROJECTS	0	300,008	0	0	0	0.00%
52420	EMPLOYEE SERVICES	10,735	1,824	0	0	0	0.00%
52421	CIVIL SERVICE TESTING	62,314	39,661	57,000	47,800	(9,200)	-16.14%
52425	ENVIRONMENTAL SERVICES	35	0	0	0	0	0.00%
52431	CONSULTING SERVICES	280	15,836	18,800	18,800	0	0.00%
52434	TOWING SERVICES	2,748	3,547	3,000	3,500	500	16.67%
52435	GARBAGE REMOVAL SERVICES	7,189	5,765	6,730	7,066	336	4.99%
52455	LAWN MAINTENANCE SERVICE	0	1,890	6,300	1,900	(4,400)	-69.84%
52465	MISCELLANEOUS SERVICES	0	0	800	0	(800)	-100.00%
52560	PARKING SERVICES	20	0	0	0	0	0.00%
52565	PEST CONTROL	6,580	6,426	5,300	5,459	159	3.00%
52573	CREDIT CARD FEES	990	1,023	1,348	1,415	67	4.97%
52575	SERVICES	162,578	143,122	134,732	143,989	9,257	6.87%
52590	TEMPORARY EMPLOYMENT	0	0	1,775	1,775	0	0.00%
52605	CAR MILEAGE	619	395	1,650	920	(730)	-44.24%
52607	CELL PHONE ALLOWANCE	880	2,447	756	1,656	900	119.05%
52615	DUES AND MEMBERSHIP	7,197	10,425	14,159	15,258	1,099	7.76%
52625	MEETING EXPENSES IN TOWN	22,338	23,420	28,225	28,647	422	1.50%
52630	TRAINING	61,869	120,199	158,738	178,375	19,637	12.37%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	21,105	14,556	59,320	41,000	(18,320)	-30.88%
52645	SUBSCRIPTIONS	5,258	4,820	10,154	9,483	(671)	-6.61%
52655	TRAVEL OUT OF TOWN	30,017	72,139	103,968	140,674	36,706	35.31%
52705	COMMUNICATIONS	16,370	13,178	14,611	18,055	3,444	23.57%
52706	WIRELESS COMMUNICATION	3,128	0	900	900	0	0.00%
52735	TELEPHONE LONG DIST CALLS	1,702	1,766	1,700	1,765	65	3.82%
52736	CELL PHONE AIRTIME	288	0	100	0	(100)	-100.00%
52738	CELL PHONE BASE CHARGES	41,100	59,741	57,465	71,873	14,408	25.07%
52740	GENERAL INSURANCE-CITY	106,516	38,201	117,678	23,470	(94,208)	-80.06%
52746	UTILITIES ELECTRIC	143,426	153,279	160,236	158,573	(1,663)	-1.04%
52747	UTILITIES GAS	79,297	81,148	94,610	79,990	(14,620)	-15.45%
52748	UTILITIES SEWER	18,830	22,239	23,810	23,492	(318)	-1.34%
52749	UTILITIES WATER	39,548	57,716	49,821	51,876	2,055	4.12%
52755	COMMUNICATIONS EQUIPMENT	485	0	0	0	0	0.00%
52775	MINOR EQUIPMENT	180,351	255,576	218,402	293,866	75,464	34.55%
52776	PRINTER CONSOLIDATION COST	25,424	26,040	28,096	28,196	100	0.36%
52777	TOOL ALLOWANCE	0	1,000	1,000	1,100	100	10.00%
52795	RENTAL OF EQUIPMENT	95	0	500	500	0	0.00%
52874	OFFICE SERVICES PRINTING	6,828	10,251	13,357	16,692	3,335	24.97%
52875	OFFICE SERVICES RECORDS	648	680	600	1,000	400	66.67%
52908	REPROGRAPHICS POLICE	0	3	0	0	0	0.00%
65160	RECRUITMENT	5,000	0	0	0	0	0.00%
Total Operating Expenses		**2,013,239**	**2,676,287**	**2,623,783**	**2,632,962**	**9,179**	**0.35%**
53020	COMPUTERS NETWORKS	(121)	2,238	5,476	0	(5,476)	-100.00%
53030	FURNITURE AND FIXTURES	4,488	18,392	24,290	22,290	(2,000)	-8.23%
53050	MACHINERY AND APPARATUS	100,891	119,242	167,127	219,654	52,527	31.43%
53070	VEHICLES REPLACEMENT	689,587	1,664,243	895,000	1,003,017	108,017	12.07%
53080	VEHICLES ADDITIONS	0	0	0	63,679	63,679	0.00%
53090	BUILDINGS AND STRUCTURES	14,700	16,825	0	0	0	0.00%
Total Capital Outlay		**809,545**	**1,820,940**	**1,091,893**	**1,308,640**	**216,747**	**19.85%**
Total Expenses		**41,734,265**	**45,911,963**	**47,033,479**	**47,825,182**	**791,703**	**1.68%**

Totals may differ from narrative due to rounding.

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
40113	MISCELLANEOUS	0	300,001	0	0	0	0.00%
43330	JUVENILE FIRE SETTER FEE	575	0	0	0	0	0.00%
44010	INSURANCE	0	612	0	0	0	0.00%
44055	REIMBURSEMENT ACCT	638,665	170,809	300,000	150,000	(150,000)	-50.00%
45763	ADMINISTRATIVE SERVICES FEES	0	240	0	0	0	0.00%
45772	FIRE PROTECTION CONTRACTS	1,200	1,660	1,200	200	(1,000)	-83.33%
45773	FIRE RESTITUTION	1,047	1,119	3,300	1,000	(2,300)	-69.70%
45775	HAZARDOUS MATERIAL FIRE	100,861	136,737	250,000	204,350	(45,650)	-18.26%
45776	HAZARDOUS MATERIAL SEARCH	5,510	4,900	1,000	700	(300)	-30.00%
45777	MISCELLANEOUS FIRE	7,792	6,582	3,300	1,800	(1,500)	-45.45%
45778	REVOCABLE FIRE PERMITS	37,723	45,578	29,000	29,000	0	0.00%
45779	FIRE SPEC DUTY REIMB	3,646	8,665	6,300	6,300	0	0.00%
45780	SPECIAL FP INSPECTIONS	3,036	4,224	0	0	0	0.00%
45782	TANK INSPECTION PERMIT FEE	9,444	728	11,200	2,000	(9,200)	-82.14%
45784	HAZMAT PLAN REVIEW	27,352	35,872	26,000	33,000	7,000	26.92%
45785	OFF DUTY INSPECTIONS	528	792	500	500	0	0.00%
45786	FIRE DEVELOPMENT REVIEW	37,919	43,200	32,000	38,000	6,000	18.75%
45788	WOODMAN VALLEY FIRE DISTRICT	89,652	177,050	90,000	90,000	0	0.00%
45792	STATE LICENSE INSPECTION	19,176	20,880	19,000	19,000	0	0.00%
45793	FINES SUBSEQUENT PLAN SUBMITT	0	1,484	0	0	0	0.00%
45795	HIGH PILE PLAN REVIEW	3,472	0	2,000	2,000	0	0.00%
45796	HIGH PILE INSPECTIONS	2,464	3,520	3,000	5,500	2,500	83.33%
45797	HIGH PILE AND HAZMAT PERMIT	12,824	15,457	15,000	16,000	1,000	6.67%
45798	A OCCUPANCY INSPECTIONS	9,947	22,561	80,000	96,250	16,250	20.31%
45799	SCHOOL INSPECTIONS	3,320	9,784	11,000	17,900	6,900	62.73%
45803	COMMUNITY HEALTH	37,500	150,000	150,000	150,000	0	0.00%
45901	MISCELLANEOUS	0	5	0	0	0	0.00%
45957	FINES NO PERMIT	608	1,768	1,000	1,000	0	0.00%
46174	REIMB - AMBULANCE CONTRACT	0	882,753	1,098,030	1,177,003	78,973	7.19%
46176	AMR LIQUIDATED DAMAGES	0	30,445	0	60,000	60,000	0.00%
Total Revenue		**1,054,261**	**2,077,426**	**2,132,830**	**2,101,503**	**(31,327)**	**-1.47%**

Totals may differ from narrative due to rounding.

City of Colorado Springs
Budget Detail Report

171 PUBLIC SAFETY SALES TAX

Fire_All_Departments

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	703,618	893,730	960,397	950,795	(9,602)	-1.00%
51210	OVERTIME	24,806	25,591	23,900	28,428	4,528	18.95%
51220	SEASONAL TEMPORARY	117,184	66,739	60,136	60,949	813	1.35%
51230	SHIFT DIFFERENTIAL	212	518	0	0	0	0.00%
51235	STANDBY	12,214	9,398	10,777	10,206	(571)	-5.30%
51240	RETIREMENT TERMINATION SICK	24,936	403	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	1,198	2,096	0	0	0	0.00%
51260	VACATION BUY PAY OUT	2,686	6,815	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(47,716)	(22,342)	0	0	0	0.00%
51405	UNIFORM SALARIES	5,306,236	5,547,775	6,374,803	6,584,060	209,257	3.28%
51410	UNIFORM OVERTIME	1,591,587	1,010,774	1,199,387	1,491,365	291,978	24.34%
51420	UNIFORM SCHEDULED OVERTIME	123,170	123,253	159,666	155,411	(4,255)	-2.66%
51430	UNIFORM SPECIAL ASSIGNMENT	28,546	18,228	20,013	25,497	5,484	27.40%
51440	LEAVE PAY OFF	103,865	118,170	136,620	142,669	6,049	4.43%
51445	LONGEVITY	54,685	56,153	58,464	63,840	5,376	9.20%
51455	SWORN VAC TWK	69,723	70,199	85,286	114,892	29,606	34.71%
51470	UNIFORM RETIREMENT COST	42,559	43,462	29,362	33,900	4,538	15.46%
51490	PARAMEDIC PRO PAY	21,277	23,225	24,089	13,764	(10,325)	-42.86%
51610	PERA	116,345	135,546	138,769	132,563	(6,206)	-4.47%
51612	RETIREMENT HEALTH SAVINGS	90,004	109,893	61,323	62,500	1,177	1.92%
51615	WORKERS COMPENSATION	223,049	241,704	251,441	308,480	57,039	22.68%
51620	EQUITABLE LIFE INSURANCE	16,654	18,019	27,029	28,953	1,924	7.12%
51640	DENTAL INSURANCE	31,612	33,639	38,060	41,184	3,124	8.21%
51645	NEW HIRE FIRE PENSION PLAN	878,321	830,652	803,802	879,574	75,772	9.43%
51647	STATEWIDE FIRE PENSION	155,016	182,513	251,578	298,636	47,058	18.71%
51690	MEDICARE	83,455	93,998	93,794	104,447	10,653	11.36%
51695	CITY EPO MEDICAL PLAN	639,967	166,251	208,771	153,634	(55,137)	-26.41%
51696	ADVANTAGE HD MED PLAN	101,732	635,302	739,011	882,385	143,374	19.40%
51697	HRA BENEFIT TO ADV MED PLAN	9,730	47,226	50,208	57,500	7,292	14.52%
51699	BENEFITS REIMBURSEMENT	(6,638)	(2,398)	0	0	0	0.00%
Total Salaries and Benefits		**10,520,033**	**10,486,532**	**11,806,686**	**12,625,632**	**818,946**	**6.94%**
52110	OFFICE SUPPLIES	2,549	7,170	14,187	15,374	1,187	8.37%
52111	PAPER SUPPLIES	27	1,721	490	1,600	1,110	226.53%
52115	MEDICAL SUPPLIES	35,445	70,576	46,931	42,791	(4,140)	-8.82%
52120	COMPUTER SOFTWARE	49,418	1,975	650	650	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	30	1,670	4,019	4,400	381	9.48%
52125	GENERAL SUPPLIES	46,707	77,770	91,134	86,326	(4,808)	-5.28%
52127	CONSTRUCTION SUPPLIES	0	3,340	2,500	3,280	780	31.20%
52130	OTHER SUPPLIES	211	0	0	0	0	0.00%
52135	POSTAGE	983	1,224	900	1,900	1,000	111.11%
52140	WEARING APPAREL	425,546	219,128	252,819	231,065	(21,754)	-8.60%
52145	PAINT AND CHEMICAL	2,173	1,556	1,046	3,874	2,828	270.36%
52160	FUEL	64,723	51,951	60,000	60,000	0	0.00%
52165	LICENSES AND TAGS	956	1,582	4,320	2,210	(2,110)	-48.84%
52170	SPECIAL PHOTOGRAPHY ETC	115	0	0	0	0	0.00%
52190	JANITORIAL SUPPLIES	4,335	13,284	19,986	20,900	914	4.57%
52235	MAINT MACHINERY AND APPARATUS	27,092	9,368	7,115	19,877	12,762	179.37%
52240	MAINT NONFLEET VEHICLES EQP	21,069	22,721	36,650	36,725	75	0.20%
52265	MAINT BUILDINGS AND STRUCTURE	53,740	69,690	74,111	56,500	(17,611)	-23.76%
52305	MAINT SOFTWARE	37,986	19,191	4,083	261	(3,822)	-93.61%

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
52405	ADVERTISING SERVICES	138	1,994	10,500	4,000	(6,500)	-61.90%
52410	BUILDING SECURITY SERVICES	9,252	10,721	8,655	10,310	1,655	19.12%
52420	EMPLOYEE SERVICES	6,158	0	4,891	4,891	0	0.00%
52435	GARBAGE REMOVAL SERVICES	1,484	768	1,086	780	(306)	-28.18%
52450	LAUNDRY AND CLEANING SERVICES	0	0	25,950	10,000	(15,950)	-61.46%
52455	LAWN MAINTENANCE SERVICE	0	0	3,585	0	(3,585)	-100.00%
52465	MISCELLANEOUS SERVICES	876	468	9,454	9,454	0	0.00%
52565	PEST CONTROL	4,068	1,968	2,700	2,700	0	0.00%
52568	BANK AND INVESTMENT FEES	3,539	4,155	3,800	4,155	355	9.34%
52575	SERVICES	109,006	73,501	120,974	144,880	23,906	19.76%
52605	CAR MILEAGE	347	1,132	0	480	480	0.00%
52607	CELL PHONE ALLOWANCE	502	511	0	0	0	0.00%
52615	DUES AND MEMBERSHIP	2,551	2,221	3,773	3,128	(645)	-17.10%
52625	MEETING EXPENSES IN TOWN	769	556	1,510	2,437	927	61.39%
52630	TRAINING	43,091	37,686	87,717	50,508	(37,209)	-42.42%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	27,758	39,448	0	14,000	14,000	0.00%
52645	SUBSCRIPTIONS	925	6,914	7,591	9,077	1,486	19.58%
52655	TRAVEL OUT OF TOWN	58,012	22,927	56,034	50,142	(5,892)	-10.52%
52705	COMMUNICATIONS	35,811	42,463	35,150	36,095	945	2.69%
52706	WIRELESS COMMUNICATION	7,203	656	507	0	(507)	-100.00%
52735	TELEPHONE LONG DIST CALLS	115	123	115	130	15	13.04%
52736	CELL PHONE AIRTIME	447	17	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	26,794	57,697	47,202	59,937	12,735	26.98%
52740	GENERAL INSURANCE-CITY	3,319	0	62,000	50,000	(12,000)	-19.35%
52746	UTILITIES ELECTRIC	57,198	61,568	60,798	55,612	(5,186)	-8.53%
52747	UTILITIES GAS	35,300	38,812	36,706	43,447	6,741	18.36%
52748	UTILITIES SEWER	5,433	6,069	6,846	6,521	(325)	-4.75%
52749	UTILITIES WATER	15,570	25,358	16,159	21,806	5,647	34.95%
52775	MINOR EQUIPMENT	166,951	205,398	248,794	161,479	(87,315)	-35.10%
52776	PRINTER CONSOLIDATION COST	18,178	18,565	19,912	19,912	0	0.00%
52777	TOOL ALLOWANCE	0	998	1,000	1,100	100	10.00%
52795	RENTAL OF EQUIPMENT	125	0	0	0	0	0.00%
52872	MAINT FLEET VEHICLES EQP	0	5,160	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	3,204	9,291	6,100	9,820	3,720	60.98%
65170	TRANSFER TO OTHER FUNDS	19,019	0	0	29,794	29,794	0.00%
Total Operating Expenses		**1,436,248**	**1,251,062**	**1,510,450**	**1,404,328**	**(106,122)**	**-7.03%**
53010	OFFICE MACHINES	9,140	0	0	0	0	0.00%
53020	COMPUTERS NETWORKS	274,116	59,535	63,544	277,650	214,106	336.94%
53030	FURNITURE AND FIXTURES	43,634	5,481	14,610	10,660	(3,950)	-27.04%
53050	MACHINERY AND APPARATUS	228,270	91,043	134,799	121,646	(13,153)	-9.76%
53070	VEHICLES REPLACEMENT	0	60,330	16,000	26,265	10,265	64.16%
53090	BUILDINGS AND STRUCTURES	104,149	85,496	9,000	50,800	41,800	464.44%
Total Capital Outlay		**659,309**	**301,885**	**237,953**	**487,021**	**249,068**	**104.67%**
Total Expenses		**12,615,590**	**12,039,479**	**13,555,089**	**14,516,981**	**961,892**	**7.10%**
	CIP Restricted	**2,989,035**	**(41,470)**	**0**	**249,087**	**249,087**	**0.00%**
Total Fund		**15,604,625**	**11,998,009**	**13,555,089**	**14,766,068**	**1,210,979**	**8.93%**

Totals may differ from narrative due to rounding.

Office of Emergency Management

Bret Waters, Director of Emergency Management | (719) 385-5957 | bwaters@springsgov.com

2016 Goals

Goal	Measurable Outcome
Increase the 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.
Enhance disaster recovery by building strong, cooperative partnerships with City, County, State, and Federal government partners, and community organizations.	Conduct twelve (12) stakeholder meetings per year to coordinate efforts and maintain partnerships.
Build community resiliency through direct interaction with members of our community.	Conduct six (6) interactive community preparedness events.

All Funds Summary

All Funds	Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	General Fund	$551,535	$655,502	$655,502	$654,372	($1,130)
	Grants Fund	2,052,771	536,000	536,000	14,788,508	14,252,508
	Total	**$2,604,306**	**$1,191,502**	**$1,191,502**	**$15,442,880**	**$14,251,378**
	Positions					
	General Fund	4.50	5.50	5.50	5.50	0.00
	Grants Fund	2.00	2.00	2.00	2.00	0.00
	Total	**6.50**	**7.50**	**7.50**	**7.50**	**0.00**

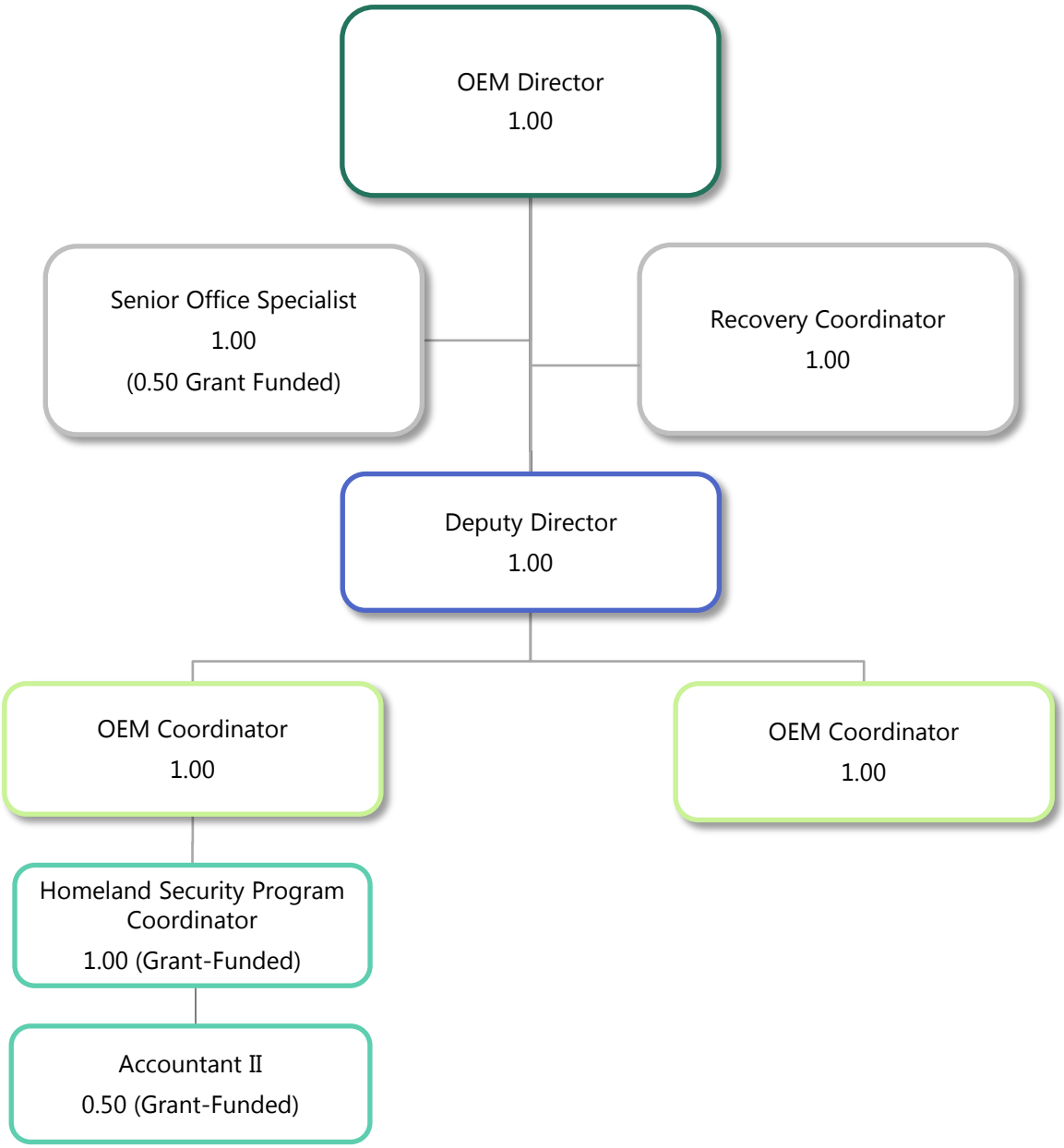
* 2015 Amended Budget as of 8/31/2015

Significant Changes vs. 2015

- Net increase of $14.2 million in the Grants Fund, mainly due to the expected FEMA DR-4229 disaster grant funds for the May-July 2015 storms. While these projects will be managed by a number of departments, they are disaster related so the grant funding will be booked to the Office of Emergency Management.

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 2015, and changes occurring as part of the 2016 Budget for each fund including General Fund and Grants Fund.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$387,120	$460,809	$601,187	$601,187	$600,057	($1,130)
Operating	55,675	63,925	54,315	54,315	54,315	0
Capital Outlay	0	26,801	0	0	0	0
Total	**$442,795**	**$551,535**	**$655,502**	**$655,502**	**$654,372**	**($1,130)**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
OEM Coordinator	2.00	2.00	2.00	2.00	0.00
OEM Deputy Director	1.00	1.00	1.00	1.00	0.00
OEM Director	1.00	1.00	1.00	1.00	0.00
Recovery Coordinator	0.00	1.00	1.00	1.00	0.00
Senior Office Specialist	0.50	0.50	0.50	0.50	0.00
Total Positions	**4.50**	**5.50**	**5.50**	**5.50**	**0.00**

* 2015 Amended Budget as of 8/31/2015

Funding Changes	During 2015	* 2015 Amended - 2015 Original Budget
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($3,197)
	Net increase for medical and dental plan changes	2,067
	Total Salaries/Benefits/Pensions	**($1,130)**
	Operating	
	None	$0
	Total Operating	**$0**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2015	**($1,130)**

Position Changes	During 2015	* 2015 Amended - 2015 Original Budget
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

Grants Fund	Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Operating	$1,366,480	$2,052,771	$536,000	$536,000	$493,660	($42,340)
	Disaster *	0	0	0	0	14,294,848	14,294,848
	Total	**$1,366,480**	**$2,052,771**	**$536,000**	**$536,000**	**$14,788,508**	**$14,252,508**
	Grant funding is highly variable in nature. Grant funding for OEM ties directly to Emergency Management functions.						
	* Includes all departments (except Airport, which is shown in the Airport narrative on page 24-1) that submitted projects submitted for funding by the FEMA PA program (FEMA DR-4229) for the May-July 2015 storms; a breakdown of the departments and project categories is located in the Grants Overview starting on page 2-31.						
	Position Titles	**2014 Actual**		**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Accountant II	0.50		0.50	0.50	0.50	0.00
	Homeland Security Program Coordinator	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	**2.00**		**2.00**	**2.00**	**2.00**	**0.00**

Funding Changes	**During 2015**	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Decrease in expected grant funds for emergency management and Homeland Security grants	($42,340)
	Increase in expected disaster grants (FEMA DR-4229) for May-July 2015 storms	14,294,848
	Total For 2016	**$14,252,508**

Position Changes	**During 2015**	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

OEM - Emergency Management

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	296,103	358,147	462,249	479,884	17,635	3.82%
51210	OVERTIME	1,080	61	0	0	0	0.00%
51220	SEASONAL TEMPORARY	7,187	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	0	7,708	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(856)	(294)	0	0	0	0.00%
51405	UNIFORM SALARIES	0	0	0	0	0	0.00%
51410	UNIFORM OVERTIME	0	0	0	0	0	0.00%
51445	LONGEVITY	0	0	0	0	0	0.00%
51610	PERA	41,615	51,204	66,500	65,744	(756)	-1.14%
51615	WORKERS COMPENSATION	2,918	4,109	6,161	6,220	59	0.96%
51620	EQUITABLE LIFE INSURANCE	906	1,033	1,896	1,877	(19)	-1.00%
51640	DENTAL INSURANCE	1,430	1,155	1,398	1,109	(289)	-20.67%
51645	NEW HIRE FIRE PENSION PLAN	0	0	0	0	0	0.00%
51690	MEDICARE	5,395	5,688	7,051	6,958	(93)	-1.32%
51695	CITY EPO MEDICAL PLAN	26,753	5,453	55,182	13,432	(41,750)	-75.66%
51696	ADVANTAGE HD MED PLAN	4,205	24,910	0	23,208	23,208	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	439	1,635	750	1,625	875	116.67%
51699	BENEFITS REIMBURSEMENT	(55)	0	0	0	0	0.00%
Total Salaries and Benefits		**387,120**	**460,809**	**601,187**	**600,057**	**(1,130)**	**-0.19%**
52105	MISCELLANEOUS OPERATING	0	254	0	0	0	0.00%
52110	OFFICE SUPPLIES	2,903	901	1,117	1,468	351	31.42%
52111	PAPER SUPPLIES	0	221	1,000	0	(1,000)	-100.00%
52120	COMPUTER SOFTWARE	38	448	355	0	(355)	-100.00%
52122	CELL PHONES EQUIP AND SUPPLIES	730	94	0	1,500	1,500	0.00%
52125	GENERAL SUPPLIES	1,969	1,989	158	0	(158)	-100.00%
52135	POSTAGE	12	26	0	0	0	0.00%
52140	WEARING APPAREL	1,217	230	987	0	(987)	-100.00%
52560	PARKING SERVICES	0	19	0	0	0	0.00%
52575	SERVICES	38,125	39,313	29,985	45,555	15,570	51.93%
52605	CAR MILEAGE	0	0	300	200	(100)	-33.33%
52607	CELL PHONE ALLOWANCE	2,596	2,930	2,880	3,300	420	14.58%
52615	DUES AND MEMBERSHIP	45	185	0	0	0	0.00%
52625	MEETING EXPENSES IN TOWN	10	90	900	900	0	0.00%
52630	TRAINING	170	700	800	0	(800)	-100.00%
52655	TRAVEL OUT OF TOWN	840	0	3,028	0	(3,028)	-100.00%
52706	WIRELESS COMMUNICATION	978	0	4,400	1,290	(3,110)	-70.68%
52735	TELEPHONE LONG DIST CALLS	153	115	132	0	(132)	-100.00%
52736	CELL PHONE AIRTIME	20	0	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	1,044	992	0	0	0	0.00%
52775	MINOR EQUIPMENT	580	2,063	0	0	0	0.00%
52776	PRINTER CONSOLIDATION COST	3,890	3,394	5,334	0	(5,334)	-100.00%
52874	OFFICE SERVICES PRINTING	298	403	2,837	0	(2,837)	-100.00%
52875	OFFICE SERVICES RECORDS	57	58	102	102	0	0.00%
65160	RECRUITMENT	0	9,500	0	0	0	0.00%
Total Operating Expenses		**55,675**	**63,925**	**54,315**	**54,315**	**0**	**0.00%**
53080	VEHICLES ADDITIONS	0	26,801	0	0	0	0.00%
Total Capital Outlay		**0**	**26,801**	**0**	**0**	**0**	**0.00%**
Total Expenses		**442,795**	**551,535**	**655,502**	**654,372**	**(1,130)**	**-0.17%**

Totals may differ from narrative due to rounding.

Information Technology

Carl Nehls, Chief Information Officer | (719) 385-5715 | cnehls@springsgov.com

2016 Goals

Goal	Measurable Outcome
Expand existing City IT Cyber Security using risk-based cyber frameworks to further harden the City network and data against cyber-attacks and/or breaches.	Address escalating cyber security risks by enhancing existing security practices, as measured against NIST standards, to safeguard sensitive data.
Implement off-site storage of City data and develop a Disaster Recovery (DR) plan so that City IT services can be restored if the City Data Center is destroyed.	Off-site storage implemented and DR plan created.
Implement a tech refresh program for radios and towers so that equipment is available and meets business needs while expenses are budgeted and controlled.	Approval of a CIP request for a 4-year tech refresh program for 2017-2020.
Define the framework and a set of Document Management solutions to improve efficiencies and drive down costs.	Solution Design Package completed.
Expand existing City IT Cyber Security using risk-based cyber frameworks to further harden the City network and data against cyber-attacks and/or breaches.	Address escalating cyber security risks by enhancing existing security practices, as measured against NIST standards, to safeguard sensitive data.

All Funds Summary

All Funds	Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	General Fund	$10,393,294	$12,581,562	$12,581,562	$12,754,444	$172,882
	CIP - General Fund	1,617,636	0	0	469,030	469,030
	Radio Fund	1,317,990	1,498,726	1,498,726	1,493,123	(5,603)
	Cable Franchise Fund	463,632	381,087	381,087	349,200	(31,887)
	Total	**$13,792,552**	**$14,461,375**	**$14,461,375**	**$15,065,797**	**$604,422**
	Positions					
	General Fund	44.00	51.00	52.00	54.00	2.00
	Other Funds	8.00	6.00	6.00	6.00	0.00
	Total	**52.00**	**57.00**	**58.00**	**60.00**	**2.00**

* 2015 Amended Budget as of 8/31/2015

Significant Changes vs. 2016

- Decrease of $1.6 million to remove one-time projects in 2015; Increase of $1.4 million to covert 2.00 contractors to full-time employees and to fund major projects, including network, data center, security phase II projects, service management, fiber mitigation and additional software maintenance costs
- Increase of $390,000 to fund salary and benefit changes for current personnel
- Decrease in Radio Fund due to changes in salary and benefit costs for current personnel
- Increase in CIP-General Fund to fund the disaster recovery project

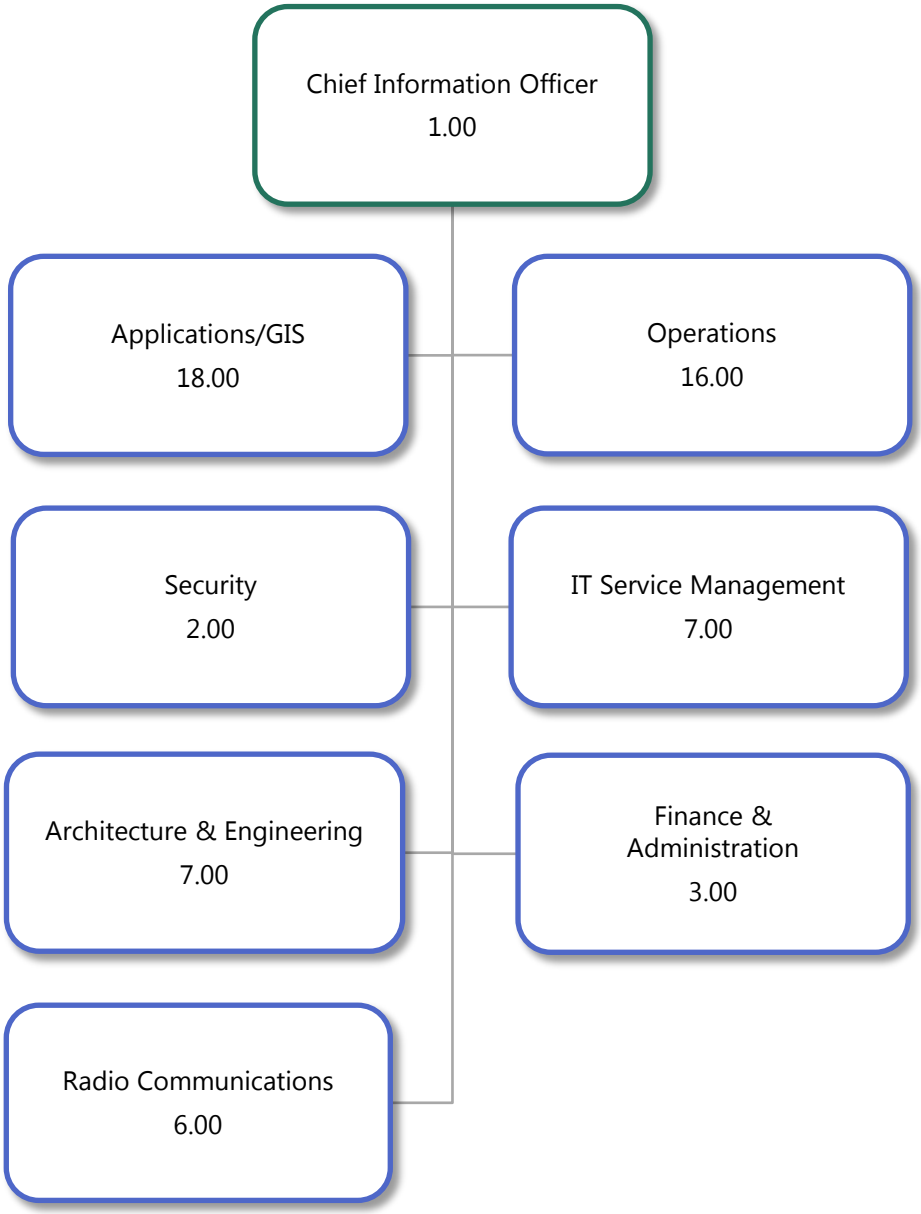
Information Technology

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, 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, 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
- Service 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
- Process Rigor – we will ensure a great customer experience by designing, implementing, managing, and continually improving our processes
- Information Security – we will enhance our Information Security Program to protect the organization against escalating risks and maintain 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 support 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 2015, and changes occurring as part of the 2016 Budget for each fund including the General Fund, Radio Fund, and Cable Franchise Fund.

General Fund	Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Salary/Benefits/ Pensions	$4,677,944	$3,999,024	$4,993,987	$4,993,987	$5,663,102	$669,115
	Operating	2,401,373	5,111,190	5,824,429	5,824,429	5,734,342	(90,087)
	Capital Outlay	1,136,713	1,283,080	1,763,146	1,763,146	1,357,000	(406,146)
	Total	**$8,216,030**	**$10,393,294**	**$12,581,562**	**$12,581,562**	**$12,754,444**	**$172,882**
	Revenue	**$139,603**	**$138,916**	**$171,000**	**$171,000**	**$124,800**	**($46,200)**

* 2015 Amended Budget as of 8/31/2015

General Fund	Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 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
	Application Development Manager	0.00	1.00	1.00	1.00	0.00
	Application Programmer Analyst	0.00	3.00	3.00	3.00	0.00
	Application Support Admin I & II	0.00	4.00	4.00	2.00	(2.00)
	Chief Information Officer	1.00	1.00	1.00	1.00	0.00
	CISO (Chief Info. Security Officer)	1.00	1.00	1.00	0.00	(1.00)
	Database Administrator	1.00	2.00	2.00	1.00	(1.00)
	Enterprise Architect	1.00	0.00	0.00	0.00	0.00
	ERP Analyst	0.00	0.00	0.00	2.00	2.00
	GIS Analyst	3.00	3.00	3.00	4.00	1.00
	GIS Supervisor	0.00	0.00	0.00	1.00	1.00
	GIS Technician	0.00	1.00	1.00	0.00	(1.00)
	Information Security Manager	0.00	1.00	1.00	0.00	(1.00)
	Information Systems Analyst I, II, III	11.00	0.00	0.00	0.00	0.00
	Information Systems Manager	2.00	2.00	2.00	4.00	2.00
	Information Systems Supervisor	1.00	0.00	0.00	0.00	0.00
	Information Systems Technician	2.00	0.00	0.00	0.00	0.00
	IT Project Manager	0.00	3.00	3.00	2.00	(1.00)
	IT Service Manager (ITSM)	1.00	2.00	2.00	1.00	(1.00)
	IT Technology Architect	0.00	5.00	5.00	6.00	1.00
	Network Administrator II	0.00	2.00	3.00	3.00	0.00
	Office Specialist	2.00	1.00	1.00	1.00	0.00
	Principal Information Systems Analyst	7.00	0.00	0.00	0.00	0.00
	Senior Applications Support Admin	0.00	1.00	1.00	0.00	(1.00)
	Senior Business Analyst	0.00	3.00	3.00	4.00	1.00
	Senior GIS Analyst	1.00	1.00	1.00	0.00	(1.00)
	Senior Information Systems Analyst	7.00	2.00	2.00	0.00	(2.00)
	Senior Network Engineer	0.00	0.00	0.00	1.00	1.00
	Senior Technical Support Analyst	0.00	1.00	1.00	1.00	0.00
	Service Desk Manager	0.00	0.00	0.00	1.00	1.00
	Solutions Architect	1.00	0.00	0.00	0.00	0.00
	Systems Administrator	0.00	5.00	5.00	9.00	4.00
	Technical Support Analyst I & II	0.00	4.00	4.00	4.00	0.00
	Total Positions	**44.00**	**51.00**	**52.00**	**54.00**	**2.00**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$364,814
	Net increase for medical and dental plan changes	25,879
	Convert 2.00 contractors to 2.00 FTE	252,722
	Increase for additional seasonal temporary personnel to support major projects	43,700
	Redistribution to capital outlay	(18,000)
	Total Salaries/Benefits/Pensions	**$669,115**
	Operating	
	Convert 2.00 contractors to 2.00 FTE	($318,786)
	Decrease due to removal of 2015 one-time funding	(838,000)
	Increase to fund network/data center/IT security phase II	773,700
	Increase to fund the decommissioning of PD CJIS system	200,000
	Incrase to fund IT service management Phase I	123,600
	Increase to fund fiber mitigation	34,900
	Increase to fund VDI pilot	35,000
	Transfer of software expense from HR to IT for NeoGov and onboarding software	38,000
	Redistribution to capital outlay	(138,500)
	Total Operating	**($90,086)**
	Capital Outlay	
	Decrease due to removal of 2015 one-time funding	($719,647)
	Increase to fund network/data center/IT security phase II	107,000
	Increase to fund VDI pilot	50,000
	Increase due to redistribution from operating	156,500
	Total Capital Outlay	**($406,147)**
	Total For 2016	**$172,882**

* 2015 Amended Budget as of 8/31/2015

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	Addition of 1.00 FTE Network Administrator II	1.00
	Total During 2014	**1.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Convert 2.00 contractors to 2.00 FTE	2.00
	Total For 2015	**2.00**

* 2015 Amended Budget as of 8/31/2015

Radio Fund						
	Source of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Utilities Allocation	$9,996	$0	$0	$0	$0	$0
	City Allocation	979,896	995,958	550,825	550,825	995,958	445,133
	PPRCN	404,010	0	0	0	0	0
	Other Revenue	340,616	482,462	290,268	290,268	219,169	(71,099)
	Site Leases	158,009	301,444	217,633	217,633	149,623	(68,010)
	Total	**$1,892,527**	**$1,779,864**	**$1,058,726**	**$1,058,726**	**$1,364,750**	**$306,024**
	Use of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Salary/Benefits/ Pensions	$575,273	$352,128	$453,074	$453,074	$447,478	($5,596)
	Operating	1,301,386	965,862	1,045,652	1,045,652	1,045,645	(7)
	Capital Outlay	0	0	0	0	0	0
	Total	**$1,876,659**	**$1,317,990**	**$1,498,726**	**$1,498,726**	**$1,493,123**	**($5,603)**
	Position Title		**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Administrative Technician		1.00	1.00	1.00	1.00	0.00
	Radio Installer		2.00	1.00	1.00	1.00	0.00
	Radio Communications Supervisor		2.00	1.00	1.00	1.00	0.00
	Communications Specialist		1.00	1.00	1.00	0.00	(1.00)
	Radio Technician		1.00	2.00	2.00	2.00	0.00
	Radio Field Engineer		1.00	0.00	0.00	1.00	1.00
	Total Positions		**8.00**	**6.00**	**6.00**	**6.00**	**0.00**

* 2015 Amended Budget as of 8/31/2015

Funding Changes	During 2015	* 2015 Amended - 2015 Original Budget
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($7,715)
	Net increase for medical plan changes	2,119
	Total Salaries/Benefits/Pensions	**($5,596)**
	Operating	
	Decrease due to utility rates	($7)
	Total Operating	**($7)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2015	**($5,603)**

Position Changes	During 2014	* 2015 Amended - 2015 Original Budget
	None	0.00
	Total During 2014	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2015	**0.00**

* 2015 Amended Budget as of 8/31/2015

Cable Franchise	Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Operating	$531,336	$463,632	$381,087	$381,087	$349,200	($31,887)
	Total	**$531,336**	**$463,632**	**$381,087**	**$381,087**	**$349,200**	**($31,887)**

Funding Changes	During 2015	* 2015 Amended - 2015 Original Budget
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Decrease in funding allocation	($31,887)
	Total For 2016	**($31,887)**

* 2015 Amended Budget as of 8/31/2015

2016 CIP Program	Project Name	General Fund	Total 2016 Allocation
	Disaster Recovery	469,030	**469,030**
	Total 2016 CIP	**$469,030**	**$469,030**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 31-1		

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Information Systems Office

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	3,650,905	3,037,957	4,079,157	4,434,086	354,929	8.70%
51210	OVERTIME	5,298	14,869	0	0	0	0.00%
51220	SEASONAL TEMPORARY	2,658	54,150	20,650	64,350	43,700	211.62%
51230	SHIFT DIFFERENTIAL	0	24	0	0	0	0.00%
51235	STANDBY	15,076	107	18,000	0	(18,000)	-100.00%
51240	RETIREMENT TERMINATION SICK	5,963	3,592	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	59,482	93,412	0	0	0	0.00%
51260	VACATION BUY PAY OUT	16,185	4,819	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(22,775)	(10,349)	0	0	0	0.00%
51610	PERA	489,365	405,756	556,389	574,635	18,246	3.28%
51612	RETIREMENT HEALTH SAVINGS	31,459	10,110	0	0	0	0.00%
51615	WORKERS COMPENSATION	7,648	8,706	10,285	13,131	2,846	27.67%
51620	EQUITABLE LIFE INSURANCE	10,033	8,178	15,529	16,333	804	5.18%
51640	DENTAL INSURANCE	16,182	12,744	17,382	17,741	359	2.07%
51655	RETIRED EMP MEDICAL INS	1,102	1,102	1,100	1,100	0	0.00%
51670	PARKING FOR EMPLOYEES	5,680	6,460	6,750	6,750	0	0.00%
51690	MEDICARE	52,872	45,162	59,135	60,819	1,684	2.85%
51695	CITY EPO MEDICAL PLAN	264,330	128,156	209,610	138,158	(71,452)	-34.09%
51696	ADVANTAGE HD MED PLAN	61,112	158,272	0	316,750	316,750	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	5,369	15,797	0	19,250	19,250	0.00%
Total Salaries and Benefits		**4,677,944**	**3,999,024**	**4,993,987**	**5,663,103**	**669,116**	**13.40%**
52105	MISCELLANEOUS OPERATING	(2)	(1)	0	0	0	0.00%
52110	OFFICE SUPPLIES	4,352	3,819	3,000	3,000	0	0.00%
52111	PAPER SUPPLIES	584	330	1,000	1,000	0	0.00%
52120	COMPUTER SOFTWARE	106,449	242,994	200,000	29,000	(171,000)	-85.50%
52122	CELL PHONES EQUIP AND SUPPLIES	9,320	(1,135)	0	0	0	0.00%
52125	GENERAL SUPPLIES	3,364	0	400	400	0	0.00%
52135	POSTAGE	183	138	60	60	0	0.00%
52225	MAINT COMPUTER SOFTWARE	0	1	0	0	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	322	0	0	400	400	0.00%
52282	MAINT DATA COMMUNICATION	157,113	274,160	453,791	473,646	19,855	4.38%
52305	MAINT SOFTWARE	879,169	936,798	1,453,983	1,279,630	(174,353)	-11.99%
52405	ADVERTISING SERVICES	4,965	1,840	1,000	608	(392)	-39.20%
52410	BUILDING SECURITY SERVICES	608	152	0	0	0	0.00%
52423	TELECOMMUNICATION SERVICES	364,970	376,233	629,811	575,823	(53,988)	-8.57%
52428	HOSTED IT SERVICES	41,835	84,150	332,563	191,171	(141,392)	-42.52%
52431	CONSULTING SERVICES	166,170	504,089	478,206	153,900	(324,306)	-67.82%
52445	JANITORIAL SERVICES	7,200	1,500	0	0	0	0.00%
52560	PARKING SERVICES	1,092	3,028	4,500	5,100	600	13.33%
52573	CREDIT CARD FEES	350	2,596	0	0	0	0.00%
52575	SERVICES	31,381	155,662	89,013	206,980	117,967	132.53%
52590	TEMPORARY EMPLOYMENT	296,530	2,122,761	1,851,641	2,428,867	577,226	31.17%
52607	CELL PHONE ALLOWANCE	1,554	1,388	3,000	3,000	0	0.00%
52615	DUES AND MEMBERSHIP	2,575	13,584	2,654	2,750	96	3.62%
52625	MEETING EXPENSES IN TOWN	651	176	0	200	200	0.00%
52630	TRAINING	27,109	8,825	75,000	92,500	17,500	23.33%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	3,561	7,981	15,000	7,500	(7,500)	-50.00%
52645	SUBSCRIPTIONS	0	159	0	0	0	0.00%
52655	TRAVEL OUT OF TOWN	10,175	5,348	5,000	8,000	3,000	60.00%
52735	TELEPHONE LONG DIST CALLS	1,968	2,947	24,000	24,000	0	0.00%
52736	CELL PHONE AIRTIME	18	2	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	20,237	12,960	16,933	16,933	0	0.00%

* Totals may differ from narrative due to rounding.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Information Systems Office

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
52745	UTILITIES	0	5,897	0	0	0	0.00%
52746	UTILITIES ELECTRIC	7,216	1,107	0	0	0	0.00%
52747	UTILITIES GAS	3,355	1,338	0	0	0	0.00%
52748	UTILITIES SEWER	377	74	0	0	0	0.00%
52749	UTILITIES WATER	656	120	0	0	0	0.00%
52765	LEASE PURCHASE PAYMENTS	72,222	72,222	0	0	0	0.00%
52775	MINOR EQUIPMENT	22,724	61,105	29,392	75,392	46,000	156.51%
52776	PRINTER CONSOLIDATION COST	150,693	148,362	154,142	154,142	0	0.00%
52874	OFFICE SERVICES PRINTING	177	305	180	180	0	0.00%
52875	OFFICE SERVICES RECORDS	151	243	160	160	0	0.00%
52876	PASS THROUGH EXPENSES	(1)	57,243	0	0	0	0.00%
65160	RECRUITMENT	0	564	0	0	0	0.00%
65356	RETIREMENT AWARDS	0	125	0	0	0	0.00%
Total Operating Expenses		**2,401,373**	**5,111,190**	**5,824,429**	**5,734,342**	**(90,087)**	**-1.55%**
53020	COMPUTERS NETWORKS	1,117,773	1,274,784	1,763,147	1,345,000	(418,147)	-23.72%
53030	FURNITURE AND FIXTURES	18,940	8,296	0	12,000	12,000	0.00%
Total Capital Outlay		**1,136,713**	**1,283,080**	**1,763,147**	**1,357,000**	**(406,147)**	**-23.04%**
Total Expenses		**8,216,030**	**10,393,294**	**12,581,563**	**12,754,445**	**172,882**	**1.37%**
40379	DIGITAL ORTHOS	3,800	4,375	0	0	0	0.00%
42690	OTHER CHRGS OVERHEAD	74,998	78,216	80,000	73,200	(6,800)	-8.50%
43092	REIMB OTHER GOVERNMENTS	0	0	27,000	0	(27,000)	-100.00%
43420	INFO TECH FEE	60,120	56,325	64,000	51,600	(12,400)	-19.38%
44020	MISCELLANEOUS GENERAL	495	0	0	0	0	0.00%
44040	SALE OF PROPERTY	190	0	0	0	0	0.00%
Total Revenue		**139,603**	**138,916**	**171,000**	**124,800**	**(46,200)**	**-27.02%**

* Totals may differ from narrative due to rounding.

City of Colorado Springs
Budget Detail Report

506 RADIO

Radio Communications

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	389,995	262,408	323,905	322,467	(1,438)	-0.44%
51210	OVERTIME	5,109	1,682	5,354	5,354	0	0.00%
51230	SHIFT DIFFERENTIAL	0	36	0	0	0	0.00%
51235	STANDBY	21,924	8,796	20,562	20,562	0	0.00%
51245	RETIREMENT TERM VACATION	17,508	270	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(937)	(937)	0	0	0	0.00%
51610	PERA	57,726	35,938	43,722	43,907	185	0.42%
51612	RETIREMENT HEALTH SAVINGS	20,002	0	423	423	0	0.00%
51615	WORKERS COMPENSATION	8,959	5,814	7,639	8,270	631	8.26%
51620	EQUITABLE LIFE INSURANCE	1,090	762	1,136	1,140	4	0.35%
51640	DENTAL INSURANCE	1,947	1,205	1,543	1,711	168	10.89%
51655	RETIRED EMP MEDICAL INS	2,214	2,214	1	0	(1)	-100.00%
51690	MEDICARE	4,860	3,810	4,703	4,648	(55)	-1.17%
51695	CITY EPO MEDICAL PLAN	29,740	12,143	26,204	9,192	(17,012)	-64.92%
51696	ADVANTAGE HD MED PLAN	13,882	16,733	16,632	27,804	11,172	67.17%
51697	HRA BENEFIT TO ADV MED PLAN	1,254	1,254	1,250	2,000	750	60.00%
Total Salaries and Benefits		**575,273**	**352,128**	**453,074**	**447,478**	**(5,596)**	**-1.24%**
52110	OFFICE SUPPLIES	476	101	450	450	0	0.00%
52111	PAPER SUPPLIES	102	41	100	100	0	0.00%
52120	COMPUTER SOFTWARE	329	0	0	0	0	0.00%
52125	GENERAL SUPPLIES	189	145	100	300	200	200.00%
52135	POSTAGE	89	90	75	100	25	33.33%
52140	WEARING APPAREL	0	0	75	100	25	33.33%
52145	PAINT AND CHEMICAL	24	48	100	100	0	0.00%
52155	AUTOMOTIVE	33	0	50	50	0	0.00%
52165	LICENSES AND TAGS	850	120	1,000	1,000	0	0.00%
52190	JANITORIAL SUPPLIES	483	403	500	500	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	0	5,637	500	1,000	500	100.00%
52250	MAINT RADIOS ALLOCATION	333,050	357,921	388,212	375,605	(12,607)	-3.25%
52265	MAINT BUILDINGS AND STRUCTURE	2,018	5,710	1,500	1,500	0	0.00%
52445	JANITORIAL SERVICES	2,462	2,740	2,500	2,820	320	12.80%
52568	BANK AND INVESTMENT FEES	532	1,299	500	1,000	500	100.00%
52573	CREDIT CARD FEES	159	16	200	200	0	0.00%
52575	SERVICES	886	793	1,000	1,000	0	0.00%
52590	TEMPORARY EMPLOYMENT	95,971	92,161	115,000	120,545	5,545	4.82%
52607	CELL PHONE ALLOWANCE	0	0	0	900	900	0.00%
52630	TRAINING	0	0	15,000	7,000	(8,000)	-53.33%
52655	TRAVEL OUT OF TOWN	0	359	3,000	1,500	(1,500)	-50.00%
52705	COMMUNICATIONS	72	6	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	55	34	66	66	0	0.00%
52736	CELL PHONE AIRTIME	101	0	80	80	0	0.00%
52738	CELL PHONE BASE CHARGES	724	510	650	650	0	0.00%
52746	UTILITIES ELECTRIC	15,459	15,219	15,500	16,430	930	6.00%
52747	UTILITIES GAS	2,657	2,493	2,660	2,660	0	0.00%
52748	UTILITIES SEWER	528	486	550	550	0	0.00%
52749	UTILITIES WATER	708	698	725	762	37	5.10%
52775	MINOR EQUIPMENT	752	5,429	2,671	5,500	2,829	105.92%
52776	PRINTER CONSOLIDATION COST	1,116	1,044	1,100	1,100	0	0.00%
52785	RADIO REPLACEMENT	405,412	117,187	107,549	107,549	0	0.00%
52805	ADMIN PRORATED CHARGES	50,292	45,634	50,292	50,292	0	0.00%
52872	MAINT FLEET VEHICLES EQP	21,989	16,325	20,000	10,763	(9,237)	-46.19%
52880	PURCHASES FOR RESALE	94,791	103,456	90,000	115,000	25,000	27.78%
52882	PURCH FOR RESALE COMMERCIAL	2,848	4,470	7,500	3,000	(4,500)	-60.00%
52883	PURCH FOR RESALE NON STCK PART	9,237	20,802	10,000	10,000	0	0.00%
52886	RADIO MAINTENANCE MISC	126,857	115,544	165,000	165,000	0	0.00%
52888	RADIO MAINTENANCE PPRCN	88,687	7,493	0	0	0	0.00%
Total Operating Expenses		**1,301,386**	**965,862**	**1,045,652**	**1,046,619**	**967**	**0.09%**

* Totals may differ from narrative due to rounding.

City of Colorado Springs
Budget Detail Report

506 RADIO

Radio Communications

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**1,876,659**	**1,317,990**	**1,498,726**	**1,494,097**	**(4,629)**	**-0.31%**
42605	ENT FUND UTIL ALLOCATION	9,996	0	0	0	0	0.00%
42660	CITY ALLOCATION	979,896	995,958	550,825	995,958	445,133	80.81%
42720	OTHER BILLED INVOICES	34,136	85,301	66,308	53,780	(12,528)	-18.89%
42785	REV SITE LEASES	158,009	301,444	217,633	149,623	(68,010)	-31.25%
42880	REV PARTS PURCH RESALE	4,658	86,348	0	0	0	0.00%
42883	REV PAGING SYSTEM	44,687	45,856	33,960	28,666	(5,294)	-15.59%
42886	REV NON CITY SVCS	253,390	253,739	190,000	136,723	(53,277)	-28.04%
42888	REV PPRCN	404,010	0	0	0	0	0.00%
46025	INTEREST	3,745	11,218	0	0	0	0.00%
Total Revenue		**1,892,527**	**1,779,864**	**1,058,726**	**1,364,750**	**306,024**	**28.90%**

* Totals may differ from narrative due to rounding.

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Mayor's Office

John Suthers, Mayor | (719) 385-5900 | jsuthers@springsgov.com

2016 Goals

Lead Implementation of the Strategic Plan

Lead the City's implementation of the 2016-2020 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	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	General Fund	$612,814	$645,975	$645,975	$689,216	$43,241
	Grants Fund	0	0	0	102,660	102,660
	Total	**$612,814**	**$645,975**	**$645,975**	**$791,876**	**$145,901**
	Positions					
	General Fund	5.00	5.00	5.00	5.00	0.00
	Grants Fund	0.00	0.00	1.00	1.00	0.00
	Total	**5.00**	**5.00**	**6.00**	**6.00**	**0.00**

* 2015 Amended Budget as of 8/31/2015

Significant Changes vs. 2015

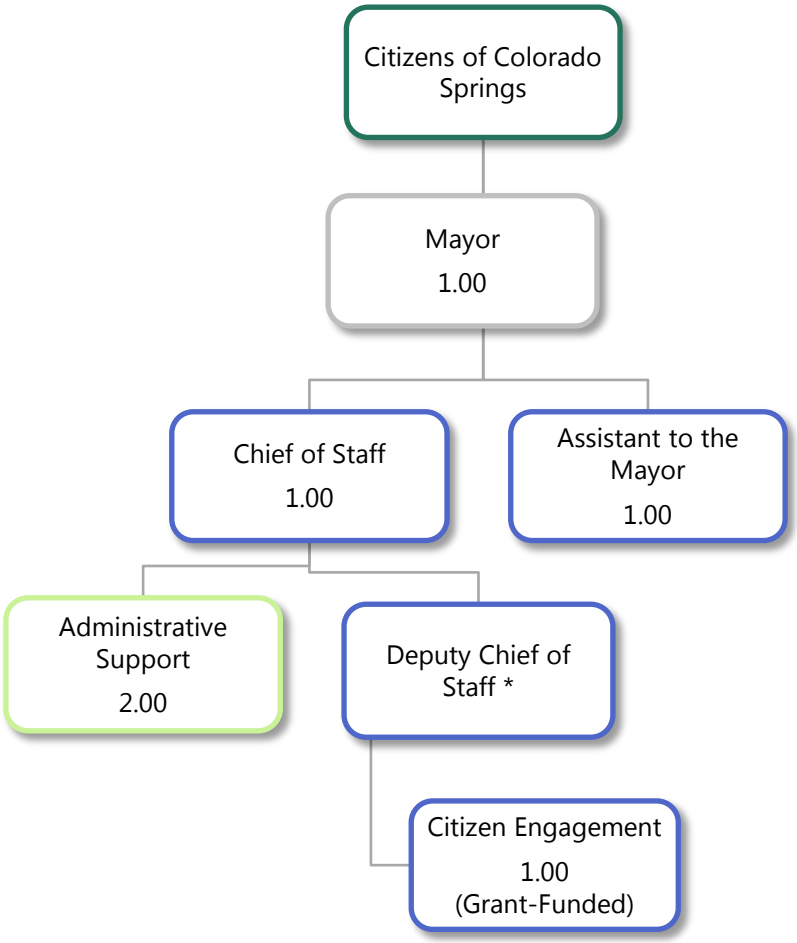
- Increase of nearly $103,000 in the Grants Fund for addition of 1.00 FTE for Citizen Engagement position during 2015

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 OEM Director also serves as the Deputy Chief of Staff position; therefore, this position is not counted in the Position Totals or the funding tables for this narrative.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2015, and changes occurring as part of the 2016 General Fund Budget.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$537,092	$557,199	$567,125	$567,125	$608,066	$40,941
Operating	53,651	55,615	78,850	78,850	81,150	2,300
Capital Outlay	0	0	0	0	0	0
Total	**$590,743**	**$612,814**	**$645,975**	**$645,975**	**$689,216**	**$43,241**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Administrative Technician	1.00	0.00	1.00	0.00	(1.00)
Assistant to the Chief of Staff	1.00	1.00	0.00	0.00	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	0.00	1.00	0.00	1.00	1.00
Total FTE	**4.00**	**4.00**	**3.00**	**3.00**	**0.00**
Special Positions					
Assistant to the Chief of Staff	0.00	0.00	1.00	1.00	0.00
Assistant to the Mayor	1.00	1.00	1.00	1.00	0.00
Total Positions	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**

Funding Changes

During 2015	* 2015 Amended - 2015 Original Budget
None	$0
Total During 2015	**$0**
For 2016	**2016 Budget - * 2015 Amended Budget**
Salaries/Benefits/Pensions	
Net change to fund existing positions	$13,567
Net increase for medical and dental plan changes	2,110
Net increase for seasonal temporary	25,264
Total Salaries/Benefits/Pensions	**$40,941**
Operating	
Increase for projected expenditures	$2,300
Total Operating	**$2,300**
Capital Outlay	
None	$0
Total Capital Outlay	**$0**
Total For 2016	**$43,241**

* 2015 Amended Budget as of 8/31/2015

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

Cable Franchise						
Use of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
Operating	$0	$0	$0	$0	$102,660	$102,660
Total	**$0**	**$0**	**$0**	**$0**	**$102,660**	**$102,660**
Position Title		**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
Citizen Engagement		0.00	0.00	1.00	1.00	0.00
Total Positions		**0.00**	**0.00**	**1.00**	**1.00**	**0.00**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	Add 1.00 FTE position (Citizen Engagement)	1.00
	Total During 2015	**1.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

CITY MAYOR

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	417,010	418,552	425,924	444,084	18,160	4.26%
51210	OVERTIME	17,042	8,537	15,000	11,500	(3,500)	-23.33%
51220	SEASONAL TEMPORARY	1,048	16,419	10,000	37,565	27,565	275.65%
51230	SHIFT DIFFERENTIAL	34	26	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	1,308	7,894	0	0	0	0.00%
51260	VACATION BUY PAY OUT	0	704	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(840)	(593)	0	0	0	0.00%
51610	PERA	59,051	60,803	60,059	60,154	95	0.16%
51615	WORKERS COMPENSATION	821	864	831	922	91	10.95%
51620	EQUITABLE LIFE INSURANCE	1,159	1,103	2,005	1,732	(273)	-13.62%
51640	DENTAL INSURANCE	1,820	1,617	2,394	1,774	(620)	-25.90%
51670	PARKING FOR EMPLOYEES	2,940	3,600	3,000	4,200	1,200	40.00%
51690	MEDICARE	6,396	6,629	6,382	6,367	(15)	-0.24%
51695	CITY EPO MEDICAL PLAN	24,605	14,335	41,530	0	(41,530)	-100.00%
51696	ADVANTAGE HD MED PLAN	4,171	14,805	0	36,768	36,768	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	527	1,904	0	3,000	3,000	0.00%
Total Salaries and Benefits		**537,092**	**557,199**	**567,125**	**608,066**	**40,941**	**7.22%**
52110	OFFICE SUPPLIES	1,500	3,730	3,000	3,000	0	0.00%
52111	PAPER SUPPLIES	0	25	0	0	0	0.00%
52120	COMPUTER SOFTWARE	94	0	1,400	400	(1,000)	-71.43%
52122	CELL PHONES EQUIP AND SUPPLIES	2,190	141	2,000	500	(1,500)	-75.00%
52125	GENERAL SUPPLIES	1,939	1,479	5,000	5,000	0	0.00%
52135	POSTAGE	428	274	650	500	(150)	-23.08%
52465	MISCELLANEOUS SERVICES	422	51	0	150	150	0.00%
52574	LEGAL SERVICES	0	0	5,000	0	(5,000)	-100.00%
52575	SERVICES	1,983	1,511	2,000	2,000	0	0.00%
52590	TEMPORARY EMPLOYMENT	24,480	24,567	16,600	25,000	8,400	50.60%
52605	CAR MILEAGE	9,406	10,533	15,000	11,000	(4,000)	-26.67%
52607	CELL PHONE ALLOWANCE	2,035	1,740	1,500	1,800	300	20.00%
52615	DUES AND MEMBERSHIP	0	0	500	750	250	50.00%
52625	MEETING EXPENSES IN TOWN	1,757	1,070	2,000	2,700	700	35.00%
52626	COMMUNITY OR VOLUNTEER EVENT	0	0	500	0	(500)	-100.00%
52630	TRAINING	0	65	500	500	0	0.00%
52645	SUBSCRIPTIONS	109	84	100	150	50	50.00%
52655	TRAVEL OUT OF TOWN	0	1,183	10,000	15,000	5,000	50.00%
52735	TELEPHONE LONG DIST CALLS	63	95	100	0	(100)	-100.00%
52738	CELL PHONE BASE CHARGES	2,230	3,953	3,000	4,000	1,000	33.33%
52775	MINOR EQUIPMENT	(290)	0	1,000	500	(500)	-50.00%
52776	PRINTER CONSOLIDATION COST	3,302	3,677	3,000	3,700	700	23.33%
52795	RENTAL OF EQUIPMENT	0	0	500	250	(250)	-50.00%
52874	OFFICE SERVICES PRINTING	755	189	1,500	1,000	(500)	-33.33%
52875	OFFICE SERVICES RECORDS	1,248	1,248	1,500	1,250	(250)	-16.67%
65160	RECRUITMENT	0	0	2,500	2,000	(500)	-20.00%
Total Operating Expenses		**53,651**	**55,615**	**78,850**	**81,150**	**2,300**	**2.92%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**590,743**	**612,814**	**645,975**	**689,216**	**43,241**	**6.69%**

Totals may differ from narrative due to rounding.

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Communications

Jamie Fabos, Chief Communications Officer | (719) 385-5246 | jfabos@springsgov.com

2016 Goals

Goal	Measurable Outcome
Work with City staff and departments on key message development to communicate more effectively with the public.	Conduct formal media training for primary spokespersons and 50% of City Depts. will have developed overarching key messages for their department.
Improved ease of access to information on City events, services and news via electronic media.	Post weekly Facebook story highlighting a City project or department news item and continue to utilize tools to enhance website access to City reports, maps and information of value to the general public.
ADA - Improve access to city information to all people regardless of physical ability.	Provide ADA accommodations as appropriate for public meetings and public safety video programming.

All Funds Summary

All Funds						
	Use of Funds	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	General Fund	$417,105	$387,555	$387,555	372,921	($14,634)
	Cable Franchise Grant Fund	330,352	374,440	374,440	374,440	0
	Total	**$747,457**	**$761,995**	**$761,995**	**$747,361**	**($14,634)**
	Positions					
	General Fund	4.00	3.00	3.00	3.00	0.00
	Cable Franchise Grant Fund	5.00	5.00	5.00	5.00	0.00
	Total	**9.00**	**8.00**	**8.00**	**8.00**	**0.00**

* 2015 Amended Budget as of 8/31/2015

Significant Changes vs. 2015

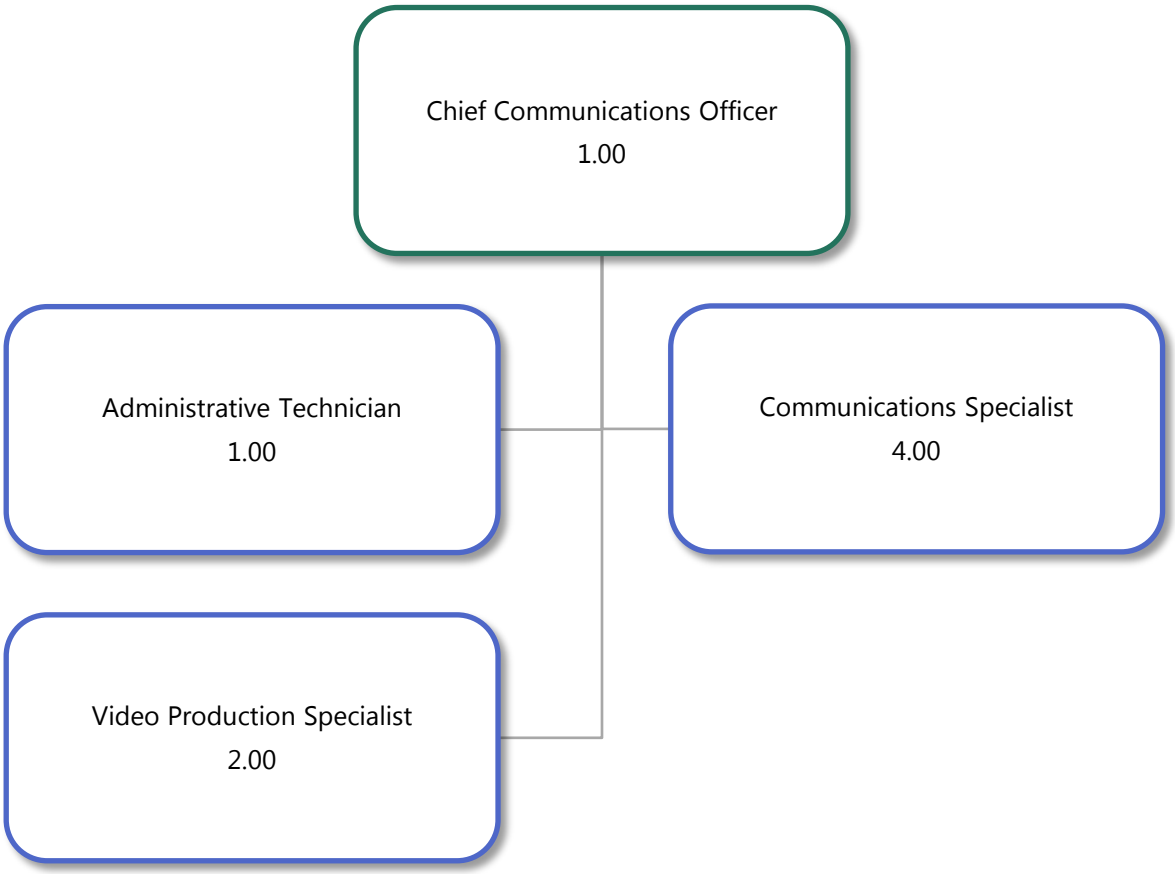
None

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 2015, and changes occurring as part of the 2016 Budget for each fund including General Fund and Cable Franchise Fund.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$292,466	$352,274	$326,456	$326,456	$312,082	($14,374)
Operating	56,030	64,456	60,899	60,899	60,639	(260)
Capital Outlay	17,252	375	200	200	200	0
Total	**$365,748**	**$417,105**	**$387,555**	**$387,555**	**$372,921**	**($14,634)**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Administrative Technician	1.00	0.00	0.00	0.00	0.00
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 Communications Specialist	0.00	2.00	2.00	2.00	0.00
Video Production Specialist	1.00	0.00	0.00	0.00	0.00
Total Positions	**4.00**	**3.00**	**3.00**	**3.00**	**0.00**

Funding Changes

During 2015	* 2015 Amended - 2015 Original Budget
None	$0
Total During 2015	**$0**
For 2016	**2016 Budget - * 2015 Amended Budget**
Salaries/Benefits/Pensions	
Net change to fund existing positions	($15,788)
Net increase for medical and dental plan changes	1,154
Redistribution from operating for Seasonal Temporary person	260
Total Salaries/Benefits/Pensions	**($14,374)**
Operating	
Redistribution to Salaries/Benefits/Pensions	($260)
Total Operating	**($260)**
Capital Outlay	
None	$0
Total Capital Outlay	**$0**
Total For 2016	**($14,634)**

* 2015 Amended Budget as of 8/31/2015

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

Cable Franchise						
Use of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
Operating	$414,098	$330,352	$374,440	$374,440	$374,440	$0
Total	**$414,098**	**$330,352**	**$374,440**	**$374,440**	**$374,440**	**$0**
Position Title		**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 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 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	None	$0
	Total For 2016	**$0**

* 2015 Amended Budget as of 8/31/2015

Position Changes	During 2015	* 2015 Amended - 2015 Original Budget
	None	0.00
	Total During 2014	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

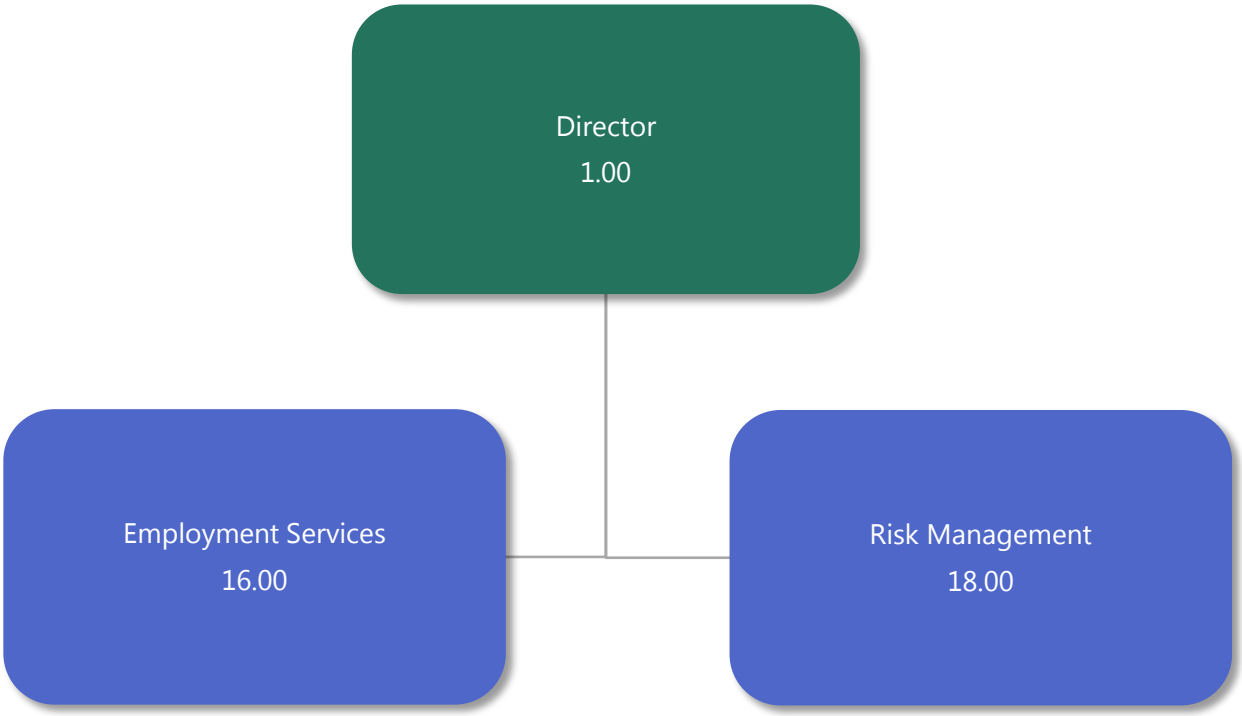
COMMUNICATIONS OFFICE

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	230,874	278,644	260,597	258,509	(2,088)	-0.80%
51210	OVERTIME	0	730	0	0	0	0.00%
51220	SEASONAL TEMPORARY	1,000	522	0	1,000	1,000	0.00%
51230	SHIFT DIFFERENTIAL	0	84	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	679	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	556	429	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(1,493)	(312)	0	0	0	0.00%
51610	PERA	31,358	37,440	35,452	34,703	(749)	-2.11%
51615	WORKERS COMPENSATION	442	532	491	532	41	8.35%
51620	EQUITABLE LIFE INSURANCE	633	776	992	993	1	0.10%
51640	DENTAL INSURANCE	1,261	1,627	1,092	1,331	239	21.89%
51670	PARKING FOR EMPLOYEES	1,144	1,216	1,560	1,400	(160)	-10.26%
51690	MEDICARE	3,283	3,937	3,778	3,673	(105)	-2.78%
51695	CITY EPO MEDICAL PLAN	15,700	4,590	22,494	0	(22,494)	-100.00%
51696	ADVANTAGE HD MED PLAN	6,356	20,553	0	9,192	9,192	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	673	1,506	0	750	750	0.00%
Total Salaries and Benefits		**292,466**	**352,274**	**326,456**	**312,083**	**(14,373)**	**-4.40%**
52105	MISCELLANEOUS OPERATING	389	(69)	500	250	(250)	-50.00%
52110	OFFICE SUPPLIES	1,853	2,927	1,800	2,500	700	38.89%
52111	PAPER SUPPLIES	158	99	400	400	0	0.00%
52120	COMPUTER SOFTWARE	771	120	500	500	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	781	38	700	500	(200)	-28.57%
52125	GENERAL SUPPLIES	1,829	1,267	3,000	2,000	(1,000)	-33.33%
52135	POSTAGE	2,271	2,833	2,000	2,000	0	0.00%
52170	SPECIAL PHOTOGRAPHY ETC	125	660	2,000	1,000	(1,000)	-50.00%
52220	MAINT OFFICE MACHINES	0	0	200	200	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	0	5,070	0	400	400	0.00%
52305	MAINT SOFTWARE	47	0	0	0	0	0.00%
52405	ADVERTISING SERVICES	4,893	493	7,000	7,000	0	0.00%
52575	SERVICES	8,627	4,576	30,600	22,089	(8,511)	-27.81%
52590	TEMPORARY EMPLOYMENT	19,623	32,746	0	10,000	10,000	0.00%
52605	CAR MILEAGE	0	96	300	300	0	0.00%
52615	DUES AND MEMBERSHIP	300	150	300	300	0	0.00%
52625	MEETING EXPENSES IN TOWN	314	320	200	200	0	0.00%
52630	TRAINING	184	823	400	400	0	0.00%
52645	SUBSCRIPTIONS	1,853	2,089	1,000	2,000	1,000	100.00%
52655	TRAVEL OUT OF TOWN	614	(27)	400	400	0	0.00%
52735	TELEPHONE LONG DIST CALLS	95	107	200	100	(100)	-50.00%
52736	CELL PHONE AIRTIME	113	0	199	100	(99)	-49.75%
52738	CELL PHONE BASE CHARGES	5,430	5,150	3,000	3,000	0	0.00%
52775	MINOR EQUIPMENT	144	0	0	500	500	0.00%
52776	PRINTER CONSOLIDATION COST	3,146	3,246	3,000	2,000	(1,000)	-33.33%
52795	RENTAL OF EQUIPMENT	0	0	1,000	800	(200)	-20.00%
52874	OFFICE SERVICES PRINTING	1,873	1,251	2,000	1,500	(500)	-25.00%
52875	OFFICE SERVICES RECORDS	597	491	200	200	0	0.00%
Total Operating Expenses		**56,030**	**64,456**	**60,899**	**60,639**	**(260)**	**-0.43%**
53010	OFFICE MACHINES	0	0	200	200	0	0.00%
53030	FURNITURE AND FIXTURES	43	0	0	0	0	0.00%
53050	MACHINERY AND APPARATUS	17,209	375	0	0	0	0.00%
Total Capital Outlay		**17,252**	**375**	**200**	**200**	**0**	**0.00%**
Total Expenses		**365,748**	**417,105**	**387,555**	**372,922**	**(14,633)**	**-3.78%**
40113	MISCELLANEOUS	450	0	0	0	0	0.00%
Total Revenue		**450**	**0**	**0**	**0**	**0**	**0.00%**

Totals may differ from narrative due to rounding.

Human Resources

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



All Funds Summary

Division	General Fund	Other Funds	Total Budget
Employment Services	$1,317,814	$28,422,355	$29,740,169
Risk Management	742,476	9,211,500	9,953,976
Total	**$2,060,290**	**$37,633,855**	**$39,694,145**
Total Positions	**20.25**	**14.75**	**35.00**

Human Resources

All Funds History

Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
General Fund	$1,795,986	$2,053,234	$2,053,234	$2,060,290	$7,056
Employee Benefits Self-Ins. Fund	23,347,184	33,980,995	33,980,995	28,422,355	(5,558,640)
Claims Reserve Fund	868,573	1,000,000	1,000,000	1,211,500	211,500
Workers' Comp. Fund	9,719,058	8,000,000	8,000,000	8,000,000	0
Total	**$35,730,801**	**$45,034,229**	**$45,034,229**	**$39,694,145**	**($5,340,084)**
Total Positions	**33.50**	**35.50**	**35.50**	**35.00**	**(0.50)**

* 2015 Amended Budget as of 8/31/2015

Employment Services

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

2016 Goals

Goal	Measurable Outcome
Implement annual updates to the City's 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 2016 based on the 2015 Salary Survey results.
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 2016.
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).
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%.

All Funds Summary

All Funds						
	Use of Funds	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	General Fund	$1,141,790	$1,306,294	$1,306,294	$1,317,814	$11,520
	Employee Benefits Self-Ins. Fund	23,347,184	33,980,995	33,980,995	28,422,355	(5,558,640)
	Total	**$24,488,974**	**$35,287,289**	**$35,287,289**	**$29,740,169**	**($5,547,120)**
	Positions					
	General Fund	11.00	13.00	13.00	13.00	0.00
	Employee Benefits Self-Ins. Fund	4.30	4.25	4.25	4.00	(0.25)
	Total	**15.30**	**17.25**	**17.25**	**17.00**	**(0.25)**

* 2015 Amended Budget as of 8/31/2015

Significant Changes vs. 2015

- Moved software maintenance to IT
- Increased allowance for work force development and training
- Modified the budget practice for the Employee Benefits Self-Ins. Fund to better reflect expected claims costs and a more modest contingency. Prior practice was to appropriate an amount in Operating that included both expected claim costs and a large contingency.

Human Resources

Employment Services - General Fund

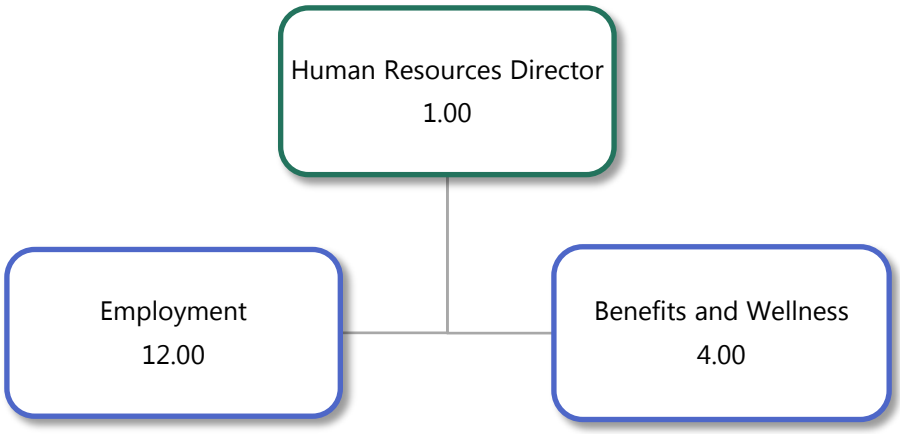
The Employment Services Division provides services to the entire organization including candidate selection, employee training, and professional development. The Employment Services Division oversees a variety of functions including: employment law and regulations compliance enforcement; position classification 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 heath 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	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$995,118	$1,072,201	$1,226,980	$1,226,980	$1,208,700	($18,280)
Operating	76,547	69,261	76,614	76,614	108,614	32,000
Capital Outlay	799	328	2,700	2,700	500	(2,200)
Total	**$1,072,464**	**$1,141,790**	**$1,306,294**	**$1,306,294**	**$1,317,814**	**$11,520**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Administrative Technician	3.00	2.00	2.00	2.00	0.00
Analyst II	3.00	1.00	1.00	1.00	0.00
Benefits Specialist	0.00	1.00	1.00	1.00	0.00
Benefits Supervisor	1.00	1.00	1.00	1.00	0.00
HR Generalist	0.00	1.00	1.00	1.00	0.00
HRIS Specialist	0.00	1.00	1.00	1.00	0.00
Human Resources Director	1.00	1.00	1.00	1.00	0.00
Manager	3.00	3.00	3.00	3.00	0.00
Recruiter	0.00	1.00	1.00	1.00	0.00
Staff Assistant	0.00	1.00	1.00	1.00	0.00
Total Positions	**11.00**	**13.00**	**13.00**	**13.00**	**0.00**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($21,602)
	Net increase for medical plan changes	6,322
	Redistruibuted funds to operations	(3,000)
	Total Salaries/Benefits/Pensions	**($18,280)**
	Operating	
	Increase in operating for temporary employement	$3,000
	Moved software maintnance to IT	(21,000)
	Increase allowance for work force development and training	50,000
	Total Operating	**$32,000**
	Capital Outlay	
	Decrease due to removal of one-time purchase of computer & furniture	($2,200)
	Total Capital Outlay	**($2,200)**
	Total For 2016	**$11,520**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

Employee Benefits Self-Insurance Fund

Source of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Clinical Co Pay	$114,290	$145,545	$109,000	$109,000	$140,700	$31,700
Interest/Other	1,005	266	10,630	10,630	620,386	609,756
Employee & Employer Premiums	24,347,862	24,397,144	25,630,240	25,630,240	26,271,025	640,785
Draw or (Contribution) **	4,862,173	(1,195,771)	8,231,125	8,231,125	1,390,244	(6,840,881)
Total	**$29,325,330**	**$23,347,184**	**$33,980,995**	**$33,980,995**	**$28,422,355**	**($5,558,640)**

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$227,795	$270,991	$277,174	$277,174	$287,346	$10,172
Operating	29,097,535	23,076,193	25,838,121	25,838,121	26,744,765	906,644
Operating - Contingency	0	0	7,865,700	7,865,700	1,390,244	(6,475,456)
Capital Outlay	0	0	0	0	0	0
Total	**$29,325,330**	**$23,347,184**	**$33,980,995**	**$33,980,995**	**$28,422,355**	**($5,558,640)**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Analyst II	1.00	1.00	1.00	1.00	0.00
Benefits Specialist	0.00	1.00	1.00	1.00	0.00
Medical Assistant	1.00	1.00	1.00	1.00	0.00
Medical Office Specialist	0.00	0.00	0.00	0.00	0.00
Office Assistant	1.00	0.00	0.00	0.00	0.00
Office Specialist	1.00	1.00	1.00	1.00	0.00
Risk Supervisor	0.30	0.25	0.25	0.00	(0.25)
Total Positions	**4.30**	**4.25**	**4.25**	**4.00**	**(0.25)**

* 2015 Amended Budget as of 8/31/2015

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

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$583
	Net increase for medical plan changes	2,268
	Increase due to positions changes	7,321
	Total Salaries/Benefits/Pensions	**$10,172**
	Operating	
	Increase in office supplies and training	$1,220
	Increase part-time contract RN to full-time	46,000
	Increase in operating expenses	177,297
	Increase in medical service expense	72,371
	Decrease due to a change in practice to better reflect a more modest operating contingency	(5,865,700)
	Total Operating	**($5,568,812)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2016	**($5,558,640)**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2014	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Transfer (.25) FTE (Risk Supervisor) to Workers' Compensation Fund	(0.25)
	Total For 2016	**(0.25)**

* 2015 Amended Budget as of 8/31/2015

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

EMPLOYMENT SERVICES

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	773,263	832,234	942,127	933,600	(8,527)	-0.91%
51210	OVERTIME	435	225	500	500	0	0.00%
51220	SEASONAL TEMPORARY	14,530	8,352	7,000	7,000	0	0.00%
51230	SHIFT DIFFERENTIAL	0	36	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	6,149	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,874	1,772	0	2,000	2,000	0.00%
51299	SALARIES REIMBURSEMENTS	(4,102)	(5,444)	0	0	0	0.00%
51610	PERA	103,429	110,156	125,400	127,608	2,208	1.76%
51615	WORKERS COMPENSATION	1,520	1,602	1,781	1,956	175	9.83%
51620	EQUITABLE LIFE INSURANCE	2,146	2,304	3,538	2,544	(994)	-28.09%
51640	DENTAL INSURANCE	4,199	4,521	5,044	5,132	88	1.74%
51670	PARKING FOR EMPLOYEES	1,980	2,020	3,000	2,000	(1,000)	-33.33%
51690	MEDICARE	11,206	11,715	15,661	10,506	(5,155)	-32.92%
51695	CITY EPO MEDICAL PLAN	52,747	20,553	122,929	36,996	(85,933)	-69.90%
51696	ADVANTAGE HD MED PLAN	23,254	76,485	0	73,357	73,357	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	2,488	5,670	0	5,500	5,500	0.00%
Total Salaries and Benefits		**995,118**	**1,072,201**	**1,226,980**	**1,208,699**	**(18,281)**	**-1.49%**
52105	MISCELLANEOUS OPERATING	1	3,902	3,289	3,289	0	0.00%
52110	OFFICE SUPPLIES	2,536	1,576	5,026	4,026	(1,000)	-19.90%
52111	PAPER SUPPLIES	79	607	1,212	1,212	0	0.00%
52120	COMPUTER SOFTWARE	17,879	22,900	21,000	0	(21,000)	-100.00%
52122	CELL PHONES EQUIP AND SUPPLIES	475	0	1,500	1,500	0	0.00%
52125	GENERAL SUPPLIES	534	0	1,250	1,250	0	0.00%
52135	POSTAGE	347	262	500	500	0	0.00%
52230	MAINT FURNITURE AND FIXTURES	0	46	0	0	0	0.00%
52575	SERVICES	14,387	(3,479)	9,147	9,147	0	0.00%
52590	TEMPORARY EMPLOYMENT	9,654	16,459	0	3,000	3,000	0.00%
52605	CAR MILEAGE	0	0	200	200	0	0.00%
52607	CELL PHONE ALLOWANCE	677	908	0	1,000	1,000	0.00%
52615	DUES AND MEMBERSHIP	510	423	675	675	0	0.00%
52625	MEETING EXPENSES IN TOWN	906	488	4,350	2,350	(2,000)	-45.98%
52630	TRAINING	10,153	6,117	5,250	57,250	52,000	990.48%
52645	SUBSCRIPTIONS	507	256	2,500	2,500	0	0.00%
52655	TRAVEL OUT OF TOWN	2,137	967	2,000	2,000	0	0.00%
52705	COMMUNICATIONS	230	0	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	445	289	329	329	0	0.00%
52736	CELL PHONE AIRTIME	8	0	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	2,971	4,276	400	400	0	0.00%
52775	MINOR EQUIPMENT	394	640	350	350	0	0.00%
52776	PRINTER CONSOLIDATION COST	4,555	4,851	4,000	4,000	0	0.00%
52795	RENTAL OF EQUIPMENT	0	0	50	50	0	0.00%
52874	OFFICE SERVICES PRINTING	470	533	729	729	0	0.00%
52875	OFFICE SERVICES RECORDS	805	853	857	857	0	0.00%
65160	RECRUITMENT	5,535	3,987	5,000	5,000	0	0.00%
65353	DIVERSITY TRAINING	157	1,055	1,000	1,000	0	0.00%
65358	LRC & LEADERSHIP DEV	195	1,345	6,000	6,000	0	0.00%
Total Operating Expenses		**76,547**	**69,261**	**76,614**	**108,614**	**32,000**	**41.77%**
53010	OFFICE MACHINES	0	0	1,200	0	(1,200)	-100.00%
53030	FURNITURE AND FIXTURES	799	328	1,500	500	(1,000)	-66.67%
Total Capital Outlay		**799**	**328**	**2,700**	**500**	**(2,200)**	**-81.48%**
Total Expenses		**1,072,464**	**1,141,790**	**1,306,294**	**1,317,813**	**11,519**	**0.88%**

Totals may differ from narrative due to rounding.

City of Colorado Springs
Budget Detail Report

504 HEALTH INSURANCE FUND

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	170,993	198,248	203,228	210,161	6,933	3.41%
51210	OVERTIME	370	0	500	500	0	0.00%
51260	VACATION BUY PAY OUT	1,543	864	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(2,338)	(847)	184	184	0	0.00%
51610	PERA	18,627	22,713	27,347	27,789	442	1.62%
51615	WORKERS COMPENSATION	327	382	360	426	66	18.33%
51620	EQUITABLE LIFE INSURANCE	402	501	679	682	3	0.44%
51640	DENTAL INSURANCE	900	1,205	1,248	1,379	131	10.50%
51670	PARKING FOR EMPLOYEES	720	820	1,060	1,060	0	0.00%
51690	MEDICARE	1,977	2,415	2,898	2,941	43	1.48%
51695	CITY EPO MEDICAL PLAN	19,807	8,016	39,670	8,875	(30,795)	-77.63%
51696	ADVANTAGE HD MED PLAN	7,468	25,143	0	31,162	31,162	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	795	2,011	0	2,188	2,188	0.00%
51699	BENEFITS REIMBURSEMENT	6,204	9,520	0	0	0	0.00%
Total Salaries and Benefits		**227,795**	**270,991**	**277,174**	**287,347**	**10,173**	**3.67%**
52110	OFFICE SUPPLIES	1,851	1,549	1,586	1,806	220	13.87%
52111	PAPER SUPPLIES	0	0	300	300	0	0.00%
52115	MEDICAL SUPPLIES	4,008	4,758	5,000	6,830	1,830	36.60%
52116	PHARMACEUTICALS	26,751	16,709	27,380	27,380	0	0.00%
52120	COMPUTER SOFTWARE	11,010	265	0	0	0	0.00%
52125	GENERAL SUPPLIES	0	25	800	800	0	0.00%
52135	POSTAGE	6,520	4,886	8,080	8,080	0	0.00%
52305	MAINT SOFTWARE	23,239	34,309	40,600	47,000	6,400	15.76%
52460	MEDICAL SERVICE	281,808	249,312	303,000	375,371	72,371	23.88%
52560	PARKING SERVICES	2,870	3,270	3,750	5,725	1,975	52.67%
52568	BANK AND INVESTMENT FEES	87	0	1,107	1,107	0	0.00%
52573	CREDIT CARD FEES	708	697	750	750	0	0.00%
52575	SERVICES	238,786	266,157	246,900	246,900	0	0.00%
52590	TEMPORARY EMPLOYMENT	40,304	0	4,000	4,000	0	0.00%
52615	DUES AND MEMBERSHIP	46,500	(951)	5,700	5,700	0	0.00%
52630	TRAINING	823	958	5,250	6,250	1,000	19.05%
52655	TRAVEL OUT OF TOWN	1,321	1,458	2,000	2,000	0	0.00%
52705	COMMUNICATIONS	4,604	4,579	4,600	4,600	0	0.00%
52735	TELEPHONE LONG DIST CALLS	85	96	60	60	0	0.00%
52740	GENERAL INSURANCE-CITY	2,676	2,174	4,895	4,895	0	0.00%
52775	MINOR EQUIPMENT	0	1,165	1,000	1,000	0	0.00%
52776	PRINTER CONSOLIDATION COST	7,003	6,468	7,320	7,320	0	0.00%
52874	OFFICE SERVICES PRINTING	7,320	4,526	8,150	8,150	0	0.00%
60139	VISION CLAIM EXPENSES	396,000	386,876	400,000	400,000	0	0.00%
60140	MEDICAL CLAIMS EXPENSES	19,321,458	14,742,297	22,108,412	15,470,471	(6,637,941)	-30.02%
60170	HRA BENEFIT EXPENSE	152,751	840,000	900,000	900,000	0	0.00%
60171	WELLNESS PROGRAM	27,985	30,859	15,000	15,000	0	0.00%
60231	CLAIMS INCURRED NOT REPORT	1,490,348	(1,533,878)	750,000	0	(750,000)	-100.00%
60238	PRESCRIPTION ADMIN FEES	48,786	144,733	170,000	170,000	0	0.00%
60239	PRESCRIPTION CLAIM EXPENSES	4,004,875	4,174,918	4,152,146	4,842,569	690,423	16.63%
60240	DENTAL ADMINISTRATIVE FEES	98,336	94,872	106,000	106,000	0	0.00%
60241	DENTAL CLAIM EXPENSES	1,857,226	1,881,920	2,070,035	2,035,181	(34,854)	-1.68%
60243	DIABETES TEN CITY CHALLENGE	49,683	58,561	60,000	60,000	0	0.00%
60244	MEDICAL ADMINISTRATIVE FEES	444,981	410,421	1,170,000	500,000	(670,000)	-57.26%
60245	BRIDGES TO EXCELLENCE	0	45,676	80,000	80,000	0	0.00%
60286	UTILIZATION MGMT	26,599	712,119	150,000	800,000	650,000	433.33%
65140	CONTINGENT FUNDS	0	0	0	1,390,244	1,390,244	0.00%
65145	CITY HEALTH MISC MEDICAL	0	12,046	0	0	0	0.00%
65220	REINSURANCE COSTS	333,686	313,281	690,000	399,520	(290,480)	-42.10%
65365	HEALTH PROGRAMS	136,547	159,082	200,000	200,000	0	0.00%
Total Operating Expenses		**29,097,535**	**23,076,193**	**33,703,821**	**28,135,009**	**(5,568,812)**	**-16.52%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**29,325,330**	**23,347,184**	**33,980,995**	**28,422,356**	**(5,558,639)**	**-16.36%**

Totals may differ from narrative due to rounding.

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
40113	MISCELLANEOUS	0	11,615	0	0	0	0.00%
40138	DENTAL PREMIUMS	2,139,516	2,030,610	0	2,035,181	2,035,181	0.00%
40139	VISION PREMIUMS	393,303	375,406	0	396,000	396,000	0.00%
40140	MEDICAL PREMIUMS	21,317,101	21,102,525	0	23,839,844	23,839,844	0.00%
40143	UTILITY CLINIC SERVICES	77,209	115,260	75,000	105,000	30,000	40.00%
40144	CITY CLINIC CO PAY	37,081	30,285	34,000	35,700	1,700	5.00%
40169	EMPLOYEE ASSIST PROGRAM	(63)	88	0	0	0	0.00%
40170	HRA BENEFIT	150,157	876,900	0	0	0	0.00%
45665	COPY FEES	51	266	0	0	0	0.00%
46025	INTEREST	954	0	10,630	10,630	0	0.00%
46153	TRANSFER FROM OTHER FUNDS	347,848	0	* 33,861,365	609,756	(33,251,609)	0.00%
Total Revenue		**24,463,157**	**24,542,955**	**33,980,995**	**27,032,111**	**(6,948,884)**	**-20.45%**

Totals may differ from narrative due to rounding.

* Reflects past practice.

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Risk Management

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

2016 Goals

Goal	Measurable Outcome
Review the City's property and casualty insurance coverage across all business lines and departments, to ensure an appropriate balance of policy costs and covered risks	Achieve a balance between insurance costs and coverage to minimize the impact of unpredictable, large losses
Provide Safety training to targeted employee groups to positively impact work related injuries and liability claims	Reduce work related injuries by 3%; Reduce liability claims by 5%
Develop a culture of safety throughout the organization	End of Q1: Senior management support and documented, accountability systems developed to be customized by each department End of Q2: All departments have been contacted and accountability system finalized by each department End of Q3: Develop policies of recognition and reward employees for doing the right things End of Q4: Evaluate measures that have been implemented and rebuild as needed to ensure system is timely, complete, and effective.

All Funds Summary

All Funds	Use of Funds	2014 Actual	2015 Budget	2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	General Fund	$654,196	$746,940	$746,940	$742,476	($4,464)
	Claims Reserve Fund	868,573	1,000,000	1,000,000	1,211,500	211,500
	Workers' Comp Fund	9,719,058	8,000,000	8,000,000	8,000,000	0
	Total	**$11,241,827**	**$9,746,940**	**$9,746,940**	**$9,953,976**	**$207,036**
	Positions					
	General Fund	7.40	7.25	7.25	7.25	0.00
	Other Funds	10.80	11.00	11.00	10.75	(0.25)
	Total	**18.20**	**18.25**	**18.25**	**18.00**	**(0.25)**

* 2015 Amended Budget as of 8/31/2015

Significant Changes vs. 2015

- Increase for mosquito mitigation
- Increase for contract obligations

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

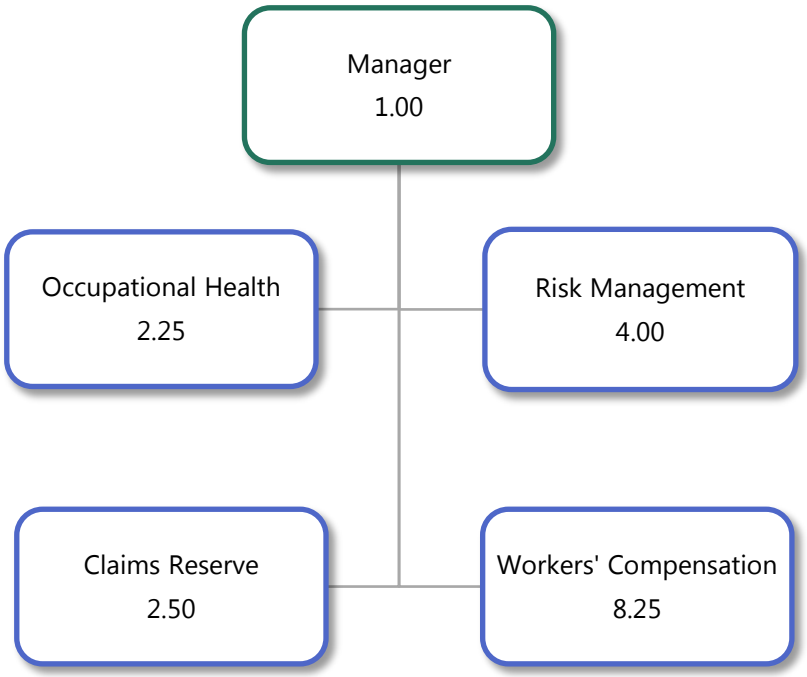
The Physical Therapy Clinic falls under the Workers' Compensation section. The Physical Therapy Clinic provides services to both City and Colorado Springs Utilities employees with work related injuries. The Physical Therapy Clinic has two therapists with multiple certifications including manual physical therapy, dry needling, massage therapy and functional movement screening. 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 $181,048.26 was realized in 2014 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 below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2015, and changes occurring as part of the 2016 Budget for each fund including General Fund, Claims Reserve Fund, and Workers' Compensation Fund.

General Fund - Risk Management

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$300,773	$378,011	$427,877	$427,877	$423,928	($3,949)
Operating	31,601	53,006	74,705	74,705	72,705	(2,000)
Capital Outlay	0	0	0	0	0	0
Total	**$332,374**	**$431,017**	**$502,582**	**$502,582**	**$496,633**	**($5,949)**
Revenue		**$208,442**	**$101,981**	**$101,981**	**$72,954**	**($29,027)**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
ADA Coordinator	1.00	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	0.00	(1.00)
Safety Specialist/Principal Analyst	0.00	0.00	0.00	1.00	1.00
Senior Office Specialist	1.00	1.00	1.00	1.00	0.00
Total Positions	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**

Funding Changes

During 2015	* 2015 Amended - 2015 Original Budget
None	$0
Total During 2015	**$0**
For 2016	**2016 Budget - * 2015 Amended Budget**
Salaries/Benefits/Pensions	
Net change to fund existing positions	($5,894)
Net increase for medical plan changes	1,945
Total Salaries/Benefits/Pensions	**($3,949)**
Operating	
Increase for mosquito mitigation	$10,000
Removal of one-time funding for computer software	(12,500)
Redistribution from Occupational Health within Risk Management for recruitment	500
Total Operating	**($2,000)**
Capital Outlay	
None	$0
Total Capital Outlay	**$0**
Total For 2016	**($5,949)**

* 2015 Amended Budget as of 8/31/2015

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

General Fund - Occupational Health							
	Use of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Salary/Benefits/ Pensions	$178,898	$185,721	$179,848	$179,848	$175,733	($4,115)
	Operating	43,081	37,458	64,510	64,510	70,110	5,600
	Capital Outlay	0	0	$0	0	0	0
	Total	**$221,979**	**$223,179**	**$244,358**	**$244,358**	**$245,843**	**$1,485**
	Position Title		**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Medical Office Specialist		1.60	1.50	1.50	1.50	0.00
	Occupational Nurse Practitioner/ Physicians Assistant		0.60	0.50	0.50	0.50	0.00
	Risk Supervisor		0.20	0.25	0.25	0.25	0.00
	Total Positions		**2.40**	**2.25**	**2.25**	**2.25**	**0.00**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($5,584)
	Net increase for medical plan changes	1,469
	Total Salaries/Benefits/Pensions	**($4,115)**
	Operating	
	Increase due to contract obligation	$6,100
	Redistribution from Occupational Health within Risk Management for recruitment	(500)
	Total Operating	**$5,600**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2016	**$1,485**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

Claims Reserve Fund

Source of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Enterprise Contributions	$11,500	$11,500	$11,500	$11,500	$11,500	$0
General Fund Contribution	523,504	800,004	800,000	800,000	1,200,000	400,000
Interest/Other	3,785	26	0	0	0	0
Draw/(Contribution) to Fund Balance **	397,495	188,470	188,500	188,500	0	(188,500)
Total	**$936,284**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$1,211,500**	**$211,500**

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$192,662	$210,516	$219,501	$219,501	$217,458	($2,043)
Operating	743,622	658,057	780,499	780,499	994,042	213,543
Capital Outlay	0	0	0	0	0	0
Total	**$936,284**	**$868,573**	**$1,000,000**	**$1,000,000**	**$1,211,500**	**$211,500**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Claims Adjuster II	2.00	2.00	2.00	1.00	(1.00)
Risk Supervisor	0.25	0.25	0.25	0.25	0.00
Senior Office Specialist	0.20	0.25	0.25	1.25	1.00
Total Positions	**2.45**	**2.50**	**2.50**	**2.50**	**0.00**

* 2015 Amended Budget as of 8/31/2015

** Appropriation spending authority requested at $1.2 million to give authority for payment of claims that arise

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($3,311)
	Net increase for medical plan changes	1,268
	Total Salaries/Benefits/Pensions	**($2,043)**
	Operating	
	Increase in operating costs	$45,676
	Increase due to contract obligations	3,760
	Increase for new hire cell phone	500
	Increase in liability claims against the City - Additional service contract	10,000
	Increase due to actuary study estimated claim expense	153,607
	Total Operating	**$213,543**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2016	**$211,500**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

Workers' Compensation Fund

Source of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Physical Therapy Clinic	$114,783	$80,293	$100,000	$100,000	$100,000	$0
WC Payroll Chgs	4,700,066	6,347,009	4,844,814	4,844,814	6,574,446	1,729,632
Interest/Other	19,306	126,849	61,000	61,000	366,195	305,195
Draw/(Contribution) to Fund Balance **	(174,685)	3,164,907	2,994,186	2,994,186	959,359	(2,034,827)
Total	**$4,659,470**	**$9,719,058**	**$8,000,000**	**$8,000,000**	**$8,000,000**	**$0**

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$598,010	$638,609	$671,675	$671,675	$698,576	$26,901
Operating	4,061,460	9,080,449	7,328,325	7,328,325	5,612,541	(1,715,784)
Operating - Contingency for Claims ***	0	0	0	0	1,688,883	1,688,883
Capital Outlay	0	0	0	0	0	0
Total	**$4,659,470**	**$9,719,058**	**$8,000,000**	**$8,000,000**	**8,000,000**	**$0**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Administrative Technician	1.00	1.00	1.00	0.00	(1.00)
Claims Adjuster I/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	1.50	1.50	1.50	0.00
Occupational Medical Physician	0.00	0.00	0.00	0.00	0.00
Occupational Nurse Practitioner/ Physicians Asst	0.40	0.50	0.50	0.50	0.00
Physical Therapist II	2.50	2.50	2.50	2.00	(0.50)
Risk Supervisor	1.25	1.25	1.25	1.50	0.25
Senior Claims Adjuster	0.00	0.00	0.00	1.00	1.00
Senior Office Specialist	0.80	0.75	0.75	0.75	0.00
Total Positions	**8.35**	**8.50**	**8.50**	**8.25**	**(0.25)**

* 2015 Amended Budget as of 8/31/2015

** Appropriation spending authority requested at $8 million to give authority for payment of claims that arise

*** Modified the budget practice for the Workers' Compensation Fund to better reflect expected claims costs and the amount appropriated for contingencies.

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$64,707
	Net increase for medical and dental plan changes	4,617
	Decrease of 0.50 FTE (Physical Therapist II)	(42,423)
	Total Salaries/Benefits/Pensions	**$26,901**
	Operating	
	Decrease to properly reflect actuary study estimated claim expense	($1,774,984)
	Increase due to Corvel software repricing	52,000
	Increase for PT Equipment	7,200
	Increase to properly reflect amount for Claims Contingency	1,688,883
	Total Operating	**($26,901)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2016	**$0**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Decrease of 0.50 FTE (Physical Therapist II)	(0.50)
	Transfer of .25 FTE (Risk Supervisor) from Employee Benefits Fund	0.25
	Total For 2016	**(0.25)**

* 2015 Amended Budget as of 8/31/2015

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Risk Management

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	242,132	295,460	335,769	331,961	(3,808)	-1.13%
51210	OVERTIME	0	20	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	0	162	0	0	0	0.00%
51260	VACATION BUY PAY OUT	503	620	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(1,494)	(847)	0	0	0	0.00%
51610	PERA	32,906	39,843	45,486	45,479	(7)	-0.02%
51615	WORKERS COMPENSATION	464	565	630	697	67	10.63%
51620	EQUITABLE LIFE INSURANCE	679	815	1,224	1,245	21	1.72%
51640	DENTAL INSURANCE	1,567	1,733	1,947	1,711	(236)	-12.12%
51670	PARKING FOR EMPLOYEES	720	820	1,200	1,200	0	0.00%
51690	MEDICARE	3,499	4,238	4,846	4,813	(33)	-0.68%
51695	CITY EPO MEDICAL PLAN	0	0	36,775	0	(36,775)	-100.00%
51696	ADVANTAGE HD MED PLAN	17,785	31,893	0	33,822	33,822	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	2,012	2,689	0	3,000	3,000	0.00%
Total Salaries and Benefits		**300,773**	**378,011**	**427,877**	**423,928**	**(3,949)**	**-0.92%**
52110	OFFICE SUPPLIES	642	220	1,300	2,100	800	61.54%
52111	PAPER SUPPLIES	317	444	800	800	0	0.00%
52120	COMPUTER SOFTWARE	0	530	27,500	1,990	(25,510)	-92.76%
52122	CELL PHONES EQUIP AND SUPPLIES	1,076	172	200	200	0	0.00%
52125	GENERAL SUPPLIES	899	548	800	0	(800)	-100.00%
52130	OTHER SUPPLIES	0	200	0	0	0	0.00%
52135	POSTAGE	3,169	3,819	4,000	4,200	200	5.00%
52140	WEARING APPAREL	0	140	0	0	0	0.00%
52165	LICENSES AND TAGS	101	200	0	350	350	0.00%
52240	MAINT NONFLEET VEHICLES EQP	0	9	0	500	500	0.00%
52305	MAINT SOFTWARE	0	24,187	0	15,500	15,500	0.00%
52460	MEDICAL SERVICE	200	190	0	0	0	0.00%
52560	PARKING SERVICES	0	400	1,200	1,200	0	0.00%
52575	SERVICES	1,302	1,406	1,900	12,140	10,240	538.95%
52590	TEMPORARY EMPLOYMENT	13,544	731	10,000	5,000	(5,000)	-50.00%
52615	DUES AND MEMBERSHIP	1,090	1,260	1,175	1,675	500	42.55%
52625	MEETING EXPENSES IN TOWN	30	30	500	500	0	0.00%
52630	TRAINING	120	7,505	14,000	12,000	(2,000)	-14.29%
52645	SUBSCRIPTIONS	150	299	200	350	150	75.00%
52655	TRAVEL OUT OF TOWN	537	802	0	1,000	1,000	0.00%
52706	WIRELESS COMMUNICATION	0	0	0	1,500	1,500	0.00%
52735	TELEPHONE LONG DIST CALLS	260	273	280	0	(280)	-100.00%
52738	CELL PHONE BASE CHARGES	1,855	1,904	3,000	2,000	(1,000)	-33.33%
52775	MINOR EQUIPMENT	0	443	500	550	50	10.00%
52776	PRINTER CONSOLIDATION COST	2,854	2,628	3,500	3,500	0	0.00%
52872	MAINT FLEET VEHICLES EQP	0	27	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	218	164	650	650	0	0.00%
52875	OFFICE SERVICES RECORDS	3,223	3,917	3,200	4,500	1,300	40.63%
65160	RECRUITMENT	14	558	0	500	500	0.00%
Total Operating Expenses		**31,601**	**53,006**	**74,705**	**72,705**	**(2,000)**	**-2.68%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**332,374**	**431,017**	**502,582**	**496,633**	**(5,949)**	**-1.18%**
42605	ENT FUND UTIL ALLOCATION	0	207,384	101,981	72,954	(29,027)	-28.46%
45665	COPY FEES	134	0	0	0	0	0.00%
Total Revenue		**134**	**207,384**	**101,981**	**72,954**	**(29,027)**	**-28.46%**

Totals may differ from narrative due to rounding.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Occupational Health Clinic

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	138,276	128,990	132,514	127,125	(5,389)	-4.07%
51210	OVERTIME	87	133	0	0	0	0.00%
51230	SHIFT DIFFERENTIAL	0	8	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	309	14,219	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,328	772	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(3,332)	(3,371)	0	0	0	0.00%
51610	PERA	22,600	22,252	18,200	17,141	(1,059)	-5.82%
51615	WORKERS COMPENSATION	267	274	252	263	11	4.37%
51620	EQUITABLE LIFE INSURANCE	486	487	478	400	(78)	-16.32%
51640	DENTAL INSURANCE	1,205	1,171	824	998	174	21.12%
51670	PARKING FOR EMPLOYEES	480	400	480	480	0	0.00%
51690	MEDICARE	2,427	2,386	1,944	1,814	(130)	-6.69%
51695	CITY EPO MEDICAL PLAN	23,002	0	25,156	0	(25,156)	-100.00%
51696	ADVANTAGE HD MED PLAN	718	23,743	0	25,824	25,824	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	58	1,978	0	1,688	1,688	0.00%
51699	BENEFITS REIMBURSEMENT	(9,013)	(7,721)	0	0	0	0.00%
Total Salaries and Benefits		**178,898**	**185,721**	**179,848**	**175,733**	**(4,115)**	**-2.29%**
52110	OFFICE SUPPLIES	931	0	1,100	2,500	1,400	127.27%
52115	MEDICAL SUPPLIES	10,263	8,245	14,150	12,100	(2,050)	-14.49%
52116	PHARMACEUTICALS	11,452	10,084	10,500	12,500	2,000	19.05%
52125	GENERAL SUPPLIES	0	0	400	0	(400)	-100.00%
52240	MAINT NONFLEET VEHICLES EQP	0	9	0	50	50	0.00%
52305	MAINT SOFTWARE	6,809	6,059	8,400	14,500	6,100	72.62%
52460	MEDICAL SERVICE	9,091	9,166	20,000	20,000	0	0.00%
52573	CREDIT CARD FEES	5	0	0	0	0	0.00%
52575	SERVICES	2,490	804	4,000	1,200	(2,800)	-70.00%
52630	TRAINING	595	1,265	700	1,560	860	122.86%
52655	TRAVEL OUT OF TOWN	0	649	500	1,000	500	100.00%
52735	TELEPHONE LONG DIST CALLS	0	0	60	0	(60)	-100.00%
52740	GENERAL INSURANCE-CITY	1,338	1,088	3,500	3,500	0	0.00%
52775	MINOR EQUIPMENT	0	0	1,000	1,000	0	0.00%
52874	OFFICE SERVICES PRINTING	107	28	200	200	0	0.00%
65160	RECRUITMENT	0	61	0	0	0	0.00%
Total Operating Expenses		**43,081**	**37,458**	**64,510**	**70,110**	**5,600**	**8.68%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**221,979**	**223,179**	**244,358**	**245,843**	**1,485**	**0.61%**
44050	GAIN LOSS ON SALE OF ASSETS	11	0	0	0	0	0.00%
44055	REIMBURSEMENT ACCT	1,013	1,058	0	0	0	0.00%
Total Revenue		**1,024**	**1,058**	**0**	**0**	**0**	**0.00%**

Totals may differ from narrative due to rounding.

City of Colorado Springs
Budget Detail Report

502 CLAIMS RESERVE FUND-LIABILITY

Claims Reserve Fund

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	148,145	159,434	165,265	164,552	(713)	-0.43%
51610	PERA	17,187	17,818	22,493	22,544	51	0.23%
51615	WORKERS COMPENSATION	1,614	1,792	1,821	2,189	368	20.21%
51620	EQUITABLE LIFE INSURANCE	340	369	602	593	(9)	-1.50%
51640	DENTAL INSURANCE	784	783	944	1,030	86	9.11%
51670	PARKING FOR EMPLOYEES	240	240	600	600	0	0.00%
51690	MEDICARE	1,827	1,896	2,396	2,386	(10)	-0.42%
51695	CITY EPO MEDICAL PLAN	0	0	25,380	1,295	(24,085)	-94.90%
51696	ADVANTAGE HD MED PLAN	13,882	16,733	0	20,831	20,831	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	1,254	1,254	0	1,438	1,438	0.00%
51699	BENEFITS REIMBURSEMENT	7,389	10,197	0	0	0	0.00%
Total Salaries and Benefits		**192,662**	**210,516**	**219,501**	**217,458**	**(2,043)**	**-0.93%**
52110	OFFICE SUPPLIES	122	309	350	350	0	0.00%
52111	PAPER SUPPLIES	0	318	400	350	(50)	-12.50%
52120	COMPUTER SOFTWARE	0	0	500	500	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	104	0	0	500	500	0.00%
52125	GENERAL SUPPLIES	762	282	350	350	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	0	18	50	50	0	0.00%
52305	MAINT SOFTWARE	12,240	6,790	12,240	16,300	4,060	33.17%
52560	PARKING SERVICES	0	400	1,200	500	(700)	-58.33%
52568	BANK AND INVESTMENT FEES	277	2	600	250	(350)	-58.33%
52575	SERVICES	7,088	0	1,400	11,400	10,000	714.29%
52615	DUES AND MEMBERSHIP	0	200	0	200	200	0.00%
52625	MEETING EXPENSES IN TOWN	0	0	100	100	0	0.00%
52630	TRAINING	195	0	600	1,000	400	66.67%
52645	SUBSCRIPTIONS	0	1,500	200	0	(200)	-100.00%
52738	CELL PHONE BASE CHARGES	263	365	400	800	400	100.00%
52775	MINOR EQUIPMENT	0	263	0	200	200	0.00%
52776	PRINTER CONSOLIDATION COST	466	718	1,000	800	(200)	-20.00%
52874	OFFICE SERVICES PRINTING	82	84	0	0	0	0.00%
60071	CLAIMS PAID VALLEY HI	0	75,000	0	0	0	0.00%
60076	CLAIMS PAID POLICE	448,665	333,474	0	0	0	0.00%
60077	CLAIMS PAID SUPPORT SERVICE	1,017	2,231	0	0	0	0.00%
60079	LEGAL AND ADMIN POLICE	11,654	34,409	0	0	0	0.00%
60221	CLAIMS PAID FIRE	8,506	6,468	0	0	0	0.00%
60222	CLAIMS PAID PUBLIC WORKS	12,909	127,034	0	0	0	0.00%
60224	CLAIMS PAID GENERAL COST	268,998	0	771,393	925,000	153,607	19.91%
60225	CLAIMS PAID PP HIGHWAY	10,000	0	0	0	0	0.00%
60227	CLAIMS PAID PATTY JEWETT	0	4,627	0	0	0	0.00%
60228	CLAIMS PAID PARK AND REC	10,043	9,518	0	0	0	0.00%
60229	CLAIMS PAID AIRPORT	12,730	17,000	0	0	0	0.00%
65140	CONTINGENT FUNDS	0	0	0	35,392	35,392	0.00%
65210	ADJUST RESERVE	(100,000)	(68,000)	(10,284)	0	10,284	-100.00%
65235	LEGAL AND ADMIN PUBLIC WORK	2,684	2,578	0	0	0	0.00%
65240	LEGAL AND ADMIN PARK AND REC	65	498	0	0	0	0.00%
65250	LEGAL AND ADMIN GEN COSTS	33,752	98,162	0	0	0	0.00%
65256	LEGAL AND ADMIN VALLEY HI	0	3,809	0	0	0	0.00%
65261	LEGAL AND ADMIN SUPPORT SER	1,000	0	0	0	0	0.00%
Total Operating Expenses		**743,622**	**658,057**	**780,499**	**994,042**	**213,543**	**27.36%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**936,284**	**868,573**	**1,000,000**	**1,211,500**	**211,500**	**21.15%**

Totals may differ from narrative due to rounding.

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
40113	MISCELLANEOUS	1,147	0	0	0	0	0.00%
40224	CONTRIBUTION FROM GOLF	3,500	3,500	3,500	3,500	0	0.00%
40225	CONTRIBUTION FROM PPHWY	5,000	5,000	5,000	5,000	0	0.00%
40226	CONTRIBUTION FROM CEMETERY	1,000	1,000	1,000	1,000	0	0.00%
40383	CONTRIBUTION FROM DEV REVIEW	2,000	2,000	2,000	2,000	0	0.00%
44020	MISCELLANEOUS GENERAL	523,504	800,004	800,000	1,200,000	400,000	50.00%
46025	INTEREST	2,638	26	0	0	0	0.00%
Total Revenue		**538,789**	**811,530**	**811,500**	**1,211,500**	**400,000**	**49.29%**

Totals may differ from narrative due to rounding.

City of Colorado Springs
Budget Detail Report

503 SELF INSURANCE WORK COMP

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	466,345	482,112	507,518	524,558	17,040	3.36%
51210	OVERTIME	122	4	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	0	1,334	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,021	508	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(2,488)	(1,186)	0	0	0	0.00%
51610	PERA	61,890	65,894	68,991	71,376	2,385	3.46%
51612	RETIREMENT HEALTH SAVINGS	0	10,683	0	0	0	0.00%
51615	WORKERS COMPENSATION	1,462	955	953	1,095	142	14.90%
51620	EQUITABLE LIFE INSURANCE	1,324	1,348	1,797	1,830	33	1.84%
51640	DENTAL INSURANCE	3,086	3,095	3,224	3,659	435	13.49%
51670	PARKING FOR EMPLOYEES	1,730	1,680	2,280	2,280	0	0.00%
51690	MEDICARE	6,596	7,024	7,349	7,554	205	2.79%
51695	CITY EPO MEDICAL PLAN	48,765	163	79,563	3,885	(75,678)	-95.12%
51696	ADVANTAGE HD MED PLAN	11,845	71,628	0	76,795	76,795	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	893	5,362	0	5,544	5,544	0.00%
51699	BENEFITS REIMBURSEMENT	(4,581)	(11,995)	0	0	0	0.00%
Total Salaries and Benefits		**598,010**	**638,609**	**671,675**	**698,576**	**26,902**	**4.01%**
52110	OFFICE SUPPLIES	4,293	4,828	4,800	5,750	950	19.79%
52111	PAPER SUPPLIES	476	499	2,200	750	(1,450)	-65.91%
52115	MEDICAL SUPPLIES	27,875	18,762	34,000	23,000	(11,000)	-32.35%
52116	PHARMACEUTICALS	4,079	4,536	2,000	3,250	1,250	62.50%
52120	COMPUTER SOFTWARE	9,500	0	0	0	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	100	0	0	0	0	0.00%
52125	GENERAL SUPPLIES	885	0	1,600	0	(1,600)	-100.00%
52135	POSTAGE	162	136	281	325	44	15.66%
52165	LICENSES AND TAGS	50	0	100	100	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	0	9	0	0	0	0.00%
52305	MAINT SOFTWARE	19,314	37,874	31,640	45,400	13,760	43.49%
52428	HOSTED IT SERVICES	9,030	9,090	9,000	9,100	100	1.11%
52460	MEDICAL SERVICE	43,896	39,826	55,000	50,000	(5,000)	-9.09%
52560	PARKING SERVICES	600	600	200	5,400	5,200	2600.00%
52568	BANK AND INVESTMENT FEES	2,392	789	3,600	2,100	(1,500)	-41.67%
52575	SERVICES	166,089	260,001	207,900	261,000	53,100	25.54%
52590	TEMPORARY EMPLOYMENT	4,800	0	5,000	2,500	(2,500)	-50.00%
52615	DUES AND MEMBERSHIP	649	849	1,150	1,850	700	60.87%
52625	MEETING EXPENSES IN TOWN	0	46	150	100	(50)	-33.33%
52630	TRAINING	946	2,128	5,500	5,350	(150)	-2.73%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	0	0	3,000	0	(3,000)	-100.00%
52645	SUBSCRIPTIONS	58	213	100	200	100	100.00%
52655	TRAVEL OUT OF TOWN	3,088	133	3,700	3,500	(200)	-5.41%
52705	COMMUNICATIONS	2,374	3,683	2,000	4,000	2,000	100.00%
52735	TELEPHONE LONG DIST CALLS	50	104	22	0	(22)	-100.00%
52738	CELL PHONE BASE CHARGES	1,254	1,409	500	1,550	1,050	210.00%
52740	GENERAL INSURANCE-CITY	226,663	207,146	309,300	256,516	(52,784)	-17.07%
52775	MINOR EQUIPMENT	539	8,743	5,500	18,000	12,500	227.27%
52776	PRINTER CONSOLIDATION COST	7,937	8,354	6,970	8,600	1,630	23.39%
52872	MAINT FLEET VEHICLES EQP	549	629	1,000	750	(250)	-25.00%
52874	OFFICE SERVICES PRINTING	496	985	1,100	1,450	350	31.82%
60705	WC STATE MANDATED SALARY	0	0	255,000	300,000	45,000	17.65%
60707	WC BENEFIT SALARY	0	0	250,000	200,000	(50,000)	-20.00%
65100	CLAIMS AND DAMAGES CITY	3,222,979	4,491,838	4,285,000	3,290,000	(995,000)	-23.22%
65125	CLAIMS AND DAMAGES UTILITIES	1,219,312	1,994,784	1,000,000	1,112,000	112,000	11.20%
65135	CLINIC REHAB OPERATING	3,025	3,455	3,812	0	(3,812)	-100.00%
65140	CONTINGENT FUNDS	0	0	0	1,688,883	1,688,883	0.00%
65210	ADJUST RESERVE	(922,000)	1,979,000	837,200	0	(837,200)	-100.00%
Total Operating Expenses		**4,061,460**	**9,080,449**	**7,328,325**	**7,301,424**	**(26,901)**	**-0.37%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**4,659,470**	**9,719,058**	**8,000,000**	**8,000,000**	**0**	**0.00%**

Totals may differ from narrative due to rounding.

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
40113	MISCELLANEOUS	272	675	0	0	0	0.00%
40132	PHYSICAL THERAPY CLINIC	114,783	80,293	100,000	100,000	0	0.00%
42750	CITY INS EXCESS	491,096	1,032,420	0	0	0	0.00%
42755	CSU INS EXCESS	17,638	498,689	0	0	0	0.00%
42760	CITY SUBROGATION	91,110	56,697	0	0	0	0.00%
42770	CITY WORKERS COMP	3,323,112	3,731,776	3,897,851	5,003,046	1,105,195	28.35%
42775	UTILITIES WORKERS COMP	777,110	1,027,427	1,000,000	1,571,400	571,400	57.14%
44025	CASH OVER SHORT	(1)	0	0	0	0	0.00%
44055	REIMBURSEMENT ACCT	0	116,218	0	0	0	0.00%
45665	COPY FEES	592	852	0	0	0	0.00%
46025	INTEREST	18,443	9,104	61,000	61,000	0	0.00%
46153	TRANSFER FROM OTHER FUNDS	0	0	0	305,195	305,195	0.00%
Total Revenue		**4,834,155**	**6,554,151**	**5,058,851**	**7,040,641**	**1,981,790**	**39.17%**

Totals may differ from narrative due to rounding.

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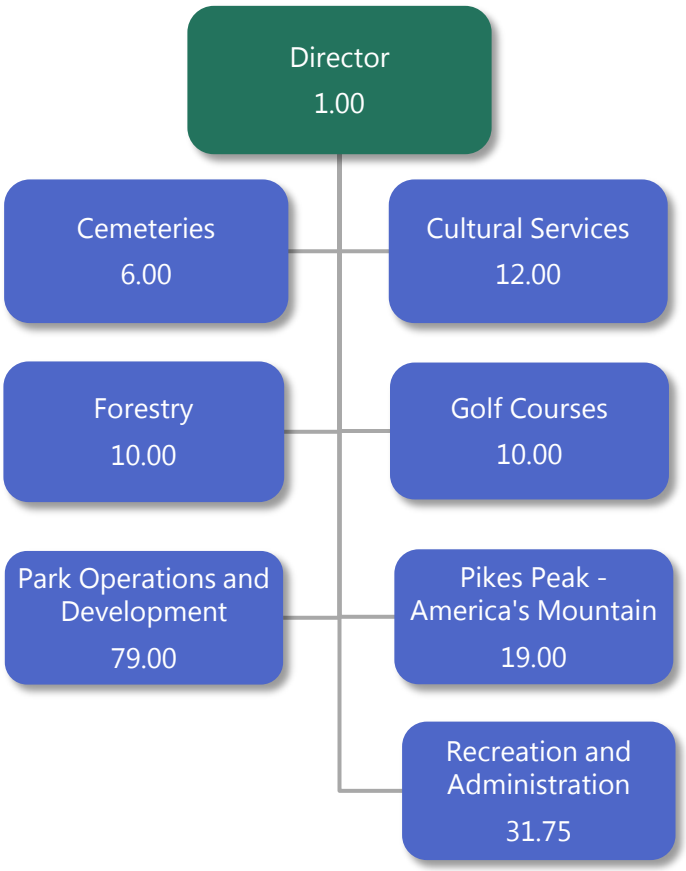
Parks, Recreation and Cultural Services

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



All Funds Summary

Division	General Fund	Other Funds	Total Budget
Cultural Services	1,895,117	620,210	$2,515,327
Forestry	1,521,043	250,000	1,771,043
Park Operations and Development	6,463,522	16,581,660	23,045,182
Recreation and Administration	6,079,078	166,000	6,245,078
Total Non-Enterprises	**$15,958,760**	**$17,617,870**	**$33,576,630**
Cemeteries *	$0	$1,404,605	$1,404,605
Golf Courses *	0	3,219,302	3,219,302
Pikes Peak-America's Mountain *	0	4,263,066	4,263,066
Total All	**$15,958,760**	**$26,504,843**	**$42,463,603**
Total Positions	**71.75**	**97.00**	**168.75**

*Included in the Enterprises section of the Budget Book

Parks, Recreation and Cultural Services

All Funds History

Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
General Fund	$14,156,053	$14,603,610	$14,627,610	15,883,760	$1,256,150
CIP - General Fund	543,232	568,404	568,404	75,000	(493,404)
Trails, Parks, and Open Space (TOPS)	6,726,352	8,605,864	8,605,864	6,269,152	(2,336,712)
Conservation Trust Fund (CTF)	5,144,011	4,868,088	4,868,088	4,248,480	(619,608)
Spec. Improv. Maint. Dist. (SIMD)	2,078,777	2,371,296	2,371,296	2,343,028	(28,268)
Grant Funds	0	1,000,000	1,000,000	426,000	(574,000)
Other Funds	256,845	357,276	357,276	380,110	22,834
CIP - Other Funds	5,453,803	10,268,442	10,268,442	3,961,100	(6,307,342)
Total Non-Enterprises	**$34,359,073**	**$42,642,980**	**$42,666,980**	**$33,576,630**	**($9,080,350)**
Enterprise Funds	7,197,549	9,943,578	10,213,717	8,886,973	(1,326,744)
Total	**$41,556,622**	**$52,586,558**	**$52,880,697**	**$42,463,603**	**($10,407,094)**
Total Positions	**149.75**	**163.75**	**167.75**	**168.75**	**1.00**

* 2015 Amended Budget as of 8/31/2015

Cultural Services

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

2016 Goals

Goal	Measurable Outcome
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
Implement the Museum's strategic planning initiatives, including taking action on staffing plan and completing exhibit and program activities related to the "Story of Us" project.	Implement the "Year 3" strategic planning initiatives, complete exhibit by Q4, work with museum board to implement first phase of staffing plan.
Complete the exterior restoration project on the 1903 El Paso County Courthouse by implementing phase V construction and initiate prioritization of the next steps in interior rehabilitation activities.	Complete project by Q4.
Complete a strategic planning effort for Rock Ledge Ranch Historic Site.	Complete the strategic planning process by Q4.

All Funds Summary

All Funds						
	Use of Funds	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	General Fund	$1,656,960	$1,752,046	$1,752,046	$1,820,117	$68,071
	CIP - General Fund	77,794	268,404	268,404	75,000	(193,404)
	CIP - Restricted	499,669	231,146	231,146	240,100	8,954
	Gift Trust Fund	256,845	357,276	357,276	380,110	22,834
	Total	**$2,491,268**	**$2,608,872**	**$2,608,872**	**$2,515,327**	**($93,545)**
	Positions					
	General Fund	10.00	12.00	12.00	12.00	0.00
	Total	**10.00**	**12.00**	**12.00**	**12.00**	**0.00**

* 2015 Amended Budget as of 8/31/2015

Significant Changes vs. 2015

- Increase in General Fund of $95,696 to fund Garden of the Gods programming and additional seasoning staff at cultural sites
- Decrease in CIP to remove one-time 2015 projects

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.

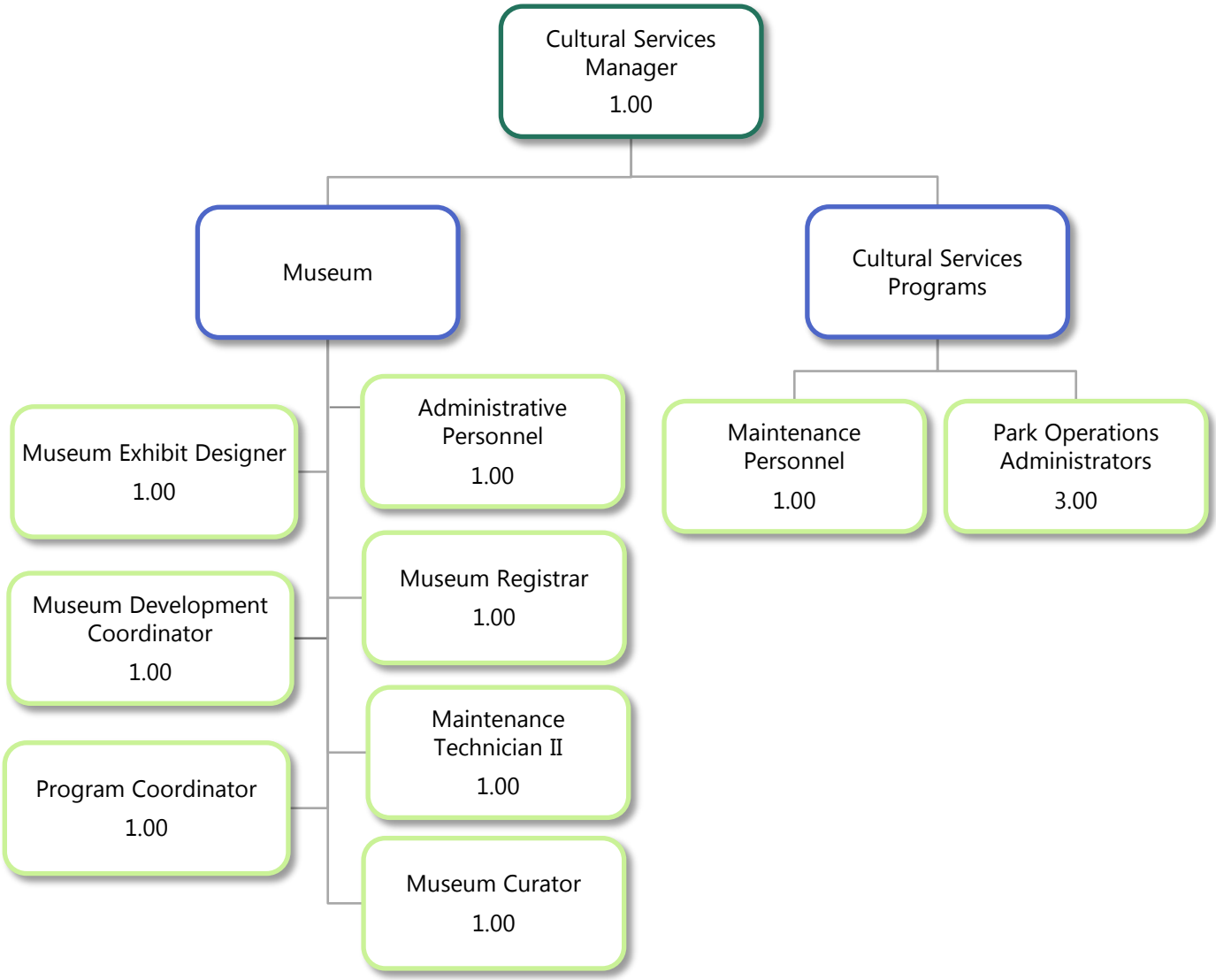
In addition to the annual City appropriation, the Division relies upon support from Friends organizations, donations, earned income, and grants in order to operate the facilities. Over 630 volunteers provide more than 35,700 hours annually to support mission-essential activities.

Cultural Services:

- Maintains a collection of 90 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 1900s
- Manages the visitor services and park safety patrol activities at the Starsmore Discovery Center and Helen Hunt Falls Visitor Center in North Cheyenne Cañon Park.
- Oversees the interpretive programs and staffing at the Garden of the Gods Visitor and Nature Center, as well as the Park Safety Patrol in Garden of the Gods Park.

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

Cultural Services Functions	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	**2016 Budget**
Rock Ledge Ranch	$234,025	$250,671	$250,452	$255,127
North Cheyenne Canon	157,343	187,347	176,474	185,773
Garden of the Gods	141,551	156,854	146,633	200,478
Pioneers Museum	942,722	1,062,088	1,178,487	1,178,739
Total Cultural Services Functions	**$1,475,641**	**$1,656,960**	**$1,752,046**	**$1,820,117**


Cultural Services Manager
1.00
Museum
Cultural Services Programs
Museum Exhibit Designer
1.00
Administrative Personnel
1.00
Museum Development Coordinator
1.00
Museum Registrar
1.00
Program Coordinator
1.00
Maintenance Technician II
1.00
Museum Curator
1.00
Maintenance Personnel
1.00
Park Operations Administrators
3.00

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2015, and changes occurring as part of the 2016 Budget for each fund including the General Fund and Gift Trust Fund.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$1,104,951	$1,161,063	$1,230,294	$1,230,294	$1,285,268	$54,974
Operating	370,690	495,897	521,752	521,752	534,849	13,097
Capital Outlay	0	0	0	0	0	0
Total	**$1,475,641**	**$1,656,960**	**$1,752,046**	**$1,752,046**	**$1,820,117**	**$68,071**
Revenue	**$239,257**	**$269,096**	**$445,422**	**$445,422**	**$462,424**	**$17,002**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Administrative Technician	0.00	1.00	1.00	1.00	0.00
Cultural Services Manager	1.00	1.00	1.00	1.00	0.00
Maintenance Technician I	0.00	1.00	1.00	1.00	0.00
Maintenance Technician II	1.00	1.00	1.00	1.00	0.00
Museum Curator	1.00	1.00	1.00	1.00	0.00
Museum Development Coordinator	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
Parks Operations Administrator	0.00	3.00	3.00	3.00	0.00
Program Coordinator	3.00	1.00	1.00	1.00	0.00
Total Positions	**10.00**	**12.00**	**12.00**	**12.00**	**0.00**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($39,976)
	Net increase for medical and dental plan changes	7,975
	Remove one-time 2015 funding	(3,891)
	Increase for additional seasonal staffing	14,189
	Increase to expand Garden of the Gods park safety patrol	15,663
	Increase to fund Garden of the Gods education programs	28,620
	Increase to fund additional seasonal assistance at Rock Ledge Ranch	12,000
	Increase to fund implementation of the Museum Strategic Plan	20,394
	Total Salaries/Benefits/Pensions	**$54,974**
	Operating	
	Increase to fund a Garden of the Gods Scientific Study	$10,000
	Increase for security contract increase	7,843
	Increase to fund utility rate increases	(3,467)
	Decrease to remove one-time 2015 funding	(1,279)
	Total Operating	**$13,097**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2016	**$68,071**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

Gift Trust Fund							
	Use of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Salary/Benefits/ Pensions	$0	$0	$0	$0	$0	$0
	Operating	237,646	256,845	357,276	357,276	380,110	22,834
	Capital Outlay	6	0	0	0	0	0
	Total	**$237,652**	**$256,845**	**$357,276**	**$357,276**	**$380,110**	**$22,834**

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	$22,834
	Total For 2015	**$22,834**

2016 CIP Program						
	Project Name	**General Fund**	**CTF**	**Grants**	**Other [1]**	**Total 2016 Allocation**
	Museum Exterior Renovation Phase V	75,000	0	199,747	25,353	**$300,100**
	Outdoor Sculpture Preservation	0	15,000	0	0	**$15,000**
	Total 2016 CIP	**$75,000**	**$15,000**	**$199,747**	**$25,353**	**$315,100**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 31-1					

[1] Other fund source is the Giddings Gift Trust

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Parks - Cultural Services

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	566,907	598,777	709,061	699,191	(9,870)	-1.39%
51210	OVERTIME	3,664	2,724	0	0	0	0.00%
51220	SEASONAL TEMPORARY	296,142	300,217	202,055	276,843	74,788	37.01%
51230	SHIFT DIFFERENTIAL	0	15	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	2,893	0	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(2,312)	(1,317)	0	0	0	0.00%
51610	PERA	114,399	119,197	140,331	134,096	(6,235)	-4.44%
51615	WORKERS COMPENSATION	10,417	12,020	15,078	5,493	(9,585)	-63.57%
51620	EQUITABLE LIFE INSURANCE	1,561	1,671	2,560	2,543	(17)	-0.66%
51640	DENTAL INSURANCE	3,797	3,900	4,478	5,196	718	16.03%
51670	PARKING FOR EMPLOYEES	1,420	1,320	960	960	0	0.00%
51690	MEDICARE	12,131	12,648	14,933	14,253	(680)	-4.55%
51695	CITY EPO MEDICAL PLAN	91,540	24,286	140,838	40,297	(100,541)	-71.39%
51696	ADVANTAGE HD MED PLAN	2,246	80,271	0	100,146	100,146	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	146	5,334	0	6,250	6,250	0.00%
Total Salaries and Benefits		**1,104,951**	**1,161,063**	**1,230,294**	**1,285,268**	**54,974**	**4.47%**
52105	MISCELLANEOUS OPERATING	19,805	49,064	5,000	3,000	(2,000)	-40.00%
52110	OFFICE SUPPLIES	3,140	4,443	3,728	5,078	1,350	36.21%
52111	PAPER SUPPLIES	57	0	530	530	0	0.00%
52120	COMPUTER SOFTWARE	1,368	2,237	0	1,100	1,100	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	52	630	90	90	0	0.00%
52125	GENERAL SUPPLIES	43,825	55,243	58,646	56,524	(2,122)	-3.62%
52129	HVAC-HEAT VENTILATN AIR SUPPLI	0	0	2,023	2,023	0	0.00%
52135	POSTAGE	7,739	5,646	7,790	7,790	0	0.00%
52140	WEARING APPAREL	1,887	2,188	2,621	2,141	(480)	-18.31%
52145	PAINT AND CHEMICAL	1,957	3,411	2,190	2,190	0	0.00%
52150	SEED AND FERTILIZER	406	126	600	600	0	0.00%
52165	LICENSES AND TAGS	20	0	0	0	0	0.00%
52175	SIGNS	2,075	1,139	2,157	2,157	0	0.00%
52190	JANITORIAL SUPPLIES	2,724	3,303	4,947	5,372	425	8.59%
52210	MAINT TREES	16	41	0	0	0	0.00%
52215	MAINT GROUNDS	1,510	3,114	2,000	2,000	0	0.00%
52230	MAINT FURNITURE AND FIXTURES	0	1,265	0	500	500	0.00%
52235	MAINT MACHINERY AND APPARATUS	9,146	5,537	4,023	4,823	800	19.89%
52265	MAINT BUILDINGS AND STRUCTURE	16,376	13,402	18,100	17,600	(500)	-2.76%
52305	MAINT SOFTWARE	0	0	4,247	4,247	0	0.00%
52405	ADVERTISING SERVICES	49,978	21,583	34,500	34,500	0	0.00%
52410	BUILDING SECURITY SERVICES	42,302	110,414	88,528	96,371	7,843	8.86%
52418	COMPUTER SERVICES	63	110	13,000	13,000	0	0.00%
52435	GARBAGE REMOVAL SERVICES	1,105	1,072	853	1,103	250	29.31%
52450	LAUNDRY AND CLEANING SERVICES	244	650	820	520	(300)	-36.59%
52560	PARKING SERVICES	0	0	600	600	0	0.00%
52573	CREDIT CARD FEES	0	13	100	100	0	0.00%
52575	SERVICES	38,712	57,772	69,813	80,534	10,721	15.36%
52590	TEMPORARY EMPLOYMENT	0	5,970	15,000	15,000	0	0.00%
52605	CAR MILEAGE	26	0	794	794	0	0.00%
52615	DUES AND MEMBERSHIP	2,876	3,589	2,544	2,988	444	17.45%
52625	MEETING EXPENSES IN TOWN	12,622	17,636	21,340	21,640	300	1.41%
52630	TRAINING	2,064	2,238	4,309	3,900	(409)	-9.49%
52645	SUBSCRIPTIONS	89	492	300	300	0	0.00%
52655	TRAVEL OUT OF TOWN	645	3,154	6,710	5,800	(910)	-13.56%
52705	COMMUNICATIONS	299	0	0	0	0	0.00%
52716	RENTAL EXPENSE	207	0	0	0	0	0.00%
52736	CELL PHONE AIRTIME	100	81	342	342	0	0.00%
52738	CELL PHONE BASE CHARGES	3,216	3,515	2,381	2,533	152	6.38%

* Totals may differ from narrative due to rounding.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Parks - Cultural Services

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
52746	UTILITIES ELECTRIC	57,731	61,555	72,515	73,676	1,161	1.60%
52747	UTILITIES GAS	25,964	24,385	43,185	38,477	(4,708)	-10.90%
52748	UTILITIES SEWER	830	964	965	965	0	0.00%
52749	UTILITIES WATER	1,113	1,486	1,661	1,741	80	4.82%
52775	MINOR EQUIPMENT	2,899	9,755	5,123	5,123	0	0.00%
52776	PRINTER CONSOLIDATION COST	8,757	6,952	7,025	6,425	(600)	-8.54%
52795	RENTAL OF EQUIPMENT	473	890	1,750	1,750	0	0.00%
52841	DP HARDWARE AND OTHER	402	0	0	0	0	0.00%
52872	MAINT FLEET VEHICLES EQP	0	17	1,863	1,863	0	0.00%
52874	OFFICE SERVICES PRINTING	5,870	10,815	7,039	7,039	0	0.00%
Total Operating Expenses		**370,690**	**495,897**	**521,752**	**534,849**	**13,097**	**2.51%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**1,475,641**	**1,656,960**	**1,752,046**	**1,820,117**	**68,071**	**3.89%**
44040	SALE OF PROPERTY	106	0	0	0	0	0.00%
45247	PARK AND REC PERMITS LICENSES	175	2,000	0	0	0	0.00%
45907	SPECIAL EVENTS	1,300	0	0	0	0	0.00%
46171	REIMBURSEMENT FROM GRANTS	0	10,251	88,146	82,314	(5,832)	-6.62%
46172	REIMBURSEMENT FROM GIFT TRUSTS	237,676	256,845	357,276	380,110	22,834	6.39%
Total Revenue		**239,257**	**269,096**	**445,422**	**462,424**	**17,002**	**3.82%**

* Totals may differ from narrative due to rounding.

Forestry

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

2016 Goals

Goal	Measurable Outcome
Expand sustainable urban forest management practices that mitigate risk, and enhance public safety, stormwater retention, and property value through Forestry crews and contracted services.	Identify a location for and complete limited area preventative pruning of at least 2,000 trees, respond to citizen and other department concerns within 5 business days, maintain Tree City USA Status.
Expand maintenance services to native rights-of-way, medians and Gateway Gems by contracting mowing services and redefining existing staff roles to increase efficiencies.	Expand upon rights-of-way and median mowing contract. Mow each primary right-of-way at least 5 times throughout the year.
Continue forest restoration practices in the Wildland Urban Interface that increase forest health and reduce the threat of catastrophic wildfire.	Complete forest restoration projects on City parks and open spaces. Increase forest health and aesthetics along our City trail corridors. Complete 50 acres of forest restoration and an additional 3 miles of trail corridors.

All Funds Summary

All Funds	Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	General Fund	$869,061	$1,167,807	$1,223,292	$1,521,043	$297,751
	Grant Funds	0	0	0	250,000	250,000
	Total	**$869,061**	**$1,167,807**	**$1,223,292**	**$1,771,043**	**$547,751**
	Positions					
	General Fund	8.00	8.00	8.00	8.00	0.00
	Other Funds	2.00	2.00	2.00	2.00	0.00
	Total	**10.00**	**10.00**	**10.00**	**10.00**	**0.00**

* 2015 Amended Budget as of 8/31/2015

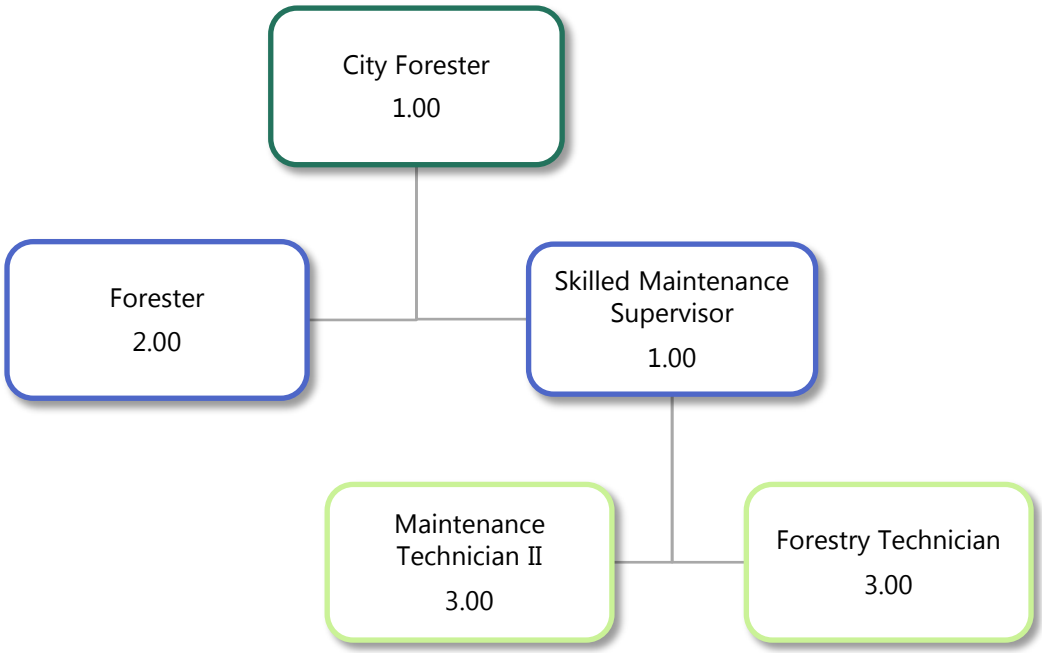
Significant Changes vs. 2015

- Increase of $180,245 to fund spraying for Tussock Moths
- Increase of $150,000 to fund rights-of-way mowing contract

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 2015, and changes occurring as part of the 2016 Budget for each fund including the General Fund.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$637,195	$529,107	$583,122	$583,122	$606,113	$22,991
Operating	285,317	339,954	584,685	640,170	914,930	274,760
Capital Outlay	0	0	0	0	0	0
Total	**$922,512**	**$869,061**	**$1,167,807**	**$1,223,292**	**$1,521,043**	**$297,751**
Revenue	**$6,059**	**$13,139**	**$10,000**	**$10,000**	**$10,000**	**$0**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 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 2015	*** 2015 Amended - 2015 Original Budget**
Transferred budget from Parks Operations to fund the Forestry Tree Maintenance Program	$55,485
Total During 2015	**$55,485**
For 2016	**2016 Budget - * 2015 Amended Budget**
Salaries/Benefits/Pensions	
Net change to fund existing positions	$19,585
Net increase for medical and dental plan changes	3,406
Total Salaries/Benefits/Pensions	**$22,991**
Operating	
Remove one-time 2015 amendment	($55,485)
Increase to fund spraying for Tussock Moths in Wildland Parks	180,245
Increase to fund a rights-of-way mowing contract	150,000
Total Operating	**$274,760**
Capital Outlay	
None	$0
Total Capital Outlay	**$0**
Total For 2016	**$297,751**

* 2015 Amended Budget as of 8/31/2015

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

TOPS Fund						
	Position Title	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Forester	0.00	0.50	0.50	0.50	0.00
	Total Positions	**0.00**	**0.50**	**0.50**	**0.50**	**0.00**
	These positions report to the Parks Department, but funding is in the TOPS Fund and budgeted in Parks Operations					

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

CTF Fund						
	Position Title	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Forester	0.00	0.50	0.50	0.50	0.00
	Forestry Technician	2.00	1.00	1.00	1.00	0.00
	Total Positions	**2.00**	**1.50**	**1.50**	**1.50**	**0.00**
	These positions report to the Parks Department, but funding is in the Conservation Trust Fund account and budgeted in Parks Operations					

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

Grant Funds	Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Salary/Benefits/ Pensions	$0	$0	$0	$0	$0	$0
	Operating	0	0	0	0	250,000	250,000
	Capital Outlay	0	0	0	0	0	0
	Total	**$0**	**$0**	**$0**	**$0**	**$250,000**	**$250,000**

Funding Changes	During 2015	* 2015 Amended - 2015 Original Budget
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Increase for projected fire mitigation and restoration grants in 2016	$250,000
	Total For 2016	**$250,000**

* 2015 Amended Budget as of 8/31/2015

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Parks - Forestry

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	399,624	315,355	393,589	403,477	9,888	2.51%
51210	OVERTIME	1,548	1,000	0	0	0	0.00%
51220	SEASONAL TEMPORARY	71,750	84,003	40,000	40,000	0	0.00%
51230	SHIFT DIFFERENTIAL	0	42	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	2,959	2,112	0	0	0	0.00%
51260	VACATION BUY PAY OUT	899	1,841	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(1,756)	(2,961)	0	0	0	0.00%
51610	PERA	61,052	52,273	58,624	60,485	1,861	3.17%
51612	RETIREMENT HEALTH SAVINGS	11,664	4,999	0	0	0	0.00%
51615	WORKERS COMPENSATION	30,499	22,328	17,096	29,129	12,033	70.38%
51620	EQUITABLE LIFE INSURANCE	1,106	848	1,316	1,403	87	6.61%
51640	DENTAL INSURANCE	2,578	2,152	2,717	2,598	(119)	-4.38%
51690	MEDICARE	5,140	5,521	6,233	6,401	168	2.70%
51695	CITY EPO MEDICAL PLAN	38,580	2,823	63,547	5,180	(58,367)	-91.85%
51696	ADVANTAGE HD MED PLAN	10,453	33,976	0	54,440	54,440	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	1,182	2,795	0	3,000	3,000	0.00%
51699	BENEFITS REIMBURSEMENT	(83)	0	0	0	0	0.00%
Total Salaries and Benefits		**637,195**	**529,107**	**583,122**	**606,113**	**22,991**	**3.94%**
52110	OFFICE SUPPLIES	263	73	250	250	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	57	84	0	0	0	0.00%
52125	GENERAL SUPPLIES	2,775	26,927	2,000	2,900	900	45.00%
52135	POSTAGE	178	295	100	100	0	0.00%
52140	WEARING APPAREL	2,385	3,402	2,035	950	(1,085)	-53.32%
52145	PAINT AND CHEMICAL	6,973	30,344	8,803	9,000	197	2.24%
52160	FUEL	95	0	0	0	0	0.00%
52204	TREE REPLACEMENT	15,369	914	16,000	14,000	(2,000)	-12.50%
52210	MAINT TREES	246,383	255,448	292,944	473,189	180,245	61.53%
52240	MAINT NONFLEET VEHICLES EQP	(9)	80	400	400	0	0.00%
52575	SERVICES	(179)	10,120	250,600	400,600	150,000	59.86%
52607	CELL PHONE ALLOWANCE	765	47	400	400	0	0.00%
52615	DUES AND MEMBERSHIP	460	282	800	800	0	0.00%
52630	TRAINING	1,812	1,644	2,800	2,800	0	0.00%
52706	WIRELESS COMMUNICATION	240	0	0	0	0	0.00%
52736	CELL PHONE AIRTIME	123	3,795	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	3,298	4,388	3,557	3,557	0	0.00%
52770	SAFETY EQUIPMENT	0	0	0	1,285	1,285	0.00%
52775	MINOR EQUIPMENT	4,325	2,015	2,796	3,499	703	25.14%
52776	PRINTER CONSOLIDATION COST	0	0	1,200	1,200	0	0.00%
52874	OFFICE SERVICES PRINTING	4	96	0	0	0	0.00%
Total Operating Expenses		**285,317**	**339,954**	**584,685**	**914,930**	**330,245**	**56.48%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**922,512**	**869,061**	**1,167,807**	**1,521,043**	**353,236**	**30.25%**
40021	CITY MGR ECONOMIC DEV	0	175	0	0	0	0.00%
40211	GENERAL FORESTRY	425	500	0	0	0	0.00%
43050	DAMAGED TREES AND SHRUBS	5,634	12,464	10,000	10,000	0	0.00%
Total Revenue		**6,059**	**13,139**	**10,000**	**10,000**	**0**	**0.00%**

* Totals may differ from narrative due to rounding.

Park Operations and Development

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

2016 Goals

Goal	Measurable Outcome
Continue expanded use of technologies through installing smart controllers with flow meters to enhance the efficient delivery and use of irrigation on park properties.	Replace twenty standard irrigation clocks-with smart controllers by 3rd Quarter.
Identify and implement options for parkway strip surface treatments to eliminate the need for irrigation.	Identify and modify 15 parkway areas by 4th Quarter.
Work cooperatively with other City departments and private entities to enhance maintenance along the Pikes Peak Greenway corridor.	Identify and work on opportunities that will achieve a heightened level of maintenance services. Increase regular trash pickup to three times weekly with additional efforts implemented prior to special events.
Lead a stakeholder process to develop recommendations to update and revise the Parkland Dedication Ordinance.	Prepare recommended ordinance changes by end of 4th Quarter.

All Funds Summary

All Funds	Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	General Fund	$6,276,193	$5,597,477	$5,541,992	$6,463,522	$921,530
	CIP - General Fund	465,438	0	0	0	0
	Trails, Parks, and Open Space (TOPS)	6,726,352	8,605,864	8,605,864	6,269,152	(2,336,712)
	Conservation Trust Fund (CTF)	5,144,011	4,768,088	4,768,088	4,248,480	(519,608)
	Special Improv. Maint. Districts (SIMD)	2,078,777	2,371,296	2,371,296	2,343,028	(28,268)
	CIP - Grants	4,652,657	1,973,270	1,973,270	450,000	(1,523,270)
	CIP - Other	0	6,964,026	6,964,026	1,650,000	(5,314,026)
	Gift Trust Fund	0	0	0	0	0
	PPRTA	301,477	1,100,000	1,100,000	1,621,000	521,000
	Total	**$25,644,905**	**$31,380,021**	**$31,324,536**	**$23,045,182**	**($8,279,354)**
	Positions					
	General Fund	17.50	20.00	19.50	19.50	0.00
	Other Funds	51.50	57.00	57.50	59.50	2.00
	Total	**69.00**	**77.00**	**77.00**	**79.00**	**2.00**

* 2015 Amended Budget as of 8/31/2015

Significant Changes vs. 2015

- Increase in General Fund for parks watering and contracted mowing
- Decrease in CTF expenses due to a decrease in projected revenue
- Decrease in TOPS due to removal of one-time projects and increase for stewardship funding

Park Operations and Development

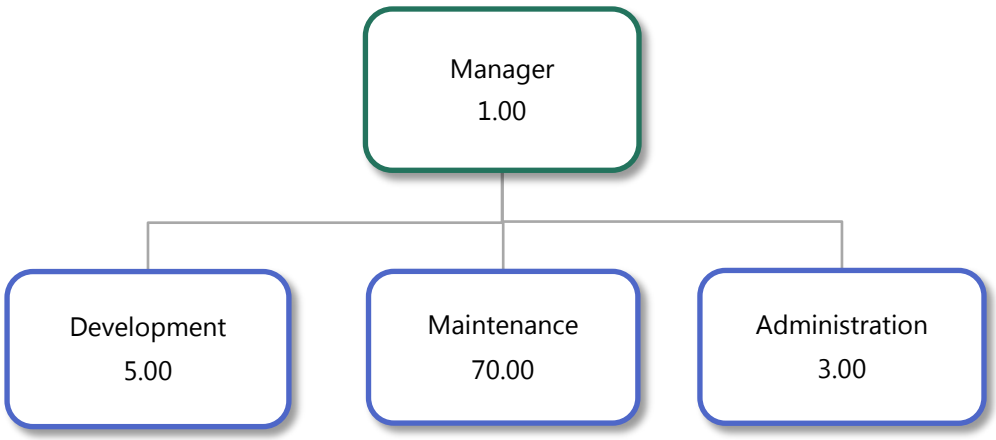
Park Operations and Development provides maintenance and resource management services at City parks, trails and open spaces that enhance the beauty of the community, safeguard the public investment in built facilities and natural areas, and ensure residents and visitors have safe places for leisure and 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 (7) 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), Park Land Dedication Ordinance (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 2015, and changes occurring as part of the 2016 Budget for each fund.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$1,371,637	$1,654,465	$1,502,888	$1,502,888	$1,571,675	$68,787
Operating	3,303,061	4,621,728	4,094,589	4,039,104	4,891,847	852,743
Capital Outlay	11,130	0	0	0	0	0
Total	**$4,685,828**	**$6,276,193**	**$5,597,477**	**$5,541,992**	**$6,463,522**	**$921,530**
Revenue	**$177,341**	**$185,609**	**$54,500**	**$54,500**	**$54,500**	**$0**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Administrative Technician	0.50	1.50	1.50	1.50	0.00
Capital Projects Coordinator (Senior Analyst)	0.25	0.25	0.25	0.25	0.00
City Horticulturist	1.00	1.00	1.00	1.00	0.00
Construction Project Specialist	0.00	1.00	1.00	1.00	0.00
Equipment Operator II	1.00	1.00	0.00	0.00	0.00
GIS Analyst	0.00	0.75	1.00	1.00	0.00
Maintenance Technician II	2.00	2.00	1.00	1.00	0.00
Natural Resource Specialist	0.00	0.00	0.75	0.75	0.00
Park Development Manager (Principal Planner)	0.25	0.25	0.25	0.25	0.00
Parks Operations and Development Manager (Parks, Trails and Open Space Manager)	0.50	0.50	1.00	1.00	0.00
Parks Operations Administrator	0.00	0.00	0.75	0.75	0.00
Park Ranger	0.00	0.00	1.25	1.25	0.00
Planner II	0.00	0.75	1.00	1.00	0.00
Senior Equipment Operator	0.00	0.00	0.25	0.25	0.00
Senior Maintenance Technician	1.00	1.00	2.00	2.00	0.00
Senior Skilled Maintenance Technician	4.00	4.00	2.00	2.00	0.00
SIMD Unit Administrator	0.00	0.00	0.50	0.50	0.00
Skilled Maintenance Supervisor	2.00	2.00	2.00	2.00	0.00
Skilled Maintenance Technician II	5.00	4.00	1.25	1.25	0.00
Water Conservation Specialist	0.00	0.00	0.75	0.75	0.00
Total Positions	**17.50**	**20.00**	**19.50**	**19.50**	**0.00**

Colorado Springs Utilities funds one of the Senior Maintenance Technician for Mesa Springs.

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	Decrease to transfer budget to forestry for the tree maintenance program	($55,485)
	Total During 2015	**($55,485)**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$61,499
	Net increase for medical and dental plan changes	7,288
	Total Salaries/Benefits/Pensions	**$68,787**
	Operating	
	Remove one-time 2015 amendment	$55,485
	Increase due to increased utility rates	105,858
	Increase for parks watering	500,000
	Increase for contracted mowing services	191,400
	Total Operating	**$852,743**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2016	**$921,530**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	Reallocation of positions between General Fund, TOPS and CTF	(0.50)
	Total During 2015	**(0.50)**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

TOPS Fund

Source of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
TOPS Revenue	**$6,910,664**	**$7,467,396**	**$7,335,000**	**$7,335,000**	**$8,008,000**	**$673,000**

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$559,690	$609,981	$693,441	$693,441	$815,265	$121,824
Operating	1,657,627	1,449,016	707,959	632,959	1,225,750	592,791
Capital Outlay	28,088	45,684	0	75,000	28,000	(47,000)
CIP	6,574,641	4,621,671	7,204,464	7,204,464	4,200,137	(3,004,327)
Total	**$8,820,046**	**$6,726,352**	**$8,605,864**	**$8,605,864**	**$6,269,152**	**($2,336,712)**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Capital Projects Coordinator (Senior Analyst)	0.75	0.75	0.75	0.75	0.00
GIS Analyst	0.00	0.25	0.00	0.00	0.00
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
Park Ranger	0.00	1.00	1.00	2.00	1.00
Planner II	0.00	0.25	0.00	0.00	0.00
Senior Maintenance Technician	1.00	5.00	5.00	5.00	0.00
Water Conservation Specialist	0.00	1.00	0.00	0.00	0.00
Total Positions	**7.50**	**9.00**	**7.50**	**8.50**	**1.00**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2014 Original Budget**
	Transfer operating to capital outlay	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($28,422)
	Net increase for medical and dental plan changes	4,078
	Increase for 1.00 FTE Park Ranger	78,350
	Increase for seasonal temporary staff for land management and education programs	67,818
	Total Salaries/Benefits/Pensions	**$121,824**
	Operating	
	Increase to fund additional park maintenance needs	$100,000
	Increase for land management, education program and resource management	309,141
	Increase for operational needs of the 1.00 FTE Park Ranger	68,650
	Increase to transfer facilities maintenance needs from CIP to operating	40,000
	Remove one-time 2015 transfer to capital outlay	75,000
	Total Operating	**$592,791**
	Capital Outlay	
	Increase for capital needs of the 1.00 FTE Park Ranger	$28,000
	Remove one-time 2015 transfer to capital outlay	(75,000)
	Total Capital Outlay	**($47,000)**
	CIP	
	Decrease to remove one-time 2015 projects and fund new 2016 projects	($3,004,327)
	Total CIP	**($3,004,327)**
	Total For 2016	**($2,336,712)**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	Reallocation of positions between General Fund, TOPS and CTF	(1.50)
	Total During 2015	**(1.50)**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Increase for 1.00 FTE Park Ranger	1.00
	Total For 2016	**1.00**

* 2015 Amended Budget as of 8/31/2015

Conservation Trust Fund

Source of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
CTF Revenue	**$4,626,470**	**$4,189,684**	**$4,420,000**	**$4,420,000**	**$4,070,800**	**($349,200)**

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$2,774,553	$2,845,130	$3,332,652	$3,332,652	$3,304,690	($27,962)
Operating	1,253,025	1,285,479	1,213,936	1,213,936	840,790	(373,146)
Capital Outlay	53,806	0	0	0	28,000	28,000
CIP - Projects	344,219	1,013,402	221,500	221,500	75,000	(146,500)
Total	**$4,425,603**	**$5,144,011**	**$4,768,088**	**$4,768,088**	**$4,248,480**	**($519,608)**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Maintenance Technician II	3.00	5.00	3.00	3.00	0.00
Natural Resource Specialist	0.00	1.00	0.25	0.25	0.00
Park Operations Administrator	1.00	1.00	0.25	0.25	0.00
Park Ranger	5.00	5.00	3.75	3.75	0.00
Parks Operations and Development Manager	0.50	0.50	0.00	0.00	0.00
Senior Equipment Operator	0.00	0.00	0.75	0.75	0.00
Senior Maintenance Technician	18.00	18.00	20.00	20.00	0.00
Senior Skilled Maintenance Technician	0.00	0.00	2.00	2.00	0.00
SIMD Unit Administrator	0.50	0.50	0.00	0.00	0.00
Skilled Maintenance Supervisor	4.00	4.00	4.00	4.00	0.00
Skilled Maintenance Technician II	1.00	2.00	4.75	5.75	1.00
Water Conservation Specialist	0.00	0.00	0.25	0.25	0.00
Total Positions	**33.00**	**37.00**	**39.00**	**40.00**	**1.00**

* 2015 Amended Budget as of 8/31/2015

Funding Changes	During 2015	* 2015 Amended - 2015 Original Budget
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($120,630)
	Net increase for medical plan changes	20,956
	Increase for 1.00 FTE Skilled Maintenance Technician II	71,711
	Total Salaries/Benefits/Pensions	**($27,963)**
	Operating	
	Decrease for operational adjustments relating to projected decrease in revenue	($373,146)
	Total Operating	**($373,146)**
	Capital Outlay	
	Increase for capital needs of the 1.00 FTE Skilled Maintenance Technician II	$28,000
	Total Capital Outlay	**$28,000**
	CIP	
	Decrease to remove one-time 2015 projects and fund new 2016 projects	($146,500)
	Total CIP	**($146,500)**
	Total For 2016	**($519,609)**

Position Changes	During 2015	* 2015 Amended - 2015 Original Budget
	Reallocation of positions between General Fund, TOPS and CTF	2.00
	Total During 2015	**2.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Increase for 1.00 FTE Skilled Maintenance Technician II	1.00
	Total For 2016	**1.00**

* 2015 Amended Budget includes as of 8/31/2015

SIMD Funds Summary

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Briargate SIMD	$796,248	$935,979	$932,455	$932,455	$951,076	$18,621
Colorado Gateway SIMD	1,426	7,563	8,130	8,130	4,080	(4,050)
Norwood SIMD	450,082	786,305	870,975	870,975	791,359	(79,616)
Old Colorado City SIMD	88,435	103,053	135,431	135,431	118,662	(16,769)
Platte Ave SIMD	6,339	7,040	45,100	45,100	52,620	7,520
Stetson Hills SIMD	262,585	195,441	327,805	327,805	384,431	56,626
Woodstone SIMD	31,230	43,396	51,400	51,400	40,800	(10,600)
Total	**$1,636,345**	**$2,078,777**	**$2,371,296**	**$2,371,296**	**$2,343,028**	**($28,268)**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 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 2015	* 2015 Amended - 2015 Original Budget
None	$0
Total During 2015	**$0**
For 2016	**2016 Budget - * 2015 Amended Budget**
Salaries/Benefits/Pensions	
Decrease in salaries/benefits/pensions to match projected revenue	($68,994)
Total Salaries/Benefits/Pensions	**($68,994)**
Operating	
Increase in operating costs needs	$41,726
Total Operating	**$41,726**
Capital Outlay	
Decrease in capital outlay costs to match projected revenue	($1,000)
Total Capital Outlay	**($1,000)**
Total For 2016	**($28,268)**

* 2015 Amended Budget as of 8/31/2015

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

Gift Trust Fund							
	Use of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Salary/Benefits/ Pensions	$0	$0	$0	$0	$0	$0
	Operating	411,493	0	0	0	0	0
	Capital Outlay	0	0	0	0	0	0
	Total	**$411,493**	**$0**	**$0**	**$0**	**$0**	**$0**

PPRTA							
	Use of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Capital †	$54,206	$301,477	$1,100,000	$1,100,000	$1,621,000	$521,000
	Total	**$54,206**	**$301,477**	**$1,100,000**	**$1,100,000**	**$1,621,000**	**$521,000**
	† 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 in this document.						

* 2015 Amended Budget as of 8/31/2015

2016 CIP Program	Project	CTF	Grant	PLDO	PPRTA	TOPS	Other	Total 2016 Allocation
	Bluestem Prairie Open Space Management Plan Implementation					70,000		**$70,000**
	Cottonwood Trail Academy Underpass				600,000			**$600,000**
	Cottonwood Trail-Phase III					350,000		**$350,000**
	Foothills Trail At Garden of the Gods					295,000		**$295,000**
	Monument Valley Pickleball Courts					100,000	250,000 [1]	**$350,000**
	Open Space Acquisition					40,000		**$40,000**
	Pikes Peak Greenway Corridor Improvements				1,021,000			**$1,021,000**
	Playground Renovation & Replacement					200,000		**$200,000**
	Red Rock Canyon Landfill Monitoring	75,000						**$75,000**
	Red Rock Canyon Open Space COP Payment					1,010,137	[2]	**$1,010,137**
	Rock Island Trail - Pikes Peak Greenway to Templeton Gap Trail					425,000		**$425,000**
	Rock Island/Sand Creek Trails @ Powers Underpass					300,000		**$300,000**
	Skyview Adult Sports Complex COP Payment						100,000 [3]	**$100,000**
	Stratton Open Space Management Plan Implementation					45,000		**$45,000**
	University Park Open Space Management Plan Implementation					30,000		**$30,000**
	University Park Trail-Phase II					300,000		**$300,000**
	Ute Valley Park Master Plan Implementation					275,000		**$275,000**
	Ute Valley Park Master Plan Implementation-Regional Park Portion					160,000		**$160,000**
	Venezia Community Park		450,000	800,000		450,000	500,000 [4]	**$2,200,000**
	Water Footprint Reduction					150,000		**$150,000**
	Total 2016 CIP	**$75,000**	**$450,000**	**$800,000**	**$1,621,000**	**$4,200,137**	**$850,000**	**$7,996,137**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 31-1							

Other Funds Source

[1] Private fund raising by the Pikes Peak Pickleball group

[2] Red Rock Canyon Purchase payment of $1,122,375 - balance of the payment is budgeted in CTF operating funds

[3] Skyview Softball Complex payment of $274,300 - the Other funds source includes concession revenue and ballplayer fees ($100,200 budgeted each year), with the balance paid from CTF operating funds

[4] Private fund raising

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Parks - Park Operations

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	954,781	1,067,552	1,045,797	1,123,401	77,604	7.42%
51210	OVERTIME	15,356	17,750	10,700	10,700	0	0.00%
51220	SEASONAL TEMPORARY	173,061	191,252	96,000	73,500	(22,500)	-23.44%
51230	SHIFT DIFFERENTIAL	46	0	0	0	0	0.00%
51240	RETIREMENT TERMINATION SICK	4,982	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	6,042	4,797	0	0	0	0.00%
51260	VACATION BUY PAY OUT	2,697	2,168	0	0	0	0.00%
51290	BUDGET TRANSFER	0	3,176	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(104,947)	(5,321)	0	0	0	0.00%
51610	PERA	152,173	168,150	154,527	176,590	22,063	14.28%
51612	RETIREMENT HEALTH SAVINGS	0	5,910	0	0	0	0.00%
51615	WORKERS COMPENSATION	28,456	37,407	32,177	29,469	(2,708)	-8.42%
51620	EQUITABLE LIFE INSURANCE	2,627	2,962	3,680	3,878	198	5.38%
51640	DENTAL INSURANCE	5,928	6,367	5,656	7,535	1,879	33.22%
51690	MEDICARE	15,245	16,788	15,449	16,954	1,505	9.74%
51695	CITY EPO MEDICAL PLAN	104,955	77,811	138,902	57,966	(80,936)	-58.27%
51696	ADVANTAGE HD MED PLAN	10,452	53,581	0	67,681	67,681	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	787	4,115	0	4,000	4,000	0.00%
51699	BENEFITS REIMBURSEMENT	(1,004)	0	0	0	0	0.00%
Total Salaries and Benefits		**1,371,637**	**1,654,465**	**1,502,888**	**1,571,674**	**68,786**	**4.58%**
52105	MISCELLANEOUS OPERATING	0	1,272	0	0	0	0.00%
52110	OFFICE SUPPLIES	6	4,221	0	100	100	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	3,094	2,258	0	0	0	0.00%
52125	GENERAL SUPPLIES	91,458	247,807	60,066	60,066	0	0.00%
52130	OTHER SUPPLIES	232,924	15,344	0	0	0	0.00%
52135	POSTAGE	0	27	0	0	0	0.00%
52140	WEARING APPAREL	11,987	12,924	12,000	12,000	0	0.00%
52145	PAINT AND CHEMICAL	3,229	4,728	7,500	6,500	(1,000)	-13.33%
52150	SEED AND FERTILIZER	8,069	30,734	3,800	12,100	8,300	218.42%
52165	LICENSES AND TAGS	1,003	1,416	2,700	2,700	0	0.00%
52175	SIGNS	9,987	12,117	15,000	15,000	0	0.00%
52185	AGGREGATE MATERIAL	4,948	9,264	9,200	9,200	0	0.00%
52190	JANITORIAL SUPPLIES	27,387	20,292	25,000	25,000	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	0	350	0	0	0	0.00%
52238	MAINT LARGE VEHICLES	0	(1,423)	0	0	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	42,958	40,771	42,320	42,320	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	172,703	55,171	23,500	23,500	0	0.00%
52270	MAINT WELLS AND RESERVOIRS	20,447	24,133	32,000	32,000	0	0.00%
52280	MAINT ROADS AND BRIDGES	2,288	1,287	3,500	3,500	0	0.00%
52305	MAINT SOFTWARE	591	0	750	750	0	0.00%
52410	BUILDING SECURITY SERVICES	15,443	17,736	3,950	3,950	0	0.00%
52435	GARBAGE REMOVAL SERVICES	53,773	63,854	72,000	70,000	(2,000)	-2.78%
52571	SNOW REMOVAL	210	0	0	0	0	0.00%
52573	CREDIT CARD FEES	2,353	1,883	1,300	1,300	0	0.00%
52575	SERVICES	920,882	1,540,289	989,832	1,171,832	182,000	18.39%
52579	INSPECTIONS	0	422	0	0	0	0.00%
52586	MESA SPGS SERVICES	(21,881)	(15,094)	0	0	0	0.00%
52590	TEMPORARY EMPLOYMENT	0	23,678	0	0	0	0.00%
52607	CELL PHONE ALLOWANCE	1,097	2,118	0	0	0	0.00%
52625	MEETING EXPENSES IN TOWN	5,470	433	400	400	0	0.00%
52630	TRAINING	2,685	7,740	7,550	7,550	0	0.00%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	0	75	0	0	0	0.00%

* Totals may differ from narrative due to rounding.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Parks - Park Operations

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
52655	TRAVEL OUT OF TOWN	156	100	0	0	0	0.00%
52705	COMMUNICATIONS	1,885	1,952	0	0	0	0.00%
52706	WIRELESS COMMUNICATION	240	0	0	0	0	0.00%
52716	RENTAL EXPENSE	35,212	45,292	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	425	431	0	0	0	0.00%
52736	CELL PHONE AIRTIME	246	268	250	250	0	0.00%
52738	CELL PHONE BASE CHARGES	15,440	37,648	18,988	22,988	4,000	21.07%
52745	UTILITIES	(1,164)	(202)	0	0	0	0.00%
52746	UTILITIES ELECTRIC	291,841	299,577	317,898	322,985	5,087	1.60%
52747	UTILITIES GAS	72,553	76,521	82,482	73,491	(8,991)	-10.90%
52748	UTILITIES SEWER	37,959	41,706	48,000	48,000	0	0.00%
52749	UTILITIES WATER	1,197,509	1,953,295	2,286,703	2,896,465	609,762	26.67%
52775	MINOR EQUIPMENT	24,771	11,397	2,000	2,000	0	0.00%
52776	PRINTER CONSOLIDATION COST	5,398	6,037	1,600	1,600	0	0.00%
52795	RENTAL OF EQUIPMENT	86	9,009	11,700	11,700	0	0.00%
52872	MAINT FLEET VEHICLES EQP	0	(795)	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	80	2,170	100	100	0	0.00%
65160	RECRUITMENT	0	375	0	0	0	0.00%
65339	NORTH SLOPE	7,313	11,120	12,500	12,500	0	0.00%
Total Operating Expenses		**3,303,061**	**4,621,728**	**4,094,589**	**4,891,847**	**797,258**	**19.47%**
53070	VEHICLES REPLACEMENT	11,130	0	0	0	0	0.00%
Total Capital Outlay		**11,130**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**4,685,828**	**6,276,193**	**5,597,477**	**6,463,521**	**866,044**	**15.47%**
40210	N LEWIS PARK MAINTENANCE	0	1,200	0	0	0	0.00%
45832	FIELD RESERVATIONS	131,145	120,980	0	0	0	0.00%
45835	PROGRAM REVENUE	0	2,565	0	0	0	0.00%
45903	NORTH SLOPE ADMISSION	40,196	54,114	45,500	45,500	0	0.00%
45906	RENTALS	4,500	5,250	0	0	0	0.00%
45915	GOG ACDMY RIDING STABLE FEES	1,500	1,500	9,000	9,000	0	0.00%
Total Revenue		**177,341**	**185,609**	**54,500**	**54,500**	**0**	**0.00%**

* Totals may differ from narrative due to rounding.

118 TRAILS OPEN SPACE PARKS FUND

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	416,947	458,023	473,003	509,881	36,878	7.80%
51210	OVERTIME	8,096	5,788	0	0	0	0.00%
51220	SEASONAL TEMPORARY	870	0	53,795	104,045	50,250	93.41%
51230	SHIFT DIFFERENTIAL	0	76	0	0	0	0.00%
51240	RETIREMENT TERMINATION SICK	326	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	4,206	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	2,264	403	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(3,021)	(3,179)	0	10,000	10,000	0.00%
51610	PERA	57,279	60,592	70,719	76,542	5,823	8.23%
51615	WORKERS COMPENSATION	11,362	14,013	16,984	28,884	11,900	70.07%
51620	EQUITABLE LIFE INSURANCE	1,208	1,262	1,729	1,630	(99)	-5.73%
51640	DENTAL INSURANCE	2,569	2,645	2,594	2,836	242	9.33%
51690	MEDICARE	6,089	6,449	7,530	6,798	(732)	-9.72%
51695	CITY EPO MEDICAL PLAN	47,454	17,084	67,087	27,823	(39,264)	-58.53%
51696	ADVANTAGE HD MED PLAN	4,140	43,802	0	43,827	43,827	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	356	3,023	0	3,000	3,000	0.00%
51699	BENEFITS REIMBURSEMENT	(455)	0	0	0	0	0.00%
Total Salaries and Benefits		**559,690**	**609,981**	**693,441**	**815,266**	**121,825**	**17.57%**
52105	MISCELLANEOUS OPERATING	236	0	0	0	0	0.00%
52110	OFFICE SUPPLIES	1,876	4,793	800	800	0	0.00%
52111	PAPER SUPPLIES	203	1,495	0	0	0	0.00%
52120	COMPUTER SOFTWARE	0	0	2,000	0	(2,000)	-100.00%
52122	CELL PHONES EQUIP AND SUPPLIES	985	730	0	0	0	0.00%
52125	GENERAL SUPPLIES	214,792	123,469	94,357	148,250	53,893	57.12%
52135	POSTAGE	17	421	0	0	0	0.00%
52150	SEED AND FERTILIZER	0	2,946	0	0	0	0.00%
52165	LICENSES AND TAGS	504	0	600	600	0	0.00%
52204	TREE REPLACEMENT	0	1,125	0	0	0	0.00%
52210	MAINT TREES	0	30,047	0	0	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	39,040	118,265	150,000	290,000	140,000	93.33%
52270	MAINT WELLS AND RESERVOIRS	96,666	(6,202)	120,000	120,000	0	0.00%
52280	MAINT ROADS AND BRIDGES	0	18,138	65,000	65,000	0	0.00%
52305	MAINT SOFTWARE	295	0	0	0	0	0.00%
52404	APPRAISALS	5,600	6,000	0	0	0	0.00%
52568	BANK AND INVESTMENT FEES	14,884	15,770	14,000	14,000	0	0.00%
52575	SERVICES	233,855	8,055	254,702	561,450	306,748	120.43%
52615	DUES AND MEMBERSHIP	827	0	500	500	0	0.00%
52625	MEETING EXPENSES IN TOWN	903	0	1,200	0	(1,200)	-100.00%
52630	TRAINING	0	120	900	0	(900)	-100.00%
52655	TRAVEL OUT OF TOWN	0	0	1,500	0	(1,500)	-100.00%
52738	CELL PHONE BASE CHARGES	1,228	723	1,500	3,150	1,650	110.00%
52749	UTILITIES WATER	6,952	0	0	0	0	0.00%
52775	MINOR EQUIPMENT	6,195	5,978	0	22,000	22,000	0.00%
52874	OFFICE SERVICES PRINTING	77	74	0	0	0	0.00%
52904	REPROGRAPHICS PARK AND REC	387	0	900	0	(900)	-100.00%
65075	INTEREST	198,242	78,427	0	0	0	0.00%
65120	SALES AND USE TAX REFUND	25,297	58,675	0	0	0	0.00%
65185	PRINCIPAL	808,566	930,000	0	0	0	0.00%
71385	FENCING	0	49,967	0	0	0	0.00%
Total Operating Expenses		**1,657,627**	**1,449,016**	**707,959**	**1,225,750**	**517,791**	**73.14%**
53010	OFFICE MACHINES	0	32,884	0	0	0	0.00%
53050	MACHINERY AND APPARATUS	28,088	0	0	0	0	0.00%
53070	VEHICLES REPLACEMENT	0	12,800	0	0	0	0.00%
53080	VEHICLES ADDITIONS	0	0	0	28,000	28,000	0.00%
Total Capital Outlay		**28,088**	**45,684**	**0**	**28,000**	**28,000**	**0.00%**
Total CIP		**6,574,641**	**4,621,671**	**7,204,464**	**4,200,137**	**(3,004,327)**	**-41.70%**
Total Expenses		**8,820,046**	**6,726,352**	**8,605,864**	**6,269,153**	**(2,336,711)**	**-27.15%**
40113	MISCELLANEOUS	0	1	0	0	0	0.00%
45100	SALES AND USE TAX	6,796,672	7,326,665	7,215,000	7,866,000	651,000	9.02%
46025	INTEREST	113,992	140,730	120,000	142,000	22,000	18.33%
Total Revenue		**6,910,664**	**7,467,396**	**7,335,000**	**8,008,000**	**673,000**	**9.18%**

City of Colorado Springs
Budget Detail Report

119 CONSERVATION TRUST

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	1,602,992	1,701,465	2,084,373	2,119,232	34,859	1.67%
51210	OVERTIME	47,778	60,845	24,200	24,200	0	0.00%
51220	SEASONAL TEMPORARY	474,399	355,734	339,028	339,028	0	0.00%
51230	SHIFT DIFFERENTIAL	109	1,019	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	4,153	14,220	0	0	0	0.00%
51260	VACATION BUY PAY OUT	7,446	6,094	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(21,676)	(9,597)	0	4,000	4,000	0.00%
51610	PERA	284,718	286,191	344,235	282,728	(61,507)	-17.87%
51615	WORKERS COMPENSATION	63,918	76,714	89,034	84,100	(4,934)	-5.54%
51620	EQUITABLE LIFE INSURANCE	4,437	4,707	7,124	7,452	328	4.60%
51640	DENTAL INSURANCE	12,689	13,455	15,247	16,980	1,733	11.37%
51690	MEDICARE	28,546	28,793	34,949	30,424	(4,525)	-12.95%
51695	CITY EPO MEDICAL PLAN	241,628	79,877	391,089	80,187	(310,902)	-79.50%
51696	ADVANTAGE HD MED PLAN	24,728	209,329	3,373	295,046	291,673	8647.29%
51697	HRA BENEFIT TO ADV MED PLAN	2,322	16,284	0	21,313	21,313	0.00%
51699	BENEFITS REIMBURSEMENT	(3,634)	0	0	0	0	0.00%
Total Salaries and Benefits		**2,774,553**	**2,845,130**	**3,332,652**	**3,304,690**	**(27,962)**	**-0.84%**
52105	MISCELLANEOUS OPERATING	0	2,045	0	0	0	0.00%
52110	OFFICE SUPPLIES	24	0	150	150	0	0.00%
52125	GENERAL SUPPLIES	67,083	60,318	61,430	61,930	500	0.81%
52135	POSTAGE	30	34	0	0	0	0.00%
52140	WEARING APPAREL	0	4,433	0	0	0	0.00%
52145	PAINT AND CHEMICAL	38,690	27,005	33,150	33,150	0	0.00%
52150	SEED AND FERTILIZER	371,834	341,906	301,692	303,192	1,500	0.50%
52165	LICENSES AND TAGS	150	0	0	0	0	0.00%
52185	AGGREGATE MATERIAL	20,076	50,955	56,000	56,000	0	0.00%
52190	JANITORIAL SUPPLIES	1,688	3,379	0	0	0	0.00%
52215	MAINT GROUNDS	3,306	11,573	9,100	9,100	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	59,852	3,069	0	0	0	0.00%
52270	MAINT WELLS AND RESERVOIRS	34,743	43,490	40,000	40,000	0	0.00%
52415	CONTRACTS AND SPEC PROJECTS	0	0	29,870	24,370	(5,500)	-18.41%
52465	MISCELLANEOUS SERVICES	0	76	0	0	0	0.00%
52568	BANK AND INVESTMENT FEES	2,437	2,418	0	2,500	2,500	0.00%
52575	SERVICES	15,385	94,591	3,300	3,300	0	0.00%
52607	CELL PHONE ALLOWANCE	(50)	2,429	0	0	0	0.00%
52630	TRAINING	0	200	0	0	0	0.00%
52749	UTILITIES WATER	313,663	302,146	372,146	0	(372,146)	-100.00%
52775	MINOR EQUIPMENT	39,345	47,479	17,400	17,400	0	0.00%
52795	RENTAL OF EQUIPMENT	2,563	985	2,750	2,750	0	0.00%
52846	FACILITIES BUILDINGS	1,238	0	0	0	0	0.00%
65075	INTEREST	10,434	112,048	12,048	12,048	0	0.00%
65185	PRINCIPAL	270,534	174,900	274,900	274,900	0	0.00%
Total Operating Expenses		**1,253,025**	**1,285,479**	**1,213,936**	**840,790**	**(373,146)**	**-30.74%**
53050	MACHINERY AND APPARATUS	53,806	0	0	28,000	28,000	0.00%
Total Capital Outlay		**53,806**	**0**	**0**	**28,000**	**28,000**	**0.00%**
Total CIP		**344,219**	**1,013,402**	**221,500**	**75,000**	**(146,500)**	**-66.14%**
Total Expenses		**4,425,603**	**5,144,011**	**4,768,088**	**4,248,480**	**(419,508)**	**-8.99%**
43020	STATE LOTTERY FUNDS	4,608,022	4,167,197	4,400,000	4,049,000	(351,000)	-7.98%
46025	INTEREST	18,447	22,487	20,000	21,800	1,800	9.00%
Total Revenue		**4,626,469**	**4,189,684**	**4,420,000**	**4,070,800**	**(349,200)**	**-7.90%**

* Totals may differ from narrative due to rounding.

City of Colorado Springs
Budget Detail Report

131 OLD COLO CITY MAINT SEC DIST

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	31,028	42,040	43,441	44,285	844	1.94%
51210	OVERTIME	292	477	1,000	1,000	0	0.00%
51220	SEASONAL TEMPORARY	5,995	4,457	5,000	5,500	500	10.00%
51260	VACATION BUY PAY OUT	538	248	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(747)	(787)	0	0	0	0.00%
51610	PERA	4,928	6,105	6,397	6,067	(330)	-5.16%
51615	WORKERS COMPENSATION	1,195	1,882	1,840	1,984	144	7.83%
51620	EQUITABLE LIFE INSURANCE	81	117	140	149	9	6.43%
51640	DENTAL INSURANCE	266	362	345	380	35	10.14%
51690	MEDICARE	522	647	680	642	(38)	-5.59%
51695	CITY EPO MEDICAL PLAN	2,989	4,427	4,893	0	(4,893)	-100.00%
51696	ADVANTAGE HD MED PLAN	0	163	0	5,180	5,180	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	17	0	500	500	0.00%
Total Salaries and Benefits		**47,087**	**60,155**	**63,736**	**65,687**	**1,951**	**3.06%**
52122	CELL PHONES EQUIP AND SUPPLIES	8	0	0	0	0	0.00%
52125	GENERAL SUPPLIES	1,842	497	700	750	50	7.14%
52126	ELECTRICAL SUPPLIES	164	64	300	200	(100)	-33.33%
52140	WEARING APPAREL	503	186	450	450	0	0.00%
52145	PAINT AND CHEMICAL	1,118	863	750	800	50	6.67%
52150	SEED AND FERTILIZER	684	612	800	600	(200)	-25.00%
52205	MAINT LANDSCAPING	731	2,990	2,000	1,250	(750)	-37.50%
52210	MAINT TREES	215	0	1,500	1,250	(250)	-16.67%
52215	MAINT GROUNDS	977	1,249	1,500	1,250	(250)	-16.67%
52240	MAINT NONFLEET VEHICLES EQP	133	62	250	150	(100)	-40.00%
52265	MAINT BUILDINGS AND STRUCTURE	26	0	750	400	(350)	-46.67%
52270	MAINT WELLS AND RESERVOIRS	2,932	1,378	1,200	1,200	0	0.00%
52275	MAINT RUNWAYS	0	169	0	0	0	0.00%
52410	BUILDING SECURITY SERVICES	218	277	1,200	600	(600)	-50.00%
52465	MISCELLANEOUS SERVICES	0	76	0	0	0	0.00%
52568	BANK AND INVESTMENT FEES	93	91	120	120	0	0.00%
52571	SNOW REMOVAL	707	1,592	2,000	2,000	0	0.00%
52575	SERVICES	14,612	784	5,000	4,000	(1,000)	-20.00%
52738	CELL PHONE BASE CHARGES	369	325	300	250	(50)	-16.67%
52746	UTILITIES ELECTRIC	3,987	4,362	4,500	4,770	270	6.00%
52747	UTILITIES GAS	909	946	1,500	1,200	(300)	-20.00%
52748	UTILITIES SEWER	422	400	425	420	(5)	-1.18%
52749	UTILITIES WATER	7,085	7,205	7,300	7,665	365	5.00%
52775	MINOR EQUIPMENT	909	476	500	450	(50)	-10.00%
52777	TOOL ALLOWANCE	207	311	400	300	(100)	-25.00%
52795	RENTAL OF EQUIPMENT	0	0	200	200	0	0.00%
52872	MAINT FLEET VEHICLES EQP	1,957	2,854	2,800	2,500	(300)	-10.71%
71185	SIDEWALK REPLACEMENT	540	0	250	200	(50)	-20.00%
Total Operating Expenses		**41,348**	**27,769**	**36,695**	**32,975**	**(3,720)**	**-10.14%**
53030	FURNITURE AND FIXTURES	0	127	5,000	5,000	0	0.00%
53095	IMPROVEMENT TO CAP ASSETS	0	15,002	30,000	15,000	(15,000)	-50.00%
Total Capital Outlay		**0**	**15,129**	**35,000**	**20,000**	**(15,000)**	**-42.86%**
Total Expenses		**88,435**	**103,053**	**135,431**	**118,662**	**(16,769)**	**-12.38%**
45025	PROP TAXES CURRENT YEAR	87,188	81,683	89,515	88,275	(1,240)	-1.39%
45050	PROP TAXES DELIQUENT	0	1	0	0	0	0.00%
45055	PROP TAXES PENALTY	240	390	0	0	0	0.00%
45125	SPECIFIC OWNERSHIP TAX	0	9,717	10,473	9,587	(886)	-8.46%
45126	STATE AUTOMOBILE TAX	9,088	0	0	0	0	0.00%
46025	INTEREST	705	820	600	800	200	33.33%
Total Revenue		**97,221**	**92,611**	**100,588**	**98,662**	**(1,926)**	**-1.91%**

* Totals may differ from narrative due to rounding.

132 NORWOOD SPECIAL IMP DIST

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	149,566	209,492	177,000	156,080	(20,920)	-11.82%
51210	OVERTIME	141	845	1,500	1,000	(500)	-33.33%
51220	SEASONAL TEMPORARY	36,278	37,516	52,000	52,000	0	0.00%
51260	VACATION BUY PAY OUT	889	907	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(889)	(889)	0	0	0	0.00%
51610	PERA	24,494	32,755	25,000	21,132	(3,868)	-15.47%
51615	WORKERS COMPENSATION	5,386	9,971	8,100	6,209	(1,891)	-23.35%
51620	EQUITABLE LIFE INSURANCE	414	585	525	576	51	9.71%
51640	DENTAL INSURANCE	1,115	1,569	1,600	1,228	(372)	-23.25%
51690	MEDICARE	2,326	2,579	2,650	2,263	(387)	-14.60%
51695	CITY EPO MEDICAL PLAN	8,881	12,143	32,000	4,545	(27,455)	-85.80%
51696	ADVANTAGE HD MED PLAN	7,869	17,196	0	16,187	16,187	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	1,022	1,759	0	1,413	1,413	0.00%
Total Salaries and Benefits		**237,492**	**326,428**	**300,375**	**262,633**	**(37,742)**	**-12.56%**
52105	MISCELLANEOUS OPERATING	1	4,572	300	300	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	20	187	0	0	0	0.00%
52125	GENERAL SUPPLIES	4,536	4,162	4,800	4,800	0	0.00%
52140	WEARING APPAREL	1,798	1,708	1,500	1,500	0	0.00%
52145	PAINT AND CHEMICAL	6,108	1,489	8,000	8,000	0	0.00%
52150	SEED AND FERTILIZER	12,206	28,012	12,500	12,500	0	0.00%
52205	MAINT LANDSCAPING	3,788	6,366	6,000	7,000	1,000	16.67%
52210	MAINT TREES	34	0	1,000	5,000	4,000	400.00%
52215	MAINT GROUNDS	3,020	42	1,000	1,000	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	10,834	7,129	7,500	7,500	0	0.00%
52270	MAINT WELLS AND RESERVOIRS	9,048	8,820	12,000	15,000	3,000	25.00%
52455	LAWN MAINTENANCE SERVICE	0	1,788	0	500	500	0.00%
52465	MISCELLANEOUS SERVICES	127	318	0	500	500	0.00%
52565	PEST CONTROL	1,440	675	500	500	0	0.00%
52568	BANK AND INVESTMENT FEES	524	688	500	500	0	0.00%
52575	SERVICES	5,029	4,101	110,000	15,000	(95,000)	-86.36%
52607	CELL PHONE ALLOWANCE	427	398	200	200	0	0.00%
52615	DUES AND MEMBERSHIP	5	0	0	0	0	0.00%
52630	TRAINING	678	2,365	900	900	0	0.00%
52725	RENTAL OF PROPERTY	14,971	19,636	17,200	13,256	(3,944)	-22.93%
52736	CELL PHONE AIRTIME	0	26	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	1,500	2,913	1,200	1,500	300	25.00%
52746	UTILITIES ELECTRIC	3,268	3,368	4,500	4,770	270	6.00%
52749	UTILITIES WATER	117,097	194,351	220,000	231,000	11,000	5.00%
52775	MINOR EQUIPMENT	2,080	4,092	4,000	2,000	(2,000)	-50.00%
52777	TOOL ALLOWANCE	1,802	1,095	1,200	1,200	0	0.00%
52795	RENTAL OF EQUIPMENT	2,568	1,457	1,800	1,800	0	0.00%
52872	MAINT FLEET VEHICLES EQP	35	21,954	12,000	20,000	8,000	66.67%
71185	SIDEWALK REPLACEMENT	84	0	5,000	2,500	(2,500)	-50.00%
71385	FENCING	2,448	131,449	125,000	150,000	25,000	20.00%
Total Operating Expenses		**205,476**	**453,161**	**558,600**	**508,726**	**(49,874)**	**-8.93%**
53050	MACHINERY AND APPARATUS	7,114	6,716	12,000	20,000	8,000	66.67%
Total Capital Outlay		**7,114**	**6,716**	**12,000**	**20,000**	**8,000**	**66.67%**
Total Expenses		**450,082**	**786,305**	**870,975**	**791,359**	**(79,616)**	**-9.14%**
45025	PROP TAXES CURRENT YEAR	595,340	595,353	605,439	661,167	55,728	9.20%
45050	PROP TAXES DELIQUENT	175	47	0	0	0	0.00%
45055	PROP TAXES PENALTY	332	355	0	0	0	0.00%
45125	SPECIFIC OWNERSHIP TAX	0	63,956	70,836	71,803	967	1.37%
45126	STATE AUTOMOBILE TAX	60,581	0	0	0	0	0.00%
46025	INTEREST	3,955	6,218	3,500	6,100	2,600	74.29%
46153	TRANSFER FROM OTHER FUNDS	0	0	0	86,991	86,991	0.00%
Total Revenue		**660,383**	**665,929**	**679,775**	**826,061**	**146,286**	**21.52%**

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City of Colorado Springs
Budget Detail Report

133 BRIARGATE SPECIAL IMP DIST

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	258,886	238,182	272,000	239,718	(32,282)	-11.87%
51210	OVERTIME	1,526	2,836	2,000	2,000	0	0.00%
51220	SEASONAL TEMPORARY	69,130	79,454	72,000	80,000	8,000	11.11%
51230	SHIFT DIFFERENTIAL	28	46	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	0	3,071	0	0	0	0.00%
51260	VACATION BUY PAY OUT	0	235	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(1,329)	(157)	0	0	0	0.00%
51610	PERA	43,431	43,498	45,193	32,731	(12,462)	-27.58%
51615	WORKERS COMPENSATION	9,513	10,928	10,188	9,338	(850)	-8.34%
51620	EQUITABLE LIFE INSURANCE	712	676	891	827	(64)	-7.18%
51640	DENTAL INSURANCE	2,038	1,828	1,835	1,827	(8)	-0.44%
51655	RETIRED EMP MEDICAL INS	1,102	1,102	0	0	0	0.00%
51690	MEDICARE	4,179	4,623	4,815	3,446	(1,369)	-28.43%
51695	CITY EPO MEDICAL PLAN	32,372	12,143	22,000	19,780	(2,220)	-10.09%
51696	ADVANTAGE HD MED PLAN	7,516	24,324	11,000	22,656	11,656	105.96%
51697	HRA BENEFIT TO ADV MED PLAN	948	2,376	11,000	1,813	(9,187)	-83.52%
51699	BENEFITS REIMBURSEMENT	(498)	0	0	0	0	0.00%
Total Salaries and Benefits		**429,554**	**425,165**	**452,922**	**414,136**	**(38,786)**	**-8.56%**
52105	MISCELLANEOUS OPERATING	1	657	0	0	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	16	225	0	0	0	0.00%
52125	GENERAL SUPPLIES	6,158	6,790	5,000	4,000	(1,000)	-20.00%
52140	WEARING APPAREL	2,753	1,886	2,000	1,500	(500)	-25.00%
52145	PAINT AND CHEMICAL	7,334	1,537	7,500	7,500	0	0.00%
52150	SEED AND FERTILIZER	18,522	35,288	15,000	13,000	(2,000)	-13.33%
52205	MAINT LANDSCAPING	7,020	5,752	10,000	8,000	(2,000)	-20.00%
52210	MAINT TREES	117	4,229	5,000	5,000	0	0.00%
52215	MAINT GROUNDS	4,250	2,710	2,500	2,500	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	7,154	11,844	9,500	9,500	0	0.00%
52270	MAINT WELLS AND RESERVOIRS	20,079	17,742	20,000	18,000	(2,000)	-10.00%
52455	LAWN MAINTENANCE SERVICE	0	1,825	250	250	0	0.00%
52465	MISCELLANEOUS SERVICES	217	431	250	250	0	0.00%
52565	PEST CONTROL	72	0	750	750	0	0.00%
52568	BANK AND INVESTMENT FEES	407	376	350	350	0	0.00%
52575	SERVICES	9,894	6,129	10,000	7,000	(3,000)	-30.00%
52607	CELL PHONE ALLOWANCE	422	573	700	700	0	0.00%
52615	DUES AND MEMBERSHIP	5	0	100	100	0	0.00%
52630	TRAINING	488	2,290	1,500	1,200	(300)	-20.00%
52725	RENTAL OF PROPERTY	18,882	24,155	19,308	22,094	2,786	14.43%
52736	CELL PHONE AIRTIME	(12)	5	25	25	0	0.00%
52738	CELL PHONE BASE CHARGES	1,625	3,265	1,500	1,500	0	0.00%
52746	UTILITIES ELECTRIC	8,049	9,169	10,750	11,395	645	6.00%
52747	UTILITIES GAS	589	1,944	850	1,200	350	41.18%
52748	UTILITIES SEWER	420	423	500	500	0	0.00%
52749	UTILITIES WATER	226,460	327,145	325,000	341,250	16,250	5.00%
52775	MINOR EQUIPMENT	2,927	2,364	2,500	2,500	0	0.00%
52777	TOOL ALLOWANCE	3,848	1,363	1,600	1,200	(400)	-25.00%
52795	RENTAL OF EQUIPMENT	3,609	2,149	3,600	3,600	0	0.00%
52872	MAINT FLEET VEHICLES EQP	59	30,661	12,000	26,000	14,000	116.67%
65170	TRANSFER TO OTHER FUNDS	0	0	0	44,576	44,576	0.00%
71185	SIDEWALK REPLACEMENT	168	202	1,000	1,000	0	0.00%
71385	FENCING	8,519	0	500	500	0	0.00%
Total Operating Expenses		**360,052**	**503,129**	**469,533**	**536,940**	**67,407**	**14.36%**
53030	FURNITURE AND FIXTURES	0	879	0	0	0	0.00%
53050	MACHINERY AND APPARATUS	6,642	6,806	10,000	0	(10,000)	-100.00%
Total Capital Outlay		**6,642**	**7,685**	**10,000**	**0**	**(10,000)**	**-100.00%**
Total Expenses		**796,248**	**935,979**	**932,455**	**951,076**	**18,621**	**2.00%**

* Totals may differ from narrative due to rounding.

City of Colorado Springs
Budget Detail Report

133 BRIARGATE SPECIAL IMP DIST

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
44040	SALE OF PROPERTY	0	1,000	0	0	0	0.00%
45025	PROP TAXES CURRENT YEAR	748,049	736,189	750,217	806,074	55,857	7.45%
45050	PROP TAXES DELIQUENT	712	477	0	0	0	0.00%
45055	PROP TAXES PENALTY	603	515	0	0	0	0.00%
45125	SPECIFIC OWNERSHIP TAX	0	78,954	87,775	87,450	(325)	-0.37%
45126	STATE AUTOMOBILE TAX	75,964	0	0	0	0	0.00%
46025	INTEREST	3,144	3,456	2,600	3,200	600	23.08%
Total Revenue		**828,472**	**820,591**	**840,592**	**896,724**	**56,132**	**6.68%**

* Totals may differ from narrative due to rounding.

134 STETSON HILL IMP DIST

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	81,115	28,754	77,000	78,596	1,596	2.07%
51210	OVERTIME	1,944	1,380	750	750	0	0.00%
51220	SEASONAL TEMPORARY	18,038	14,518	25,000	25,000	0	0.00%
51230	SHIFT DIFFERENTIAL	0	40	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	0	4,924	0	0	0	0.00%
51610	PERA	12,859	6,399	10,000	10,768	768	7.68%
51615	WORKERS COMPENSATION	2,789	1,986	3,000	3,007	7	0.23%
51620	EQUITABLE LIFE INSURANCE	227	82	230	266	36	15.65%
51640	DENTAL INSURANCE	656	282	750	654	(96)	-12.80%
51690	MEDICARE	1,190	679	1,300	1,140	(160)	-12.31%
51695	CITY EPO MEDICAL PLAN	16,983	6,036	16,000	2,539	(13,461)	-84.13%
51696	ADVANTAGE HD MED PLAN	352	2,083	0	15,918	15,918	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	22	754	0	975	975	0.00%
Total Salaries and Benefits		**136,175**	**67,917**	**134,030**	**139,613**	**5,583**	**4.17%**
52105	MISCELLANEOUS OPERATING	0	148	0	0	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	4	0	0	0	0	0.00%
52125	GENERAL SUPPLIES	2,006	1,623	2,000	2,000	0	0.00%
52140	WEARING APPAREL	1,000	618	750	750	0	0.00%
52145	PAINT AND CHEMICAL	2,850	268	2,000	1,500	(500)	-25.00%
52150	SEED AND FERTILIZER	4,282	11,929	7,000	5,000	(2,000)	-28.57%
52205	MAINT LANDSCAPING	333	1,641	6,000	3,000	(3,000)	-50.00%
52210	MAINT TREES	0	0	500	2,000	1,500	300.00%
52215	MAINT GROUNDS	1,427	0	1,500	1,500	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	2,570	2,426	3,000	3,000	0	0.00%
52270	MAINT WELLS AND RESERVOIRS	10,008	9,222	10,000	10,000	0	0.00%
52455	LAWN MAINTENANCE SERVICE	0	324	0	0	0	0.00%
52465	MISCELLANEOUS SERVICES	47	353	0	0	0	0.00%
52568	BANK AND INVESTMENT FEES	213	274	225	250	25	11.11%
52575	SERVICES	2,310	4,532	20,000	10,000	(10,000)	-50.00%
52607	CELL PHONE ALLOWANCE	427	98	450	0	(450)	-100.00%
52615	DUES AND MEMBERSHIP	5	0	0	0	0	0.00%
52630	TRAINING	200	235	600	600	0	0.00%
52725	RENTAL OF PROPERTY	0	2,212	6,500	8,837	2,337	35.95%
52738	CELL PHONE BASE CHARGES	147	0	350	0	(350)	-100.00%
52746	UTILITIES ELECTRIC	2,690	2,887	3,600	3,816	216	6.00%
52747	UTILITIES GAS	0	0	100	0	(100)	-100.00%
52749	UTILITIES WATER	59,025	72,020	95,000	99,750	4,750	5.00%
52775	MINOR EQUIPMENT	953	0	1,200	1,200	0	0.00%
52777	TOOL ALLOWANCE	921	310	400	400	0	0.00%
52795	RENTAL OF EQUIPMENT	501	813	600	800	200	33.33%
52872	MAINT FLEET VEHICLES EQP	24	1,320	2,000	2,000	0	0.00%
65170	TRANSFER TO OTHER FUNDS	0	0	0	42,415	42,415	0.00%
71185	SIDEWALK REPLACEMENT	0	135	1,000	1,000	0	0.00%
71385	FENCING	31,957	12,972	25,000	25,000	0	0.00%
Total Operating Expenses		**123,900**	**126,360**	**189,775**	**224,818**	**35,043**	**18.47%**
53050	MACHINERY AND APPARATUS	2,510	1,164	4,000	20,000	16,000	400.00%
Total Capital Outlay		**2,510**	**1,164**	**4,000**	**20,000**	**16,000**	**400.00%**
Total Expenses		**262,585**	**195,441**	**327,805**	**384,431**	**56,626**	**17.27%**
45025	PROP TAXES CURRENT YEAR	249,668	249,276	254,220	275,419	21,199	8.34%
45050	PROP TAXES DELIQUENT	31	622	0	0	0	0.00%
45055	PROP TAXES PENALTY	346	257	0	0	0	0.00%
45125	SPECIFIC OWNERSHIP TAX	0	26,845	29,744	29,910	166	0.56%
45126	STATE AUTOMOBILE TAX	25,349	0	0	0	0	0.00%
46025	INTEREST	1,625	2,405	1,400	2,500	1,100	78.57%
Total Revenue		**277,019**	**279,405**	**285,364**	**307,829**	**22,465**	**7.87%**

* Totals may differ from narrative due to rounding.

135 WOODSTONE IMP DIST

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
Total Salaries and Benefits		**0**	**0**	**0**	**0**	**0**	**0.00%**
52105	MISCELLANEOUS OPERATING	0	400	0	0	0	0.00%
52125	GENERAL SUPPLIES	40	0	100	100	0	0.00%
52126	ELECTRICAL SUPPLIES	0	0	100	100	0	0.00%
52215	MAINT GROUNDS	36	0	100	100	0	0.00%
52270	MAINT WELLS AND RESERVOIRS	94	0	250	250	0	0.00%
52455	LAWN MAINTENANCE SERVICE	0	0	2,500	2,500	0	0.00%
52568	BANK AND INVESTMENT FEES	124	109	150	150	0	0.00%
52575	SERVICES	2,131	2,066	2,500	2,000	(500)	-20.00%
52746	UTILITIES ELECTRIC	443	460	700	600	(100)	-14.29%
71385	FENCING	28,362	40,361	45,000	35,000	(10,000)	-22.22%
Total Operating Expenses		**31,230**	**43,396**	**51,400**	**40,800**	**(10,600)**	**-20.62%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**31,230**	**43,396**	**51,400**	**40,800**	**(10,600)**	**-20.62%**
45025	PROP TAXES CURRENT YEAR	15,999	15,896	16,145	17,326	1,181	7.31%
45055	PROP TAXES PENALTY	12	14	0	0	0	0.00%
45125	SPECIFIC OWNERSHIP TAX	0	1,704	1,889	1,882	(7)	-0.37%
45126	STATE AUTOMOBILE TAX	1,622	0	0	0	0	0.00%
46025	INTEREST	949	996	800	1,000	200	25.00%
Total Revenue		**18,582**	**18,610**	**18,834**	**20,208**	**1,374**	**7.30%**

* Totals may differ from narrative due to rounding.

City of Colorado Springs
Budget Detail Report

136 GATEWAY IMP DIST

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
Total Salaries and Benefits		**0**	**0**	**0**	**0**	**0**	**0.00%**
52125	GENERAL SUPPLIES	0	0	100	100	0	0.00%
52126	ELECTRICAL SUPPLIES	0	0	3,000	100	(2,900)	-96.67%
52210	MAINT TREES	361	0	500	750	250	50.00%
52215	MAINT GROUNDS	34	0	700	300	(400)	-57.14%
52568	BANK AND INVESTMENT FEES	10	12	30	30	0	0.00%
52575	SERVICES	753	7,245	2,800	2,000	(800)	-28.57%
52746	UTILITIES ELECTRIC	268	306	1,000	800	(200)	-20.00%
Total Operating Expenses		**1,426**	**7,563**	**8,130**	**4,080**	**(4,050)**	**-49.82%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**1,426**	**7,563**	**8,130**	**4,080**	**(4,050)**	**-49.82%**
45025	PROP TAXES CURRENT YEAR	2,579	2,580	2,680	2,990	310	11.57%
45050	PROP TAXES DELIQUENT	3	0	0	0	0	0.00%
45055	PROP TAXES PENALTY	33	25	0	0	0	0.00%
45125	SPECIFIC OWNERSHIP TAX	0	278	314	325	11	3.50%
45126	STATE AUTOMOBILE TAX	262	0	0	0	0	0.00%
46025	INTEREST	81	112	70	100	30	42.86%
Total Revenue		**2,958**	**2,995**	**3,064**	**3,415**	**351**	**11.46%**

* Totals may differ from narrative due to rounding.

137 PLATTE AVE IMP DIST

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
Total Salaries and Benefits		**0**	**0**	**0**	**0**	**0**	**0.00%**
52125	GENERAL SUPPLIES	24	0	200	200	0	0.00%
52145	PAINT AND CHEMICAL	0	0	300	300	0	0.00%
52210	MAINT TREES	3,538	401	4,000	1,000	(3,000)	-75.00%
52215	MAINT GROUNDS	0	0	1,000	1,000	0	0.00%
52455	LAWN MAINTENANCE SERVICE	0	0	4,500	5,000	500	11.11%
52568	BANK AND INVESTMENT FEES	87	98	100	120	20	20.00%
52575	SERVICES	2,690	6,541	35,000	45,000	10,000	28.57%
Total Operating Expenses		**6,339**	**7,040**	**45,100**	**52,620**	**7,520**	**16.67%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**6,339**	**7,040**	**45,100**	**52,620**	**7,520**	**16.67%**
45025	PROP TAXES CURRENT YEAR	8,342	8,581	8,672	8,672	0	0.00%
46025	INTEREST	670	881	500	900	400	80.00%
Total Revenue		**9,012**	**9,462**	**9,172**	**9,572**	**400**	**4.36%**

* Totals may differ from narrative due to rounding.

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Recreation and Administration

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

2016 Goals

Goal	Measurable Outcome
Continue to enhance volunteerism within the Parks, Recreation and Cultural Services Department.	Increase the Department's total volunteer hours by at least 10% over the prior year.
Continue to support the City of Colorado Springs' HEAL (Healthy Eating, Active Living) designation through Parks Department programming and policies.	Demonstrate that 20% or more of the action items on the HEAL Cities and Towns Policy Menu have been supported through Parks Department efforts.
Develop a comprehensive 2017 Parks annual marketing plan that increases communication to citizens and visitors on the variety of Park's amenities, highlighting historical significances.	Complete the Marketing Plan for 2017 by the end of the 3rd Quarter.

All Funds Summary

All Funds	Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - *2015 Amended Budget
	General Fund	$5,353,839	$6,086,280	$6,110,280	$6,079,078	($31,202)
	CIP - General Fund	0	300,000	300,000	0	(300,000)
	Grants Fund	257,443	1,000,000	1,000,000	166,000	(834,000)
	CIP - CTF	0	100,000	100,000	0	(100,000)
	Total	**$5,611,282**	**$7,486,280**	**$7,510,280**	**$6,245,078**	**($1,265,202)**
	Positions					
	General Fund	25.25	32.25	32.25	32.25	0.00
	Other Funds	1.50	0.50	0.50	0.50	0.00
	Total	**26.75**	**32.75**	**32.75**	**32.75**	**0.00**

* 2015 Amended Budget as of 8/31/2015

Significant Changes vs. 2015

- Increase in General Fund of $25,000 to fund program support for the Westside Community Center
- Decrease in CIP – General Fund to remove one-time 2015 projects
- Decrease in Grants Fund of $834,000, due to change in accounting for operating grants
- Decrease in CIP – CTF to remove one-time 2015 project

Recreation and Administration

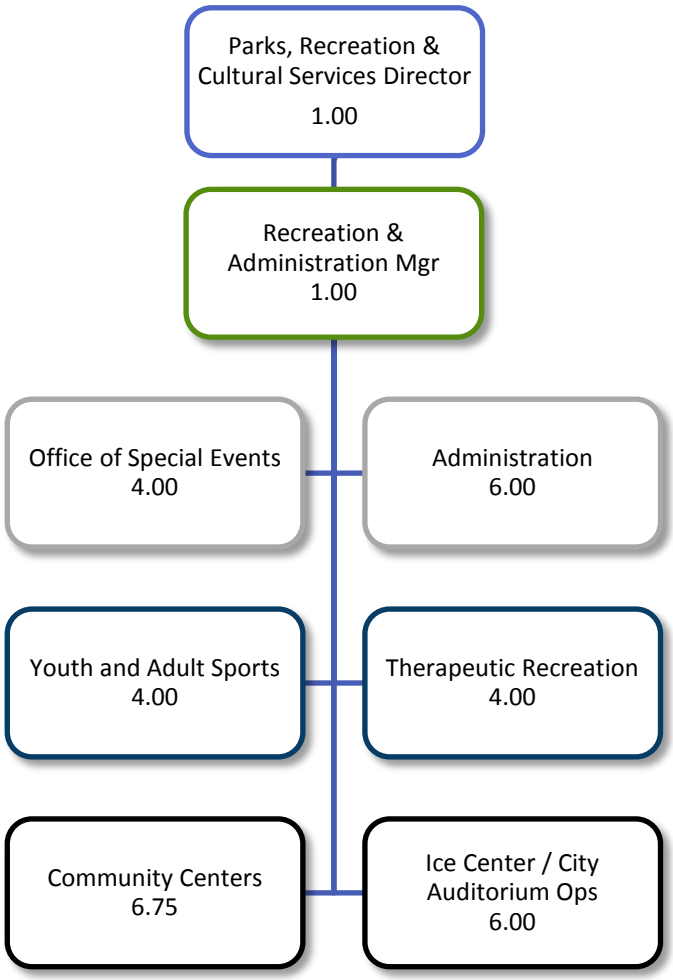
The Recreation and Administration Division provides a myriad of recreational programs, human services and special events to citizens and visitors alike. The Division is responsible for the Sertich Ice Center and all ice-related programs; the Historic City Auditorium; Deerfield Hills, Hillside, Meadows Park, and Westside (Contracted) 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 300 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):

Recreation Program Budgets	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	**2016 Budget**
Deerfield Community Center	$298,490	$317,074	$333,177	$329,843
Westside Community Center	75,000	75,000	75,000	100,000
Meadows Park Community Center	286,181	316,923	319,205	318,340
Hillside Community Center	387,598	400,565	471,778	465,886
Therapeutic Recreation	378,727	421,437	450,319	439,985
City Auditorium	210,378	201,424	240,673	223,057
Youth Sports	565,456	577,018	617,849	617,439
Adult Sports	304,266	321,311	377,322	377,324
Aquatics	1,042,009	1,119,740	1,225,152	1,214,528
Sertich Ice Center	632,446	617,739	660,164	671,963
Direct Public Service Functions	**$4,180,551**	**$4,368,231**	**$4,770,639**	**$4,758,365**
All other support/management functions	940,825	985,608	1,315,641	1,320,713
All Recreation Functions	**$5,121,376**	**$5,353,839**	**$6,086,280**	**$6,079,078**

* These community programs have been reallocated to other operations.


Parks, Recreation & Cultural Services Director
1.00
Recreation & Administration Mgr
1.00
Office of Special Events
4.00
Administration
6.00
Youth and Adult Sports
4.00
Therapeutic Recreation
4.00
Community Centers
6.75
Ice Center / City Auditorium Ops
6.00

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 2015, and changes occurring as part of the 2016 Budget for each fund.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - *2015 Amended Budget
Salary/Benefits/ Pensions	$3,022,559	$3,096,778	$3,673,180	$3,673,180	$3,624,032	($49,148)
Operating	2,076,299	2,257,061	2,412,100	2,436,100	2,454,046	17,946
Capital Outlay	22,518	0	1,000	1,000	1,000	0
Total	**$5,121,376**	**$5,353,839**	**$6,086,280**	**$6,110,280**	**$6,079,078**	**($31,202)**
Revenue	**$2,023,358**	**$2,005,572**	**$2,658,017**	**$2,658,017**	**$2,663,129**	**$5,112**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - *2015 Amended Budget
Administrative Technician	4.75	3.00	3.00	3.00	0.00
Analyst II, Financial	1.00	1.75	1.75	0.75	(1.00)
Maintenance Services Worker	1.75	1.75	1.75	0.75	(1.00)
Office Specialist	0.00	1.00	1.00	1.00	0.00
Recreation and Administration Manager	1.00	1.00	1.00	1.00	0.00
Parks Operations Administrator	6.00	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	4.00	4.00	4.00	5.00	1.00
Maintenance Technician II	0.00	1.00	1.00	2.00	1.00
Marketing Specialist	1.00	1.00	1.00	1.00	0.00
Recreation Assistant	2.00	4.00	4.00	4.00	0.00
Senior Analyst, Grants	0.75	0.75	0.75	0.75	0.00
Senior Office Specialist	0.00	2.00	2.00	2.00	0.00
Skilled Maintenance Technician	1.00	1.00	1.00	1.00	0.00
Special Events Coordinator	0.00	0.00	0.00	1.00	1.00
Special Events Supervisor	0.00	1.00	1.00	1.00	0.00
Spirit of the Springs Specialist	0.00	1.00	1.00	0.00	(1.00)
Sr. Volunteer Coordinator	1.00	1.00	1.00	1.00	0.00
Total Positions	**25.25**	**32.25**	**32.25**	**32.25**	**0.00**

* 2015 Amended Budget as of 8/31/2015

Funding Changes	During 2015	* 2015 Amended - 2015 Original Budget
	Increase for Acacia Park Ice Rink LART funding	$24,000
	Total During 2015	**$24,000**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($62,692)
	Net increase for medical and dental plan changes	15,094
	Decrease to redistribute funds to operating	(1,550)
	Total Salaries/Benefits/Pensions	**($49,148)**
	Operating	
	Remove one-time 2015 amendment	($24,000)
	Increase to redistribute funds from salaries/benefits/pensions to operating	1,550
	Increase for program support for the Westside Community Center	25,000
	Redistribute funds from program support to utilities lines to accurately account for utility costs at pools	0
	Increase for utility rate increases	13,901
	Increase for security contract	1,495
	Total Operating	**$17,946**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2015	**($31,202)**

Position Changes	During 2015	* 2015 Amended - 2015 Original Budget
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

TOPS Fund	Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Senior Analyst	0.25	0.25	0.25	0.25	0.00
	Analyst II	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 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

Grant Funds							
	Use of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Salary/Benefits/ Pensions	$0	$0	$0	$0	$0	$0
	Operating	442,862	257,443	1,000,000	1,000,000	166,000	(834,000)
	Capital Outlay	0	0	0	0	0	0
	Total	**$442,862**	**$257,443**	**$1,000,000**	**$1,000,000**	**$166,000**	**($834,000)**

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Decrease to reflect 2015 projected operating grants	($834,000)
	Total For 2016	**($834,000)**

* 2015 Amended Budget as of 8/31/2015

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Parks - Recreation and Admin

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	1,443,128	1,549,441	1,980,527	1,994,532	14,005	0.71%
51210	OVERTIME	4,334	4,096	3,480	3,480	0	0.00%
51220	SEASONAL TEMPORARY	957,269	906,505	872,112	861,353	(10,759)	-1.23%
51230	SHIFT DIFFERENTIAL	1,187	1,195	7,200	7,200	0	0.00%
51245	RETIREMENT TERM VACATION	8,607	1,044	0	0	0	0.00%
51260	VACATION BUY PAY OUT	2,014	3,220	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(6,482)	(6,528)	0	0	0	0.00%
51610	PERA	325,319	334,357	416,413	396,129	(20,284)	-4.87%
51615	WORKERS COMPENSATION	42,196	47,638	47,251	22,471	(24,780)	-52.44%
51620	EQUITABLE LIFE INSURANCE	3,983	4,276	7,042	7,258	216	3.07%
51640	DENTAL INSURANCE	9,296	9,238	12,426	12,783	357	2.87%
51670	PARKING FOR EMPLOYEES	1,803	1,800	1,100	1,100	0	0.00%
51690	MEDICARE	34,451	35,455	54,559	41,753	(12,806)	-23.47%
51695	CITY EPO MEDICAL PLAN	162,794	55,642	271,070	66,178	(204,892)	-75.59%
51696	ADVANTAGE HD MED PLAN	29,714	138,838	0	196,794	196,794	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	3,029	10,561	0	13,001	13,001	0.00%
51699	BENEFITS REIMBURSEMENT	(83)	0	0	0	0	0.00%
Total Salaries and Benefits		**3,022,559**	**3,096,778**	**3,673,180**	**3,624,032**	**(49,148)**	**-1.34%**
52105	MISCELLANEOUS OPERATING	3,384	17,254	662	200	(462)	-69.79%
52110	OFFICE SUPPLIES	6,091	8,493	13,953	12,353	(1,600)	-11.47%
52111	PAPER SUPPLIES	730	751	2,418	2,418	0	0.00%
52115	MEDICAL SUPPLIES	0	0	50	50	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	2,120	(5,624)	730	730	0	0.00%
52125	GENERAL SUPPLIES	49,128	45,888	45,975	52,475	6,500	14.14%
52135	POSTAGE	7,828	5,187	7,185	7,685	500	6.96%
52140	WEARING APPAREL	2,680	5,027	5,050	4,550	(500)	-9.90%
52145	PAINT AND CHEMICAL	9,362	4,956	7,545	7,295	(250)	-3.31%
52155	AUTOMOTIVE	(1,944)	(1,518)	200	200	0	0.00%
52160	FUEL	0	0	19,000	19,000	0	0.00%
52165	LICENSES AND TAGS	41	0	0	0	0	0.00%
52175	SIGNS	0	76	0	0	0	0.00%
52190	JANITORIAL SUPPLIES	5,886	8,007	11,700	12,200	500	4.27%
52230	MAINT FURNITURE AND FIXTURES	917	1,320	1,400	1,400	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	1,760	735	1,000	4,534	3,534	353.40%
52265	MAINT BUILDINGS AND STRUCTURE	75,730	93,141	121,128	110,628	(10,500)	-8.67%
52270	MAINT WELLS AND RESERVOIRS	0	120	0	0	0	0.00%
52275	MAINT RUNWAYS	0	462	0	0	0	0.00%
52305	MAINT SOFTWARE	2,450	1,800	6,672	3,072	(3,600)	-53.96%
52405	ADVERTISING SERVICES	24,499	23,638	34,628	30,128	(4,500)	-13.00%
52410	BUILDING SECURITY SERVICES	36,674	39,710	62,655	61,150	(1,505)	-2.40%
52425	ENVIRONMENTAL SERVICES	368	0	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	2,856	2,365	2,500	3,000	500	20.00%
52465	MISCELLANEOUS SERVICES	5,580	24,087	43,456	38,456	(5,000)	-11.51%
52560	PARKING SERVICES	18	0	0	0	0	0.00%
52565	PEST CONTROL	1,011	818	1,208	908	(300)	-24.83%
52573	CREDIT CARD FEES	43,643	49,573	39,075	52,400	13,325	34.10%
52575	SERVICES	163,495	209,955	227,062	257,062	30,000	13.21%
52579	INSPECTIONS	2,723	1,385	965	965	0	0.00%
52583	PROGRAM SUPPORT	548,303	585,913	853,062	616,312	(236,750)	-27.75%
52590	TEMPORARY EMPLOYMENT	0	923	0	0	0	0.00%
52605	CAR MILEAGE	7,950	7,131	9,199	9,699	500	5.44%
52615	DUES AND MEMBERSHIP	1,634	975	1,930	2,430	500	25.91%
52625	MEETING EXPENSES IN TOWN	3,695	3,509	12,329	12,329	0	0.00%
52630	TRAINING	175	484	7,095	6,595	(500)	-7.05%
52645	SUBSCRIPTIONS	0	175	200	200	0	0.00%
52650	MARKETING EXP	0	0	3,500	3,500	0	0.00%
52655	TRAVEL OUT OF TOWN	8,205	3,692	5,850	5,966	116	1.98%

* Totals may differ from narrative due to rounding.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Parks - Recreation and Admin

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
52716	RENTAL EXPENSE	207	0	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	995	1,405	850	850	0	0.00%
52736	CELL PHONE AIRTIME	195	(568)	420	420	0	0.00%
52738	CELL PHONE BASE CHARGES	13,339	13,054	9,188	9,388	200	2.18%
52740	GENERAL INSURANCE-CITY	8,500	3,533	4,950	4,950	0	0.00%
52745	UTILITIES	0	0	647	647	0	0.00%
52746	UTILITIES ELECTRIC	333,941	349,874	221,777	367,971	146,194	65.92%
52747	UTILITIES GAS	147,336	144,250	68,018	125,601	57,583	84.66%
52748	UTILITIES SEWER	34,209	33,777	19,494	33,744	14,250	73.10%
52749	UTILITIES WATER	103,786	115,655	44,225	72,315	28,090	63.52%
52775	MINOR EQUIPMENT	6,324	10,046	10,450	9,450	(1,000)	-9.57%
52776	PRINTER CONSOLIDATION COST	13,579	15,000	12,199	12,199	0	0.00%
52795	RENTAL OF EQUIPMENT	0	695	2,700	2,700	0	0.00%
52874	OFFICE SERVICES PRINTING	4,527	6,902	10,510	8,860	(1,650)	-15.70%
52875	OFFICE SERVICES RECORDS	543	542	1,030	1,030	0	0.00%
60294	SPIRIT OF SPGS PROGRAM	0	0	0	3,500	3,500	0.00%
65352	EMPLOYEE AWARDS PROGRAM	11	0	0	0	0	0.00%
65357	VOLUNTEER RESOURCES	0	0	0	7,812	7,812	0.00%
65368	MISC SPORTS	11,355	8,048	10,800	10,800	0	0.00%
65369	SOFTBALL	169,451	196,050	159,243	159,243	0	0.00%
65370	SOCCER	46,365	60,796	80,174	80,174	0	0.00%
65371	BASKETBALL	2,157	9,201	10,000	10,000	0	0.00%
65373	FOOTBALL	81,640	72,894	104,618	104,618	0	0.00%
65375	VOLLEYBALL	13,455	14,102	22,655	22,655	0	0.00%
65379	HIGH SCHOOL HOCKEY	6,400	5,760	8,500	6,000	(2,500)	-29.41%
65381	FIELD RESERVATION AND TOURN	(1)	0	0	0	0	0.00%
65383	EARLY CHILDHOOD	1,307	588	600	600	0	0.00%
65385	TEENS PROGRAM	2,671	3,481	3,200	4,200	1,000	31.25%
65389	COMMUNITY SENIOR PROGRAM	2,731	4,186	3,700	4,000	300	8.11%
65391	YOUTH SERVICES PROGRAMS	14,747	11,913	13,800	13,000	(800)	-5.80%
65393	SENIOR SERVICES PROGRAMS	3	0	0	0	0	0.00%
65395	THERAPEUTIC RECREATION PGMS	39,534	35,469	35,541	34,000	(1,541)	-4.34%
Total Operating Expenses		**2,076,299**	**2,257,061**	**2,412,100**	**2,454,046**	**41,946**	**1.74%**
53030	FURNITURE AND FIXTURES	0	0	1,000	1,000	0	0.00%
53050	MACHINERY AND APPARATUS	22,518	0	0	0	0	0.00%
Total Capital Outlay		**22,518**	**0**	**1,000**	**1,000**	**0**	**0.00%**
Total Expenses		**5,121,376**	**5,353,839**	**6,086,280**	**6,079,078**	**(7,202)**	**-0.12%**

* Totals may differ from narrative due to rounding.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Parks - Recreation and Admin

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
43045	PARKS AND REC SPECIAL DUTY	(100)	0	0	0	0	0.00%
44025	CASH OVER SHORT	1	(13)	0	0	0	0.00%
44055	REIMBURSEMENT ACCT	0	0	45,600	45,600	0	0.00%
45247	PARK AND REC PERMITS LICENSES	94,802	95,599	134,000	134,000	0	0.00%
45831	BASKETBALL	7,321	14,304	31,403	31,403	0	0.00%
45832	FIELD RESERVATIONS	1,375	931	143,000	143,000	0	0.00%
45833	FOOTBALL	241,649	232,816	330,049	330,049	0	0.00%
45835	PROGRAM REVENUE	127,149	127,648	138,000	138,000	0	0.00%
45836	SOFTBALL	418,886	390,316	447,859	447,859	0	0.00%
45838	VOLLEYBALL	19,735	14,775	34,832	34,832	0	0.00%
45871	ADMISSIONS ICE CENTER	182,144	191,970	173,900	173,900	0	0.00%
45872	ARENA ICE RENTAL	237,668	240,614	270,000	275,112	5,112	1.89%
45873	CONCESSIONS ICE CENTER	13,922	12,188	14,000	14,000	0	0.00%
45874	LESSONS	51,444	53,904	68,402	68,402	0	0.00%
45875	MISCELLANEOUS ICE CENTER	4,319	3,970	18,983	18,983	0	0.00%
45876	FIGURE SKATING	56,831	40,662	70,000	70,000	0	0.00%
45877	SKATE RENTAL	19,317	22,365	18,540	18,540	0	0.00%
45878	SKATE SHARPENING	1,421	1,575	1,000	1,000	0	0.00%
45879	SUMMER HIGH SCHOOL HOCKEY	19,000	17,000	23,000	23,000	0	0.00%
45891	AUDITORIUM RENT	119,232	113,875	175,165	175,165	0	0.00%
45894	CAMPS	900	0	0	0	0	0.00%
45895	THERAPUTIC PROGRAMS	39,972	45,354	53,027	53,027	0	0.00%
45896	YOUTH PROGRAM	60,188	97,165	87,520	87,520	0	0.00%
45897	CLASSES	23,752	0	0	0	0	0.00%
45899	CONCESSIONS AUDITORIUM	14,654	7,597	13,225	13,225	0	0.00%
45904	RENTAL WENGER	563	0	0	0	0	0.00%
45906	RENTALS	73,849	63,983	73,500	73,500	0	0.00%
45907	SPECIAL EVENTS	3,330	29,839	0	0	0	0.00%
45911	HILLSIDE PROGRAMS	37,609	33,659	55,000	55,000	0	0.00%
45914	NORTHEAST REC CTR	(163)	0	0	0	0	0.00%
45917	CDBG PROGRAM	61,612	0	0	0	0	0.00%
46171	REIMBURSEMENT FROM GRANTS	66,255	134,599	108,012	108,012	0	0.00%
46175	ACACIA PARK ICE RINK	24,721	18,877	130,000	130,000	0	0.00%
Total Revenue		**2,023,358**	**2,005,572**	**2,658,017**	**2,663,129**	**5,112**	**0.19%**

* Totals may differ from narrative due to rounding.

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Planning and Development

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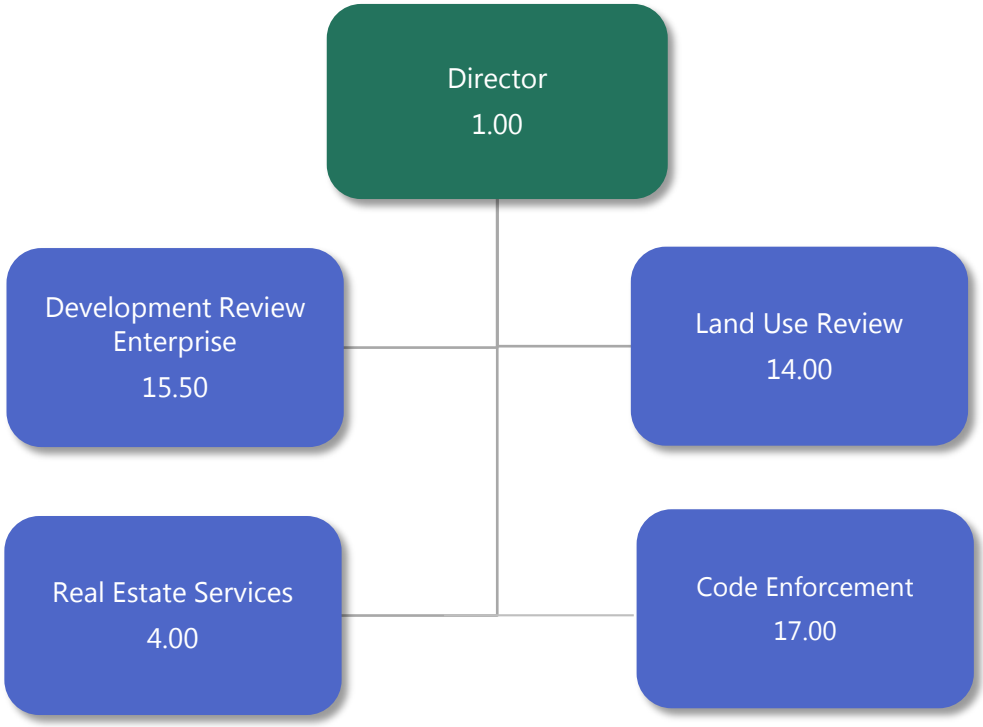


All Funds Summary

Division	General Fund	Other Funds	Total Budget
Code Enforcement	$1,376,771	$0	$1,376,771
Land Use Review	1,659,257	0	1,659,257
Real Estate Services	308,152	0	308,152
Total Non-Enterprises	**$3,344,180**	**$0**	**$3,344,180**
Development Review Enterprise *	$0	$1,924,661	$1,924,661
Total All	**$3,344,180**	**$1,924,661**	**$5,268,841**
Total Positions	**33.00**	**18.50**	**51.50**

*Included in the Enterprise section of the budget book

Planning and Development

All Funds History

Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
General Fund	$1,846,122	$2,009,092	$2,009,092	$3,344,180	$1,335,088
Enterprise Funds	1,297,260	1,938,239	1,938,239	1,924,661	(13,578)
Total	**$3,143,382**	**$3,947,331**	**$3,947,331**	**$5,268,841**	**$1,321,510**
Total Positions	**31.00**	**34.50**	**34.50**	**51.50**	**17.00**

Code Enforcement

Vacant, Code Enforcement Manager

2016 Goals

Goal	Measurable Outcome
Provide excellent customer service in response to citizen calls for service related to code enforcement violations.	Reduce the number of reinspections by 5%; provide presentations to homeowner associations and neighborhood watch groups.

All Funds Summary

All Funds	Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - *2015 Amended Budget
	General Fund	$0	$0	$0	$1,376,771	$1,376,771
	Total	**$0**	**$0**	**$0**	**$1,376,771**	**$1,376,771**
	Positions					
	General Fund	0.00	0.00	0.00	14.00	14.00
	Grants Fund (CDBG)	0.00	0.00	0.00	3.00	3.00
	Total	**0.00**	**0.00**	**0.00**	**17.00**	**17.00**

* 2015 Amended Budget as of 8/31/2015

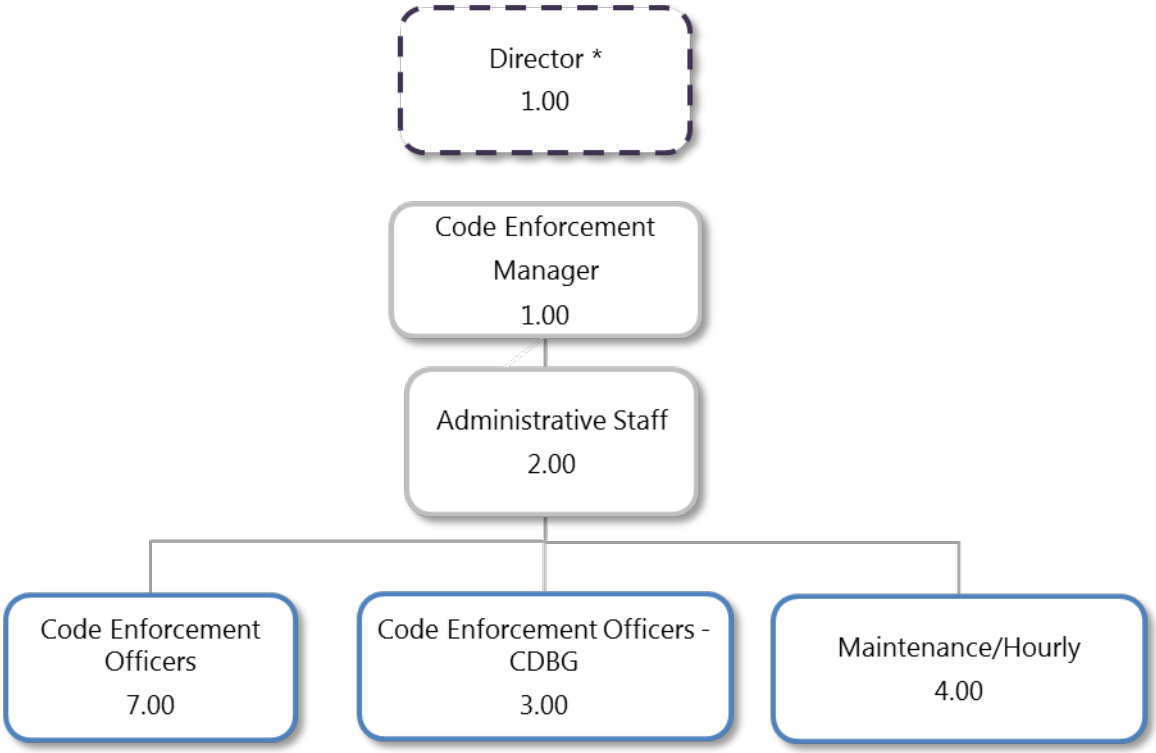
Significant Changes vs. 2015

- Transfer Code Enforcement function - 15.00 FTE (12.00 FTE General Fund, 3.00 FTE Grants Fund – CDBG) from Police to Planning & Development Department
- Add 1.00 FTE for Code Enforcement Division Manager position
- Transfer 1.00 FTE Land Use Inspector from Land Use Review to Code Enforcement

Code Enforcement

In July 2015, the City's Code Enforcement Division transferred from the Police Department to the Planning and Development Department. The mission of Code Enforcement is to protect the health, safety, and welfare of the City residents by mitigating physical signs of urban blight. Code Enforcement investigates and enforces City Code pertaining to:

- Graffiti
- Junk
- Light Intrusion
- Litter
- Maintenance of an Adjacent Right of Way
- Minimum Housing Standard for Tenants
- Commercial and Industrial Noise
- Obstruction of Public Ways (Sidewalks & Streets)
- Oversized Vehicle Parking/Storage in Residential Zones
- Public Health and Sanitation Issues
- Temporary Signs in a City/Public Right of Way
- Unlicensed/Inoperable Vehicles on private property
- Illegal uses of property (zoning violations) and
- Weeds



* 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 2015 and changes occurring as part of the 2016 Budget for each Fund including General Fund and CIP.

General Fund

Use of Funds **	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - *2015 Amended Budget
Salary/Benefits/ Pensions	$0	$0	$0	$0	$1,232,132	$1,232,132
Operating	0	0	0	0	115,139	115,139
Capital Outlay	0	0	0	0	29,500	29,500
Total	**$0**	**$0**	**$0**	**$0**	**$1,376,771**	**$1,376,771**
Revenue		**$0**	**$0**	**$0**	**$220,135**	**$220,135**

Positions **	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - *2015 Amended Budget
Code Enforcement Manager	0.00	0.00	0.00	1.00	1.00
Code Enforcement Officer	0.00	0.00	0.00	5.00	5.00
Code Enforcement Supervisor	0.00	0.00	0.00	1.00	1.00
Land Use Inspector	0.00	0.00	0.00	1.00	1.00
Maintenance Technician II	0.00	0.00	0.00	1.00	1.00
Office Specialist	0.00	0.00	0.00	2.00	2.00
Sr. Code Enforcement Officer	0.00	0.00	0.00	2.00	2.00
Sr. Maintenance Technician	0.00	0.00	0.00	1.00	1.00
Total Positions	**0.00**	**0.00**	**0.00**	**14.00**	**14.00**

* 2015 Amended Budget as of 8/31/2015
** Code Enforcement has been moved from the Police Department budget to Planning and is a continuation of service with the history of expenses, revenue, and FTE positions remaining in the Police narrative.

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$47,159
	Net increase for medical plan changes	7,420
	Increase due to the transfer of 1.00 FTE (Land Use Inspector II) from Land Use Review	66,997
	Increase due to the addition of 1.00 FTE (Code Enforcement Division Manager)	106,039
	Transfer of funding for 12.00 FTE for Code Enforcement from Police to Planning & Development	1,004,517
	Total Salaries/Benefits/Pensions	**$1,232,132**
	Operating	
	Increase associated with the addition of 1.00 FTE (Code Enforcement Division Manager)	$17,950
	Increase due to the transfer of 1.00 FTE (Land Use Inspector II) from Land Use Review	4,019
	Transfer of Code Enforcement funding from Police to Planning & Development	93,170
	Total Operating	**$115,139**
	Capital Outlay	
	Increase due to the addition of 1.00 FTE (Code Enforcement Division Manager) - vehicle, computer, office furniture	$29,500
	Total Capital Outlay	**$29,500**
	Total For 2016	**$1,376,771**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Increase of 1.00 FTE (Code Enforcement Division Manager)	1.00
	Transfer of 1.00 FTE (Land Use Inspector) from Land Use Review	1.00
	Transfer of 12.00 (Code Enforcement) from Police to Planning & Development	12.00
	Total For 2016	**14.00**

* 2015 Amended Budget as of 8/31/2015

Grants	Civilian Positions **	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Code Enforcement Officer	0.00	0.00	0.00	3.00	3.00
	Total Civilian	**0.00**	**0.00**	**0.00**	**3.00**	**3.00**

Position Changes	During 2015	* 2015 Amended - 2015 Original Budget
	None	0.00
	During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Transfer 3.00 FTE moved Code Enforcement from Police to Planning	3.00
	For 2016	**3.00**

* 2015 Amended Budget as of 8/31/2015

** The 3.00 FTE shown here are paid for with CDBG Grant funds as a reimbursement,therefore, the funding is not displayed in this narrative – it is displayed in the CDBG funding in the Housing Narrative.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

CODE ENFORCEMENT - PLANNING

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	0	0	0	859,412	859,412	0.00%
51210	OVERTIME	0	0	0	24,056	24,056	0.00%
51220	SEASONAL TEMPORARY	0	0	0	3,000	3,000	0.00%
51245	RETIREMENT TERM VACATION	0	0	0	48,000	48,000	0.00%
51610	PERA	0	0	0	6,873	6,873	0.00%
51615	WORKERS COMPENSATION	0	0	0	114,231	114,231	0.00%
51620	EQUITABLE LIFE INSURANCE	0	0	0	14,458	14,458	0.00%
51640	DENTAL INSURANCE	0	0	0	3,435	3,435	0.00%
51690	MEDICARE	0	0	0	5,825	5,825	0.00%
51695	CITY EPO MEDICAL PLAN	0	0	0	12,743	12,743	0.00%
51696	ADVANTAGE HD MED PLAN	0	0	0	74,789	74,789	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	0	0	60,560	60,560	0.00%
51699	BENEFITS REIMBURSEMENT	0	0	0	4,750	4,750	0.00%
Total Salaries and Benefits		**0**	**0**	**0**	**1,232,132**	**1,232,132**	**0.00%**
52110	OFFICE SUPPLIES	0	0	0	100	100	0.00%
52111	PAPER SUPPLIES	0	0	0	200	200	0.00%
52120	COMPUTER SOFTWARE	0	0	0	600	600	0.00%
52125	GENERAL SUPPLIES	0	0	0	550	550	0.00%
52135	POSTAGE	0	0	0	4,700	4,700	0.00%
52140	WEARING APPAREL	0	0	0	1,100	1,100	0.00%
52235	MAINT MACHINERY AND APPARATUS	0	0	0	16,500	16,500	0.00%
52250	MAINT RADIOS ALLOCATION	0	0	0	1,200	1,200	0.00%
52570	REIMBURSABLE SERVICES	0	0	0	2,150	2,150	0.00%
52573	CREDIT CARD FEES	0	0	0	22,000	22,000	0.00%
52615	DUES AND MEMBERSHIP	0	0	0	10,395	10,395	0.00%
52630	TRAINING	0	0	0	1,550	1,550	0.00%
52655	TRAVEL OUT OF TOWN	0	0	0	750	750	0.00%
52706	WIRELESS COMMUNICATION	0	0	0	550	550	0.00%
52736	CELL PHONE AIRTIME	0	0	0	850	850	0.00%
52738	CELL PHONE BASE CHARGES	0	0	0	774	774	0.00%
52775	MINOR EQUIPMENT	0	0	0	35,320	35,320	0.00%
52776	PRINTER CONSOLIDATION COST	0	0	0	15,500	15,500	0.00%
52874	OFFICE SERVICES PRINTING	0	0	0	250	250	0.00%
65361	RELOCATION ASSISTANCE	0	0	0	100	100	0.00%
Total Operating Expenses		**0**	**0**	**0**	**115,139**	**115,139**	**0.00%**
53030	FURNITURE AND FIXTURES	0	0	0	2,000	2,000	0.00%
53050	MACHINERY AND APPARATUS	0	0	0	1,000	1,000	0.00%
53080	VEHICLES ADDITIONS	0	0	0	26,500	26,500	0.00%
Total Capital Outlay		**0**	**0**	**0**	**29,500**	**29,500**	**0.00%**
Total Expenses		**0**	**0**	**0**	**1,376,771**	**1,376,771**	**0.00%**
40150	RESTITUTION	0	0	0	5,000	5,000	0.00%
43359	DILAPIDATED BLDG INSPECTIONS	0	0	0	1,000	1,000	0.00%
44057	PROPERTY CLEAN UP REIMBURSEMEN	0	0	0	3,135	3,135	0.00%
45762	GRAFFITI REMOVAL	0	0	0	1,000	1,000	0.00%
45770	CODE INFORCEMENT INSPECTIONS	0	0	0	50,000	50,000	0.00%
45917	CDBG PROGRAM	0	0	0	160,000	160,000	0.00%
Total Revenue		**0**	**0**	**0**	**220,135**	**220,135**	**0.00%**

Totals may differ from narrative due to rounding.

Land Use Review

Peter Wysocki, Director | (719) 385-5347| pwysocki@springsgov.com

2016 Goals

Goal	Measurable Outcome
Establish improved policies and administrative procedures for on-going mapping updates and verify data layers for accuracies.	Administrative policies established and maps completely accurate.
Initiate update of the sign code.	Submit the draft amendment to the City Planning Commission.
Complete code scrubs, including any amendments recommended by the Infill and Redevelopment Chapter of the Comprehensive Plan.	Submit of draft ordinance(s) to the City Planning Commission.
Create a replicable and cost-effective template for preparing new and amended small area, corridor and/or neighborhood plans.	Complete the template and present to the City Planning Commission.
Complete North Nevada Economic Opportunity Zone Master Plan.	Present the draft plan and any implementation ordinances to the City Planning Commission.
In coordination with the IT Department and Public Works Department, select and implement an electronic, land-based project management and record management software.	Select a vendor and begin implementation.

All Funds Summary

All Funds	Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - *2015 Amended Budget
	General Fund	$1,478,642	$1,671,598	$1,671,598	$1,409,257	($262,341)
	General Fund Project	0	0	0	250,000	250,000
	Total	**$1,478,642**	**$1,671,598**	**$1,671,598**	**$1,659,257**	**($12,341)**
	Positions					
	General Fund	15.00	16.00	16.00	15.00	(1.00)
	Total	**15.00**	**16.00**	**16.00**	**15.00**	**(1.00)**

* 2015 Amended Budget as of 8/31/2015

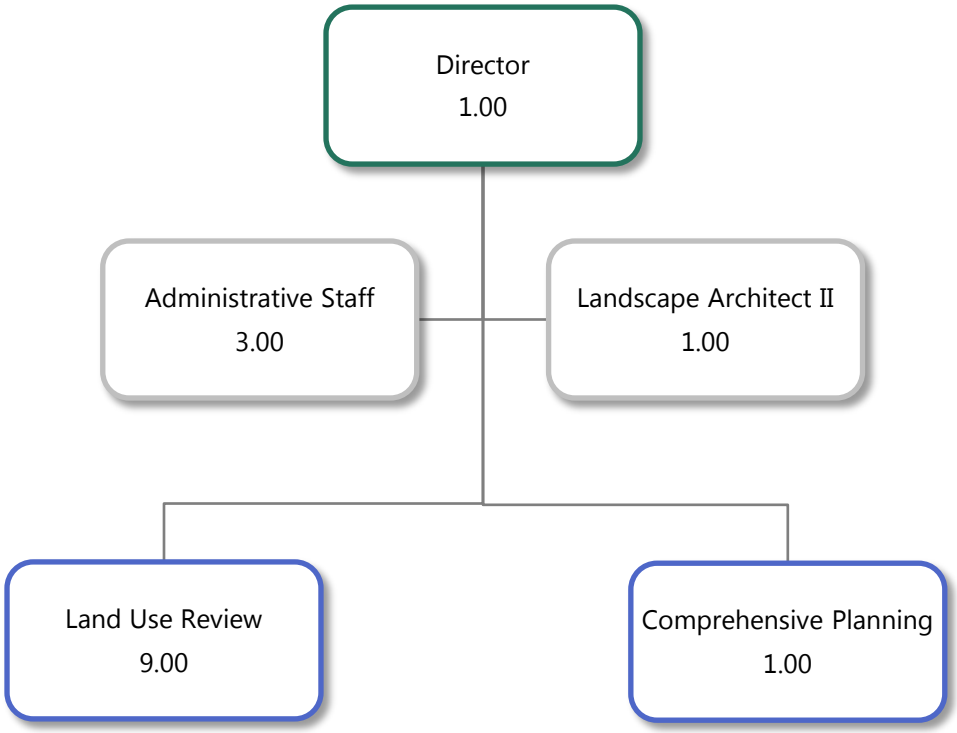
Significant Changes vs. 2015

- Transfer of 1.00 FTE (Land Use Inspector) to Code Enforcement
- Increase of $250,000 for year one of a two-year Comprehensive Plan Update

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.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - *2015 Amended Budget
Salary/Benefits/ Pensions	$1,360,380	$1,420,822	$1,555,250	$1,555,250	$1,308,928	($246,322)
Operating	81,826	57,820	116,348	116,348	100,329	(16,019)
Capital Outlay	0	0	0	0	0	0
Total	**$1,442,206**	**$1,478,642**	**$1,671,598**	**$1,671,598**	**$1,409,257**	**($262,341)**
Revenue		**$746,790**	**$763,220**	**$763,220**	**$554,723**	**($208,497)**

Positions	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - *2015 Amended Budget
Planning and Development Director	1.00	1.00	1.00	1.00	0.00
Planning Manager	0.00	1.00	1.00	1.00	0.00
Principal Planner	0.00	3.00	3.00	3.00	0.00
Senior Planner	6.00	3.00	3.00	3.00	0.00
Planner I/II	3.00	2.00	2.00	2.00	0.00
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	1.00	1.00	1.00	0.00
Land Use Inspector II	1.00	1.00	1.00	0.00	(1.00)
Total Positions	**15.00**	**16.00**	**16.00**	**15.00**	**(1.00)**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($185,459)
	Net increase for medical plan changes	6,134
	Decrease due to the transfer of 1.00 FTE (Land Use Inspector II)to Code Enforcement	(66,997)
	Total Salaries/Benefits/Pensions	**($246,322)**
	Operating	
	Remove one-time funding	($12,000)
	Decrease due to the transfer of 1.00 FTE (Land Use Inspector II)to Code Enforcement	(4,019)
	Total Operating	**($16,019)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2016	**($262,341)**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Transfer 1.00 FTE (Land Use Inspector II) to Code Enforcement	(1.00)
	Total For 2016	**(1.00)**

* 2015 Amended Budget as of 8/31/2015

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

LAND USE REVIEW

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	1,065,813	1,096,684	1,179,181	1,021,912	(157,269)	-13.34%
51210	OVERTIME	1,112	1,525	0	0	0	0.00%
51220	SEASONAL TEMPORARY	0	20,096	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	0	341	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,110	2,570	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(5,258)	(5,187)	0	0	0	0.00%
51610	PERA	138,193	140,371	165,056	140,002	(25,054)	-15.18%
51615	WORKERS COMPENSATION	2,953	3,877	3,829	3,375	(454)	-11.86%
51620	EQUITABLE LIFE INSURANCE	2,964	2,970	4,573	3,901	(672)	-14.69%
51640	DENTAL INSURANCE	5,470	5,396	6,115	4,942	(1,173)	-19.18%
51670	PARKING FOR EMPLOYEES	3,220	3,300	5,612	5,612	0	0.00%
51690	MEDICARE	14,765	14,952	17,588	14,818	(2,770)	-15.75%
51695	CITY EPO MEDICAL PLAN	126,593	21,772	167,728	1,168	(166,560)	-99.30%
51696	ADVANTAGE HD MED PLAN	3,219	104,398	0	105,948	105,948	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	226	7,757	5,568	7,250	1,682	30.21%
Total Salaries and Benefits		**1,360,380**	**1,420,822**	**1,555,250**	**1,308,928**	**(246,322)**	**-15.84%**
52105	MISCELLANEOUS OPERATING	(430)	3,752	0	0	0	0.00%
52110	OFFICE SUPPLIES	720	457	1,300	1,200	(100)	-7.69%
52111	PAPER SUPPLIES	1,245	1,179	1,550	1,450	(100)	-6.45%
52120	COMPUTER SOFTWARE	0	0	1,000	344	(656)	-65.60%
52122	CELL PHONES EQUIP AND SUPPLIES	0	47	500	300	(200)	-40.00%
52125	GENERAL SUPPLIES	251	607	200	150	(50)	-25.00%
52135	POSTAGE	10,211	13,010	9,000	8,900	(100)	-1.11%
52220	MAINT OFFICE MACHINES	0	0	500	500	0	0.00%
52275	MAINT RUNWAYS	0	(13)	0	0	0	0.00%
52405	ADVERTISING SERVICES	150	0	500	500	0	0.00%
52431	CONSULTING SERVICES	17,425	0	17,300	5,300	(12,000)	-69.36%
52573	CREDIT CARD FEES	897	1,202	600	600	0	0.00%
52575	SERVICES	2,318	2,657	950	950	0	0.00%
52590	TEMPORARY EMPLOYMENT	0	30	0	0	0	0.00%
52607	CELL PHONE ALLOWANCE	897	1,398	1,500	1,500	0	0.00%
52615	DUES AND MEMBERSHIP	6,805	5,070	5,515	5,120	(395)	-7.16%
52625	MEETING EXPENSES IN TOWN	1,978	2,740	3,000	3,000	0	0.00%
52630	TRAINING	4,090	4,496	7,000	5,450	(1,550)	-22.14%
52645	SUBSCRIPTIONS	1,489	1,489	2,700	2,700	0	0.00%
52655	TRAVEL OUT OF TOWN	2,884	5,017	8,000	8,000	0	0.00%
52706	WIRELESS COMMUNICATION	0	0	480	0	(480)	-100.00%
52735	TELEPHONE LONG DIST CALLS	323	374	500	0	(500)	-100.00%
52736	CELL PHONE AIRTIME	0	0	100	50	(50)	-50.00%
52738	CELL PHONE BASE CHARGES	583	1,203	700	506	(194)	-27.71%
52775	MINOR EQUIPMENT	1,885	486	116	0	(116)	-100.00%
52776	PRINTER CONSOLIDATION COST	6,774	7,391	6,735	6,601	(134)	-1.99%
52874	OFFICE SERVICES PRINTING	3,130	3,022	3,000	2,750	(250)	-8.33%
52875	OFFICE SERVICES RECORDS	545	620	1,000	600	(400)	-40.00%
65160	RECRUITMENT	15,781	56	0	0	0	0.00%
65170	TRANSFER TO OTHER FUNDS	0	0	42,602	43,858	1,256	2.95%
65672	MAINT-NEWSPAPER CONDO BOXES	1,875	1,530	0	0	0	0.00%
Total Operating Expenses		**81,826**	**57,820**	**116,348**	**100,329**	**(16,019)**	**-13.77%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**1,442,206**	**1,478,642**	**1,671,598**	**1,409,257**	**(262,341)**	**-15.69%**

Totals may differ from narrative due to rounding.

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
43356	DEVELOPMENT REVIEW FEES	375,152	648,967	370,000	370,000	0	0.00%
44025	CASH OVER SHORT	12	2	0	0	0	0.00%
44075	PROCESSING FEE	11,554	14,354	11,762	11,762	0	0.00%
45671	ADMINISTRATIVE FILING FEES	1,407	1,408	0	0	0	0.00%
45672	MAINT-NEWSPAPER CONDO BOXES	1,886	420	1,500	1,500	0	0.00%
45694	REVOCABLE PERMITS	15,285	10,278	10,000	10,000	0	0.00%
45711	COPIES OF DOCUMENTS	72	113	75	75	0	0.00%
46170	REIMBURSEMENT FR OTHER FUNDS	71,907	71,248	369,883	161,386	(208,497)	-56.37%
Total Revenue		**477,275**	**746,790**	**763,220**	**554,723**	**(208,497)**	**-27.32%**

Totals may differ from narrative due to rounding.

Real Estate Services

Ronn Carlentine, Real Estate Services Manager | (719) 385-5605 | rcarlentine@springsgov.com

2016 Goals

Goal	Measurable Outcome
Improve department process - Implement annual business process assessment policies and procedures.	Improve time per project by 10%.
Enhance public web-based GIS map and information on city-owned properties.	Update map and information provided on City's website, and customer satisfaction.
Establish and complete records retention for the Southern Delivery System.	100% of SDS records stored and archived in Real Estate Services Office.
Assist with implementation of the North Nevada Economic Opportunity Zone recommendations.	Successful initiation of acquiring railroad right of way, assembly of lots, or identifying a new location for ComCor.

All Funds Summary

All Funds	Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	General Fund **	$367,480	$337,494	$337,494	$308,152	($29,342)
	Total	**$367,480**	**$337,494**	**$337,494**	**$308,152**	**($29,342)**
	Positions					
	General Fund	5.00	4.00	4.00	4.00	0.00
	Total	**5.00**	**4.00**	**4.00**	**4.00**	**0.00**

* 2015 Amended Budget as of 8/31/2015

** While the entire budget is included in the General Fund, Colorado Springs Utilities funds 60% of this office

Significant Changes vs. 2015

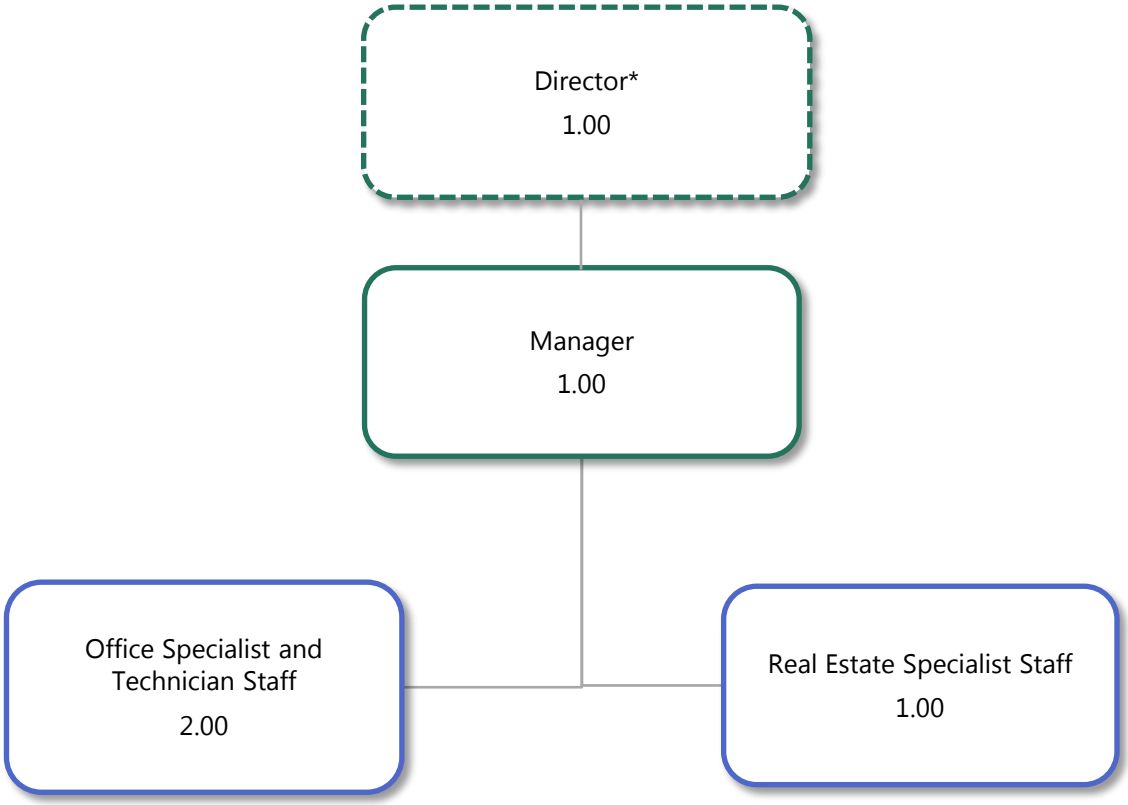
None

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 2015, and changes occurring as part of the 2016 Budget for General Fund.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$377,553	$358,545	$323,277	$323,277	$293,935	($29,342)
Operating	20,368	8,935	14,217	14,217	14,217	0
Capital Outlay	0	0	0	0	0	0
Total	**$397,921**	**$367,480**	**$337,494**	**$337,494**	**$308,152**	**($29,342)**
Revenue		**$321,093**	**$225,921**	**$225,921**	**$189,316**	**($36,605)**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Administrative Technician	1.00	1.00	1.00	1.00	0.00
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
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 Specialist II	1.00	0.00	0.00	0.00	0.00
Total Special Positions	**1.00**	**0.00**	**0.00**	**0.00**	**0.00**
Total Positions	**5.00**	**4.00**	**4.00**	**4.00**	**0.00**

* 2015 Amended Budget as of 8/31/2015

Funding Changes	During 2015	* 2015 Amended - 2015 Original Budget
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($29,933)
	Net increase for medical plan changes	591
	Total Salaries/Benefits/Pensions	**($29,342)**
	Operating	
	None	$0
	Total Operating	**$0**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2016	**($29,342)**

Position Changes	During 2015	* 2015 Amended - 2015 Original Budget
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

REAL ESTATE SERVICE

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	293,386	281,394	236,484	240,358	3,874	1.64%
51210	OVERTIME	0	11	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	3,776	2,435	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(1,491)	0	0	0	0	0.00%
51610	PERA	39,420	37,914	42,759	32,929	(9,830)	-22.99%
51615	WORKERS COMPENSATION	571	542	590	505	(85)	-14.41%
51620	EQUITABLE LIFE INSURANCE	798	791	1,120	879	(241)	-21.52%
51640	DENTAL INSURANCE	1,918	1,840	1,865	1,647	(218)	-11.69%
51655	RETIRED EMP MEDICAL INS	0	0	2,000	2,000	0	0.00%
51670	PARKING FOR EMPLOYEES	1,180	1,100	1,440	1,440	0	0.00%
51690	MEDICARE	4,235	4,044	4,560	3,485	(1,075)	-23.57%
51695	CITY EPO MEDICAL PLAN	30,786	28,169	32,459	0	(32,459)	-100.00%
51696	ADVANTAGE HD MED PLAN	2,241	280	0	9,192	9,192	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	733	25	0	1,500	1,500	0.00%
Total Salaries and Benefits		**377,553**	**358,545**	**323,277**	**293,935**	**(29,342)**	**-9.08%**
52110	OFFICE SUPPLIES	1,454	331	1,300	1,100	(200)	-15.38%
52111	PAPER SUPPLIES	428	196	400	600	200	50.00%
52120	COMPUTER SOFTWARE	0	0	0	600	600	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	630	0	0	0	0	0.00%
52125	GENERAL SUPPLIES	214	85	250	100	(150)	-60.00%
52135	POSTAGE	796	228	900	300	(600)	-66.67%
52165	LICENSES AND TAGS	0	0	40	0	(40)	-100.00%
52405	ADVERTISING SERVICES	494	0	0	0	0	0.00%
52575	SERVICES	3,860	2,027	2,500	500	(2,000)	-80.00%
52590	TEMPORARY EMPLOYMENT	88	0	0	0	0	0.00%
52605	CAR MILEAGE	0	0	0	50	50	0.00%
52615	DUES AND MEMBERSHIP	227	484	500	500	0	0.00%
52625	MEETING EXPENSES IN TOWN	0	0	0	100	100	0.00%
52630	TRAINING	3,045	1,428	3,802	1,959	(1,843)	-48.47%
52655	TRAVEL OUT OF TOWN	0	0	0	4,000	4,000	0.00%
52735	TELEPHONE LONG DIST CALLS	90	72	125	0	(125)	-100.00%
52736	CELL PHONE AIRTIME	64	0	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	519	380	500	608	108	21.60%
52776	PRINTER CONSOLIDATION COST	3,191	3,245	3,600	3,600	0	0.00%
52874	OFFICE SERVICES PRINTING	85	243	300	200	(100)	-33.33%
65160	RECRUITMENT	5,183	216	0	0	0	0.00%
Total Operating Expenses		**20,368**	**8,935**	**14,217**	**14,217**	**0**	**0.00%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**397,921**	**367,480**	**337,494**	**308,152**	**(29,342)**	**-8.69%**
42605	ENT FUND UTIL ALLOCATION	214,596	226,283	200,921	184,316	(16,605)	-8.26%
42636	UTIL ALLOCATION SDS	96,153	46,415	0	0	0	0.00%
42637	UTIL ALLOCATION HTM	21,436	11,572	0	0	0	0.00%
42710	OTHER REVENUE	7,200	5,920	0	5,000	5,000	0.00%
42720	OTHER BILLED INVOICES	0	30,903	25,000	0	(25,000)	-100.00%
Total Revenue		**339,385**	**321,093**	**225,921**	**189,316**	**(36,605)**	**-16.20%**

Totals may differ from narrative due to rounding.

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Economic Development

Bob Cope, Manager | (719) 385-5561 | bcope@springsgov.com

2016 Goals

Goal	Measurable Outcome
Enhance and promote business retention and expansion through improving the business climate, performance-based incentives, issue resolution, and Rapid Response.	Increase in jobs, economic growth and municipal sales tax revenue.
Promote redevelopment of underperforming areas of the community and designated EOZ areas.	This goal will be measured in Q4 by the number of redevelopment projects and amount of private-sector investment.

All Funds Summary

All Funds	Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	General Fund	$455,995	$334,227	$334,227	$335,783	$1,556
	Total	**$455,995**	**$334,227**	**$334,227**	**$335,783**	**$1,556**
	Positions					
	General Fund	6.00	3.00	3.00	3.00	0.00
	Total	**6.00**	**3.00**	**3.00**	**3.00**	**0.00**

* 2015 Amended Budget as of 8/31/2015

Significant Changes vs. 2015

None

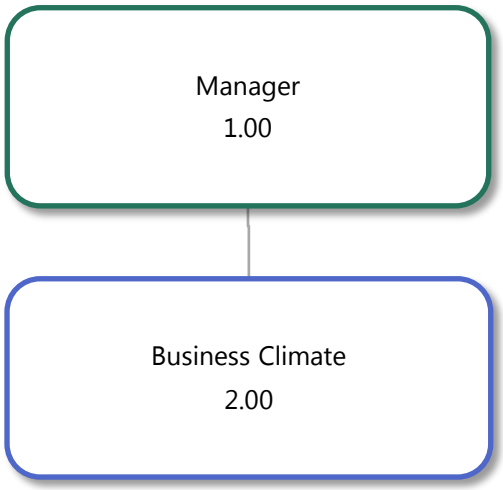
Economic Development

The Office of Economic Development (OED) 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 OED 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 Economic Opportunity Zone (EOZ) plans for the Southeast Colorado Springs EOZ and North Nevada EOZ implemented
- Continued collaboration with City for Champions project element sponsors



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2015, and changes occurring as part of the 2016 General Fund Budget.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$359,471	$400,922	$238,868	$238,868	$240,424	$1,556
Operating	204,398	55,073	95,359	95,359	95,359	0
Capital Outlay	0	0	0	0	0	0
Total	**$563,869**	**$455,995**	**$334,227**	**$334,227**	**$335,783**	**$1,556**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Administrative Techician	1.00	1.00	1.00	1.00	0.00
Business Climate Manager	0.00	1.00	1.00	1.00	0.00
Chief Economic Vitality Officer	1.00	0.00	0.00	0.00	0.00
Economic Vitality Specialist	1.00	0.00	0.00	0.00	0.00
Events Coordinator (Analyst II, Benefits & Financial)	1.00	0.00	0.00	0.00	0.00
Office Specialist	1.00	0.00	0.00	0.00	0.00
Senior Business Climate Specialist	0.00	0.00	1.00	1.00	0.00
Senior Economic Vitality Specialist	1.00	1.00	0.00	0.00	0.00
Total Positions	**6.00**	**3.00**	**3.00**	**3.00**	**0.00**

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$501
	No increase for pay for performance	0
	Net increase for medical and dental plan changes	1,055
	Total Salaries/Benefits/Pensions	**$1,556**
	Operating	
	None	$0
	Total Operating	**$0**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2016	**$1,556**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

ECONOMIC DEVELOPMENT

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	289,042	325,460	188,316	190,247	1,931	1.03%
51220	SEASONAL TEMPORARY	918	(403)	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	0	2,699	0	0	0	0.00%
51260	VACATION BUY PAY OUT	476	0	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(1,943)	(1,156)	0	0	0	0.00%
51610	PERA	36,485	43,590	25,730	25,638	(92)	-0.36%
51615	WORKERS COMPENSATION	521	641	356	393	37	10.39%
51620	EQUITABLE LIFE INSURANCE	768	910	691	691	0	0.00%
51640	DENTAL INSURANCE	1,631	1,637	1,173	887	(286)	-24.38%
51670	PARKING FOR EMPLOYEES	946	714	720	720	0	0.00%
51690	MEDICARE	4,113	4,629	2,723	2,714	(9)	-0.33%
51695	CITY EPO MEDICAL PLAN	25,965	8,410	19,159	9,192	(9,967)	-52.02%
51696	ADVANTAGE HD MED PLAN	498	12,528	0	9,192	9,192	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	51	1,263	0	750	750	0.00%
Total Salaries and Benefits		**359,471**	**400,922**	**238,868**	**240,424**	**1,556**	**0.65%**
52105	MISCELLANEOUS OPERATING	1	230	0	0	0	0.00%
52110	OFFICE SUPPLIES	994	295	1,200	1,000	(200)	-16.67%
52120	COMPUTER SOFTWARE	0	265	560	500	(60)	-10.71%
52122	CELL PHONES EQUIP AND SUPPLIES	1,503	0	1,000	500	(500)	-50.00%
52125	GENERAL SUPPLIES	6,661	7,290	500	500	0	0.00%
52135	POSTAGE	35	400	100	100	0	0.00%
52405	ADVERTISING SERVICES	200	200	0	0	0	0.00%
52560	PARKING SERVICES	0	5	231	231	0	0.00%
52575	SERVICES	164,120	18,969	75,300	75,300	0	0.00%
52590	TEMPORARY EMPLOYMENT	9,228	0	0	0	0	0.00%
52605	CAR MILEAGE	2,189	416	500	500	0	0.00%
52615	DUES AND MEMBERSHIP	0	4,872	365	365	0	0.00%
52625	MEETING EXPENSES IN TOWN	3,701	2,349	3,730	2,500	(1,230)	-32.98%
52630	TRAINING	0	700	735	735	0	0.00%
52645	SUBSCRIPTIONS	1,242	89	100	100	0	0.00%
52650	MARKETING EXP	3,208	4,332	0	0	0	0.00%
52655	TRAVEL OUT OF TOWN	2,506	4,072	5,000	5,000	0	0.00%
52735	TELEPHONE LONG DIST CALLS	115	142	120	0	(120)	-100.00%
52738	CELL PHONE BASE CHARGES	2,731	3,246	1,368	2,068	700	51.17%
52775	MINOR EQUIPMENT	986	322	500	500	0	0.00%
52776	PRINTER CONSOLIDATION COST	3,171	4,514	3,200	4,500	1,300	40.63%
52795	RENTAL OF EQUIPMENT	140	0	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	1,667	1,545	850	960	110	12.94%
65160	RECRUITMENT	0	820	0	0	0	0.00%
Total Operating Expenses		**204,398**	**55,073**	**95,359**	**95,359**	**0**	**0.00%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**563,869**	**455,995**	**334,227**	**335,783**	**1,556**	**0.47%**

Totals may differ from narrative due to rounding.

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Housing

Aimee Cox, Manager | (719) 385-6609 | aicox@springsgov.com

2016 Goals

Goal	Measurable Outcome
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 of 75 affordable housing units.
Continue to invest resources to increase the number of emergency shelter beds in the community, especially during winter months.	Increase of 100 of emergency shelter beds.

All Funds Summary

All Funds	Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	General Fund	$253,516	$429,736	$429,736	$432,895	$3,159
	Grants Fund (Operating & CIP)	4,402,214	3,920,000	4,371,557	4,375,350	3,793
	Total	**$4,655,730**	**$4,349,736**	**$4,801,293**	**$4,808,245**	**$6,952**
	Positions					
	General Fund	0.00	1.00	1.00	1.00	0.00
	Grants Fund	11.00	9.00	9.00	9.00	0.00
	Total	**11.00**	**10.00**	**10.00**	**10.00**	**0.00**

* 2015 Amended Budget as of 8/31/2015 (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 2016, Housing is no longer included in Economic Development. All historical numbers have been adjusted accordingly.

Significant Changes vs. 2015

- Net increase of nearly $4,000 in Grants Fund due to a projected increase in the Emergency Shelter Grant and projected decreases in the CDBG and HOME grants

Housing

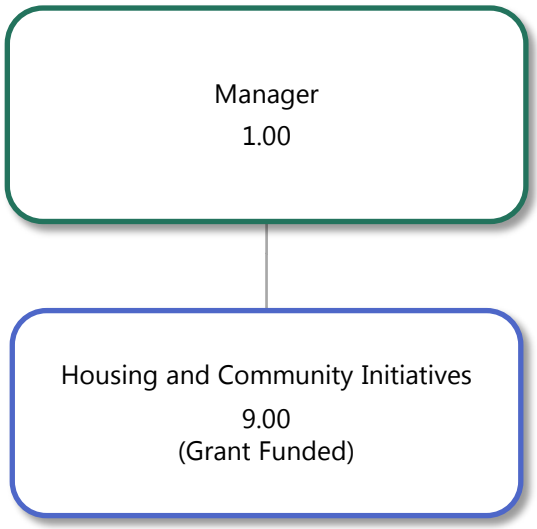
Housing and Community Initiatives

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 2015, and changes occurring as part of the 2016 Budget for each fund including General Fund, CDBG Grant Funds, HOME Grant Funds, HOPE III Grant Funds, ESG Grant Funds, and CIP.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$0	$0	$128,770	$128,770	$131,929	$3,159
Operating	241,647	253,516	300,966	300,966	300,966	0
Capital Outlay	0	0	0	0	0	0
Total	**$241,647**	**$253,516**	**$429,736**	**$429,736**	**$432,895**	**$3,159**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Housing Manager	0.00	1.00	1.00	1.00	0.00
Total Positions	**0.00**	**1.00**	**1.00**	**1.00**	**0.00**

Funding Changes

During 2015	* 2015 Amended - 2015 Original Budget
None	$0
Total During 2015	**$0**
For 2016	**2016 Budget - * 2015 Amended Budget**
Salaries/Benefits/Pensions	
Net change to fund existing positions	$2,649
Net increase for medical and dental plan changes	510
Total Salaries/Benefits/Pensions	**$3,159**
Operating	
None	$0
Total Operating	**$0**
Capital Outlay	
None	$0
Total Capital Outlay	**$0**
Total For 2016	**$3,159**

* 2015 Amended Budget as of 8/31/2015

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

CDBG Grant Funds						
Source of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
CDBG Entitlement	$2,499,838	$1,851,448	$2,400,000	$2,620,268	$2,541,000	($79,268)
Program Income	105,461	604,713	100,000	100,000	100,000	0
Total	**$2,605,299**	**$2,456,161**	**$2,500,000**	**$2,720,268**	**$2,641,000**	**($79,268)**
Use of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
Salary/Benefits/Pensions	$853,778	$706,665	$848,374	$599,926	$531,809	($68,117)
Capital Improvements/Public Facilities	887,429	592,506	488,000	925,000	900,000	(25,000)
Human Services Contracts	417,291	631,100	375,000	415,000	396,000	(19,000)
General Administration	63,003	60,083	37,160	41,342	55,620	14,278
Affordable Housing/Rehab	395,282	523,372	699,466	674,000	703,571	29,571
Planning Activities	24,527	72,172	52,000	65,000	54,000	(11,000)
Total	**$2,641,310**	**$2,585,898**	**$2,500,000**	**$2,720,268**	**$2,641,000**	**($79,268)**

HOME Grant Funds						
Source of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
Home Entitlement	$984,217	$1,408,964	$825,000	$998,094	$968,000	($30,094)
Program Income	440,689	282,712	425,000	425,000	425,000	0
Total	**$1,424,906**	**$1,691,676**	**$1,250,000**	**$1,423,094**	**$1,393,000**	**($30,094)**
Use of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
Salary/Benefits/Pensions	$0	$30,160	$99,023	$119,372	$193,010	$73,638
Administration/Planning	25,181	14,406	20,825	20,435	20,302	(133)
Affordable Housing/Rehab	644,492	805,810	665,152	818,287	695,000	(123,287)
CHDO Administration	48,512	35,000	41,250	41,250	45,738	4,488
CHDO Housing Development	21,660	837,283	123,750	123,750	138,950	15,200
Tenant-Based Rental Assist.	184,261	0	300,000	300,000	300,000	0
Total	**$924,106**	**$1,722,659**	**$1,250,000**	**$1,423,094**	**$1,393,000**	**($30,094)**

* 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.

HOPE III Grant Funds							
	Source of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Revenue	$240	$240	$0	$0	$0	$0
	Total	**$240**	**$240**	**$0**	**$0**	**$0**	**$0**
	Use of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Acquisition/Rehab/Resale	$33,561	$42,498	$0	$0	$0	$0
	Total	**$33,561**	**$42,498**	**$0**	**$0**	**$0**	**$0**

ESG Grant Funds							
	Source of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	ESG Entitlement	$169,494	$126,130	$170,000	$228,195	$221,350	($6,845)
	ESG-State	0	0	0	0	120,000	120,000
	Total	**$169,494**	**$126,130**	**$170,000**	**$228,195**	**$341,350**	**$113,155**
	Use of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Homeless Prevention	$0	$5,561	$56,870	$28,000	$0	($28,000)
	Salvation Army	99,000	41,250	99,000	176,195	0	(176,195)
	Shelters	0	0	0	0	341,350	341,350
	Urban Peak	14,130	4,348	14,130	24,000	0	(24,000)
	Total	**$113,130**	**$51,159**	**$170,000**	**$228,195**	**$341,350**	**$113,155**

* 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	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
CDBG Grant	$2,641,310	$2,585,898	$2,500,000	$2,720,268	$2,641,000	($79,268)
HOME Grant	924,106	1,722,659	1,250,000	1,423,094	1,393,000	(30,094)
HOPE III Grant	33,561	42,498	0	0	0	0
ESG Grant	113,130	51,159	170,000	228,195	341,350	113,155
Total	**$3,712,107**	**$4,402,214**	**$3,920,000**	**$4,371,557**	**$4,375,350**	**$3,793**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Administrative Technician	0.00	1.00	1.00	1.00	0.00
Analyst I	1.00	1.00	1.00	1.00	0.00
Analyst II	1.00	1.00	1.00	2.00	1.00
CDBG Specialist I	1.00	1.00	1.00	0.00	(1.00)
Community Development Manager	1.00	0.00	0.00	0.00	0.00
Office Specialist	1.00	0.00	0.00	0.00	0.00
Principal Analyst	1.00	0.00	0.00	0.00	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 Positions	**11.00**	**9.00**	**9.00**	**9.00**	**0.00**

Funding Changes

During 2015	* 2015 Amended - 2015 Original Budget
None	$0
Total During 2015	**$0**

For 2016	2016 Budget - * 2015 Amended Budget
Decrease in CDBG Grant funds due to projected entitlement decrease	($79,268)
Decrease in HOME Grant funds due to projected entitlement decrease	(30,094)
Decrease in HOPE III Grant funds due to close out of program	0
Increase in ESG Grant funds based on projected entitlement increase	113,155
Total For 2016	**$3,793**

* 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 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 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.

2016 CIP Program			
	Project Name	**Grants**	**Total 2016 Allocation**
	Route 9, Ph II - Transit Accessibility Improvements	400,000	**$400,000**
	Transit Pedestrian/Accessibility Improvements	80,000	**$80,000**
	Public Facilities/Shelters	420,000	**$420,000**
	Total 2016 CIP	**$900,000**	**$900,000**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 31-1		

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

HOUSING

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	0	0	102,765	105,060	2,295	2.23%
51610	PERA	0	0	13,974	14,393	419	3.00%
51612	RETIREMENT HEALTH SAVINGS	0	0	50	0	(50)	-100.00%
51615	WORKERS COMPENSATION	0	0	195	221	26	13.33%
51620	EQUITABLE LIFE INSURANCE	0	0	409	424	15	3.67%
51640	DENTAL INSURANCE	0	0	395	444	49	12.41%
51670	PARKING FOR EMPLOYEES	0	0	240	240	0	0.00%
51690	MEDICARE	0	0	1,490	1,523	33	2.21%
51695	CITY EPO MEDICAL PLAN	0	0	9,252	0	(9,252)	-100.00%
51696	ADVANTAGE HD MED PLAN	0	0	0	8,875	8,875	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	0	0	750	750	0.00%
Total Salaries and Benefits		**0**	**0**	**128,770**	**131,930**	**3,160**	**2.45%**
52125	GENERAL SUPPLIES	1,366	0	1,500	1,500	0	0.00%
52410	BUILDING SECURITY SERVICES	0	659	0	0	0	0.00%
52440	HUMAN SERVICES	137,823	93,509	172,548	172,548	0	0.00%
52441	TRANSIT PASSES	0	13,737	18,000	18,000	0	0.00%
52575	SERVICES	459	41,698	1,300	1,300	0	0.00%
52605	CAR MILEAGE	0	0	1,500	1,500	0	0.00%
52625	MEETING EXPENSES IN TOWN	0	0	500	500	0	0.00%
52630	TRAINING	0	0	750	750	0	0.00%
52655	TRAVEL OUT OF TOWN	0	0	1,500	1,500	0	0.00%
52738	CELL PHONE BASE CHARGES	0	0	1,368	1,368	0	0.00%
52746	UTILITIES ELECTRIC	0	194	0	0	0	0.00%
52747	UTILITIES GAS	0	768	0	0	0	0.00%
52748	UTILITIES SEWER	0	291	0	0	0	0.00%
52749	UTILITIES WATER	0	460	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	0	200	0	0	0	0.00%
65343	HOUSING AUTHORITY STAFF	101,999	102,000	102,000	0	(102,000)	-100.00%
65349	GOLDEN CIRCLE NUTRITION	0	0	0	102,000	102,000	0.00%
Total Operating Expenses		**241,647**	**253,516**	**300,966**	**300,966**	**0**	**0.00%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**241,647**	**253,516**	**429,736**	**432,896**	**3,160**	**0.74%**

Totals may differ from narrative due to rounding.

City of Colorado Springs
Budget Detail Report

GRANTS FUND

CDBG

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	Civilian Salaries	508,822	376,049	547,625	217,635	(329,990)	-60.26%
51210	Overtime	216	1,417	0	0	0	0.00%
51220	Seasonal Temporary	37,843	11,988	0	0	0	0.00%
51245	Retirement/Term Vacation	10,577	16,187	0	0	0	0.00%
51260	Vacation Buy	2,451	0	0	0	0	0.00%
51299	Salaries Reimbursements	126,677	0	0	0	0	0.00%
51610	PERA	72,020	56,487	73,737	64,699	(9,038)	-12.26%
51615	Workers' Compensation	3,450	2,801	3,605	3,240	(365)	-10.12%
51620	Equitable Life Insurance	1,491	0	1,994	1,709	(285)	-14.27%
51640	Dental Insurance	3,333	2,615	3,360	3,257	(103)	-3.07%
51655	Retired Employee Medical Ins	10,968	10,968	0	0	0	0.00%
51670	Employee Parking	240	1,140	2,160	1,987	(173)	-8.00%
51690	Medicare	7,653	6,016	7,804	6,848	(956)	-12.26%
51695	City EPO Medical Plan	52,453	18,833	48,089	15,710	(32,379)	-67.33%
51696	Advantage HD Medical Plan	14,179	31,562	0	52,584	52,584	0.00%
51697	HRA Benefit to Adv Med Plan	1,406	2,511	0	4,140	4,140	0.00%
72051	Code Enforcement	0	168,092	160,000	160,000	0	0.00%
Total Salaries and Benefits		**853,779**	**706,665**	**848,374**	**531,809**	**(316,565)**	**-37.31%**
72060	CDBG CIP	428,864	404,822	488,000	900,000	412,000	84.43%
71985	Ivywild Public Improvements	7,588	182,532	0	0	0	0.00%
73031	Mill Street Improvements	104,864	0	0	0	0	0.00%
73015	Westside Resident Sidewalks	346,112	5,152	0	0	0	0.00%
Total Capital Improvements Project		**887,428**	**592,506**	**488,000**	**900,000**	**412,000**	**84.43%**
65414	Homeward Pikes Peak	8,785	0	0	0	0	0.00%
52440	Human Services	297,728	0	0	0	0	0.00%
72201	Human Services	0	548,600	315,000	396,000	81,000	25.71%
72280	Human Svc- Comm& Snr Centrs	65,397	60,000	60,000	0	(60,000)	-100.00%
72256	Human Svc-Hsng Auth Gcnp	45,381	22,500	0	0	0	0.00%
Total Contracts		**417,291**	**631,100**	**375,000**	**396,000**	**21,000**	**5.60%**
52577	Administrative Services	2,520	0	2,500	0	(2,500)	-100.00%
52405	Advertising Services	293	0	500	500	0	0.00%
52410	Building Security Services	2,363	0	0	0	0	0.00%
52605	Car Mileage	188	144	400	329	(71)	-17.75%
52775	CDBG Minor Equipment	620	0	400	400	0	0.00%
52725	CDBG Rental of Property	0	0	690	0	(690)	-100.00%
52630	CDBG Training	108	280	2,500	3,000	500	20.00%
52738	Cell Base	2,348	1,990	2,500	2,000	(500)	-20.00%
52705	Communications	2,246	7,414	2,300	8,500	6,200	269.57%
52615	Dues & Membership	2,425	1,865	3,000	2,000	(1,000)	-33.33%
52435	Garbage Removal Svc	399	281	0	0	0	0.00%
52125	General Supplies	520	72	500	2,000	1,500	300.00%
52445	Janitorial Services	3,769	2,913	0	0	0	0.00%
52190	Janitorial Supplies	100	0	0	0	0	0.00%
52265	Maintenance-Buildings & Structure	2,952	302	0	0	0	0.00%
52872	Maintenance-Fleet Vehicles/Equip	3,769	3,736	3,800	3,000	(800)	-21.05%
52220	Maintenance-Office Machines	0	0	100	500	400	400.00%
52625	Meeting Expenses In Town	0	23	500	500	0	0.00%
52874	Office Services Printing	275	1,343	1,000	2,000	1,000	100.00%
52875	Office Services Records	1,175	1,342	500	1,500	1,000	200.00%

City of Colorado Springs
Budget Detail Report

GRANTS FUND

CDBG

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
52110	Office Supplies	2,739	2,786	2,750	3,000	250	9.09%
52655	Out Of Town Travel	12	0	750	3,000	2,250	300.00%
52111	Paper Supplies	183	9	250	500	250	100.00%
52560	Parking Services	600	450	800	500	(300)	-37.50%
52135	Postage	1,014	668	1,000	900	(100)	-10.00%
52776	Printer Consolidation Cost	3,998	2,625	4,000	4,500	500	12.50%
65361	Relocation Assistance	6,858	0	0	0	0	0.00%
52795	Rental Of Equipment	0	0	500	500	0	0.00%
52170	Special, Photography, Etc	0	0	0	0	0	0.00%
52645	Subscriptions	362	149	350	300	(50)	-14.29%
52735	Telephone-Long Dist Calls	70	65	70	100	30	42.86%
52590	Temporary Employment	7,332	11,218	0	500	500	0.00%
52747	Utilities Gas	754	376	0	0	0	0.00%
52748	Utilities Sewer	930	1,043	0	0	0	0.00%
52749	Utilities Water	1,716	2,029	0	0	0	0.00%
Total General Administration		**63,003**	**60,083**	**37,160**	**55,620**	**18,460**	**49.68%**
72140	Affordable Housing Develop	0	102,003	0	375,000	375,000	0.00%
72140	Affordable Housing Acquisition	0	0	209,466	0	(209,466)	-100.00%
72005	CDBG Emergency EM	0	126,581	100,000	140,000	40,000	40.00%
72003	CDBG Emergency EM - In-House	0	17,105	50,000	10,000	(40,000)	-80.00%
72070	CDBG Owner Occupied Loan Ro	7,315	39,679	25,000	0	(25,000)	-100.00%
73090	ERC Weatherization	50,096	39,482	0	0	0	0.00%
72065	Resident Single Family Rehab	73,878	0	0	0	0	0.00%
72000	Resident Single Family Rehab	75,328	166,892	75,000	173,571	98,571	131.43%
72005	Resident Single Family Rehab	130,126	0	0	0	0	0.00%
72015	Residential Rehab Investor Owner	50,945	23,966	55,000	0	(55,000)	-100.00%
70200	Soft Costs	470	0	0	0	0	0.00%
Total Housing/Rehab		**395,283**	**523,371**	**699,466**	**703,571**	**4,105**	**0.59%**
72425	Citizen Participation	65	1,989	2,000	5,000	3,000	150.00%
72433	Housing Needs Assessment	12,886	69,844	0	0	0	0.00%
72431	Planning	122	339	50,000	49,000	(1,000)	-2.00%
72438	Planning - Mill St Neighborhood	1,054	0	0	0	0	0.00%
72440	Planning - Org Westside NA	6,202	0	0	0	0	0.00%
	Total Planning Activities	**24,526**	**72,172**	**52,000**	**54,000**	**2,000**	**3.85%**
	Total Operating Expenses	**2,641,310**	**2,585,898**	**2,500,000**	**2,641,000**	**141,000**	**5.64%**
	Total Capital Outlay	**0**	**0**	**0**	**0**	**0**	0.00%
	Total Organization	**2,641,310**	**2,585,898**	**2,500,000**	**2,641,000**	**141,000**	**5.64%**

Totals may differ from narrative due to rounding.

City of Colorado Springs
Budget Detail Report

GRANTS FUND
HOME

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	Civilian Salaries	0	29,966	99,023	138,602	39,579	39.97%
51610	PERA	0	0	0	9,000	9,000	0.00%
51615	State Compensation	0	194	0	500	500	0.00%
51620	Equitable Life Insurance	0	0	0	250	250	0.00%
51640	Dental Insurance	0	0	0	540	540	0.00%
51690	Medicare	0	0	0	1,118	1,118	0.00%
51695	City EPO Medical Plan	0	0	0	8,000	8,000	0.00%
72116	TBRA Staff Support	0	0	0	35,000	35,000	0.00%
	Total Salaries & Benefits	**0**	**30,160**	**99,023**	**193,010**	**93,987**	**94.91%**
52110	Office Supplies	23	0	1,000	500	(500)	-50.00%
52111	Paper Supplies	172	0	250	200	(50)	-20.00%
52120	Micros- Software	2,250	1,313	2,000	1,200	(800)	-40.00%
52122	Cell Phone Equp & Supplies	0	0	0	150	150	0.00%
52122	Cell Phone Equp & Supplies	118	0	150	0	(150)	-100.00%
52135	HOME Postage	38	0	500	377	(123)	-24.60%
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	500	500	0	0.00%
52410	HOME Building Security Svcs	938	1,318	0	0	0	0.00%
52445	Janitorial Services	8,000	971	0	0	0	0.00%
52575	HOME Services		6,954		5,000		
52605	Car Mileage	814	247	800	0	(800)	-100.00%
52625	In Town Mtg. Expenses	20	24	300	300	0	0.00%
52630	Training	820	0	2,000	1,100	(900)	-45.00%
52645	Subscriptions	0	0	200	200	0	0.00%
52655	Travel Out Of Town	1,860	450	3,000	1,500	(1,500)	-50.00%
52725	Rental Of Property	1,287	990	1,500	1,000	(500)	-33.33%
52738	Cell Phone Base Charges	340	0	350	300	(50)	-14.29%
52746	Utilities- Electric	3,706	886	0	0	0	0.00%
52747	Utilities-Gas	1,484	0	0	0	0	0.00%
52748	Utilities-Sewer	335	0	0	0	0	0.00%
52749	Utilities-Water	426	0	0	0	0	0.00%
52775	Minor Equipment	85	0	250	250	0	0.00%
52776	Printer Consolidation Cost	2,309	1,163	2,000	2,000	0	0.00%
52795	Rental Of Equipment	0	0	2,000	0	(2,000)	-100.00%
52872	Fleet Services	0	0	2,000	0	(2,000)	-100.00%
52874	Office Services	156	90	1,300	0	(1,300)	-100.00%
52875	Office Services Records	0	0	500	500	0	0.00%
72433	Planning Studies	0	0	0	5,000	5,000	0.00%
Total Administration/Planning		**25,181**	**14,405**	**20,825**	**20,302**	**(523)**	**-2.51%**
72075	Homeowner Occupied Loan	446,858	621,959	0	0	0	0.00%
72095	Residential Rehab	0	0	350,000	450,000	100,000	28.57%
72135	Affordable Housing Assist	197,634	183,851	315,152	245,000	(70,152)	-22.26%
Total Affordable Housing/Rehab		**644,492**	**805,810**	**665,152**	**695,000**	**29,848**	**4.49%**
72130	CHDO Administration	48,512	35,000	41,250	45,738	4,488	10.88%
Total CHDO Administration		**48,512**	**35,000**	**41,250**	**45,738**	**4,488**	**10.88%**

City of Colorado Springs
Budget Detail Report

GRANTS FUND
HOME

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
72125	CHDO	21,660	837,283	123,750	138,950	15,200	12.28%
Total CHDO Housing Development		**21,660**	**837,283**	**123,750**	**138,950**	**15,200**	**12.28%**
72115	Tenant Based Rental Assist	184,261	0	300,000	300,000	0	0.00%
Total Tenant-Based Rental Assistance		**184,261**	**0**	**300,000**	**300,000**	**0**	**0.00%**
Total Operating Expenses		**924,106**	**1,722,659**	**1,250,000**	**1,393,000**	**143,000**	**11.44%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Organization		**924,106**	**1,722,659**	**1,250,000**	**1,393,000**	**143,000**	**11.44%**

GRANTS FUND
HOPE III

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
52575	Services	2,199	19,484	0	0	0	0.00%
60290	Acquisition Resale	31,362	23,014	0	0	0	0.00%
Total Operating Expenses		**33,561**	**42,498**	**0**	**0**	**0**	**0.00%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Organization		**33,561**	**42,498**	**0**	**0**	**0**	**0.00%**

GRANTS FUND
ESG

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
72350	Salvation Army	99,000	41,250	99,000	0	(99,000)	-100.00%
72350	Urban Peak	14,130	4,348	14,130	0	(14,130)	-100.00%
72350	Shelters	0	0	0	341,350	341,350	0.00%
73122	Homeless Prevention/Housing	0	5,561	56,870	0	(56,870)	-100.00%
Total Operating Expenses		**113,130**	**51,159**	**170,000**	**341,350**	**171,350**	**100.79%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Organization		**113,130**	**51,159**	**170,000**	**341,350**	**171,350**	**100.79%**

Totals may differ from narrative due to rounding.

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Police

Peter Carey, Police Chief | (719) 444-7401 | careype@ci.colospgs.co.us

2016 Goals

Goal	Measurable Outcome
CSPD will build on a solid foundation of public trust and engage the community in public safety efforts.	Increase participation in Chief's community groups by 5%; increase CSPD participation in community events by 5%; increase the number of public presentations given to the community by 5%;implement results of Body Worn Camera technology pilot program.
CSPD will make a positive impact on violent crime through the use of the National Imtegrated Ballistics Information Network (NIBIN) by submitting 100% of all CSPD-related recovered shell casings to CBI; by coordinating with partner agencies to encourage 100% submittal of recovered shell casings to CBI; and, by coordinating investigations of all NIBIN "hits" with partner agencies and the Bureau of Alcohol, Tobacco, Firearms, and Explosives.	Track the number of submitted shell casings; the number of cases assigned for investigative follow-up; and, the number of arrests made due to associated NIBIN "hits".
CSPD will enhance customer service to citizens by improving the False Alarm Program, in conjunction with the City Clerk's Office and the City Attorney's Office.	Reduce number of false alarms by 1%.

All Funds Summary

All Funds	Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	General Fund	$81,973,385	$88,982,619	$88,982,619	$88,883,725	($98,894)
	CIP - General Fund	64,756	1,000,000	1,100,000	400,000	(700,000)
	PSST	16,038,063	14,981,940	14,981,940	16,320,391	1,338,451
	Grants Fund	1,320,123	1,573,000	3,173,000	3,606,000	433,000
	Total	**$99,396,327**	**$106,537,559**	**$108,237,559**	**$109,210,116**	**$972,557**
	Positions					
	General Fund	801.50	824.50	825.50	813.50	(12.00)
	PSST	127.00	127.00	128.00	128.00	0.00
	Grants Fund	12.00	13.00	27.00	24.00	(3.00)
	Total	**940.50**	**964.50**	**980.50**	**965.50**	**(15.00)**

* 2015 Amended Budget as of 8/31/2015

Significant Changes vs. 2015

- Transfer Code Enforcement funding of $1 million and 15.00 FTE to Planning and Development
- Outsource transcription services – no funding change and decrease 2.00 FTE
- Increase $225K for transfer of Sexual Assault Evidence Collection costs from General Costs
- Increase $840K for Body Worn Camera Program ($240K General Fund, $600K Grants fund)

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 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 and provides VIP security services for dignitaries visiting our community.

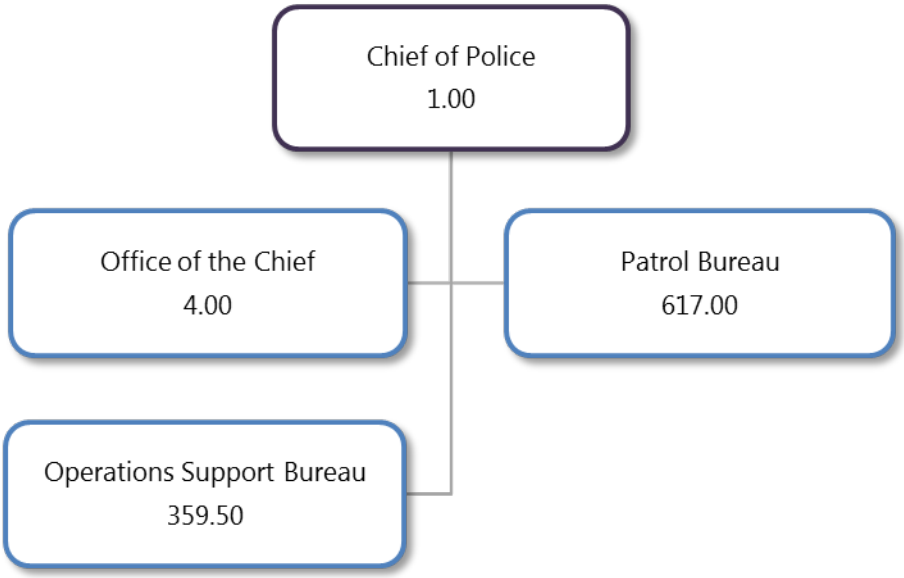
The ***Metro Vice, Narcotics and Intelligence Division (MVNI)*** works to impact the local drug and human trafficking market and its negative effects on our community; performs complex investigations of major drug organizations, money laundering, and the smuggling of drugs throughout the United States; 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 amounts):

Police Functions	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	**2016 Budget**
CAPS	$12	$141,551	$177,714	$179,801
Evidence	635,521	644,220	771,072	780,679
Impound Lot	1,103,730	1,023,793	1,161,466	1,208,108
Communications Center	5,904,963	5,997,172	6,844,069	6,555,965
Records and ID	2,301,083	2,440,587	2,668,628	2,667,946
Investigations	8,720,705	7,913,382	9,358,860	9,470,777
Crime Lab	1,098,861	1,237,840	1,241,719	1,325,435
Vice Narcotics	3,337,115	3,500,839	5,741,945	5,849,583
Specialized Enforcement	8,202,641	8,588,548	8,402,625	8,894,445
Code Enforcement	902,276	855,316	1,016,341	0
Patrol	43,485,454	46,119,126	48,390,352	49,819,762
Direct Public Service Functions	**$75,692,361**	**$78,462,374**	**$85,745,793**	**$86,752,501**
All other support/management functions	17,377,254	19,549,074	18,189,768	18,451,617
All Police Functions	**$93,069,615**	**$98,011,448**	**$103,964,559**	**$105,204,118**



* 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 or 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 2015, and changes occurring as part of the 2016 Budget for each fund including General Fund, PSST, Grant Funds, and CIP.

General Fund	Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Salary/Benefits/ Pensions	$73,579,321	$76,460,955	$82,435,803	$81,842,103	$81,880,242	$38,139
	Operating	4,969,435	5,463,325	6,438,816	6,808,516	6,928,483	119,967
	Capital Outlay	817,753	49,105	108,000	332,000	75,000	(257,000)
	Total	**$79,366,509**	**$81,973,385**	**$88,982,619**	**$88,982,619**	**$88,883,725**	**($98,894)**
	Revenue	**$3,965,228**	**$4,608,510**	**$4,414,411**	**$4,414,411**	**$4,388,379**	**($26,032)**

General Fund Positions	Civilian Positions	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Accounting Technician	0.00	0.00	0.00	0.00	0.00
	Administrative Technician	8.00	7.00	7.00	7.00	0.00
	Analyst I and II	6.00	5.00	5.00	5.00	0.00
	Code Enforcement Officer	5.00	5.00	5.00	0.00	(5.00)
	Code Enforcement Supervisor	1.00	1.00	1.00	0.00	(1.00)
	Community Service Officer	8.00	8.00	8.00	8.00	0.00
	Crime Analysis Supervisor (formerly Principal Analyst)	0.00	1.00	1.00	1.00	0.00
	Crime Lab Manager	1.00	0.00	0.00	0.00	0.00
	Crime Lab Supervisor	0.00	1.00	1.00	1.00	0.00
	Crime Scene Investigator	4.00	3.00	2.00	2.00	0.00
	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	40.00	40.00	40.00	40.00	0.00
	Evidence Technician	11.00	11.00	11.00	13.00	2.00
	Fingerprint Technician	9.00	9.00	10.00	10.00	0.00
	Forensic Chemist	1.00	0.00	0.00	0.00	0.00
	Investigative Specialist	4.00	4.00	4.00	4.00	0.00
	Latent Fingerprint Examiner	1.00	1.00	1.00	1.00	0.00
	Maintenance Technician II	2.00	2.00	2.00	1.00	(1.00)
	Marshal	4.00	4.00	3.00	3.00	0.00

* 2015 Amended Budget as of 8/31/2015

General Fund Positions	Civilian Positions	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Office Specialist	33.00	33.00	33.00	29.00	(4.00)
	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	1.00	1.00	1.00	0.00
	Police Fleet/Supply Coordinator	1.00	1.00	1.00	1.00	0.00
	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 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	4.00	4.00	4.00	0.00
	Program Administrator II	3.50	3.50	3.50	3.50	0.00
	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	9.00	9.00	9.00	9.00	0.00
	Public Safety Dispatch Trainer	0.00	1.00	1.00	1.00	0.00
	Public Safety Dispatcher	35.00	34.00	34.00	34.00	0.00
	Records Supervisor	6.00	6.00	6.00	6.00	0.00
	Senior Code Enforcement Officer	2.00	2.00	2.00	0.00	(2.00)
	Senior Communications Specialist	1.00	0.00	0.00	0.00	0.00
	Senior Crime Scene Investigator	0.00	1.00	2.00	2.00	0.00
	Senior Forensic Chemist	1.00	2.00	2.00	2.00	0.00
	Senior Office Specialist	10.00	10.00	10.00	10.00	0.00
	Senior Maintenance Technician	1.00	1.00	1.00	0.00	(1.00)
	Senior Marshal	1.00	1.00	1.00	1.00	0.00
	Staff Assistant	1.00	1.00	1.00	1.00	0.00
	Systems Analyst II	1.00	1.00	1.00	1.00	0.00
	Victim Advocate Coordinator (formerly Senior Analyst)	0.00	1.00	1.00	1.00	0.00
	Volunteer Coordinator	1.00	1.00	1.00	1.00	0.00
	Total FTE	**244.50**	**243.50**	**243.50**	**231.50**	**(12.00)**
	Special Positions					
	Civilian Criminal Investigator	0.00	0.00	1.00	1.00	0.00
	Total Civilian	**244.50**	**243.50**	**244.50**	**232.50**	**(12.00)**

* 2015 Amended Budget as of 8/31/2015

General Fund Positions	Sworn Positions	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 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	19.00	20.00	20.00	0.00
	Police Sergeant	63.00	68.00	67.00	67.00	0.00
	Police Officer	466.00	484.00	484.00	484.00	0.00
	Total Sworn	**557.00**	**581.00**	**581.00**	**581.00**	**0.00**
	Total Positions	**801.50**	**824.50**	**825.50**	**813.50**	**(12.00)**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	Redistribution of funds	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$854,137
	Net increase for medical and dental plan changes	377,222
	Decrease in Pension costs	(448,760)
	Increase for 1.00 Special FTE hired in 2015 (Civilian Criminal Investigator)	37,250
	Decrease for cost of current services	(39,844)
	Redistribution from operating and capital outlay	593,700
	Decrease due to transfer of Code Enforcement to Planning & Development	(1,004,517)
	Decrease of 2.00 FTE and associated funding with outsourcing of transcription services	(115,226)
	Increase for changes in evidence unit (hourly)	38,866
	Increase of 2.00 FTE and associated funding for Body Worn Camera Program	130,000
	Decrease due to efficiencies	(390,689)
	Increase for Overtime (paid for by Immigration & Customs Enforcement)	6,000
	Total Salaries/Benefits/Pensions	**$38,139**
	Operating	
	Increase associated with Body Worn Camera program implementation	$110,000
	Decrease due to transfer of Code Enforcement to Planning & Development	(93,170)
	Increase for transcription services outsourcing	115,226
	Increase for Sexual Assault Evidence Collection costs (Transfer from General Costs)	225,000
	Increase for changes in evidence unit (hourly) associated operating costs	1,134
	Net decrease in Utility cost	(3,836)
	Increase for vehicle rental & training (paid for by Immigration & Customs Enforcement)	10,500
	Remove one-time funding and redistribution	(244,887)
	Total Operating	**$119,967**
	Capital Outlay	
	Decrease in machinery and apparatus and buildings infrastructure	($37,000)
	Remove one-time funding and redistribution	(220,000)
	Total Capital Outlay	**($257,000)**
	Total For 2016	**($98,894)**

* 2015 Amended Budget as of 8/31/2015

Position Changes	During 2015	* 2015 Amended - 2015 Original Budget
	Added 1.00 Special FTE (Civilian Criminal Investigator)	1.00
	Transferred 1.00 FTE to PSST (Sworn Officer)	(1.00)
	Added 1.00 FTE (Office Specialist) in communications center to coordinate CORA Request items	1.00
	Total During 2015	**1.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Transfer 12.00 FTE (Code Enforcement) to Planning & Development	(12.00)
	Decreased 2.00 FTE (Office Specialist) Outsource Transcription	(2.00)
	Add 2.00 FTE (Evidence Technician) for the Body Worn Camera Program	2.00
	Total For 2016	**(12.00)**

PSST	Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Salary/Benefits/ Pensions	$12,393,587	$13,731,480	$13,464,375	$13,464,375	$14,529,247	$1,064,872
	Operating	1,223,119	1,339,950	1,236,065	1,236,065	1,544,144	308,079
	Capital Outlay	86,400	966,633	281,500	281,500	247,000	(34,500)
	Total	**$13,703,106**	**$16,038,063**	**$14,981,940**	**$14,981,940**	**$16,320,391**	**$1,338,451**

* 2015 Amended Budget as of 8/31/2015

PSST Positions	Civilian Positions	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 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
	Senior Systems Analyst	1.00	1.00	1.00	1.00	0.00
	Skilled Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00
	Senior Applications Support Administrator	0.00	0.00	0.00	1.00	1.00
	Total Civilian	**42.00**	**42.00**	**42.00**	**42.00**	**0.00**
	Sworn Positions	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 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	61.00	61.00	62.00	62.00	0.00
	Total Sworn	**85.00**	**85.00**	**86.00**	**86.00**	**0.00**
	Total Positions	**127.00**	**127.00**	**128.00**	**128.00**	**0.00**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$900,380
	Net increase for medical and dental plan changes	61,021
	Increase for 1.00 FTE transfer from General Fund	106,000
	Redistribution to operating category	(2,529)
	Total Salaries/Benefits/Pensions	**$1,064,872**
	Operating	
	Increased costs for current contracts	$246,008
	Redistribution to fund increased operating expenses	24,792
	Contribution fo fund balance - Employee Benefits Self-Insurance Fund	37,279
	Total Operating	**$308,079**
	Capital Outlay	
	Increased costs for current contracts	$43,000
	Redistribution to operating category	(77,500)
	Total Capital Outlay	**($34,500)**
	Total For 2016	**$1,338,451**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	Transferred 1.00 FTE from General Fund (Sworn Officer)	1.00
	Total During 2015	**1.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

Enterprise Positions						
	Civilian Positions	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	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**
	Sworn Positions	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	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.					

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**

* 2015 Amended Budget as of 8/31/2015

Grants Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Operating	$1,330,076	$1,320,123	$1,573,000	$3,173,000	$3,606,000	$433,000
Total	**$1,330,076**	**$1,320,123**	**$1,573,000**	**$3,173,000**	**$3,606,000**	**$433,000**

Civilian Positions	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Code Enforcement Officer	3.00	3.00	3.00	0.00	(3.00)
DNA Analyst	0.00	0.00	1.00	1.00	0.00
Emergency Response Technician	0.00	0.00	6.00	6.00	0.00
I.T. Project Manager II	0.00	0.00	1.00	1.00	0.00
Office Specialist	2.00	3.00	4.00	4.00	0.00
Program Coordinator	1.00	1.00	1.00	1.00	0.00
Public Safety Dispatcher	0.00	0.00	2.00	2.00	0.00
Victim Advocate (formerly Analyst I)	3.00	3.00	4.00	4.00	0.00
Total Civilian	**9.00**	**10.00**	**22.00**	**19.00**	**(3.00)**

Sworn Positions	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Police Officer	3.00	3.00	5.00	5.00	0.00
Total Sworn	**3.00**	**3.00**	**5.00**	**5.00**	**0.00**
Total Positions	**12.00**	**13.00**	**27.00**	**24.00**	**(3.00)**

Grant funding and associated positions will vary by year depending on the amount of grant funds anticipated or awarded.

NOTE: All grant funded positions are special positions and not regular FTE.

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	Funding from E911 for communications center staff salaries & benefits	$1,600,000
	Total During 2015	**$1,600,000**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Funding from E911 for communications center staff salaries & benefits	$1,250,000
	Total Salaries/Benefits/Pensions	**$1,250,000**
	Operating	
	None	$0
	Total Operating	**$0**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2016	**$1,250,000**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	Added 1.00 FTE (DNA Analyst)	1.00
	Added 6.00 FTE (Emergency Response Technician)	6.00
	Added 1.00 FTE (IT Project Manager II)	1.00
	Added 1.00 FTE (Office Specialist)	1.00
	Added 2.00 FTE (Public Safety Dispatcher)	2.00
	Added 1.00 FTE (Victim Advocate)	1.00
	Added 2.00 FTE (Police Officer)	2.00
	Total During 2015	**14.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Transfer of 3.00 FTE (CDBG - Code Enforcement) to Planning & Development	(3.00)
	Total For 2016	**(3.00)**

* 2015 Amended Budget as of 8/31/2015

2016 CIP Prog.	**Project**	**General Fund**	**Total 2016 Allocation**
	Sand Creek Substation Replacement - Design	400,000	**400,000**
	Total 2016 CIP	**$400,000**	**$400,000**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 31-1		

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Police_All_Departments

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	11,208,926	11,510,882	12,533,255	11,604,134	(929,121)	-7.41%
51210	OVERTIME	291,125	192,192	291,809	247,658	(44,151)	-15.13%
51220	SEASONAL TEMPORARY	885,759	1,044,594	1,355,800	1,313,164	(42,636)	-3.14%
51225	SHIFT WORKER HOLIDAY	163,885	167,196	177,000	179,000	2,000	1.13%
51230	SHIFT DIFFERENTIAL	121,975	128,932	132,200	134,700	2,500	1.89%
51235	STANDBY	256,129	303,607	285,426	306,000	20,574	7.21%
51240	RETIREMENT TERMINATION SICK	153,797	128,343	203,000	156,000	(47,000)	-23.15%
51245	RETIREMENT TERM VACATION	64,809	36,699	50,750	61,600	10,850	21.38%
51250	SPECIAL ASSIGNMENT PAY	13	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	133,564	152,074	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(319,406)	(451,189)	0	0	0	0.00%
51405	UNIFORM SALARIES	38,048,755	39,444,922	42,717,083	42,949,446	232,363	0.54%
51410	UNIFORM OVERTIME	2,471,711	1,341,952	1,241,835	1,286,021	44,186	3.56%
51425	UNIFORM SHIFT DIFFERENTIAL	188,098	180,397	191,100	191,000	(100)	-0.05%
51430	UNIFORM SPECIAL ASSIGNMENT	50,235	43,876	55,571	52,276	(3,295)	-5.93%
51435	EXTRA DUTY EXPENDITURE	708,457	1,029,843	1,015,000	1,050,600	35,600	3.51%
51445	LONGEVITY	306,152	320,110	329,700	327,855	(1,845)	-0.56%
51455	SWORN VAC TWK	137,589	160,633	165,872	170,000	4,128	2.49%
51460	UNIFORM HAZARD DUTY	53,566	52,777	61,000	55,000	(6,000)	-9.84%
51465	UNIFORM COURT OVERTIME	100,325	89,242	108,290	98,104	(10,186)	-9.41%
51470	UNIFORM RETIREMENT COST	142,026	123,830	152,250	140,800	(11,450)	-7.52%
51482	POLICE TRAINING OFFICERS	53,475	88,429	62,017	71,852	9,835	15.86%
51610	PERA	1,708,620	1,770,104	1,934,605	1,799,622	(134,983)	-6.98%
51612	RETIREMENT HEALTH SAVINGS	210,200	184,546	228,375	211,200	(17,175)	-7.52%
51615	WORKERS COMPENSATION	1,247,273	1,490,085	1,529,375	1,718,382	189,007	12.36%
51620	EQUITABLE LIFE INSURANCE	136,978	140,939	204,995	201,674	(3,321)	-1.62%
51640	DENTAL INSURANCE	282,766	291,641	284,505	314,685	30,180	10.61%
51650	NEW HIRE POLICE PENSION PLAN	6,139,800	7,043,668	6,861,321	6,441,134	(420,187)	-6.12%
51651	OLD HIRE POLICE PENSION	1,543,281	1,540,842	1,466,935	1,466,935	0	0.00%
51652	STATEWIDE POLICE PENSION	816,328	1,101,406	1,145,000	1,590,820	445,820	38.94%
51670	PARKING FOR EMPLOYEES	1,240	1,480	1,920	240	(1,680)	-87.50%
51690	MEDICARE	742,712	773,748	771,362	816,995	45,633	5.92%
51695	CITY EPO MEDICAL PLAN	4,991,228	1,796,410	6,878,452	1,608,501	(5,269,951)	-76.62%
51696	ADVANTAGE HD MED PLAN	490,151	3,930,515	0	4,962,650	4,962,650	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	48,711	306,230	0	352,192	352,192	0.00%
51699	BENEFITS REIMBURSEMENT	(932)	0	0	0	0	0.00%
Total Salaries and Benefits		**73,579,321**	**76,460,955**	**82,435,803**	**81,880,240**	**(555,563)**	**-0.67%**
52105	MISCELLANEOUS OPERATING	(51,069)	1,740	0	0	0	0.00%
52110	OFFICE SUPPLIES	60,070	60,218	91,871	75,550	(16,321)	-17.77%
52111	PAPER SUPPLIES	23,468	19,421	32,732	30,350	(2,382)	-7.28%
52112	AMMUNITION	100,752	287,807	257,658	239,250	(18,408)	-7.14%
52114	K9 SUPPLIES	17,974	14,740	18,000	18,000	0	0.00%
52115	MEDICAL SUPPLIES	167	0	0	0	0	0.00%
52120	COMPUTER SOFTWARE	23,498	9,348	20,266	20,780	514	2.54%
52122	CELL PHONES EQUIP AND SUPPLIES	(2,039)	34	0	0	0	0.00%
52125	GENERAL SUPPLIES	201,102	142,222	209,345	285,095	75,750	36.18%
52127	CONSTRUCTION SUPPLIES	0	5,317	0	0	0	0.00%
52129	HVAC-HEAT VENTILATN AIR SUPPLI	56,176	22,868	28,400	28,400	0	0.00%
52135	POSTAGE	26,225	39,122	32,300	39,360	7,060	21.86%
52140	WEARING APPAREL	462,227	398,371	727,459	521,020	(206,439)	-28.38%
52145	PAINT AND CHEMICAL	2,871	13,373	5,500	11,500	6,000	109.09%
52155	AUTOMOTIVE	95,473	199,927	150,000	157,500	7,500	5.00%
52160	FUEL	11,087	11,917	15,500	13,500	(2,000)	-12.90%
52161	CRIME PREVENTION	0	544	3,000	3,375	375	12.50%
52165	LICENSES AND TAGS	9,379	2,540	3,050	3,665	615	20.16%
52175	SIGNS	724	105	0	0	0	0.00%
52190	JANITORIAL SUPPLIES	24,513	26,513	22,000	28,000	6,000	27.27%
52216	EOD PROGRAM	312	5,839	16,000	15,000	(1,000)	-6.25%

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
52220	MAINT OFFICE MACHINES	2,255	3,850	9,340	7,140	(2,200)	-23.55%
52225	MAINT COMPUTER SOFTWARE	5,569	15,305	0	100	100	0.00%
52230	MAINT FURNITURE AND FIXTURES	224	507	0	0	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	68,383	59,099	99,259	79,216	(20,043)	-20.19%
52238	MAINT LARGE VEHICLES	4,912	282	20,000	10,000	(10,000)	-50.00%
52240	MAINT NONFLEET VEHICLES EQP	3,900	0	0	0	0	0.00%
52245	MAINT SIGNALS	0	13,571	0	0	0	0.00%
52250	MAINT RADIOS ALLOCATION	76,596	83,919	80,896	96,389	15,493	19.15%
52265	MAINT BUILDINGS AND STRUCTURE	107,272	116,086	125,000	135,000	10,000	8.00%
52305	MAINT SOFTWARE	3,878	807	14,000	16,750	2,750	19.64%
52405	ADVERTISING SERVICES	6,525	9,075	17,488	10,613	(6,875)	-39.31%
52410	BUILDING SECURITY SERVICES	118,485	120,660	137,000	146,208	9,208	6.72%
52415	CONTRACTS AND SPEC PROJECTS	47,784	161,100	149,520	230,310	80,790	54.03%
52420	EMPLOYEE SERVICES	16,126	0	0	0	0	0.00%
52421	CIVIL SERVICE TESTING	151,974	64,407	134,350	118,500	(15,850)	-11.80%
52422	INCARCERATION SERVICES	208,184	316,958	233,200	380,000	146,800	62.95%
52423	TELECOMMUNICATION SERVICES	309	308	0	0	0	0.00%
52428	HOSTED IT SERVICES	0	0	33,940	33,940	0	0.00%
52431	CONSULTING SERVICES	0	6,201	0	0	0	0.00%
52434	TOWING SERVICES	450,192	482,072	500,000	500,000	0	0.00%
52435	GARBAGE REMOVAL SERVICES	5,279	4,624	6,700	7,000	300	4.48%
52440	HUMAN SERVICES	(3,900)	0	0	0	0	0.00%
52445	JANITORIAL SERVICES	177,782	151,214	175,000	180,000	5,000	2.86%
52450	LAUNDRY AND CLEANING SERVICES	2,105	2,072	4,500	2,100	(2,400)	-53.33%
52455	LAWN MAINTENANCE SERVICE	11,624	12,094	14,500	14,500	0	0.00%
52460	MEDICAL SERVICE	0	0	6,200	0	(6,200)	-100.00%
52465	MISCELLANEOUS SERVICES	0	822	825	825	0	0.00%
52560	PARKING SERVICES	184	92	33,700	35,100	1,400	4.15%
52565	PEST CONTROL	2,800	3,651	8,028	8,028	0	0.00%
52566	KENNEL SERVICES	3,451	4,232	6,600	6,600	0	0.00%
52567	VETERINARY SERVICES	20,425	20,119	27,000	21,000	(6,000)	-22.22%
52570	REIMBURSABLE SERVICES	18,983	4,934	22,000	0	(22,000)	-100.00%
52571	SNOW REMOVAL	19,827	20,028	20,000	23,000	3,000	15.00%
52573	CREDIT CARD FEES	5,847	9,557	20,412	20,300	(112)	-0.55%
52574	LEGAL SERVICES	35,569	0	0	0	0	0.00%
52575	SERVICES	306,707	133,443	253,830	537,852	284,022	111.89%
52578	INTERPRETING SERVICES	18,324	18,371	21,520	19,375	(2,145)	-9.97%
52590	TEMPORARY EMPLOYMENT	51,545	41,423	48,300	37,000	(11,300)	-23.40%
52615	DUES AND MEMBERSHIP	17,333	12,240	51,437	46,882	(4,555)	-8.86%
52625	MEETING EXPENSES IN TOWN	12,682	16,513	31,093	28,865	(2,228)	-7.17%
52630	TRAINING	58,399	51,078	163,684	181,936	18,252	11.15%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	20,603	32,171	40,000	40,000	0	0.00%
52645	SUBSCRIPTIONS	10,508	24,712	11,040	11,360	320	2.90%
52655	TRAVEL OUT OF TOWN	81,446	87,519	0	0	0	0.00%
52705	COMMUNICATIONS	48,233	32,800	50,000	50,000	0	0.00%
52706	WIRELESS COMMUNICATION	195,848	196,971	238,361	238,361	0	0.00%
52725	RENTAL OF PROPERTY	20,006	23,480	40,500	37,050	(3,450)	-8.52%
52735	TELEPHONE LONG DIST CALLS	9,047	7,460	8,876	8,500	(376)	-4.24%
52736	CELL PHONE AIRTIME	569	0	1,480	0	(1,480)	-100.00%
52738	CELL PHONE BASE CHARGES	140,625	291,085	250,450	250,680	230	0.09%
52740	GENERAL INSURANCE-CITY	1,610	1,610	11,135	3,080	(8,055)	-72.34%
52744	ENERGY AUDITS	33,072	5,512	33,072	0	(33,072)	-100.00%
52745	UTILITIES	0	214	0	0	0	0.00%
52746	UTILITIES ELECTRIC	372,192	391,025	400,000	406,400	6,400	1.60%
52747	UTILITIES GAS	76,346	79,148	106,675	95,047	(11,628)	-10.90%
52748	UTILITIES SEWER	11,526	14,296	12,000	12,000	0	0.00%
52749	UTILITIES WATER	28,428	40,251	29,000	30,392	1,392	4.80%
52757	SECURITY SURVEILLANCE EQUIP	0	600	0	0	0	0.00%
52765	LEASE PURCHASE PAYMENTS	130,730	130,730	130,730	130,730	0	0.00%
52775	MINOR EQUIPMENT	176,286	357,601	348,590	518,013	169,423	48.60%
52776	PRINTER CONSOLIDATION COST	130,705	141,725	149,150	146,170	(2,980)	-2.00%
52785	RADIO REPLACEMENT	288	0	0	0	0	0.00%
52795	RENTAL OF EQUIPMENT	21,046	12,652	14,953	14,865	(88)	-0.59%
52874	OFFICE SERVICES PRINTING	9	847	1,250	1,250	0	0.00%
52875	OFFICE SERVICES RECORDS	11,148	13,513	13,000	13,500	500	3.85%
52908	REPROGRAPHICS POLICE	44,352	62,136	56,000	62,000	6,000	10.71%

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
65075	INTEREST	72,569	70,099	72,569	72,569	0	0.00%
65097	INTEREST OLD CITY HALL COP	59,530	59,529	59,530	59,530	0	0.00%
65160	RECRUITMENT	12,033	16,633	27,222	20,692	(6,530)	-23.99%
65185	PRINCIPAL	60,620	63,089	60,620	60,620	0	0.00%
65209	PRINCIPAL OLD CITY HALL COP	74,978	74,978	74,978	74,978	0	0.00%
65352	EMPLOYEE AWARDS PROGRAM	(75)	0	0	0	0	0.00%
65356	RETIREMENT AWARDS	16	125	0	0	0	0.00%
65357	VOLUNTEER RESOURCES	25,728	134	0	0	0	0.00%
65361	RELOCATION ASSISTANCE	0	0	20,000	0	(20,000)	-100.00%
65375	VOLLEYBALL	8	0	0	0	0	0.00%
65409	GRANT MATCH	(1,039)	8,000	75,232	145,822	70,590	93.83%
Total Operating Expenses		**4,969,435**	**5,463,325**	**6,438,816**	**6,928,483**	**489,667**	**7.60%**
53020	COMPUTERS NETWORKS	54,305	29,021	0	0	0	0.00%
53030	FURNITURE AND FIXTURES	(75)	36	0	0	0	0.00%
53050	MACHINERY AND APPARATUS	19,506	18,400	58,000	25,000	(33,000)	-56.90%
53070	VEHICLES REPLACEMENT	300,000	1,648	0	0	0	0.00%
53080	VEHICLES ADDITIONS	7,900	0	0	0	0	0.00%
53090	BUILDINGS AND STRUCTURES	436,117	0	50,000	50,000	0	0.00%
Total Capital Outlay		**817,753**	**49,105**	**108,000**	**75,000**	**(33,000)**	**-30.56%**
Total Expenses		**79,366,509**	**81,973,385**	**88,982,619**	**88,883,723**	**(98,896)**	**-0.11%**
40113	MISCELLANEOUS	(124,097)	1,124	2,310	53,750	51,440	2226.84%
40125	78 POL PENSION MEMBER DEP	0	1,482	0	0	0	0.00%
40150	RESTITUTION	10,275	11,274	24,092	7,000	(17,092)	-70.94%
40429	STATE HIRE POLICE	0	1,497	0	0	0	0.00%
41415	FINGER PRINTING	148,151	153,140	146,861	144,000	(2,861)	-1.95%
43359	DILAPIDATED BLDG INSPECTIONS	3,000	500	1,000	0	(1,000)	-100.00%
44015	DAMAGE TO PROPERTY	39,224	105,487	36,943	75,000	38,057	103.02%
44020	MISCELLANEOUS GENERAL	2,989	7,726	0	0	0	0.00%
44025	CASH OVER SHORT	(51)	112	0	0	0	0.00%
44040	SALE OF PROPERTY	19,052	78,752	16,049	15,000	(1,049)	-6.54%
44045	SALE OF SCRAP	316	0	0	0	0	0.00%
44053	PD PARKING GARAGE FEES	66,563	64,669	66,862	60,000	(6,862)	-10.26%
44054	OT REIMBURSEMENT	173,003	12,211	123,182	125,000	1,818	1.48%
44057	PROPERTY CLEAN UP REIMBURSEMEN	3,657	6,968	9,135	0	(9,135)	-100.00%
45156	OCCU TAX DRUG STORE	0	13	0	0	0	0.00%
45734	FOUNTAIN	25,986	36,165	36,082	36,600	518	1.44%
45735	MANITOU SPGS	30	0	0	0	0	0.00%
45751	AUTO INSPECTION FEES	760	3,504	536	536	0	0.00%
45753	EXCESS POLICE ALARMS	93,319	138,818	92,302	100,000	7,698	8.34%
45754	LAB FEES POLICE	54,447	50,658	31,414	43,414	12,000	38.20%
45755	ALARM SITE REINSTATEMENT FEES	0	100	0	0	0	0.00%
45756	PHOTOSTATS AND PICTURES	112,718	117,484	105,550	100,000	(5,550)	-5.26%
45757	POLICE POLYGRAPH TESTS	360	720	0	0	0	0.00%
45758	EXTRA DUTY REIMBURSEMENT	819,333	1,192,374	1,084,000	1,120,921	36,921	3.41%
45759	TOW AND STORAGE CHARGES	804,655	853,299	814,910	881,866	66,956	8.22%
45760	WITNESS FEES	1,364	678	1,200	600	(600)	-50.00%
45761	SCHOOL RESOURCE OFFICER	591,228	705,121	875,000	943,000	68,000	7.77%
45762	GRAFFITI REMOVAL	713	0	1,000	0	(1,000)	-100.00%
45764	ID REGISTRATION FEE	36,870	39,680	36,255	42,000	5,745	15.85%
45766	FIRING RANGE MAINT	0	(47)	0	0	0	0.00%
45767	ANNUAL ALARM REGISTRATION	585,746	614,849	580,000	580,000	0	0.00%
45768	UNCLAIMED PROPERTY DISPOSITION	44,129	41,863	57,217	47,000	(10,217)	-17.86%
45769	HANGAR RENTAL	1,965	14,410	7,860	7,860	0	0.00%
45770	CODE INFORCEMENT INSPECTIONS	91,961	106,028	99,819	0	(99,819)	-100.00%
45791	MILLINGS SALES	196,654	96,019	0	0	0	0.00%
45901	MISCELLANEOUS	4,799	4,603	4,832	4,832	0	0.00%
45917	CDBG PROGRAM	156,109	147,229	160,000	0	(160,000)	-100.00%
Total Revenue		**3,965,228**	**4,608,510**	**4,414,411**	**4,388,379**	**(26,032)**	**-0.59%**

Totals may differ from narrative due to rounding.

171 PUBLIC SAFETY SALES TAX

Police_All_Departments

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	1,879,897	1,933,229	2,059,364	2,060,797	1,433	0.07%
51210	OVERTIME	84,670	107,939	73,179	73,179	0	0.00%
51220	SEASONAL TEMPORARY	229,681	323,112	293,536	260,338	(33,198)	-11.31%
51225	SHIFT WORKER HOLIDAY	19,931	21,643	24,871	24,400	(471)	-1.89%
51230	SHIFT DIFFERENTIAL	27,845	30,192	31,014	34,304	3,290	10.61%
51235	STANDBY	18,365	17,959	18,974	20,510	1,536	8.10%
51240	RETIREMENT TERMINATION SICK	9	47,646	200	20,000	19,800	9900.00%
51245	RETIREMENT TERM VACATION	13,966	9,406	15,225	8,400	(6,825)	-44.83%
51260	VACATION BUY PAY OUT	20,019	23,882	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(44,549)	(47,199)	0	0	0	0.00%
51405	UNIFORM SALARIES	5,363,191	6,708,043	6,239,533	6,926,706	687,173	11.01%
51410	UNIFORM OVERTIME	1,299,362	1,769,819	1,897,527	1,847,527	(50,000)	-2.64%
51425	UNIFORM SHIFT DIFFERENTIAL	37,302	48,460	38,773	42,000	3,227	8.32%
51430	UNIFORM SPECIAL ASSIGNMENT	11,682	6,188	10,903	8,650	(2,253)	-20.66%
51445	LONGEVITY	49,578	44,668	45,983	47,845	1,862	4.05%
51455	SWORN VAC TWK	30,497	30,201	30,967	33,250	2,283	7.37%
51460	UNIFORM HAZARD DUTY	2,594	1,261	3,184	2,500	(684)	-21.48%
51465	UNIFORM COURT OVERTIME	18,956	20,296	19,790	20,200	410	2.07%
51470	UNIFORM RETIREMENT COST	27,808	21,340	0	19,200	19,200	0.00%
51482	POLICE TRAINING OFFICERS	5,246	11,259	4,974	10,000	5,026	101.05%
51610	PERA	263,221	267,985	316,210	317,748	1,538	0.49%
51612	RETIREMENT HEALTH SAVINGS	82,586	0	30,450	28,800	(1,650)	-5.42%
51615	WORKERS COMPENSATION	173,501	243,726	219,189	288,130	68,941	31.45%
51620	EQUITABLE LIFE INSURANCE	20,286	25,913	31,079	33,307	2,228	7.17%
51640	DENTAL INSURANCE	40,290	44,923	43,075	56,139	13,064	30.33%
51645	NEW HIRE FIRE PENSION PLAN	3	0	0	0	0	0.00%
51647	STATEWIDE FIRE PENSION	17	0	0	0	0	0.00%
51650	NEW HIRE POLICE PENSION PLAN	1,741,104	749,548	748,405	781,794	33,389	4.46%
51652	STATEWIDE POLICE PENSION	85,974	254,547	232,725	310,956	78,231	33.62%
51670	PARKING FOR EMPLOYEES	30,161	29,984	0	0	0	0.00%
51690	MEDICARE	99,544	123,981	113,699	134,593	20,894	18.38%
51695	CITY EPO MEDICAL PLAN	677,131	293,241	921,546	264,508	(657,038)	-71.30%
51696	ADVANTAGE HD MED PLAN	77,056	525,504	0	794,621	794,621	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	6,680	42,784	0	58,846	58,846	0.00%
51699	BENEFITS REIMBURSEMENT	(17)	0	0	0	0	0.00%
Total Salaries and Benefits		**12,393,587**	**13,731,480**	**13,464,375**	**14,529,248**	**1,064,873**	**7.91%**
52105	MISCELLANEOUS OPERATING	905	762	0	0	0	0.00%
52110	OFFICE SUPPLIES	6,309	3,788	5,879	5,000	(879)	-14.95%
52111	PAPER SUPPLIES	1,584	1,664	2,068	1,750	(318)	-15.38%
52112	AMMUNITION	11,843	25,256	24,150	23,250	(900)	-3.73%
52115	MEDICAL SUPPLIES	20	0	0	0	0	0.00%
52120	COMPUTER SOFTWARE	7,411	5,361	804	688	(116)	-14.43%
52125	GENERAL SUPPLIES	10,983	9,771	12,750	10,875	(1,875)	-14.71%
52129	HVAC-HEAT VENTILATN AIR SUPPLI	3,320	8,428	8,750	8,750	0	0.00%
52135	POSTAGE	3,545	24	0	0	0	0.00%
52140	WEARING APPAREL	38,456	48,976	64,944	34,175	(30,769)	-47.38%
52145	PAINT AND CHEMICAL	72	0	0	500	500	0.00%
52155	AUTOMOTIVE	0	9,727	0	0	0	0.00%
52161	CRIME PREVENTION	0	277	1,000	1,125	125	12.50%
52165	LICENSES AND TAGS	0	423	0	975	975	0.00%
52175	SIGNS	107	61	0	0	0	0.00%
52190	JANITORIAL SUPPLIES	7,024	7,404	7,500	9,000	1,500	20.00%
52220	MAINT OFFICE MACHINES	585	129	0	500	500	0.00%
52235	MAINT MACHINERY AND APPARATUS	41,757	40,172	44,245	29,987	(14,258)	-32.23%
52250	MAINT RADIOS ALLOCATION	18,400	19,780	18,400	19,780	1,380	7.50%
52265	MAINT BUILDINGS AND STRUCTURE	41,205	30,585	62,000	62,000	0	0.00%
52305	MAINT SOFTWARE	159,363	175,468	358,915	379,751	20,836	5.81%

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
52410	BUILDING SECURITY SERVICES	11,237	24,646	11,500	13,500	2,000	17.39%
52415	CONTRACTS AND SPEC PROJECTS	2,250	0	0	0	0	0.00%
52421	CIVIL SERVICE TESTING	28,177	0	0	0	0	0.00%
52428	HOSTED IT SERVICES	30,368	32,084	20,554	44,074	23,520	114.43%
52435	GARBAGE REMOVAL SERVICES	1,455	1,407	3,000	3,000	0	0.00%
52445	JANITORIAL SERVICES	51,832	50,995	55,200	55,200	0	0.00%
52450	LAUNDRY AND CLEANING SERVICES	327	0	1,200	600	(600)	-50.00%
52455	LAWN MAINTENANCE SERVICE	9,431	10,615	12,000	14,000	2,000	16.67%
52565	PEST CONTROL	1,934	1,942	4,000	4,000	0	0.00%
52568	BANK AND INVESTMENT FEES	3,539	4,155	0	0	0	0.00%
52571	SNOW REMOVAL	14,425	13,115	14,400	16,000	1,600	11.11%
52575	SERVICES	8,757	75,910	21,664	21,500	(164)	-0.76%
52578	INTERPRETING SERVICES	0	0	4,230	4,625	395	9.34%
52590	TEMPORARY EMPLOYMENT	21,275	6,702	0	60,000	60,000	0.00%
52615	DUES AND MEMBERSHIP	120	280	0	250	250	0.00%
52625	MEETING EXPENSES IN TOWN	351	0	317	250	(67)	-21.14%
52630	TRAINING	250	198	10,000	7,000	(3,000)	-30.00%
52645	SUBSCRIPTIONS	105,205	99,737	51,620	52,320	700	1.36%
52655	TRAVEL OUT OF TOWN	4,341	0	0	0	0	0.00%
52705	COMMUNICATIONS	101,587	91,780	21,000	41,000	20,000	95.24%
52706	WIRELESS COMMUNICATION	26,829	33,337	31,649	33,000	1,351	4.27%
52725	RENTAL OF PROPERTY	0	2,000	12,000	12,000	0	0.00%
52735	TELEPHONE LONG DIST CALLS	1,029	705	1,124	1,100	(24)	-2.14%
52738	CELL PHONE BASE CHARGES	19,141	28,830	28,830	30,000	1,170	4.06%
52746	UTILITIES ELECTRIC	79,851	86,338	84,800	91,000	6,200	7.31%
52747	UTILITIES GAS	14,780	14,714	15,450	21,500	6,050	39.16%
52748	UTILITIES SEWER	3,437	3,685	3,570	3,750	180	5.04%
52749	UTILITIES WATER	12,893	19,872	13,260	21,000	7,740	58.37%
52765	LEASE PURCHASE PAYMENTS	21,942	21,942	21,942	21,942	0	0.00%
52775	MINOR EQUIPMENT	166,283	129,248	18,750	146,648	127,898	682.12%
52776	PRINTER CONSOLIDATION COST	12,155	12,089	13,000	13,500	500	3.85%
52795	RENTAL OF EQUIPMENT	0	0	3,600	0	(3,600)	-100.00%
52827	CHGS POLICE	88,114	185,398	146,000	186,000	40,000	27.40%
52875	OFFICE SERVICES RECORDS	1,520	0	0	0	0	0.00%
52908	REPROGRAPHICS POLICE	5,553	170	0	0	0	0.00%
65170	TRANSFER TO OTHER FUNDS	19,792	0	0	37,279	37,279	0.00%
65356	RETIREMENT AWARDS	50	0	0	0	0	0.00%
Total Operating Expenses		**1,223,119**	**1,339,950**	**1,236,065**	**1,544,144**	**308,079**	**24.92%**
53020	COMPUTERS NETWORKS	64,191	2,211	100,000	209,000	109,000	109.00%
53050	MACHINERY AND APPARATUS	0	71,740	0	0	0	0.00%
53070	VEHICLES REPLACEMENT	0	855,803	0	0	0	0.00%
53080	VEHICLES ADDITIONS	0	0	143,500	0	(143,500)	-100.00%
53090	BUILDINGS AND STRUCTURES	22,209	36,879	38,000	38,000	0	0.00%
Total Capital Outlay		**86,400**	**966,633**	**281,500**	**247,000**	**(34,500)**	**-12.26%**
Total Expenses		**13,703,106**	**16,038,063**	**14,981,940**	**16,320,392**	**1,338,452**	**8.93%**

Totals may differ from narrative due to rounding.

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Public Works

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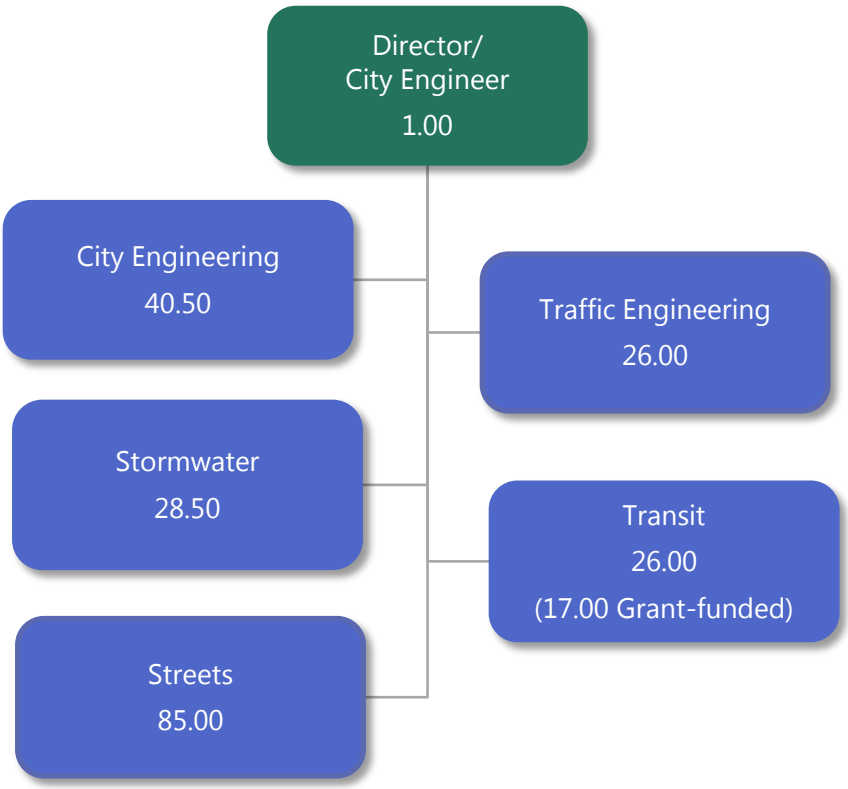

All Funds Summary

Division	General Fund	Other Funds	Total Budget
City Engineering	$4,943,122	$29,679,600	$34,622,722
Stormwater	12,778,118	10,204,260	22,982,378
Streets	9,177,481	16,475,456	25,652,937
Traffic Engineering	3,279,779	8,610,736	11,890,515
Transit	5,140,598	23,411,243	28,551,841
Total	**$35,319,098**	**$88,381,295**	**$123,700,393**

Total Positions	**190.00**	**17.00**	**207.00**

Public Works

All Funds History

Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
General Fund	$23,347,651	$22,286,035	$22,286,035	$22,671,649	$385,614
CIP - General Fund	14,772,201	7,739,134	11,739,134	12,647,449	908,315
Grants Fund	6,891,976	10,097,894	10,097,894	18,055,239	7,957,345
CIP - Grants Fund [1]	25,405,256	27,907,682	27,907,682	5,036,908	(22,870,774)
PPRTA - Capital	23,283,218	26,364,663	27,866,934	31,479,350	3,612,416
PPRTA - Maintenance [2]	19,848,217	19,360,776	28,193,733	21,063,456	(7,130,277)
PPRTA - Transit Operating [3]	10,279,631	11,377,415	12,579,536	12,746,342	166,806
Total	**$123,828,150**	**$125,133,599**	**$140,670,948**	**$123,700,393**	**($16,970,555)**
Total Positions	**207.50**	**207.00**	**205.50**	**207.00**	**1.50**

* 2015 Amended City Budget as of 8/31/2015. 2015 Amended PPRTA Budget for maintenance as of 7/8/2015. 2015 Amended PPRTA Transit Operating Budget as of 7/8/2015 includes additional sales tax revenue for 2014 and 2015.

1 For 2014-2015, an exceptionally high amount of federal and state post-disaster grant funds for NRCS/EWP, HMGP, and CDBG-DR programs was available for eligible projects related to the 2013 flooding. For 2016, these disaster grant programs are not available—returning the grant funding opportunities to a more historical level.

2 Following PPRTA's budgeting practices, the 2015 Amended Budget includes 2014 unspent carryover, 2014 revenue carryover, and additional 2015 revenue. The 2016 Budget (and 2015 Original Budget) do not include carryover, so the 2016 Budget is approximately $1.7 million more than the original 2015 Original Budget.

3 PPRTA Transit Operating funds include tax and fare revenues; it does not reflect carryover for Planned Operating Reserve and grant match for obligated projects as shown in the CIP section on pg. 30-20.

City Engineering

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2016 Goals

Goal	Measurable Outcome
Ensure consistency and standardization of best practices on capital project delivery to minimize opportunity for litigation, cost overruns and delayed projects.	Provide cross-divisional support for CIP projects and disseminate the best practices developed in 2015 by City Engineering to the Transit and Traffic Divisions by Q2. Prepare project work plan manuals for the applicable staff managing projects within those two divisions and disseminate by Q3.
Increase lifespan of roadway infrastructure by minimizing advanced pavement degradation by achieving compliance with City criteria for roadway excavations.	Process geotechnical compaction tests from a two-year backlog to within one month of receipt by Q3. Using asset management audit software, track and verify street excavation warranties by Q4.
Improve the management of citywide assets.	Increase availability of management tools to Parks, Facilities, and Finance by end of Q3. Identify benefits to Streets, Engineering, Traffic, Pikes Peak Highway and Forestry and present business plan showing ROI to them by end of Q3.
Effectively handle the management of flood mitigation risks associated with the two declared Presidential Disasters (Waldo Canyon Fire and 2013 Flooding).	Coordinate with Grants Manager and OEM to apply for at least 4 applicable grants, obtaining at least 2 grants by end of Q4. Successful design and commencement of construction projects funded by the National Conservation Service (NRCS) by year end.
Improve Customer Service by collaborating with Planning, Utilities, and RBD to develop processes and procedures that focus on customer efficiencies, including improvements in records management and electronic review of plans.	Complete procedures for handling Development Review & Planning documents by Q4. Develop a plan to retrieve, review and electronically store/dispose of documents in cold storage by Q4. By Q4, 75% of all reviews will be done electronically to make submittals by applicants easier and a lot more efficient.

All Funds Summary

All Funds						
	Use of Funds	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	General Fund	$3,783,350	$4,218,642	$4,413,527	$3,878,557	($534,970)
	CIP - General Fund	3,366,499	2,721,648	2,721,648	1,064,565	(1,657,083)
	PPRTA - Capital	21,951,502	19,229,710	21,112,710	24,471,350	3,358,640
	PPRTA - Maintenance	2,851,169	1,686,416	3,053,730	3,500,000	446,270
	CIP - Grants	8,814,348	3,356,519	3,356,519	1,708,250	(1,648,269)
	All Funds Total	**$40,766,868**	**$31,212,935**	**$34,658,134**	**$34,622,722**	**($35,412)**
	Positions					
	General Fund	43.00	43.00	43.00	41.50	(1.50)
	Total	**43.00**	**43.00**	**43.00**	**41.50**	**(1.50)**

* 2015 Amended City Budget as of 8/31/2015. 2015 Amended PPRTA Budget for maintenance as of 7/8/2015 includes additional sales tax revenue for 2014 and 2015.

Significant Changes vs. 2015

- Net decrease of $535,000 in operating for removal of 2015 one-time funding and reorganization with Traffic Engineering
- Decrease of nearly $1.7 million for General Fund CIP projects and a decrease of $1.6 million in CIP grants

City Engineering

City Engineering provides civil engineering services for the City including engineering, 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 transportation systems, and environmentally sound stormwater systems. City Engineering is responsible for the following:

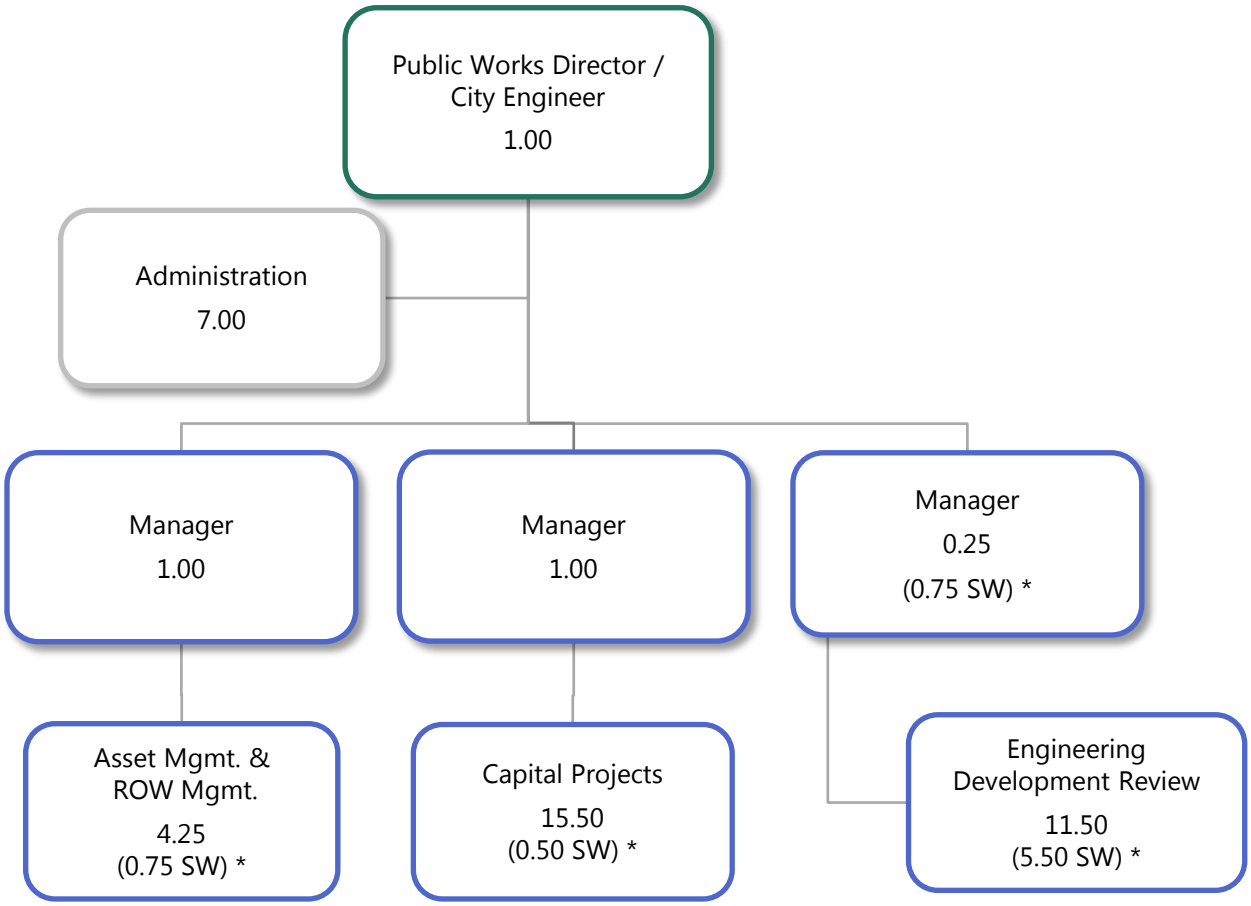
Capital Improvement Program (CIP), Asset Management, and Right-of-way Management

- 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

- 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

City Engineering Functions	2013 Actual	2014 Actual	2015 Original Budget	2016 Budget
Public Works Administration	$0	$0	$0	$690,335
Engineering Development Review	1,829,530	1,167,909	1,216,122	1,119,728
Asset Management	1,207,211	1,056,923	1,216,703	574,659
ROW and Capital Project Management	1,861,599	1,558,518	1,785,817	1,493,835
Total City Engineering Functions	**$4,898,340**	**$3,783,350**	**$4,218,642**	**$3,878,557**



* Staff time dedicated to Stormwater (SW) activities equates to 11.50 FTE as shown in the Stormwater narrative

In 2015, the City Engineering General Fund budget was split into City Engineering and Stormwater 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 2015, and changes occurring as part of the 2016 Budget for each fund including General Fund, PPRTA, and CIP.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$4,282,280	$3,542,475	$3,887,645	$4,054,150	$3,558,341	($495,809)
Operating	862,459	240,875	330,997	359,377	280,216	(79,161)
Capital Outlay	0	0	0	0	40,000	40,000
Total	**$5,144,739**	**$3,783,350**	**$4,218,642**	**$4,413,527**	**$3,878,557**	**($534,970)**
Revenue	**$3,273,982**	**$2,901,419**	**$2,994,665**	**$2,994,665**	**$2,903,173**	**($91,492)**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 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
Analyst II-Benefits & Financial	0.00	0.00	1.00	1.00	0.00
Asset Manager	1.00	0.00	0.00	0.00	0.00
Asset Management Supervisor	1.00	1.00	1.00	1.00	0.00
Capital Program Manager	1.00	0.00	0.00	0.00	0.00
City Engineering Inspector Supervisor	1.00	0.00	0.00	0.00	0.00
City Engineering Standards Administrator	1.00	0.00	0.00	0.00	0.00
Civil Engineer I/II/III	4.00	8.00	8.00	6.75	(1.25)
Construction Manager	0.00	1.00	1.00	1.00	0.00
EDR/Stormwater Manager	0.25	0.25	0.25	0.25	0.00
Engineering Inspector I	0.00	0.00	0.00	0.00	0.00
Engineering Inspector II	4.00	4.50	4.50	4.50	0.00
Engineering Inspector III Lead	2.00	2.00	2.00	2.00	0.00
Engineering Manager	0.00	2.00	3.00	2.75	(0.25)
Engineering Specialist	1.00	2.25	1.25	1.25	0.00
Engineering Technician I/II	6.75	6.50	6.50	6.50	0.00
Licensed Surveyor	1.00	1.00	1.00	1.00	0.00
Office Specialist / Senior Office Specialist	3.00	2.00	4.00	4.00	0.00
Principal Analyst	1.00	0.00	0.00	0.00	0.00
Public Works Director/City Engineer	1.00	1.00	1.00	1.00	0.00
Real Estate Specialist II	0.00	0.00	0.50	0.50	0.00
Senior Analyst-BDG,BRM,FIN,GRT	0.00	1.00	1.00	1.00	0.00
Senior Civil Engineer	5.00	2.00	1.00	1.00	0.00
Senior Engineering Inspector	2.00	1.50	1.50	1.50	0.00
Senior Licensed Surveyor	0.00	1.00	0.50	0.50	0.00
Senior Traffic Engineer	1.00	0.00	1.00	1.00	0.00
Stormwater Specialist	1.00	0.00	0.00	0.00	0.00
Traffic Technician II	3.00	3.00	1.00	1.00	0.00
Transportation Manager	0.00	1.00	0.00	0.00	0.00
Total Positions	**43.00**	**43.00**	**43.00**	**41.50**	**(1.50)**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	Net increase in Salaries/Benefits/Pensions due to reorganization between City Engineering and Traffic Engineering	$194,885
	Total During 2015	**$194,885**
	For 2016	**2015 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($237,062)
	Net increase for medical and dental plan changes	21,295
	Decrease due to transfer of 1.50 FTE positions to Stormwater	(151,450)
	Decrease to due to reorganization between City Engineering and Traffic Engineering	(161,112)
	Net increase due to redistribution between Salaries/Benefits/Pensions and Operating for projected overtime, temporary employment cost and other operating needs	32,520
	Total Salaries/Benefits/Pensions	**($495,809)**
	Operating	
	Net decrease due to redistribution between Salaries/Benefits/Pensions and Operating for projected overtime, temporary employment cost and other operating needs	($32,520)
	Transfer of Operating from Stormwater for Assessments of Dangerous Structures	25,000
	Transfer of Operating from Stormwater for temporary employment at Regional Development Center	25,496
	Net increase due to transfer of operating from Traffic Engineering	2,391
	Decrease due removal of to one-time funding for Cartegraph software upgrade	(99,528)
	Total Operating	**($79,161)**
	Capital Outlay	
	Transfer of Operating from Stormwater for right-of-way permit software	$40,000
	Total Capital Outlay	**$40,000**
	Total For 2016	**($534,970)**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	Eliminate 1.00 FTE position (Transportation Manager)	(1.00)
	Net increase of 1.00 FTE due to reorganization between City Engineering and Traffic Engineering	1.00
	Total During 2015	**0.00**
	For 2016	**2015 Budget - * 2016 Amended Budget**
	Decrease of 1.50 FTE positions transferred to Stormwater	(1.50)
	Total For 2016	**(1.50)**

* 2015 Amended Budget as of 8/31/2015

PPRTA	Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Capital †	$12,694,986	$21,951,502	$19,229,710	$21,112,710	$24,471,350	$3,358,640
	Maintenance	2,699,730	2,851,169	1,686,416	3,053,730	3,500,000	446,270
	Total	**$15,394,716**	**$24,802,671**	**$20,916,126**	**$24,166,440**	**$27,971,350**	**$3,804,910**
	2016 PPRTA Maintenance Projects PPRTA Bridge Repair and Maintenance † PPRTA capital projects are listed in the CIP table below.					$3,500,000	
	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.						

* 2015 Amended City Budget as of 8/31/2015. 2015 Amended PPRTA Budget for maintenance as of 7/8/2015 includes additional sales tax revenue for 2014 and 2015.

2016 CIP Program	Project	General Fund	Grant	PPRTA	Total 2016 Allocation
	Arterial Reimbursements	150,000			150,000
	Centennial St.-Garden of the Gods to Fillmore Pavement Reconstruction			4,032,000	4,032,000
	Chestnut Street Bridge over South Douglas Creek			1,700,000	
	Dublin Rd.: Imps: Briddle Pass Way to Powers Blvd.			300,000	300,000
	Emergency Bridge Fund			687,000	687,000
	Enchanted Circle over Sand Creek Tributary Bridge Replacement			300,000	300,000
	Las Vegas St/Royer UPRR Crossing Relocation			3,100,000	3,100,000
	Pedestrian Improvement-Citywide			727,370	727,370
	Pedestrian Improvement-School and Neighborhood			412,000	412,000
	Pikes Peak Ave. : Colorado to Printers Pkwy. Pavement Reconstruction			7,276,300	7,276,300
	Pikes Peak Corridor Imps-Nevada to Colorado	500,000			500,000
	Platte Ave. Bridge Replacement (TIP)	349,565	1,398,250	203,680	1,951,495
	Shook's Run Bridge Corridor Study			700,000	700,000
	Tejon / Cheyenne Blvd Roundabout (2015 project call)	65,000	310,000		375,000
	W. Colorado Avenue Reconstruction-31st Street to U.S. Hwy. 24			2,533,000	2,533,000
	Woodmen Road Imps: Union Continuous Flow Intersection			2,500,000	2,500,000
	Total 2016 CIP	**$1,064,565**	**$1,708,250**	**$24,471,350**	**$25,544,165**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 31-1				

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	3,262,647	2,688,033	2,987,331	2,703,326	(284,005)	-9.51%
51210	OVERTIME	9,456	13,351	15,500	13,500	(2,000)	-12.90%
51220	SEASONAL TEMPORARY	30,714	20,892	0	0	0	0.00%
51230	SHIFT DIFFERENTIAL	0	34	0	0	0	0.00%
51235	STANDBY	0	826	0	0	0	0.00%
51240	RETIREMENT TERMINATION SICK	7,101	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	32,116	28,377	0	0	0	0.00%
51260	VACATION BUY PAY OUT	953	5,498	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(8,013)	(14,527)	0	0	0	0.00%
51610	PERA	437,318	363,082	406,879	369,395	(37,484)	-9.21%
51612	RETIREMENT HEALTH SAVINGS	0	10,882	0	0	0	0.00%
51615	WORKERS COMPENSATION	23,827	20,359	20,177	19,824	(353)	-1.75%
51620	EQUITABLE LIFE INSURANCE	8,973	7,473	10,918	9,837	(1,081)	-9.90%
51640	DENTAL INSURANCE	18,662	14,991	15,453	16,042	589	3.81%
51655	RETIRED EMP MEDICAL INS	0	91	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	15,500	13,120	6,240	6,480	240	3.85%
51690	MEDICARE	44,690	37,666	41,500	39,097	(2,403)	-5.79%
51695	CITY EPO MEDICAL PLAN	347,704	119,858	383,647	51,874	(331,773)	-86.48%
51696	ADVANTAGE HD MED PLAN	45,675	197,685	0	306,716	306,716	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	4,956	14,784	0	22,250	22,250	0.00%
Total Salaries and Benefits		**4,282,279**	**3,542,475**	**3,887,645**	**3,558,341**	**(329,304)**	**-8.47%**
52105	MISCELLANEOUS OPERATING	(112)	0	0	0	0	0.00%
52110	OFFICE SUPPLIES	5,519	5,377	6,150	6,009	(141)	-2.29%
52111	PAPER SUPPLIES	1,157	1,004	1,500	1,650	150	10.00%
52115	MEDICAL SUPPLIES	559	1,072	800	800	0	0.00%
52120	COMPUTER SOFTWARE	45,935	18,766	104,028	2,200	(101,828)	-97.89%
52122	CELL PHONES EQUIP AND SUPPLIES	576	1,654	900	800	(100)	-11.11%
52125	GENERAL SUPPLIES	1,536	2,588	3,325	3,050	(275)	-8.27%
52127	CONSTRUCTION SUPPLIES	2,108	0	0	0	0	0.00%
52135	POSTAGE	5,020	4,596	1,660	5,025	3,365	202.71%
52140	WEARING APPAREL	6,122	2,569	2,820	2,515	(305)	-10.82%
52145	PAINT AND CHEMICAL	247	146	0	0	0	0.00%
52165	LICENSES AND TAGS	0	125	0	0	0	0.00%
52190	JANITORIAL SUPPLIES	0	140	0	0	0	0.00%
52191	STORMWATER QUALITY	342,029	132	0	0	0	0.00%
52192	STORMWATER PERMIT	10,580	0	0	0	0	0.00%
52220	MAINT OFFICE MACHINES	161	0	0	0	0	0.00%
52225	MAINT COMPUTER SOFTWARE	8,116	0	4,000	6,200	2,200	55.00%
52235	MAINT MACHINERY AND APPARATUS	0	0	1,900	600	(1,300)	-68.42%
52265	MAINT BUILDINGS AND STRUCTURE	3,845	2,540	0	0	0	0.00%
52305	MAINT SOFTWARE	0	0	10,635	0	(10,635)	-100.00%
52415	CONTRACTS AND SPEC PROJECTS	121,828	7	0	25,000	25,000	0.00%
52423	TELECOMMUNICATION SERVICES	72	42	0	0	0	0.00%
52426	MUN FAC RUNOFF CONTROL	133,673	0	0	0	0	0.00%
52431	CONSULTING SERVICES	200	5,419	5,000	5,250	250	5.00%
52560	PARKING SERVICES	0	1,700	12,600	7,540	(5,060)	-40.16%
52573	CREDIT CARD FEES	56,238	44,874	48,000	45,000	(3,000)	-6.25%
52575	SERVICES	2,469	1,194	2,700	1,560	(1,140)	-42.22%
52590	TEMPORARY EMPLOYMENT	215	50,669	38,400	71,209	32,809	85.44%
52607	CELL PHONE ALLOWANCE	6,911	6,278	7,920	7,410	(510)	-6.44%
52610	PROFESSIONAL LICENSES	434	0	755	100	(655)	-86.75%
52615	DUES AND MEMBERSHIP	2,255	1,891	3,055	1,857	(1,198)	-39.21%
52625	MEETING EXPENSES IN TOWN	1,299	630	1,450	1,500	50	3.45%
52630	TRAINING	14,763	11,392	18,000	17,000	(1,000)	-5.56%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	0	392	0	0	0	0.00%
52645	SUBSCRIPTIONS	223	144	200	100	(100)	-50.00%
52655	TRAVEL OUT OF TOWN	11,643	6,561	5,920	8,256	2,336	39.46%
52706	WIRELESS COMMUNICATION	6,457	8,610	3,840	9,820	5,980	155.73%
52735	TELEPHONE LONG DIST CALLS	764	747	750	0	(750)	-100.00%
52736	CELL PHONE AIRTIME	3	35	0	60	60	0.00%
52738	CELL PHONE BASE CHARGES	9,668	7,703	6,812	10,119	3,307	48.55%
52775	MINOR EQUIPMENT	17,287	16,796	8,500	5,500	(3,000)	-35.29%

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
52776	PRINTER CONSOLIDATION COST	14,562	14,265	9,540	14,286	4,746	49.75%
52795	RENTAL OF EQUIPMENT	8,640	8,640	8,640	8,640	0	0.00%
52874	OFFICE SERVICES PRINTING	839	1,383	1,160	1,710	550	47.41%
52875	OFFICE SERVICES RECORDS	3,958	3,693	3,850	3,950	100	2.60%
60145	SUBDIVISION RECORDING FEES	5,067	3,716	3,187	3,800	613	19.23%
65014	COLLECTIONS AGENCY FEE	1,593	0	0	0	0	0.00%
65160	RECRUITMENT	5,715	1,758	0	0	0	0.00%
65275	COST OF COLLECTION	2,285	1,627	3,000	1,700	(1,300)	-43.33%
Total Operating Expenses		**5,144,738**	**240,875**	**330,997**	**280,216**	**(50,781)**	**-15.34%**
53020	COMPUTERS NETWORKS	0	0	0	40,000	40,000	0.00%
Total Capital Outlay		**0**	**0**	**0**	**40,000**	**40,000**	**0.00%**
Total Expenses		**5,144,738**	**3,783,350**	**4,218,642**	**3,878,557**	**(340,085)**	**-8.06%**
40113	MISCELLANEOUS	0	479	0	0	0	0.00%
40145	SUBDIVISION RECORDING FEES	7,061	7,091	0	7,100	7,100	0.00%
42310	COMMERCIAL FEES	13,541	768	0	0	0	0.00%
43356	DEVELOPMENT REVIEW FEES	415,454	472,796	327,779	403,084	75,305	22.97%
44016	BRIDGE DAMAGE SETTLEMENTS	7,870	0	0	0	0	0.00%
44020	MISCELLANEOUS GENERAL	0	750	0	0	0	0.00%
45282	DANGEROUS BUILDINGS	30,697	(30,697)	0	0	0	0.00%
45692	CONCRETE PERMITS	135,724	133,323	113,254	124,579	11,325	10.00%
45695	EXCAVATION PERMITS	476,592	455,282	442,173	452,173	10,000	2.26%
45697	INSPECTION OVERTIME	818	1,819	0	0	0	0.00%
45699	DEVELOPMENT INSPECTION FEE	243,907	211,185	157,545	225,289	67,744	43.00%
45700	SIDEWALK SNOW REMOVAL	134	207	0	0	0	0.00%
45712	MAPS BOOKS CODES ETC	0	10	0	0	0	0.00%
45802	TRAFFIC CONTROL PERMIT	451,295	479,706	440,433	449,837	9,404	2.14%
45806	PAVEMENT DEGRADATION FEE	1,400,149	1,152,487	1,441,481	1,166,111	(275,370)	-19.10%
46025	INTEREST	711	43	0	0	0	0.00%
46171	REIMBURSEMENT FROM GRANTS	90,029	16,170	72,000	75,000	3,000	4.17%
Total Revenue		**3,273,982**	**2,901,419**	**2,994,665**	**2,903,173**	**(91,492)**	**-3.06%**

Totals may differ from narrative due to rounding.

Stormwater

Tim Mitros, Stormwater Manager | (719) 385-5061 | tmitros@springsgov.com

2016 Goals

Goal	Measurable Outcome
Create a robust Water Quality and Stormwater Runoff program. This will achieve 100% compliance on the monitoring and annual reporting requirements of the City's MS4 Permit.	Submit all required deliverables of the MS4 Permit for the monitoring and annual reporting requirements to CDPHE prior to applicable deadlines.
Develop a comprehensive strategy to address current and future Stormwater needs.	Develop a comprehensive list in Cartegraph by Q4 of the City's stormwater needs. The projects will be mapped, prioritized, and ranked.

All Funds Summary

All Funds	Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	General Fund	$2,523,787	$3,052,362	$3,052,362	$3,247,036	$194,674
	CIP - General Fund	8,828,987	2,444,719	6,444,719	9,531,082	3,086,363
	CIP - Grants/Other	9,037,110	18,100,894	18,100,894	0	(18,100,894)
	Grants Fund †	0	0	0	10,204,260	10,204,260
	All Funds Total	**$20,389,884**	**$23,597,975**	**$27,597,975**	**$22,982,378**	**($4,615,597)**
	Anticipated Carryover		$13,759,000	$13,759,000	$2,774,237	($10,984,763)
	Total Anticipated Spending		**$37,356,975**	**$41,356,975**	**$25,756,615**	**($15,600,360)**
	Positions					
	General Fund	25.00	25.00	25.00	28.50	3.50
	Total	**25.00**	**25.00**	**25.00**	**28.50**	**3.50**

* 2015 Amended Budget as of 8/31/2015

† For 2016, the Grants Fund includes the stormwater projects that were submitted for grant funding by the FEMA PA program (FEMA DR-4229) for the May-July 2015 storms and is shown here for stormwater project tracking purposes; however, the full FEMA DR-4229 grant is accounted for in the Office of Emergency Management narrative on page 13-1 and additional information on this disaster grant is included in the Grants Overview starting on page 2-31.

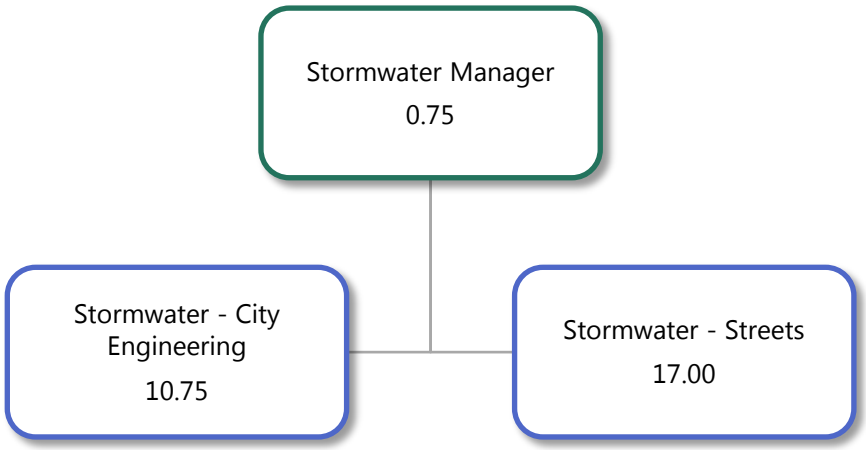
Significant Changes vs. 2015

- Net increase of $200,000 in General Fund due to the net transfer of 3.50 FTE positions from Streets and City Engineering
- Increase of nearly $3.1 million in General Fund-CIP for increase in funding for stormwater projects
- Decrease of $18.1 million in Grants-CIP due to fewer grant opportunities
- Increase of $10.2 million in the Grants Fund for expected FEMA DR-4229 disaster grant fund awards for the May-July 2015 storms

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 (MS4) 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 maintenance and 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, pollution prevention, inspections, and construction controls.
- 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, detention ponds, and pipes and removal of debris from inlets, culverts, and channels. In addition, crews repair and stabilize stream banks.
- Manages stormwater capital construction projects.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2015, and changes occurring as part of the 2016 Budget for each fund including General Fund, Grants Fund, and CIP.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions		$1,906,699	$2,026,396	$2,026,396	$2,348,411	$322,015
Operating		617,088	1,025,966	1,025,966	898,625	(127,341)
Capital Outlay		0	0	0	0	0
Total	**	**$2,523,787**	**$3,052,362**	**$3,052,362**	**$3,247,036**	**$194,674**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Civil Engineer I/II/III	1.00	0.00	0.00	1.25	1.25
Engineering Development Review/Stormwater Manager	0.75	0.75	0.75	0.75	0.00
Engineering Inspector I/II	3.00	2.50	2.50	2.00	(0.50)
Engineering Programs Manager	1.00	0.00	0.00	0.00	0.00
Engineering Manager	0.00	1.00	1.00	1.25	0.25
Engineering Specialist	1.00	0.75	0.75	0.75	0.00
Engineering Tehnician I/II	1.25	0.50	0.50	0.50	0.00
Equipment Operator I	1.00	1.00	1.00	1.00	0.00
Equipment Operator II	2.00	3.00	3.00	5.00	2.00
Equipment Operator III	0.00	0.00	0.00	0.00	0.00
Lead Engineering Inspector	2.00	2.00	2.00	2.00	0.00
Real Estate Specialist II	0.00	0.00	0.00	0.50	0.50
Senior Civil Engineer	0.00	1.00	1.00	1.00	0.00
Senior Engineering Inspector	0.00	0.50	0.50	0.50	0.00
Senior Equipment Operator	0.00	7.00	7.00	5.00	(2.00)
Skilled Maintenance Supervisor	0.00	0.00	0.00	0.00	0.00
Skilled Maintenance Technician II	1.00	0.00	0.00	0.00	0.00
Stormwater Specialist	0.00	1.00	1.00	1.00	0.00
Streets District Crew Leader	10.00	3.00	3.00	3.00	0.00
Streets District Supervisor	1.00	1.00	1.00	1.00	0.00
Streets Program Supervisor	0.00	0.00	0.00	1.00	1.00
Streets Repair Inspector	0.00	0.00	0.00	1.00	1.00
Total Positions	**25.00**	**25.00**	**25.00**	**28.50**	**3.50**

* 2015 Amended Budget as of 8/31/2015

** For 2013, Stormwater expenses were included in the City Engineering and Streets budgets. Beginning in 2014, the budgets are separate for monitoring stormwater specific activities.

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Increase due to transfer of 2.00 FTE positions from Streets	$165,511
	Increase due to transfer of 1.50 FTE positions from City Engineering	151,450
	Net change to fund existing positions	(27,239)
	Net increase for medical and dental plan changes	14,933
	Increase for projected cost of seasonal employment	17,360
	Total Salaries/Benefits/Pensions	**$322,015**
	Operating	
	Decrease due to transfer to City Engineering for Assessments of Dangerous Structures	($25,000)
	Decrease due to transfer to City Engineering for temporary employment at Regional Development Center	(25,496)
	Decrease due to transfer to City Engineering for right-of-way permit software	(40,000)
	Decrease due to transfer to Traffic Engineering for Traffic Signal Maintenance program	(19,500)
	Decrease due to redistribution to Salaries/Benefits/Pensions for seasonal temporary	(17,360)
	Increase for utility rate changes	15
	Total Operating	**($127,341)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2016	**$194,674**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Increase of 2.00 FTE positions transferred from Streets	2.00
	Increase of 1.50 FTE positions transferred from City Engineering	1.50
	Total For 2016	**3.50**

* 2015 Amended Budget as of 8/31/2015

Grants Fund	Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Disaster †	$0	$0	$0	$0	$10,204,260	$10,204,260
	Total	**$0**	**$0**	**$0**	**$0**	**$10,204,260**	**$10,204,260**
	† Includes the stormwater projects that were submitted for grant funding by the FEMA PA program (FEMA DR-4229) for the May-July 2015 storms. The full FEMA DR-4229 grant is accounted for in the Office of Emergency Management narrative on page 13-1 and additional information on this disaster grant is included in the Grants Overview starting on page 2-xx.						

Funding Changes	During 2015	* 2015 Amended - 2015 Original Budget
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Increase in expected disaster grants (FEMA DR-4229) for May-July 2015 storms	10,204,260
	Total For 2016	**$10,204,260**

* 2015 Amended Budget as of 8/31/2015

2016 CIP Program	Project	General Fund	Total 2016 Allocation
	Camp Creek	750,000	**$750,000**
	Dam Repairs	400,000	**$400,000**
	Downtown Drainage Improvements	750,000	**$750,000**
	Emergency Stormwater Projects	1,700,000	**$1,700,000**
	Erindale Drainage Improvements	500,000	**$500,000**
	Fairfax Tributary Detention Pond	400,000	**$400,000**
	FEMA DR-4229 Stormwater grant projects for May-July 2015 storms	1,081,082	**$1,081,082**
	King Street Detention Pond	250,000	**$250,000**
	Old Annex Drainage Improvements	1,000,000	**$1,000,000**
	Sand Creek Pond 3	1,200,000	**$1,200,000**
	South Pine Creek Detention Pond	500,000	**$500,000**
	USAFA Drainages (Northgate area)	500,000	**$500,000**
	Water Quality Projects	500,000	**$500,000**
	Total 2016 CIP	**$9,531,082**	**$9,531,082**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 31-1		

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND
Stormwater - GF

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	0	1,354,856	1,460,422	1,662,241	201,819	13.82%
51210	OVERTIME	0	60,593	64,353	64,353	0	0.00%
51220	SEASONAL TEMPORARY	0	1,605	7,600	24,960	17,360	228.42%
51230	SHIFT DIFFERENTIAL	0	1,306	0	0	0	0.00%
51235	STANDBY	0	2,311	0	0	0	0.00%
51240	RETIREMENT TERMINATION SICK	0	5,758	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	0	22,607	0	0	0	0.00%
51260	VACATION BUY PAY OUT	0	536	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	0	(5,183)	0	0	0	0.00%
51610	PERA	0	190,196	198,712	226,958	28,246	14.21%
51615	WORKERS COMPENSATION	0	40,692	42,047	52,199	10,152	24.14%
51620	EQUITABLE LIFE INSURANCE	0	3,785	5,261	5,701	440	8.36%
51640	DENTAL INSURANCE	0	8,661	8,861	11,500	2,639	29.78%
51670	PARKING FOR EMPLOYEES	0	1,390	960	960	0	0.00%
51690	MEDICARE	0	18,952	19,780	24,021	4,241	21.44%
51695	CITY EPO MEDICAL PLAN	0	45,286	218,400	63,420	(154,980)	-70.96%
51696	ADVANTAGE HD MED PLAN	0	141,994	0	197,849	197,849	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	11,354	0	14,250	14,250	0.00%
Total Salaries and Benefits		**0**	**1,906,699**	**2,026,396**	**2,348,412**	**322,016**	**15.89%**
52105	MISCELLANEOUS OPERATING	0	63	0	0	0	0.00%
52110	OFFICE SUPPLIES	0	377	400	400	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	646	450	300	(150)	-33.33%
52125	GENERAL SUPPLIES	0	9,973	4,841	13,505	8,664	178.97%
52140	WEARING APPAREL	0	1,396	4,480	3,780	(700)	-15.63%
52145	PAINT AND CHEMICAL	0	32	194	0	(194)	-100.00%
52180	ASPHALTIC MATERIAL	0	41	0	0	0	0.00%
52185	AGGREGATE MATERIAL	0	12,956	9,615	8,000	(1,615)	-16.80%
52191	STORMWATER QUALITY	0	158,051	207,000	160,065	(46,935)	-22.67%
52192	STORMWATER PERMIT	0	11,084	11,080	11,080	0	0.00%
52225	MAINT COMPUTER SOFTWARE	0	1,980	2,000	2,000	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	0	559	2,500	1,500	(1,000)	-40.00%
52255	MAINT SIGNS	0	1,861	0	0	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	0	1,270	5,405	0	(5,405)	-100.00%
52281	MAINT INFRASTRUCTURE	0	147,093	500,000	500,000	0	0.00%
52415	CONTRACTS AND SPEC PROJECTS	0	98,489	79,000	94,976	15,976	20.22%
52426	MUN FAC RUNOFF CONTROL	0	110,528	140,000	50,000	(90,000)	-64.29%
52431	CONSULTING SERVICES	0	3,144	0	0	0	0.00%
52435	GARBAGE REMOVAL SERVICES	0	1	0	0	0	0.00%
52560	PARKING SERVICES	0	0	1,200	1,200	0	0.00%
52575	SERVICES	0	2,114	5,555	8,555	3,000	54.01%
52590	TEMPORARY EMPLOYMENT	0	20,230	18,000	11,494	(6,506)	-36.14%
52607	CELL PHONE ALLOWANCE	0	1,487	0	1,520	1,520	0.00%
52610	PROFESSIONAL LICENSES	0	0	195	0	(195)	-100.00%
52615	DUES AND MEMBERSHIP	0	753	0	2,330	2,330	0.00%
52630	TRAINING	0	2,777	2,800	1,250	(1,550)	-55.36%
52655	TRAVEL OUT OF TOWN	0	2,159	750	500	(250)	-33.33%
52705	COMMUNICATIONS	0	1	0	0	0	0.00%
52706	WIRELESS COMMUNICATION	0	1,200	2,400	2,400	0	0.00%
52738	CELL PHONE BASE CHARGES	0	2,055	2,000	828	(1,172)	-58.60%
52746	UTILITIES ELECTRIC	0	196	900	915	15	1.67%
52775	MINOR EQUIPMENT	0	4,383	16,377	10,000	(6,377)	-38.94%
52795	RENTAL OF EQUIPMENT	0	18,431	5,000	11,377	6,377	127.54%
52874	OFFICE SERVICES PRINTING	0	1,307	0	200	200	0.00%
52875	OFFICE SERVICES RECORDS	0	222	0	450	450	0.00%
65014	COLLECTIONS AGENCY FEE	0	229	3,824	0	(3,824)	-100.00%
Total Operating Expenses		**0**	**617,088**	**1,025,966**	**898,625**	**(127,341)**	**-12.41%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**0**	**2,523,787**	**3,052,362**	**3,247,037**	**194,675**	**6.38%**

Streets

Corey Farkas, Manager | (719) 385-5934 | streetdivision@springsgov.com

2016 Goals

Goal	Measurable Outcome
Develop and record standard operating procedures (SOPs) to normalize processes, creating efficiencies and increase customer service.	Complete recorded SOPs by year end.
Complete the Division's resource plan through identification of staffing and equipment needs to adequately sustain the critical functions necessary to maintain the City's infrastructure.	Complete annual staffing plan and schedule in conjunction with SOPs, as well as, completing a standardized district equipment package by end of Q3.
Create and implement a QA/QC program to ensure quality craftsmanship on all contracted and in-house projects providing a greater return on investment for the taxpayer.	Complete standard inspection documentation to include: Inspection check sheets, photographs and third party testing reports, as well as, a specification section requiring contractors to submit a comprehensive QC plan as a part of their bid documents. Program to be implemented by end of Q3.

All Funds Summary

All Funds	Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	General Fund	$9,324,678	$7,328,975	$7,899,252	$7,677,481	($221,771)
	CIP - General Fund	2,017,339	1,853,612	2,075,612	1,500,000	(575,612)
	PPRTA - Capital	0	411,970	411,970	412,000	30
	PPRTA - Maintenance	12,554,997	14,446,829	21,310,975	16,063,456	(5,247,519)
	Total	**$23,897,014**	**$24,041,386**	**$31,697,809**	**$25,652,937**	**($6,044,872)**
	Positions					
	General Fund	79.00	79.00	87.00	85.00	(2.00)
	Total	**79.00**	**79.00**	**87.00**	**85.00**	**(2.00)**

* 2015 Amended City Budget as of 8/31/2015. 2015 Amended PPRTA Budget for maintenance as of 7/8/2015 includes additional sales tax revenue for 2014 and 2015.

[1] Following PPRTA's budgeting practices, the 2015 Amended Budget includes 2014 unspent carryover, 2014 revenue carryover, and additional 2015 revenue. The 2016 Budget (and 2015 Original Budget) do not include carryover, so the 2016 Budget is approximately $1.6 million more than the original 2015 Original Budget.

The projects submitted by Streets for potential funding by the FEMA DR-4229 disaster grant are included in the Grants Fund and expenditures for these projects will be included in the narrative for Office of Emergency Management at pg. 13-1. Additional information about this disaster grant can be found in the Grants Overview at pg. 2-31.

Significant Changes vs. 2015

- Net decrease of $212,000 in operating mainly due to 2.00 FTE positions transferred to Stormwater
- Decrease of $500,000 in General Fund CIP for 2016 projects

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

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

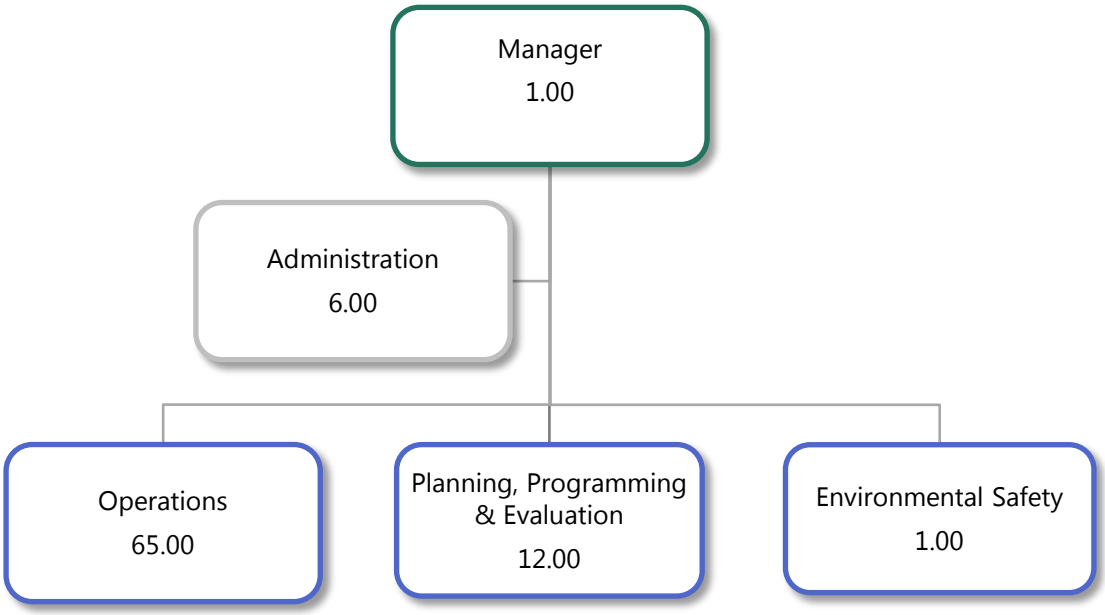
- Provide snow and emergency weather conditions response year-round to establish safe and passable streets
- Provide service for over 5,600 lane miles of roadway extending over a 194 square-mile area

Signs & Markings

- 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

Streets Functions	2013 Actual	2014 Actual	2015 Original Budget	2016 Budget
Streets	$9,334,321	$9,324,678	$7,328,975	$7,088,372
Signs and Markings *	0	0	0	589,110
Total Streets Functions	**$9,334,321**	**$9,324,678**	**$7,328,974**	**$7,677,481**

* In 2015, the Signs and Markings function was transferred from Traffic Engineering.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2015, and changes occurring as part of the 2016 Budget for each fund including General Fund, PPRTA, and CIP.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$6,367,872	$4,980,493	$5,503,758	$5,949,177	$5,730,093	($219,084)
Operating	2,951,521	4,310,088	1,815,217	1,940,075	1,942,388	2,313
Capital Outlay	14,928	34,097	10,000	10,000	5,000	(5,000)
Total	**$9,334,321**	**$9,324,678**	**$7,328,975**	**$7,899,252**	**$7,677,481**	**($221,771)**
Revenue	**$72,943**	**$13,619**	**$71,600**	**$82,800**	**$11,200**	**($71,600)**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 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	8.00	12.00	12.00	12.00	0.00
Equipment Operator II	27.00	28.00	28.00	28.00	0.00
Equipment Operator III	0.00	0.00	0.00	0.00	0.00
GIS Technician	0.00	0.00	0.00	1.00	1.00
Maintenance Technician II	5.00	0.00	0.00	0.00	0.00
Senior Analyst	1.00	1.00	1.00	1.00	0.00
Senior Equipment Operator	9.00	11.00	15.00	15.00	0.00
Senior Office Specialist	1.00	1.00	1.00	1.00	0.00
Sign Technician I	0.00	0.00	1.00	1.00	0.00
Sign Technician II	0.00	0.00	1.00	1.00	0.00
Skilled Maintenance Supervisor	5.00	0.00	0.00	0.00	0.00
Skilled Maintenance Technician II	3.00	0.00	0.00	0.00	0.00
Streets District Crew Leader	7.00	8.00	8.00	8.00	0.00
Streets District Supervisor	0.00	5.00	5.00	5.00	0.00
Streets Manager	1.00	1.00	1.00	1.00	0.00
Streets Operations Manager	2.00	1.00	1.00	1.00	0.00
Streets Program Supervisor	2.00	3.00	3.00	1.00	(2.00)
Streets Repair Inspector	3.00	3.00	4.00	3.00	(1.00)
Traffic Engineering Supervisor	0.00	0.00	1.00	1.00	0.00
Total Positions	**79.00**	**79.00**	**87.00**	**85.00**	**(2.00)**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	Increase to Salaries/Benefits/Pension and Operating due to transfer of 7.00 FTE positions for moving the Signs and Markings program from Traffic Engineering to Streets	$570,277
	Total During 2015	**$570,277**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Decrease due to transfer of 2.00 FTE positions to Stormwater	($165,511)
	Net change to fund existing positions	(73,036)
	Net increase for medical and dental plan changes	35,139
	Decrease due to transfer of salaries to Traffic Engineering for the School Safety Program	(15,676)
	Total Salaries/Benefits/Pensions	**($219,084)**
	Operating	
	Net increase for projected operating expenditures	$5,000
	Decrease for utility rate changes	(2,687)
	Total Operating	**$2,313**
	Capital Outlay	
	Decrease due to redistribution to Operating	($5,000)
	Total Capital Outlay	**($5,000)**
	Total For 2016	**($221,771)**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	Increase due to transfer 7.00 FTE positions from Traffic Engineering for the Signs and Markings program	7.00
	Increase due to addition of 1.00 FTE position	1.00
	Total During 2015	**8.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Decrease due to transfer of 2.00 FTE positions to Stormwater	(2.00)
	Total For 2016	**(2.00)**

* 2015 Amended Budget as of 8/31/2015

PPRTA	Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Capital †	$0	$0	$411,970	$411,970	$412,000	$30
	Maintenance	11,233,911	14,817,666	14,446,829	21,310,975	16,063,456	(5,247,519)
	Total	**$11,233,911**	**$14,817,666**	**$14,858,799**	**$21,722,945**	**$16,475,456**	**($5,247,489)**
	2016 PPRTA Maintenance Projects						
	PPRTA Pavement/Mill Overlay					$4,500,000	
	PPRTA Chip Seal					0	
	PPRTA Maintenance Paving - In-House					1,000,000	
	PPRTA Structural Repair Digout - In-House					214,000	
	PPRTA Pothole Patching/Repair					536,000	
	PPRTA Crack Seal					680,277	
	PPRTA Pre-Overlay Concrete					4,000,000	
	PPRTA On-Call Concrete Program					405,140	
	PPRTA Cost Sharing Program					100,000	
	PPRTA Guardrail Maintenance [1]					150,000	
	PPRTA Signs and Markings [1]					1,586,350	
	PPRTA Project Support					821,689	
	PPRTA NV5 Consulting/Management Services					570,000	
	† The PPRTA capital projects are listed below in the CIP table.						
	[1] In 2015, these functions were tranferred from Traffic Engineering						
	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.						

* 2015 Amended City Budget as of 8/31/2015. 2015 Amended PPRTA Budget for maintenance as of 7/8/2015 includes additional sales tax revenue for 2014 and 2015.

2016 CIP Program	Project	General Fund	PPRTA	Total 2016 Allocation
	Companion Drainage Projects		412,000	412,000
	Street Pavement Improvements (MOE)	1,500,000		1,500,000
	Total 2016 CIP	**1,500,000**	**412,000**	**1,912,000**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 31-1			

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND
Streets

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	4,364,460	3,398,213	3,883,754	4,020,095	136,341	3.51%
51210	OVERTIME	240,884	219,545	212,647	223,847	11,200	5.27%
51220	SEASONAL TEMPORARY	189,905	32,406	0	0	0	0.00%
51230	SHIFT DIFFERENTIAL	450	9,318	0	0	0	0.00%
51235	STANDBY	65	18,547	0	0	0	0.00%
51240	RETIREMENT TERMINATION SICK	0	9,926	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	41,399	59,460	0	0	0	0.00%
51260	VACATION BUY PAY OUT	12,419	14,362	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(74,210)	(24,300)	0	0	0	0.00%
51610	PERA	626,141	485,904	528,679	551,466	22,787	4.31%
51612	RETIREMENT HEALTH SAVINGS	7,741	4,156	0	0	0	0.00%
51615	WORKERS COMPENSATION	174,187	156,698	168,852	195,652	26,800	15.87%
51620	EQUITABLE LIFE INSURANCE	12,082	9,462	13,311	13,850	539	4.05%
51640	DENTAL INSURANCE	34,180	25,716	26,765	33,074	6,309	23.57%
51670	PARKING FOR EMPLOYEES	1,200	800	0	0	0	0.00%
51690	MEDICARE	64,932	50,690	55,549	58,366	2,817	5.07%
51695	CITY EPO MEDICAL PLAN	615,434	190,600	577,781	269,947	(307,834)	-53.28%
51696	ADVANTAGE HD MED PLAN	67,449	293,163	36,420	339,047	302,627	830.94%
51697	HRA BENEFIT TO ADV MED PLAN	6,460	25,827	0	24,750	24,750	0.00%
51699	BENEFITS REIMBURSEMENT	(17,306)	0	0	0	0	0.00%
Total Salaries and Benefits		**6,367,872**	**4,980,493**	**5,503,758**	**5,730,094**	**226,336**	**4.11%**
52110	OFFICE SUPPLIES	10,731	12,827	10,133	10,133	0	0.00%
52120	COMPUTER SOFTWARE	1,060	4,927	1,500	2,500	1,000	66.67%
52122	CELL PHONES EQUIP AND SUPPLIES	4,137	1,375	2,700	2,700	0	0.00%
52125	GENERAL SUPPLIES	27,767	18,810	20,000	60,945	40,945	204.73%
52131	CONCRETE SUPPLIES	47,115	71,016	20,648	10,000	(10,648)	-51.57%
52135	POSTAGE	80	77	0	0	0	0.00%
52140	WEARING APPAREL	33,550	24,247	21,500	21,500	0	0.00%
52145	PAINT AND CHEMICAL	13,657	6,865	0	0	0	0.00%
52160	FUEL	0	342	0	0	0	0.00%
52165	LICENSES AND TAGS	306	3,525	400	400	0	0.00%
52175	SIGNS	336	0	0	0	0	0.00%
52180	ASPHALTIC MATERIAL	2,328	0	0	0	0	0.00%
52185	AGGREGATE MATERIAL	2,185	10,350	10,000	5,000	(5,000)	-50.00%
52192	STORMWATER PERMIT	500	0	0	0	0	0.00%
52220	MAINT OFFICE MACHINES	0	2,755	1,000	1,000	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	9,272	14,083	7,500	8,193	693	9.24%
52265	MAINT BUILDINGS AND STRUCTURE	189,945	100,265	30,000	62,000	32,000	106.67%
52281	MAINT INFRASTRUCTURE	324,848	(1,679)	0	0	0	0.00%
52305	MAINT SOFTWARE	590	0	1,000	0	(1,000)	-100.00%
52410	BUILDING SECURITY SERVICES	11,635	11,636	11,623	11,623	0	0.00%
52415	CONTRACTS AND SPEC PROJECTS	601,134	341,377	205,464	73,000	(132,464)	-64.47%
52425	ENVIRONMENTAL SERVICES	18,343	14,036	15,000	15,000	0	0.00%
52426	MUN FAC RUNOFF CONTROL	941	0	0	0	0	0.00%
52431	CONSULTING SERVICES	8,613	26,566	0	0	0	0.00%
52435	GARBAGE REMOVAL SERVICES	31,755	124,318	38,940	21,500	(17,440)	-44.79%
52445	JANITORIAL SERVICES	19,439	21,237	19,600	30,400	10,800	55.10%
52560	PARKING SERVICES	239	169	400	400	0	0.00%
52571	SNOW REMOVAL	1,077,246	1,258,230	1,075,465	1,075,465	0	0.00%
52575	SERVICES	21,100	14,977	14,999	14,999	0	0.00%
52590	TEMPORARY EMPLOYMENT	7	0	48,000	180,464	132,464	275.97%
52607	CELL PHONE ALLOWANCE	1,468	1,230	1,500	1,500	0	0.00%
52615	DUES AND MEMBERSHIP	1,178	1,180	1,400	2,400	1,000	71.43%
52625	MEETING EXPENSES IN TOWN	834	1,764	1,000	1,000	0	0.00%
52630	TRAINING	10,639	3,549	10,000	22,148	12,148	121.48%
52655	TRAVEL OUT OF TOWN	2,288	0	0	0	0	0.00%
52705	COMMUNICATIONS	3,419	3,248	3,656	3,656	0	0.00%
52706	WIRELESS COMMUNICATION	0	0	0	2,520	2,520	0.00%
52731	STATE CNTY PPRTA TAX	77	0	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	160	233	245	0	(245)	-100.00%
52736	CELL PHONE AIRTIME	265	0	500	0	(500)	-100.00%
52738	CELL PHONE BASE CHARGES	18,122	18,960	20,000	23,777	3,777	18.89%

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
52746	UTILITIES ELECTRIC	33,585	30,646	41,076	62,197	21,121	51.42%
52747	UTILITIES GAS	26,347	21,661	34,608	55,110	20,502	59.24%
52748	UTILITIES SEWER	3,836	4,238	5,400	6,800	1,400	25.93%
52749	UTILITIES WATER	38,195	42,352	60,000	67,135	7,135	11.89%
52770	SAFETY EQUIPMENT	0	0	0	9,000	9,000	0.00%
52775	MINOR EQUIPMENT	22,959	34,357	72,460	66,963	(5,497)	-7.59%
52776	PRINTER CONSOLIDATION COST	9,723	10,043	7,000	10,000	3,000	42.86%
52795	RENTAL OF EQUIPMENT	26,866	44,289	0	0	0	0.00%
52811	CHGS COMMUNITY SERVICES	288,671	2,000,000	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	650	1,195	500	500	0	0.00%
52875	OFFICE SERVICES RECORDS	5	0	0	0	0	0.00%
52970	ENVIRON PROTECTION PROGRAM	50	4,872	0	0	0	0.00%
65035	MISCELLANEOUS	(747)	0	0	0	0	0.00%
65160	RECRUITMENT	4,072	0	0	0	0	0.00%
65352	EMPLOYEE AWARDS PROGRAM	0	3,940	0	460	460	0.00%
Total Operating Expenses		**2,951,521**	**4,310,088**	**1,815,217**	**1,942,388**	**127,171**	**7.01%**
53020	COMPUTERS NETWORKS	14,621	16,538	10,000	5,000	(5,000)	-50.00%
53050	MACHINERY AND APPARATUS	307	17,559	0	0	0	0.00%
Total Capital Outlay		**14,928**	**34,097**	**10,000**	**5,000**	**(5,000)**	**-50.00%**
Total Expenses		**9,334,321**	**9,324,678**	**7,328,975**	**7,677,482**	**348,507**	**4.76%**
40113	MISCELLANEOUS	207	13,619	0	0	0	0.00%
42650	CITY WORKORDERS	0	0	71,600	11,200	(60,400)	-84.36%
44055	REIMBURSEMENT ACCT	71,842	0	0	0	0	0.00%
45791	MILLINGS SALES	894	0	0	0	0	0.00%
Total Revenue		**72,943**	**13,619**	**71,600**	**11,200**	**(60,400)**	**-84.36%**

Totals may differ from narrative due to rounding.

Traffic Engineering

Kathleen Krager, Manager | (719) 385-7628 | kkrager@springsgov.com

2016 Goals

Goal	Measurable Outcome
Complete the Colorado Springs Bicycle Master Plan. Continue to improve on-street bike facilities.	Completion of the Master Plan and construction of 16 miles of new bike facilities by end of Q4.
Install adaptive signal timing equipment on U.S. Hwy. 24; signals to improve non-peak travel times (this will be the first of six arterial corridors that will have adaptive signal equipment).	A decrease of 10% in intersection delay and travel time for the U.S. Hwy. 24 corridor by end of Q4.

All Funds Summary

All Funds	Use of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	General Fund	$3,945,464	$3,610,230	$2,845,068	$3,048,770	$203,702
	CIP - General Fund	419,763	469,021	247,021	231,009	(16,012)
	PPRTA - Capital	1,331,716	5,601,983	5,221,254	6,102,000	880,746
	PPRTA - Maintenance	4,442,051	3,227,531	3,829,028	1,500,000	(2,329,028)
	CIP - Grants/Bike Tax	7,532,777	5,403,935	5,403,935	1,008,736	(4,395,199)
	Total	**$17,671,771**	**$18,312,700**	**$17,546,306**	**$11,890,515**	**($5,655,791)**
	Positions					
	General Fund	35.50	34.00	26.00	26.00	0.00
	Total	**35.50**	**34.00**	**26.00**	**26.00**	**0.00**

* 2015 Amended City Budget as of 8/31/2015. 2015 Amended PPRTA Budget for maintenance as of 7/8/2015 includes additional sales tax revenue for 2014 and 2015.

Significant Changes vs. 2015

- Net increase of $200,000 due to reorganization between Traffic Engineering, City Engineering and Streets
- Decrease of $4.4 million in grant funds for 2016

Traffic Engineering

Traffic Engineering's primary mission is to provide safe and efficient movement of vehicles, cyclists, 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, and pedestrian projects and programs to develop a multi-modal transportation system
- Update and maintain the Bike Master Plan and other planning documents associated with Bike Planning
- Develop and implement bike infrastructure and construct safety improvements where warranted
- Institute bike programs that help promote and enhance bicycling in Colorado Springs
- 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 for both traffic congestion and bicycling
- Coordinate transportation planning efforts with city departments, government agencies, and citizen groups in the Pikes Peak Region

Traffic Signal Systems

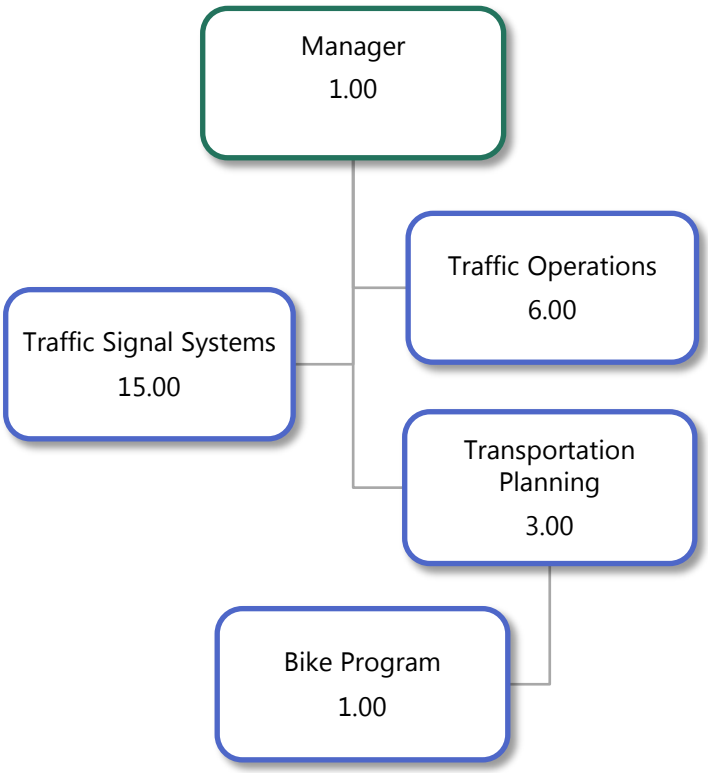
- Manage signal timing, coordination and maintenance of the City's 567 traffic signals
- Operate the incident management system (traffic cameras and message boards) on key arterials throughout the City
- Analyze citizen and developer requests for new traffic signals and additional phases to existing traffic signals
- Manage school zone flashing beacon schedule and maintenance
- 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

- 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 lane projects
- Provide technical and design assistance for our PPRTA Partnership Program
- Provide school safety services related to school crossings and parking concerns/issues
- 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
- Collect traffic data, analyze generate traffic studies
- Administer the City's truck route program

Traffic Engineering Functions	2013 Actual	2014 Actual	2015 Original Budget	2016 Budget
School Safety	$568,596	$539,109	$427,108	$471,676
Signals Maintenance and Construction	1,059,673	1,094,061	1,048,244	1,072,272
Signs and Markings *	1,043,986	1,144,937	983,539	0
Traffic Management Center (TMC) Operations	513,312	498,432	548,236	473,239
Transportation Planning	587,473	668,925	603,104	1,031,583
Total Traffic Engineering Functions	**$3,773,040**	**$3,945,464**	**$3,610,230**	**$3,048,770**

* In 2015, the Signs and Markings function was transferred to Streets.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2015, and changes occurring as part of the 2016 Budget for each fund including General Fund, PPRTA, and CIP.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$2,699,965	2,762,128	$2,735,387	$2,093,463	$2,262,229	$168,766
Operating	1,066,340	1,183,336	874,843	751,605	786,541	34,936
Capital Outlay	6,735	0	0	0	0	0
Total	**$3,773,040**	**$3,945,464**	**$3,610,230**	**$2,845,068**	**$3,048,770**	**$203,702**
Revenue	**$360,098**	**$379,647**	**$423,900**	**$401,900**	**$355,110**	**($46,790)**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Analyst II	1.00	0.00	0.00	0.00	0.00
Electronic Maintenance Technician	1.00	0.00	0.00	0.00	0.00
Electronic Specialist	5.00	0.00	0.00	0.00	0.00
Engineering Supervisor	0.00	0.00	1.00	1.00	0.00
Equipment Operator II	3.00	0.00	0.00	0.00	0.00
Equipment Operator III	1.00	0.00	0.00	0.00	0.00
Graphics Technician	1.00	0.00	0.00	0.00	0.00
Maintenance Technician II	1.00	1.00	1.00	1.00	0.00
Planning Technician	0.00	0.00	1.00	1.00	0.00
Planner I	0.00	1.00	0.00	0.00	0.00
Principal Traffic Engineer	1.00	1.00	1.00	1.00	0.00
Senior Analyst, Bene/Fin	0.00	1.00	0.00	0.00	0.00
Senior Equipment Operator	1.00	4.00	0.00	0.00	0.00
Senior Office Specialist	2.50	2.00	0.00	0.00	0.00
Senior Planner	2.00	1.00	1.00	1.00	0.00
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	1.00	0.00	0.00	0.00
Sign Technician II	0.00	1.00	0.00	0.00	0.00
Skilled Maintenance Technician	2.00	2.00	2.00	2.00	0.00
Traffic Engineering Supervisor	0.00	1.00	0.00	0.00	0.00
Traffic Signal Supervisor	1.00	1.00	1.00	1.00	0.00
Traffic Technician I	2.00	2.00	1.00	1.00	0.00
Traffic Technician II	8.00	9.00	11.50	11.00	(0.50)
Traffic Technician III	0.00	3.00	2.50	3.00	0.50
Transportation Manager	1.00	1.00	1.00	1.00	0.00
Total Positions	**35.50**	**34.00**	**26.00**	**26.00**	**0.00**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	Decrease to Salaries/Benefits/Pension and Operating due to transfer of the Signs and Markings program from Traffic Engineering to Streets	($570,277)
	Net decrease to Salaries/Benefits/Pensions and Operating due to reorganization between City Engineering and Traffic Engineering	(194,885)
	Total During 2015	**($765,162)**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($20,168)
	Net increase for medical and dental plan changes	12,102
	Increase to due to reorganization between City Engineering and Traffic Engineering	161,112
	Net decrease due to redistribution of Salaries/Benefits/Pensions to Operating for projected operating expenditures	(10,461)
	Increase to fund School Safety Program at projected revenue level	26,181
	Total Salaries/Benefits/Pensions	**$168,766**
	Operating	
	Net increase due to redistribution of Salaries/Benefits/Pensions to Operating for projected operating expenditures	$7,960
	Increase to due to reorganization between City Engineering and Traffic Engineering	109
	Increase due to transfer from Stormwater to reinstate Traffic Signal Maintenance program	19,500
	Increase due to utility rate changes	367
	Increase to fund School Safety Program at the projected revenue level	7,000
	Total Operating	**$34,936**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2016	**$203,702**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	Transfer 7.00 FTE positions for reorganization of Signs and Markings program to Streets	(7.00)
	Net decrease of 1.00 FTE due to reorganization between City Engineering and Traffic Engineering	(1.00)
	Total During 2015	**(8.00)**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

PPRTA	Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Capital †	$2,313,723	$1,331,716	$5,601,983	$5,221,254	$6,102,000	$880,746
	Maintenance	3,091,298	4,442,051	3,227,531	3,829,028	1,500,000	(2,329,028)
	Total	**$5,405,021**	**$5,773,767**	**$8,829,514**	**$9,050,282**	**$7,602,000**	**($1,448,282)**
	2016 PPRTA Maintenance Projects						
	PPRTA Guardrail Maintenance [1]					$0	
	PPRTA Hazard Elimination/Safety Improvements					600,000	
	PPRTA Signs and Markings [1]					0	
	PPRTA Traffic Count Program					0	
	PPRTA Traffic Signal Maintenance					900,000	
	† The PPRTA capital projects are listed below in the CIP table.						
	[1] In 2015, these functions were tranferred to Streets						
	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.						

* 2015 Amended City Budget as of 8/31/2015. 2015 Amended PPRTA Budget for maintenance as of 7/8/2015 includes additional sales tax revenue for 2014 and 2015.

2016 CIP Program	Project	General Fund	Bike Tax	Grant	PPRTA	Total 2016 Allocation
	Advanced Detection (TIP)	73,113		292,452		365,565
	Bicycle Infrastructure Improvements		84,700			84,700
	Congestion/Incident Management/Signal Improvements				412,000	412,000
	Intersection Improvements-Citywide				824,000	824,000
	Old Ranch Road at Powers-Improvements and Bridge				1,433,000	1,433,000
	On-Street Bikeway Improvements				412,000	412,000
	Roadway Safety and Traffic Operations				1,000,000	1,000,000
	Traffic Signal System Upgrades				2,021,000	2,021,000
	Traffic Signal Upgrade (TIP)	157,896		631,584		789,480
	Total 2016 CIP	**$231,009**	**$84,700**	**$924,036**	**$6,102,000**	**$7,341,745**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 31-1					

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Transportation Engineering

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	2,032,359	2,053,537	2,042,650	1,692,133	(350,517)	-17.16%
51210	OVERTIME	30,079	30,748	36,200	35,000	(1,200)	-3.31%
51220	SEASONAL TEMPORARY	22,648	23,797	3,800	3,800	0	0.00%
51230	SHIFT DIFFERENTIAL	22	613	0	0	0	0.00%
51235	STANDBY	25,164	10,784	26,000	11,500	(14,500)	-55.77%
51240	RETIREMENT TERMINATION SICK	0	426	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	6,138	15,760	0	0	0	0.00%
51260	VACATION BUY PAY OUT	6,324	5,113	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(9,964)	(8,584)	0	0	0	0.00%
51610	PERA	273,662	279,885	278,156	227,320	(50,836)	-18.28%
51615	WORKERS COMPENSATION	32,692	37,999	35,861	28,811	(7,050)	-19.66%
51620	EQUITABLE LIFE INSURANCE	5,539	5,689	7,220	6,021	(1,199)	-16.61%
51640	DENTAL INSURANCE	12,097	12,463	11,379	10,137	(1,242)	-10.91%
51670	PARKING FOR EMPLOYEES	1,300	1,754	1,920	240	(1,680)	-87.50%
51690	MEDICARE	25,713	25,730	25,654	24,059	(1,595)	-6.22%
51695	CITY EPO MEDICAL PLAN	228,305	116,862	266,547	52,218	(214,329)	-80.41%
51696	ADVANTAGE HD MED PLAN	7,197	138,399	0	158,738	158,738	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	690	11,153	0	12,251	12,251	0.00%
Total Salaries and Benefits		**2,699,965**	**2,762,128**	**2,735,387**	**2,262,228**	**(473,159)**	**-17.30%**
52105	MISCELLANEOUS OPERATING	68	(336)	0	0	0	0.00%
52110	OFFICE SUPPLIES	3,207	2,971	4,040	1,374	(2,666)	-65.99%
52111	PAPER SUPPLIES	188	99	200	50	(150)	-75.00%
52115	MEDICAL SUPPLIES	1,057	188	1,555	350	(1,205)	-77.49%
52120	COMPUTER SOFTWARE	1,878	26,000	2,230	4,150	1,920	86.10%
52122	CELL PHONES EQUIP AND SUPPLIES	233	1,211	600	350	(250)	-41.67%
52125	GENERAL SUPPLIES	2,388	4,075	2,500	3,470	970	38.80%
52127	CONSTRUCTION SUPPLIES	28,777	23,694	20,100	8,000	(12,100)	-60.20%
52130	OTHER SUPPLIES	1,751	250	0	0	0	0.00%
52131	CONCRETE SUPPLIES	245	3,553	0	0	0	0.00%
52135	POSTAGE	318	98	750	600	(150)	-20.00%
52140	WEARING APPAREL	730	0	0	0	0	0.00%
52145	PAINT AND CHEMICAL	2,781	3,394	2,800	600	(2,200)	-78.57%
52155	AUTOMOTIVE	0	13	0	0	0	0.00%
52190	JANITORIAL SUPPLIES	950	973	1,000	1,000	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	0	958	2,673	1,980	(693)	-25.93%
52244	MAINT TRAFFIC MARKINGS	0	38,722	0	0	0	0.00%
52245	MAINT SIGNALS	95,659	50,980	4,000	35,000	31,000	775.00%
52255	MAINT SIGNS	41,486	29,456	0	0	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	11,971	8,859	11,070	6,000	(5,070)	-45.80%
52270	MAINT WELLS AND RESERVOIRS	65	991	0	0	0	0.00%
52305	MAINT SOFTWARE	9,670	0	10,891	10,500	(391)	-3.59%
52410	BUILDING SECURITY SERVICES	720	360	730	480	(250)	-34.25%
52415	CONTRACTS AND SPEC PROJECTS	125,559	194,023	35,085	35,085	0	0.00%
52435	GARBAGE REMOVAL SERVICES	1,712	1,895	1,740	258	(1,482)	-85.17%
52445	JANITORIAL SERVICES	16,090	16,995	17,500	6,350	(11,150)	-63.71%
52560	PARKING SERVICES	3,200	2,600	2,100	1,900	(200)	-9.52%
52573	CREDIT CARD FEES	7	0	0	0	0	0.00%
52575	SERVICES	5,508	4,820	3,360	375	(2,985)	-88.84%
52591	SCHOOL CROSSING GUARDS	310,716	310,716	310,716	310,716	0	0.00%
52607	CELL PHONE ALLOWANCE	929	908	960	960	0	0.00%
52610	PROFESSIONAL LICENSES	62	0	800	0	(800)	-100.00%
52615	DUES AND MEMBERSHIP	3,944	4,212	4,812	3,399	(1,413)	-29.36%
52625	MEETING EXPENSES IN TOWN	0	931	500	0	(500)	-100.00%
52630	TRAINING	1,478	4,314	9,800	4,425	(5,375)	-54.85%
52640	CITIZENS ACADEMY	0	50	0	0	0	0.00%
52655	TRAVEL OUT OF TOWN	0	2,125	0	0	0	0.00%
52706	WIRELESS COMMUNICATION	12,783	10,840	11,076	7,201	(3,875)	-34.99%
52732	UTILITIES TRAFFIC SIGNALS	0	0	262,000	284,820	22,820	8.71%
52735	TELEPHONE LONG DIST CALLS	177	168	235	0	(235)	-100.00%
52736	CELL PHONE AIRTIME	38	(45)	50	60	10	20.00%
52738	CELL PHONE BASE CHARGES	13,577	10,960	11,372	11,512	140	1.23%

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
52746	UTILITIES ELECTRIC	287,198	313,424	52,214	13,514	(38,700)	-74.12%
52747	UTILITIES GAS	20,185	23,493	28,996	1,809	(27,187)	-93.76%
52748	UTILITIES SEWER	2,062	3,098	2,100	650	(1,450)	-69.05%
52749	UTILITIES WATER	3,795	6,074	4,960	944	(4,016)	-80.97%
52770	SAFETY EQUIPMENT	9,039	14,203	12,200	3,840	(8,360)	-68.52%
52775	MINOR EQUIPMENT	30,900	47,729	23,988	14,525	(9,463)	-39.45%
52776	PRINTER CONSOLIDATION COST	9,876	10,218	10,020	7,324	(2,696)	-26.91%
52874	OFFICE SERVICES PRINTING	749	1,007	870	870	0	0.00%
52875	OFFICE SERVICES RECORDS	2,069	2,069	2,250	2,100	(150)	-6.67%
65160	RECRUITMENT	545	0	0	0	0	0.00%
Total Operating Expenses		**1,066,340**	**1,183,336**	**874,843**	**786,541**	**(88,302)**	**-10.09%**
53030	FURNITURE AND FIXTURES	396	0	0	0	0	0.00%
53090	BUILDINGS AND STRUCTURES	6,339	0	0	0	0	0.00%
Total Capital Outlay		**6,735**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**3,773,040**	**3,945,464**	**3,610,230**	**3,048,769**	**(561,461)**	**-15.55%**
44014	RECYCLED MATERIALS	12,773	10,770	14,000	11,000	(3,000)	-21.43%
44016	BRIDGE DAMAGE SETTLEMENTS	0	6,975	0	0	0	0.00%
44017	GUARDRAIL DAMAGE SETTLEMENTS	2,848	12,231	30,000	0	(30,000)	-100.00%
44018	SIGNAL DAMAGE SETTLEMENTS	34,067	(6,965)	42,500	0	(42,500)	-100.00%
44019	SIGN DAMAGE SETTLEMENTS	6,951	5,058	7,000	0	(7,000)	-100.00%
45711	COPIES OF DOCUMENTS	800	350	800	350	(450)	-56.25%
45811	STATE SAFETY TRAFFIC DEV	281,050	321,930	306,600	337,260	30,660	10.00%
45812	TRAFFIC REIMB FROM OTHERS	11,256	19,780	11,200	0	(11,200)	-100.00%
46171	REIMBURSEMENT FROM GRANTS	10,353	9,518	11,800	6,500	(5,300)	-44.92%
Total Revenue		**360,098**	**379,647**	**423,900**	**355,110**	**(68,790)**	**-16.23%**

Totals may differ from narrative due to rounding.

Transit

Craig Blewitt, Manager | (719) 385-5428 | cblewitt@springsgov.com

2016 Goals

Goal	Measurable Outcome
Add frequency on Routes 10 and 11 on weekdays.	Increase ridership by 5-10%, improve on-time performance by 3-5%, and improve connections to critical citizen services by end of Q4.
Restructure Route 3.	Improve on-time performance by 15-20%, and improve connections to critical citizen services by end of Q4.
Restructure Routes 6, 8, 15, and 16.	Improve on-time performance by 5-10%, and improve connections to critical citizen services by end of Q4.
Finalize site selection and land acquisition for a Downtown Transit Station to improve safety and operations.	Increased vehicle capacity by 20%, decrease operational delay by 20%, and reduce safety conflicts by 20% by end of Q3.
Pursue land acquisition for additional transit bus storage. Transit bus storage is currently at full capacity. Future service improvements require additional storage capability.	Increase the bus storage capacity by at least 20% by end of Q4.
Initiate procurement for facility design of a Downtown Transit Station to improve safety and operations.	Increased vehicle capacity by 20%, decrease operational delay by 20%, and reduce safety conflicts by 20% by end of Q3.
Pursue partnerships with PPCC and UCCS to improve transit service.	Increase ridership to these institutions by 25% and improve connections to jobs and schools by end of Q4.
Support the City's infill development effort.	Develop implementation plan and carry out the recommendations identified by the Infill and Redevelopment Task Force by end of Q4.
Improve coordination and efficiency among the Specialized Transportation Service providers.	Support the Joint Dispatch and Call Center effort throughout the year to consolidate the Specialized Transportation Services provided by local non-profit agencies by combining passenger trips and minimizing trip duplication.

All Funds Summary

All Funds						
	Use of Funds	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	General Fund	$3,770,372	$4,075,826	$4,075,826	$4,819,805	$743,979
	CIP - General Fund	139,613	250,134	250,134	320,793	70,659
	Grants Fund	6,891,976	10,097,894	10,097,894	7,850,979	(2,246,915)
	CIP - Grants Fund	21,021	1,046,334	1,046,334	2,319,922	1,273,588
	PPRTA - Capital	0	1,121,000	1,121,000	494,000	(627,000)
	PPRTA - Operating †	10,279,631	11,377,415	12,579,536	12,746,342	166,806
	Total	**$21,102,613**	**$27,968,603**	**$29,170,724**	**$28,551,841**	**($618,883)**
	Postitions					
	General Fund	9.00	9.00	9.00	9.00	0.00
	Grants Fund	16.00	17.00	17.00	17.00	0.00
	Total	**25.00**	**26.00**	**26.00**	**26.00**	**0.00**

* 2015 Amended City Budget as of 8/31/2015. 2015 Amended PPRTA Budget as of 7/8/2015 includes additional sales tax revenue for 2014 and 2015.

† PPRTA Transit Operating funds include tax and fare revenues; it does not reflect carryover for Planned Operating Reserve and grant match for obligated projects as shown in the CIP section on pg. 31-20.

Significant Changes vs. 2015

- Net increase of nearly $815,000 or 19% in General Fund Operating and CIP to restructure four bus routes and provide grant match for pedestrian/transit accessibility on five routes
- Net decrease of $973,327 in available Grants Fund (Operating) and CIP grant 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 transit service administration, regional planning coordination, sub-recipient oversight, and ensuring 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 weekday trips per day servicing a diverse customer base
- Maintains farebox recovery rate of 24% with 24 average hourly boardings per bus
- Provides about 90% of all public transit passenger trips serviced by Transit

Mountain Metro Mobility – ADA/Paratransit service within Mountain Metro operating service area

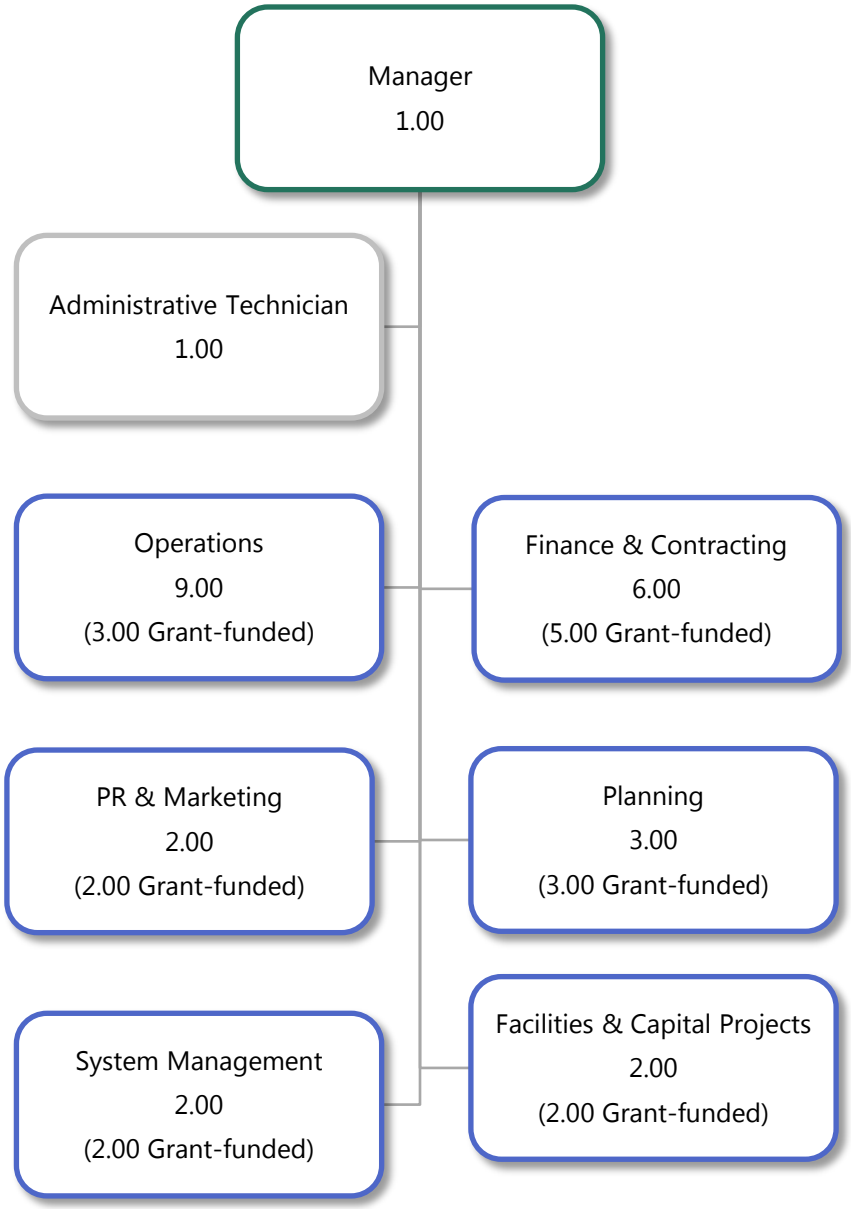
- Provides the federally-mandated Americans with Disabilities Act (ADA) complementary paratransit service, a demand-response service for individuals whose mobility needs prevent them from using the fixed-route bus system
- Provides service along a 1.5-mile corridor (3/4 mile on each side) of every bus 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
- Provides service to residents whose trips are outside the ADA-required area and to residents who need door-through-door assistance



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2015, and changes occurring as part of the 2016 Budget for each fund including General Fund, Grants Fund, PPRTA, and CIP.

General Fund

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$572,373	$633,333	$672,643	$672,643	$706,154	$33,511
Operating	3,148,462	3,137,039	3,403,183	3,403,183	4,113,651	710,468
Capital Outlay	0	0	0	0	0	0
Total	**$3,720,835**	**$3,770,372**	**$4,075,826**	**$4,075,826**	**$4,819,805**	**$743,979**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Administrative Technician	1.00	1.00	1.00	1.00	0.00
Analyst II, Budget, Crime, Grant	0.00	1.00	1.00	1.00	0.00
Contract Coordinator	1.00	0.00	0.00	0.00	0.00
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	1.00	1.00	0.00	0.00	0.00
Transit Services Manager	1.00	1.00	1.00	1.00	0.00
Transit Services Supervisor	0.00	0.00	1.00	1.00	0.00
Total Positions	**9.00**	**9.00**	**9.00**	**9.00**	**0.00**

Funding Changes

During 2015	* 2015 Amended - 2015 Original Budget
None	$0
Total During 2015	**$0**
For 2016	**2016 Budget - * 2015 Amended Budget**
Salaries/Benefits/Pensions	
Net change to fund existing positions	$29,102
Net increase for medical and dental plan changes	4,409
Total Salaries/Benefits/Pensions	**$33,511**
Operating	
Increase due to increased costs of fuel, software maintenance, ADA supplemental service, and transit service contract	$263,646
Increase to restructure of Routes 6, 8, 15, and 16	447,280
Decrease due to utility rate changes	(458)
Total Operating	**$710,468**
Capital Outlay	
None	$0
Total Capital Outlay	**$0**
Total For 2016	**$743,979**

* 2015 Amended Budget as of 8/31/2015

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

Grants Fund						
	Use of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Grants Fund	$5,415,784	$6,891,976	$11,144,228	$11,144,228	$7,850,979	($3,293,249)
	Total	**$5,415,784**	**$6,891,976**	**$11,144,228**	**$11,144,228**	**$7,850,979**	**($3,293,249)**
	For 2015, the Grants Fund includes both operating and capital funds. For 2016, the capital projects are shown separately and reflected below in the CIP table.						
	Position Title		**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Accounting Technician II		1.00	1.00	1.00	1.00	0.00
	Analyst II, Benefits & Financial		2.00	2.00	2.00	1.00	(1.00)
	Analyst II, BDG, CRM, FIN, GRT		0.00	0.00	0.00	1.00	1.00
	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		1.00	1.00	1.00	1.00	0.00
	Transit Fleet Services Coordinator		0.00	1.00	1.00	1.00	0.00
	Transit Services Administrator		0.00	1.00	1.00	1.00	0.00
	Transit Services Supervisor		3.00	2.00	2.00	2.00	0.00
	Transit Scheduler		1.00	1.00	1.00	1.00	0.00
	Total Positions		**16.00**	**17.00**	**17.00**	**17.00**	**0.00**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Decresase in available grant funds	($3,293,249)
	Total For 2016	**($3,293,249)**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	1.00
	Total For 2016	**1.00**

PPRTA							
	Use of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	**2015 * Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Capital [1]	$0	$0	$1,121,000	$1,121,000	$494,000	($627,000)
	Operating †	8,080,407	10,279,631	11,377,415	12,579,536	12,746,342	166,806
	Total	**$8,080,407**	**$10,279,631**	**$12,498,415**	**$13,700,536**	**$13,240,342**	**($460,194)**
	2016 PPRTA Operating						
	PPRTA Fixed-Route Service					$5,547,546	
	PPRTA ADA Paratransit Service					3,385,929	
	PPRTA Fuel (Fixed-Route)					1,305,095	
	PPRTA Fuel (ADA Paratransit)					404,985	
	PPRTA Specialized Transportation Services					382,192	
	PPRTA Contracts and Temporary Personnel					70,000	
	PPRTA Transit Grant Match					1,650,595	
	[1] PPRTA capital projects are listed in the CIP table below.						
	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.						

* 2015 Amended City Budget as of 8/31/2015. 2015 Amended PPRTA Budget as of 7/8/2015 includes additional sales tax revenue for 2014 and 2015.

† PPRTA Transit Operating funds include tax and fare revenues; it does not reflect carryover for Planned Operating Reserve and grant match for obligated projects as shown in the CIP section on pg. 31-20.

2016 CIP Program	Project	General Fund	Restricted Funds		Total 2016 Allocation
			Grant	PPRTA	
	ADA Barrier Removal			31,465	**31,465**
	ADA-Paratransit Vehicle Replacement			187,000	**187,000**
	Downtown Transit Station Relocation	100,000			**100,000**
	Fixed Route Bus System - Vehicle Purchase		1,423,664		**1,423,664**
	Routes 1 & 7 Pedestrian/Transit Accessibility (TIP)	77,878	311,512		**389,390**
	Route 12 Ph 3 Pedestrian/Transit Accessibility/Imp. Inflation (TIP)	16,145	77,666		**93,811**
	Route 6 Pedestrian/Transit Accessibility/Imp. Inflation (TIP)	41,998	167,994		**209,992**
	Route 8 Pedestrian/Transit Accessibility (TIP)	84,772	339,086		**423,858**
	Sidewalk/Bus Stop Program on Existing Routes			168,535	**168,535**
	Vanpool Vehicle Purchase			107,000	**107,000**
	Total 2016 CIP	**$320,793**	**$2,319,922**	**$494,000**	**$3,134,715**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 31-1				

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND
Transit

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	441,434	476,195	502,017	512,575	10,558	2.10%
51210	OVERTIME	3,768	5,088	14,326	14,326	0	0.00%
51220	SEASONAL TEMPORARY	6,146	6,934	7,680	7,680	0	0.00%
51225	SHIFT WORKER HOLIDAY	5,226	1,342	5,200	5,200	0	0.00%
51230	SHIFT DIFFERENTIAL	1,561	1,866	1,500	1,500	0	0.00%
51245	RETIREMENT TERM VACATION	0	3,481	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,431	2,588	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(5,142)	(2,493)	0	0	0	0.00%
51610	PERA	60,820	66,184	70,016	70,223	207	0.30%
51615	WORKERS COMPENSATION	935	938	970	1,076	106	10.93%
51620	EQUITABLE LIFE INSURANCE	1,230	1,319	1,815	1,855	40	2.20%
51640	DENTAL INSURANCE	2,471	2,782	2,626	3,485	859	32.71%
51690	MEDICARE	4,844	5,375	5,802	7,432	1,630	28.09%
51695	CITY EPO MEDICAL PLAN	46,510	13,000	60,691	23,564	(37,127)	-61.17%
51696	ADVANTAGE HD MED PLAN	1,049	45,163	0	53,488	53,488	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	90	3,571	0	3,750	3,750	0.00%
Total Salaries and Benefits		**572,373**	**633,333**	**672,643**	**706,154**	**33,511**	**4.98%**
52105	MISCELLANEOUS OPERATING	0	27,356	0	1,608	1,608	0.00%
52110	OFFICE SUPPLIES	4,699	4,939	4,500	4,800	300	6.67%
52115	MEDICAL SUPPLIES	168	0	0	0	0	0.00%
52135	POSTAGE	3,164	2,644	4,200	4,200	0	0.00%
52140	WEARING APPAREL	38	121	200	200	0	0.00%
52160	FUEL	141,050	212,534	206,000	324,420	118,420	57.49%
52165	LICENSES AND TAGS	4,033	3,269	5,500	3,851	(1,649)	-29.98%
52190	JANITORIAL SUPPLIES	2,245	2,428	3,000	3,090	90	3.00%
52202	TICKET VENDING MACHINES	9,254	9,512	25,800	27,844	2,044	7.92%
52205	MAINT LANDSCAPING	0	0	500	500	0	0.00%
52220	MAINT OFFICE MACHINES	11,989	10,209	14,188	10,451	(3,737)	-26.34%
52240	MAINT NONFLEET VEHICLES EQP	661	70,745	77,000	71,422	(5,578)	-7.24%
52241	MAINT PARA TRANSIT PREV MAINT	20,520	31,630	19,500	13,399	(6,101)	-31.29%
52242	MAINT BENCHES AND SHELTERS	147	474	5,000	5,000	0	0.00%
52243	MAINT TRANSIT PREV MAINT	0	0	38,000	87,715	49,715	130.83%
52265	MAINT BUILDINGS AND STRUCTURE	16,471	11,465	9,800	9,817	17	0.17%
52281	MAINT INFRASTRUCTURE	6,428	5,537	8,000	8,300	300	3.75%
52305	MAINT SOFTWARE	258,519	321,634	338,868	399,368	60,500	17.85%
52405	ADVERTISING SERVICES	45,429	77,915	110,100	110,100	0	0.00%
52410	BUILDING SECURITY SERVICES	104,579	138,330	206,500	176,700	(29,800)	-14.43%
52435	GARBAGE REMOVAL SERVICES	1,117	1,493	1,200	1,800	600	50.00%
52440	HUMAN SERVICES	401,236	416,718	392,716	392,716	0	0.00%
52445	JANITORIAL SERVICES	2,654	0	8,760	5,000	(3,760)	-42.92%
52560	PARKING SERVICES	689	535	500	500	0	0.00%
52573	CREDIT CARD FEES	6,021	8,418	8,400	13,200	4,800	57.14%
52574	LEGAL SERVICES	3,621	600	18,000	18,000	0	0.00%
52575	SERVICES	5,646	15,191	6,000	13,113	7,113	118.55%
52576	AUDIT SERVICES	10,470	11,960	19,724	19,724	0	0.00%
52590	TEMPORARY EMPLOYMENT	171,969	199,972	179,600	217,761	38,161	21.25%
52615	DUES AND MEMBERSHIP	45,932	46,941	49,000	56,800	7,800	15.92%
52625	MEETING EXPENSES IN TOWN	333	460	500	500	0	0.00%
52645	SUBSCRIPTIONS	916	136	450	615	165	36.67%
52705	COMMUNICATIONS	10,728	1	6,600	0	(6,600)	-100.00%
52706	WIRELESS COMMUNICATION	8,175	0	9,000	0	(9,000)	-100.00%
52725	RENTAL OF PROPERTY	109,499	110,788	160,284	114,456	(45,828)	-28.59%
52735	TELEPHONE LONG DIST CALLS	425	375	300	0	(300)	-100.00%
52738	CELL PHONE BASE CHARGES	8,397	5,370	6,000	6,420	420	7.00%
52746	UTILITIES ELECTRIC	45,587	49,668	46,746	59,079	12,333	26.38%
52747	UTILITIES GAS	10,843	11,488	13,969	10,654	(3,315)	-23.73%
52748	UTILITIES SEWER	673	654	1,200	692	(508)	-42.33%
52749	UTILITIES WATER	5,459	14,637	6,594	16,077	9,483	143.81%

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
52873	PRINTING OUTSOURCE	44,221	59,114	74,000	82,896	8,896	12.02%
52874	OFFICE SERVICES PRINTING	279	1,106	1,000	900	(100)	-10.00%
52875	OFFICE SERVICES RECORDS	855	1,097	900	1,098	198	22.00%
52886	RADIO MAINTENANCE MISC	19,194	28,823	20,000	43,230	23,230	116.15%
52888	RADIO MAINTENANCE PPRCN	12,400	28,287	12,000	21,200	9,200	76.67%
65023	PARA ELIGIBILITY	64,840	37,495	77,150	77,263	113	0.15%
65025	ADA PARATRANSIT CONTRACT	177,620	109,000	109,000	109,000	0	0.00%
65026	ADA SUPPLEMENTAL	30,740	121,854	25,000	186,144	161,144	644.58%
65030	TRANSIT SERVICE CONTRACT	1,075,968	705,628	851,000	1,163,989	312,989	36.78%
65160	RECRUITMENT	8,100	(1,246)	1,200	1,700	500	41.67%
65405	GRANT MATCH SALARIES	234,461	219,734	219,734	216,339	(3,395)	-1.55%
Total Operating Expenses		**3,148,462**	**3,137,039**	**3,403,183**	**4,113,651**	**710,468**	**20.88%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**3,720,835**	**3,770,372**	**4,075,826**	**4,819,805**	**743,979**	**18.25%**

Totals may differ from narrative due to rounding.

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Airport

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2016 Goals

Goal	Measurable Outcome
Execute the sustainable Plan of Finance reconciling past PFC expenditures to eliminate the 2007 Bond Series.	Eliminate 2007 Debt
Maintain or lower the Airport's Cost Per Enplanement (CPE) of $7.56.	CPE of $7.56 or lower
Exceed the 2015 enplanement forecast of 575,000.	Total enplanements greater than 575,000

All Funds Summary

All Funds (Net of Transfers Between Funds)

Source of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
401 - Airport Operating**	$16,003,896	$17,876,662	$17,876,662	$18,463,836	$587,174
403 - CIP & Grants	13,629,530	12,531,500	14,531,500	16,692,222	2,160,722
404 - Debt Service	38,076	0	0	0	0
405 - Passenger Facility Charges	1,618,807	1,789,136	1,789,136	2,655,658	866,522
407 - Customer Facility Charges	715,838	0	0	1,060,862	1,060,862
Total	**$32,006,147**	**$32,197,298**	**$34,197,298**	**$38,872,578**	4,675,280
Use of Funds					
401 - Airport Operating	$13,771,054	$17,198,651	$17,198,651	$16,535,917	($662,734)
403 - CIP & Grants***	13,820,806	12,531,500	14,531,500	20,567,044	6,035,544
404 - Debt Service****	1,361,309	0	0	10,040,450	10,040,450
405 - Passenger Facility Charges Projects/SIB Loan	(29,290)	363,212	363,212	266,908	(96,304)
407 - Customer Facility Charges Projects	0	0	0	0	0
Total	**$28,923,879**	**$30,093,363**	**$32,093,363**	**$47,410,319**	15,316,956
Positions					
Airport Enterprise	96.00	91.00	91.00	93.00	2.00
Total	**96.00**	**91.00**	**91.00**	**93.00**	**2.00**

* 2015 Amended Budget as of 8/31/2015

** For the 2016 Budget, 401 – Airport Operating includes a one-time payment on a bank loan and a contribution to the City's Health Insurance Fund; for the 2015 Budget, operating grants of $226,000 are included in 401;

*** For the 2016 Budget, 403 – CIP & Grants includes Passenger Facility Charges and Customer Facility Charges projects

**** For the 2016 Budget, 404 – Debt Service includes $7.5M to retire the outstanding balance on the Series 2007 bonds

Significant Changes vs. 2015

- The Airport intends to use reserves to reduce 40% of the remaining GARB debt by retiring the 2007 Series Bonds in December 2016.

Appropriation Table						
Revenue	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
401 - Airport Operating	$13,961,061	$17,650,662	$17,650,662	$20,463,836	$2,813,174
403 - CIP & Grants	3,413,734	17,463,924	19,463,924	19,774,444	310,520
404 - Debt Service	15,254,651	0	0	10,040,450	10,040,450
405 - Passenger Facility Charges**	(1,339,138)	363,212	363,212	2,655,658	2,292,446
407 - Customer Facility Charges	715,838	0	0	1,060,862	1,060,862
Total Appropriation (With Fund Transfers)*	**$32,006,146**	**$35,477,798**	**$37,477,798**	**$53,995,250**	**$16,517,452**
Expenses					
401 - Airport Operating	$13,771,054	$16,972,651	$16,972,651	$17,998,419	$1,025,768
403 - CIP & Grants	13,820,806	14,107,424	16,107,424	31,144,994	15,037,570
404 - Debt Service	1,361,309	0	0	10,040,450	10,040,450
405 - Passenger Facility Charges**	(29,290)	363,212	363,212	2,655,658	2,292,446
407 - Customer Facility Charges	0	0	0	1,000,000	1,000,000
Total Appropriation (With Fund Transfers)*	**$28,923,879**	**$31,443,287**	**$33,443,287**	**$62,839,521**	**29,396,234**
Positions					
Airport Enterprise	96.00	91.00	91.00	93.00	2.00
Total	**96.00**	**91.00**	**91.00**	**93.00**	**2.00**

* 2015 Amended Budget as of 8/31/2015

** In 2014, expenses were charged in revenue accounts, resulting in negative amounts being reflected in the financial system

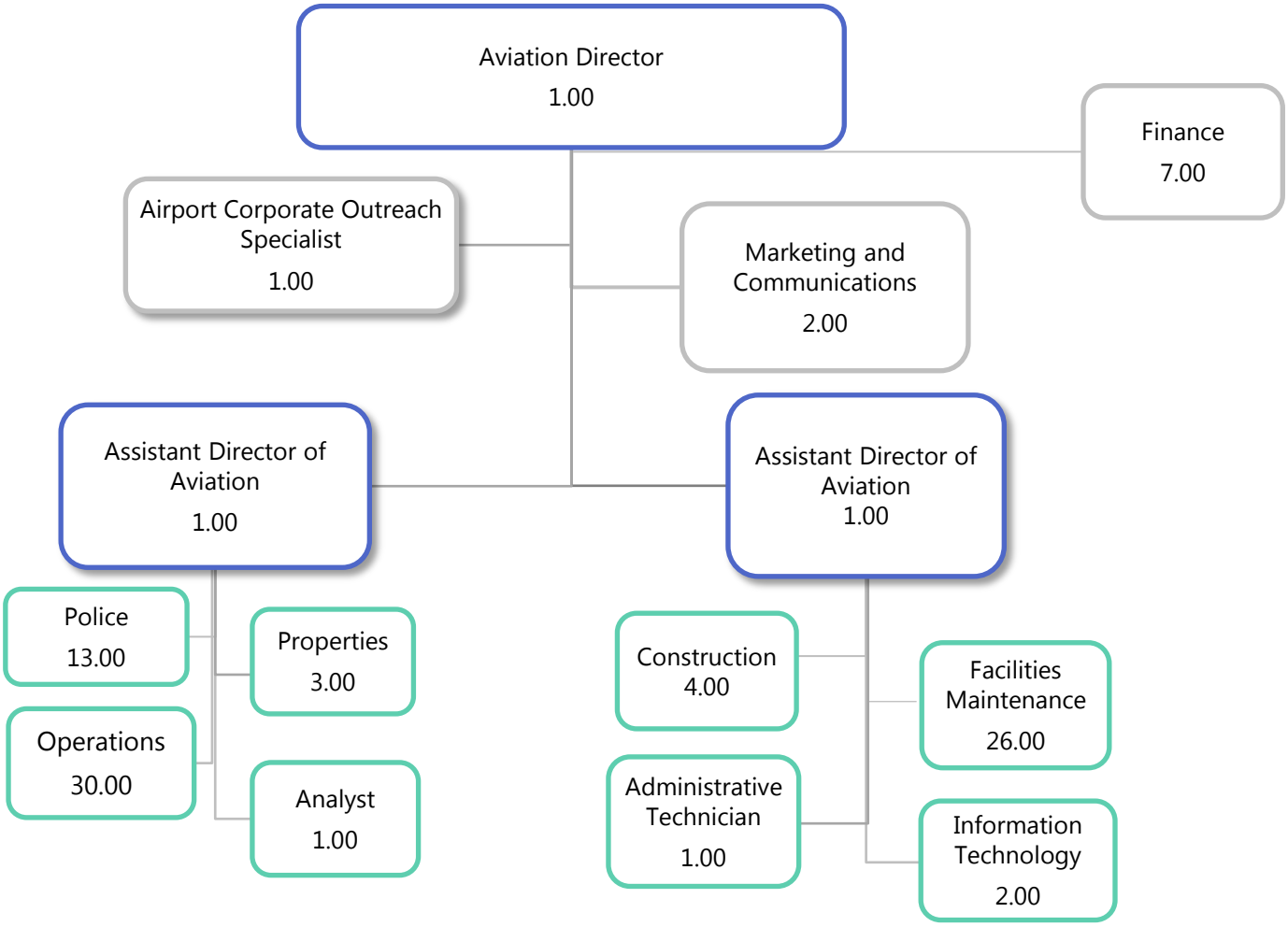
*** Due to a change in budgeting methodology to properly account for transfers between Airport Specific Enterprise funds, the 2016 budget appropriation is significantly larger than in prior years

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 2016
- Will provide approximately 25 daily departures with non-stop services to 10 major cities across the U.S. in 2016
- 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 sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2015, and changes occurring as part of the 2016 Budget for the Airport Enterprise Fund.

401 - Airport Operating

Source of Funds	2013 Actual	2014 Actual	2014 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Airline Revenue	$8,100,434	$4,944,776	$6,325,049	$6,325,049	$6,207,884	($117,164)
Non-Airline Revenue						
Public Parking	4,300,950	3,610,459	4,560,293	4,560,293	4,421,741	(138,552)
Rental Car	3,039,308	3,222,637	2,855,025	2,855,025	3,153,070	298,045
Terminal Concessions	734,457	739,119	781,250	781,250	765,437	(15,813)
Interest Income	267,392	180,944	16,210	16,210	47,378	31,168
Ground/Building Rent	1,561,503	1,534,680	1,773,148	1,773,148	1,971,258	198,110
Other Income	(4,781,253)	(271,550)	1,339,688	1,339,688	3,897,067	2,557,379
Total	**$13,222,791**	**$13,961,064**	**$17,650,662**	**$17,650,662**	**$20,463,836**	**$2,813,174**

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/Pensions	$7,839,250	$6,732,792	$7,450,395	$7,450,395	$7,507,677	$57,282
Operating	5,764,075	6,952,144	6,667,626	6,667,626	8,365,258	1,697,632
Capital Outlay	120,216	86,118	277,180	277,180	125,484	(151,696)
Debt Service**	0	0	2,427,450	2,427,450	2,000,000	(427,450)
CIP	0	0	150,000	150,000	0	(150,000)
Total	**$13,723,541**	**$13,771,054**	**$16,972,651**	**$16,972,651**	**$17,998,419**	**$1,025,768**

* 2015 Amended Budget as of 8/31/2015
** For the 2016 Budget, "Debt Service" includes a one-time payment on a bank loan

Positions	Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 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	2.00	2.00	2.00	0.00
	Administrative Technician	5.00	3.00	3.00	4.00	1.00
	Airport Maintenance Coordinator	0.00	0.00	0.00	0.00	0.00
	Airport Marketing & Communications	0.00	1.00	1.00	1.00	0.00
	Airport Public Communications Specialist	1.00	0.00	0.00	0.00	0.00
	Analyst I/II	1.00	2.00	2.00	2.00	0.00
	Assistant Director of Aviation	2.00	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	6.00	5.00	5.00	5.00	0.00
	Communications Center Supervisor	1.00	1.00	1.00	1.00	0.00
	Construction Project Specialist	0.00	0.00	0.00	1.00	1.00
	Customer Care Specialist I	1.00	0.00	0.00	0.00	0.00
	Design & Construction Manager	1.00	1.00	1.00	1.00	0.00
	Electrician/Master Electrician	1.00	0.00	0.00	0.00	0.00
	Electronic Maintenance Technician	0.00	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	6.00	8.00	8.00	8.00	0.00
	Facilities Supervisor	1.00	0.00	0.00	0.00	0.00
	HR/Administration Manager	0.00	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	0.00	0.00	0.00	0.00	0.00
	Maintenance Service Workers	18.00	15.00	15.00	15.00	0.00
	Maintenance Technician II	3.00	2.00	2.00	2.00	0.00
	Office Assistant	1.00	0.00	0.00	0.00	0.00
	Office Specialist	1.00	1.00	1.00	1.00	0.00
	Operations Agent	4.00	3.00	3.00	3.00	0.00
	Operations Coordinator	2.00	0.00	0.00	0.00	0.00
	Operations Manager	1.00	1.00	1.00	1.00	0.00
	Parking Enforcement Officer (Civilian) †	0.00	0.00	0.00	0.00	0.00
	Planning & Development Manager	1.00	0.00	0.00	0.00	0.00
	Police Officer (Sworn) †	12.00	12.00	12.00	12.00	0.00
	Police Sergeant (Sworn) †	1.00	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	1.00	1.00	1.00	0.00
	Senior Equipment Operator	2.00	1.00	1.00	1.00	0.00
	Senior Fleet Technician	1.00	1.00	1.00	1.00	0.00
	Senior Office Specialist	2.00	3.00	3.00	3.00	0.00
	Operations Supervisor	1.00	1.00	1.00	1.00	0.00
	Senior Operations Agent	0.00	3.00	3.00	3.00	0.00
	Senior Public Communications Specialist	0.00	0.00	0.00	0.00	0.00
	Senior Skilled Maintenance Technician	2.00	3.00	3.00	3.00	0.00
	Skilled Maintenance Supervisor	3.00	3.00	3.00	3.00	0.00
	Skilled Maintenance Technician	4.00	4.00	4.00	4.00	0.00
	Total Positions	**96.00**	**91.00**	**91.00**	**93.00**	**2.00**

† The police personnel report to the Chief of Police, but are funded in the Airport Enterprise budget.

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2014	**$0**
	For 2015	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions and medical and dental plan changes	$57,282
	Total Salaries/Benefits/Pensions	**$57,282**
	Operating	
	Increase for operational adjustments	$209,238
	Increase to fund debt service payments - transfer to other funds operating line	1,488,394
	Total Operating	**$1,697,632**
	Capital Outlay	
	Decrease to move IT infrastructure projects to CIP	($151,696)
	Total Capital Outlay	**($151,696)**
	Debt Service	
	Decrease due to debt service being paid from 404 in 2016, rather than 401 (expense moved to transfer to other funds operating line)	($2,427,450)
	Increase to pay off existing bank loan	2,000,000
	Total Debt Service	**($427,450)**
	CIP	
	Removal of 2015 one-time projects	($150,000)
	Total CIP	**($150,000)**
	Total For 2016	**$1,025,768**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Addition of 2.00 FTE	2.00
	Total For 2016	**2.00**

* 2015 Amended Budget as of 8/31/2015

2016 CIP Program	Project	Enterprise	Grant	Other	Total 2016 Allocation
	Airfield Pavement Localized Repair & Maintenance Phase IV	150,000			**150,000**
	Airport Fleet Improvement - Equipment Replacement Phase VII			900,000 [1]	**900,000**
	Airport Rehab TWY C, G, Terminal Connectors Phase I		12,962,222	682,222 [1]	**13,644,444**
	Airport Terminal Complex Improvements			1,500,000 [2]	**1,500,000**
	Airport IT Infrastructure improvements	822,600			**822,600**
	Airport Parking Infrastructure			250,000 [3]	**250,000**
	Airport Site Development Planning, Engineering & Construction			3,000,000 [3]	**3,000,000**
	Airport Business Park Site Development			300,000 [3]	**300,000**
	Total 2016 CIP	**$972,600**	**$12,962,222**	**$6,632,222**	**$20,567,044**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 31-1				

Other Funds Source

[1] Passenger Facility Charge (PFC)

[2] PFC and Customer Facility Charge (CFC)

[3] Future lease agreements

401 AIRPORT GROSS REV FUND

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	4,474,191	3,761,914	4,263,165	4,254,999	(8,166)	-0.19%
51210	OVERTIME	153,790	150,907	168,906	172,497	3,591	2.13%
51220	SEASONAL TEMPORARY	30,479	48,807	76,320	74,600	(1,720)	-2.25%
51225	SHIFT WORKER HOLIDAY	44,757	41,677	48,833	42,991	(5,842)	-11.96%
51230	SHIFT DIFFERENTIAL	36,526	36,090	44,728	52,010	7,282	16.28%
51235	STANDBY	17,994	14,250	14,751	14,262	(489)	-3.32%
51240	RETIREMENT TERMINATION SICK	11,812	854	19,155	7,080	(12,075)	-63.04%
51245	RETIREMENT TERM VACATION	90,959	44,949	19,525	6,135	(13,390)	-68.58%
51247	VAR PROGRAM	32,773	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	12,111	13,472	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(30,957)	(23,472)	0	0	0	0.00%
51405	UNIFORM SALARIES	1,070,467	939,914	940,677	959,491	18,814	2.00%
51410	UNIFORM OVERTIME	111,210	81,127	86,349	86,760	411	0.48%
51425	UNIFORM SHIFT DIFFERENTIAL	5,130	3,661	6,240	6,240	0	0.00%
51430	UNIFORM SPECIAL ASSIGNMENT	802	1,261	682	696	14	2.05%
51445	LONGEVITY	15,489	13,877	15,988	15,529	(459)	-2.87%
51455	SWORN VAC TWK	12,467	9,899	9,135	9,712	577	6.32%
51460	UNIFORM HAZARD DUTY	3,201	3,614	3,600	3,600	0	0.00%
51465	UNIFORM COURT OVERTIME	0	102	389	410	21	5.40%
51470	UNIFORM RETIREMENT COST	0	71	0	0	0	0.00%
51482	POLICE TRAINING OFFICERS	156	301	307	307	0	0.00%
51610	PERA	626,556	536,832	618,131	641,475	23,344	3.78%
51612	RETIREMENT HEALTH SAVINGS	0	4,737	0	0	0	0.00%
51615	WORKERS COMPENSATION	112,922	110,126	112,967	123,872	10,905	9.65%
51620	EQUITABLE LIFE INSURANCE	15,421	13,292	18,741	19,355	614	3.28%
51640	DENTAL INSURANCE	36,560	29,765	32,643	33,211	568	1.74%
51650	NEW HIRE POLICE PENSION PLAN	203,278	208,002	198,955	206,155	7,200	3.62%
51652	STATEWIDE POLICE PENSION	5,783	461	8,365	8,365	0	0.00%
51655	RETIRED EMP MEDICAL INS	24,332	25,209	26,000	26,000	0	0.00%
51675	UNEMPLOYMENT INSURANCE	9,353	1,902	0	0	0	0.00%
51690	MEDICARE	81,755	70,743	72,372	75,702	3,330	4.60%
51695	CITY EPO MEDICAL PLAN	595,662	317,887	348,916	326,957	(21,959)	-6.29%
51696	ADVANTAGE HD MED PLAN	31,349	249,481	269,805	315,016	45,211	16.76%
51697	HRA BENEFIT TO ADV MED PLAN	2,926	21,080	24,750	24,250	(500)	-2.02%
51699	BENEFITS REIMBURSEMENT	(4)	0	0	0	0	0.00%
Total Salaries and Benefits		**7,839,250**	**6,732,792**	**7,450,395**	**7,507,677**	**57,282**	**0.77%**
52105	MISCELLANEOUS OPERATING	0	(2)	0	0	0	0.00%
52110	OFFICE SUPPLIES	18,230	9,080	19,425	12,500	(6,925)	-35.65%
52112	AMMUNITION	0	0	1,566	0	(1,566)	-100.00%
52115	MEDICAL SUPPLIES	871	1,132	1,066	1,516	450	42.21%
52120	COMPUTER SOFTWARE	1,905	7,843	1,200	1,850	650	54.17%
52122	CELL PHONES EQUIP AND SUPPLIES	2,469	157	1,000	1,000	0	0.00%
52125	GENERAL SUPPLIES	8,548	32,099	45,138	53,403	8,265	18.31%
52126	ELECTRICAL SUPPLIES	95,886	53,960	61,057	48,524	(12,533)	-20.53%
52127	CONSTRUCTION SUPPLIES	18,767	12,794	23,579	28,699	5,120	21.71%
52128	PLUMBING SUPPLIES	3,618	3,683	7,369	5,302	(2,067)	-28.05%
52129	HVAC-HEAT VENTILATN AIR SUPPLI	36,373	37,550	57,062	54,132	(2,930)	-5.13%
52130	OTHER SUPPLIES	6,049	6,069	6,310	9,438	3,128	49.57%
52135	POSTAGE	4,508	5,172	4,656	5,158	502	10.78%
52140	WEARING APPAREL	19,761	13,986	24,047	32,925	8,878	36.92%
52145	PAINT AND CHEMICAL	93,509	51,176	127,131	146,394	19,263	15.15%
52146	DEICING CHEMICALS AND MATERIAL	90,397	221,530	137,637	138,487	850	0.62%
52150	SEED AND FERTILIZER	2,324	0	5,377	14,877	9,500	176.68%
52156	INVENTORY OVER SHORT	1,367	0	2,000	1,000	(1,000)	-50.00%
52160	FUEL	214,147	193,460	220,911	222,734	1,823	0.83%
52165	LICENSES AND TAGS	556	1,065	1,892	1,152	(740)	-39.11%
52175	SIGNS	17,289	53,224	25,905	63,280	37,375	144.28%
52180	ASPHALTIC MATERIAL	1,412	3,904	15,140	16,144	1,004	6.63%
52185	AGGREGATE MATERIAL	4,040	0	5,925	5,925	0	0.00%
52190	JANITORIAL SUPPLIES	71,740	72,578	75,305	74,250	(1,055)	-1.40%
52195	ENVIRONMENTAL SUPPLIES ETC	477	395	1,192	1,192	0	0.00%
52205	MAINT LANDSCAPING	4,664	5,875	0	5,300	5,300	0.00%

* Totals may differ from narrative due to rounding.

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
52215	MAINT GROUNDS	79,043	83,620	32,350	40,850	8,500	26.28%
52220	MAINT OFFICE MACHINES	9,073	12,616	20,031	11,720	(8,311)	-41.49%
52225	MAINT COMPUTER SOFTWARE	7,487	9,676	9,000	8,000	(1,000)	-11.11%
52230	MAINT FURNITURE AND FIXTURES	0	1,866	3,145	3,145	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	14,414	21,732	35,143	34,283	(860)	-2.45%
52236	MAINT LOADING BRIDGES	41,853	43,492	44,004	51,012	7,008	15.93%
52237	MAINT BAGGAGE	3,254	9,970	17,480	17,624	144	0.82%
52250	MAINT RADIOS ALLOCATION	24,750	79,932	56,705	53,080	(3,625)	-6.39%
52265	MAINT BUILDINGS AND STRUCTURE	116,650	251,215	406,618	228,757	(177,861)	-43.74%
52275	MAINT RUNWAYS	24,769	13,621	17,127	23,055	5,928	34.61%
52278	MAINT RNWY LIGHTING	56,683	21,319	50,738	50,000	(738)	-1.45%
52280	MAINT ROADS AND BRIDGES	1,872	1,709	5,700	5,700	0	0.00%
52305	MAINT SOFTWARE	45,442	38,216	41,685	53,780	12,095	29.02%
52405	ADVERTISING SERVICES	202,358	338,398	282,370	337,050	54,680	19.36%
52410	BUILDING SECURITY SERVICES	14,000	16,000	21,400	29,400	8,000	37.38%
52423	TELECOMMUNICATION SERVICES	35	0	0	0	0	0.00%
52425	ENVIRONMENTAL SERVICES	8,939	7,243	14,280	12,980	(1,300)	-9.10%
52430	FINANCIAL SERVICES	19,360	0	0	0	0	0.00%
52435	GARBAGE REMOVAL SERVICES	23,890	16,968	26,338	42,480	16,142	61.29%
52565	PEST CONTROL	1,325	1,197	1,082	1,088	6	0.55%
52568	BANK AND INVESTMENT FEES	40,294	27,849	40,000	28,500	(11,500)	-28.75%
52572	BAD DEBT EXPENSE	7,814	940,672	2,500	2,500	0	0.00%
52573	CREDIT CARD FEES	655	1,257	250	3,300	3,050	1220.00%
52574	LEGAL SERVICES	59,439	70,110	90,000	109,000	19,000	21.11%
52575	SERVICES	140,434	163,812	246,381	208,849	(37,532)	-15.23%
52576	AUDIT SERVICES	60,000	75,000	75,000	75,000	0	0.00%
52590	TEMPORARY EMPLOYMENT	44,075	121,576	9,600	127,640	118,040	1229.58%
52605	CAR MILEAGE	934	1,969	2,065	4,950	2,885	139.71%
52615	DUES AND MEMBERSHIP	26,256	16,850	29,225	27,417	(1,808)	-6.19%
52625	MEETING EXPENSES IN TOWN	7,421	8,112	9,575	15,800	6,225	65.01%
52630	TRAINING	4,697	7,902	23,244	32,154	8,910	38.33%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	0	0	5,000	6,384	1,384	27.68%
52645	SUBSCRIPTIONS	79,474	76,709	64,763	74,422	9,659	14.91%
52655	TRAVEL OUT OF TOWN	12,500	19,140	27,648	53,287	25,639	92.73%
52705	COMMUNICATIONS	15,290	14,229	13,220	14,130	910	6.88%
52706	WIRELESS COMMUNICATION	0	0	468	468	0	0.00%
52735	TELEPHONE LONG DIST CALLS	767	698	1,100	1,440	340	30.91%
52736	CELL PHONE AIRTIME	1,125	331	100	240	140	140.00%
52738	CELL PHONE BASE CHARGES	12,110	12,762	13,800	13,800	0	0.00%
52740	GENERAL INSURANCE-CITY	205,390	196,009	215,168	196,872	(18,296)	-8.50%
52746	UTILITIES ELECTRIC	791,738	826,943	1,096,260	1,095,383	(877)	-0.08%
52747	UTILITIES GAS	202,361	214,464	272,512	300,444	27,932	10.25%
52748	UTILITIES SEWER	24,609	24,582	27,192	27,192	0	0.00%
52749	UTILITIES WATER	117,473	114,910	137,513	116,270	(21,243)	-15.45%
52755	COMMUNICATIONS EQUIPMENT	1,735	1,514	830	1,080	250	30.12%
52757	SECURITY SURVEILLANCE EQUIP	9,633	10,701	10,600	12,000	1,400	13.21%
52775	MINOR EQUIPMENT	19,749	8,802	28,186	31,505	3,319	11.78%
52795	RENTAL OF EQUIPMENT	6,155	4,012	9,268	9,268	0	0.00%
52805	ADMIN PRORATED CHARGES	631,848	594,173	581,300	600,000	18,700	3.22%
52859	INSURANCE OTHER	0	3,000	2,400	5,400	3,000	125.00%
52872	MAINT FLEET VEHICLES EQP	158,560	137,452	179,419	183,200	3,781	2.11%
52874	OFFICE SERVICES PRINTING	726	848	3,411	9,240	5,829	170.89%
52970	ENVIRON PROTECTION PROGRAM	0	0	7,000	5,000	(2,000)	-28.57%
65070	ADM FEE AIRPORT REV BONDS	14,900	9,300	7,500	9,300	1,800	24.00%
65075	INTEREST	0	51,180	862,450	0	(862,450)	-100.00%
65160	RECRUITMENT	925	1,159	1,042	3,137	2,095	201.06%
65170	TRANSFER TO OTHER FUNDS	16,039	0	0	1,488,394	1,488,394	0.00%
65185	PRINCIPAL	0	0	1,565,000	2,000,000	435,000	27.80%
65359	PARKING MGMT	1,634,845	1,438,597	1,477,000	1,523,106	46,106	3.12%
Total Operating Expenses		**5,764,075**	**6,952,144**	**9,095,076**	**10,365,258**	**1,270,182**	**13.97%**

* Totals may differ from narrative due to rounding.

401 AIRPORT GROSS REV FUND

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
53020	COMPUTERS NETWORKS	1,122	4,252	105,060	7,260	(97,800)	-93.09%
53030	FURNITURE AND FIXTURES	1,200	0	500	0	(500)	-100.00%
53050	MACHINERY AND APPARATUS	67,068	77,114	115,276	108,474	(6,802)	-5.90%
53070	VEHICLES REPLACEMENT	48,266	0	38,969	0	(38,969)	-100.00%
53090	BUILDINGS AND STRUCTURES	0	552	10,000	2,000	(8,000)	-80.00%
53100	LAND	0	0	3,250	3,250	0	0.00%
65401	RADIO FUND PURCHASES	2,560	4,200	4,125	4,500	375	9.09%
Total Capital Outlay		**120,216**	**86,118**	**277,180**	**125,484**	**(151,696)**	**-54.73%**
Total CIP		**0**	**0**	**150,000**	**0**	**0**	**0.00%**
Total Expenses		**13,723,541**	**13,771,054**	**16,972,651**	**17,998,419**	**1,175,768**	**6.93%**
40113	MISCELLANEOUS	325	200	0	0	0	0.00%
41000	LANDING	2,610,855	1,429,585	1,968,768	2,111,048	142,280	7.23%
41010	MAINT FLIGHT LANDING FEES	422,580	289,234	433,515	248,836	(184,679)	-42.60%
41030	LOADING BRIDGES	37,268	46,831	37,823	47,844	10,021	26.49%
41050	TERMINAL RENT	5,654,100	2,974,114	3,742,748	3,660,247	(82,501)	-2.20%
41070	DIVERSION LANDING FEES	49,906	61,904	25,000	25,000	0	0.00%
41080	GATE USAGE	161,718	100,121	85,222	82,937	(2,285)	-2.68%
41081	GROUND POWER	4,750	3,400	4,000	4,000	0	0.00%
41100	FOOD BEVERAGES	265,441	278,885	287,000	285,000	(2,000)	-0.70%
41104	RETAIL GIFT SPEC	321,957	310,016	325,000	325,000	0	0.00%
41106	SHOE SHINE	2,400	2,400	2,400	0	(2,400)	-100.00%
41110	ADVERTISING OTHER	97,198	100,657	119,430	110,310	(9,120)	-7.64%
41112	ATM MACHINE	42,000	42,000	42,000	42,000	0	0.00%
41113	COIN MACHINE	350	209	186	198	12	6.45%
41114	TELEPHONE	81	115	50	50	0	0.00%
41120	BUILDING RENTAL	359,248	262,851	404,538	404,133	(405)	-0.10%
41140	RENT CAR COUNTERS	280,302	161,904	187,000	235,000	48,000	25.67%
41150	MISCELLANEOUS CONCESSIONS	2,028	1,833	2,184	780	(1,404)	-64.29%
41200	RENT CAR PRIVILEGES	2,198,124	2,561,102	2,164,838	2,372,884	208,046	9.61%
41220	RAC RETURN SPACES	189,441	196,883	169,000	211,000	42,000	24.85%
41230	RAC SERVICE AREAS	371,472	302,761	334,186	334,186	0	0.00%
41250	PUBLIC PARKING AND FINES	4,213,988	3,521,710	4,463,293	4,317,941	(145,352)	-3.26%
41260	GROUND TRANSPORTATION	86,967	88,756	97,000	103,800	6,800	7.01%
41300	FUEL SALES	203,333	233,965	266,701	250,333	(16,368)	-6.14%
41310	FUEL TAX EXCISE AND SALES TAX	781,546	840,046	823,735	831,890	8,155	0.99%
41320	GROUND BUILDING RENTS	1,132,940	1,042,817	1,298,981	1,497,496	198,515	15.28%
41340	SUPPORT BUILDING RENTS	40,124	198,451	39,067	39,067	0	0.00%
41365	GROUND BUILDING RENTS	29,194	30,560	30,562	30,562	0	0.00%
41370	RAMP OVERNIGHT	44,290	39,605	27,972	27,972	0	0.00%
41400	MISCELLANEOUS ADMIN REVENUE	118,066	216,580	166,616	411,416	244,800	146.92%
41415	FINGER PRINTING	18,900	18,045	21,645	19,388	(2,257)	-10.43%
41416	LOST BADGES	16,150	11,290	9,005	11,338	2,333	25.91%
41420	LATE FEES	9,984	1,313	10,751	5,904	(4,847)	-45.08%
41450	PHONE SERVICES	30,913	26,597	26,207	26,952	745	2.84%
41460	CABLE TV SERVICES	8,256	6,860	7,729	6,738	(991)	-12.82%
43070	STATE SHARE	13,232	58,162	0	62,500	62,500	0.00%
43080	FEDERAL SHARE	181,500	181,500	0	262,608	262,608	0.00%
43157	PURCH CARD PROGRAM REBATES	9,065	19,678	0	0	0	0.00%
44020	MISCELLANEOUS GENERAL	19,014	25,914	0	0	0	0.00%
44025	CASH OVER SHORT	7	(4)	0	0	0	0.00%
44040	SALE OF PROPERTY	32,385	65,632	0	0	0	0.00%
44045	SALE OF SCRAP	5,645	59,027	0	0	0	0.00%
45233	REFUSE	6,929	6,443	7,300	8,000	700	9.59%
45237	MASSAGE THERAPIST	3,000	3,000	3,000	2,100	(900)	-30.00%
46025	INTEREST	267,393	180,944	16,210	47,378	31,168	192.28%
46151	TRANSFER TO OTHER FUNDS	(7,206,083)	(2,094,473)	0	0	0	0.00%
46153	TRANSFER FROM OTHER FUNDS	84,509	51,638	0	2,000,000	2,000,000	0.00%
Total Revenue		**13,222,791**	**13,961,061**	**17,650,662**	**20,463,836**	**2,813,174**	**15.94%**

* Totals may differ from narrative due to rounding.

403 AIRPORT CIP

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
Total Salaries and Benefits		**0**	**0**	**0**	**0**	**0**	**0.00%**
65170	TRANSFER TO OTHER FUNDS	0	0	0	10,577,950	10,577,950	0.00%
Total Operating Expenses		**0**	**0**	**0**	**10,577,950**	**10,577,950**	**0.00%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
CIP & Grant Expenses		**16,801,956**	**13,820,806**	**14,107,424**	**20,567,044**	**6,459,620**	**45.79%**
Total Expenses		**16,801,956**	**13,820,806**	**14,107,424**	**31,144,994**	**10,577,950**	**74.98%**
41400	MISCELLANEOUS ADMIN REVENUE	1,961,210	465,158	0	180,000	180,000	0.00%
42710	OTHER REVENUE	0	0	2,038,000	3,550,000	1,512,000	74.19%
43070	STATE SHARE	184,256	3,239,920	0	682,222	682,222	0.00%
43080	FEDERAL SHARE	13,282,193	9,924,452	14,000,000	12,280,000	(1,720,000)	-12.29%
46151	TRANSFER TO OTHER FUNDS	0	(13,013,814)	0	0	0	0.00%
46153	TRANSFER FROM OTHER FUNDS	3,363,747	2,798,018	1,425,924	3,082,222	1,656,298	116.16%
Total Revenue		**18,791,406**	**3,413,734**	**17,463,924**	**19,774,444**	**2,310,520**	**13.23%**

* Totals may differ from narrative due to rounding.

City of Colorado Springs
Budget Detail Report

404 AIRPORT BOND FUND

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
Total Salaries and Benefits		**0**	**0**	**0**	**0**	**0**	**0.00%**
65070	ADM FEE AIRPORT REV BONDS	4,549	2,366	0	0	0	0.00%
65075	INTEREST	2,059,032	1,171,861	0	790,450	790,450	0.00%
65185	PRINCIPAL	0	0	0	9,250,000	9,250,000	0.00%
65215	BOND ISSUANCE COSTS	329,849	187,082	0	0	0	0.00%
Total Operating Expenses		**2,393,430**	**1,361,309**	**0**	**10,040,450**	**10,040,450**	**0.00%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**2,393,430**	**1,361,309**	**0**	**10,040,450**	**10,040,450**	**0.00%**
43105	BOND INTEREST	51,638	38,076	0	0	0	0.00%
46151	TRANSFER TO OTHER FUNDS	(84,509)	(51,638)	0	0	0	0.00%
46153	TRANSFER FROM OTHER FUNDS	5,236,632	15,268,213	0	10,040,450	10,040,450	0.00%
Total Revenue		**5,203,761**	**15,254,651**	**0**	**10,040,450**	**10,040,450**	**0.00%**

* Totals may differ from narrative due to rounding.

405 AIRPORT PFC FUND

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
Total Salaries and Benefits		**0**	**0**	**0**	**0**	**0**	**0.00%**
65075	INTEREST	40,420	(29,290)	63,928	53,187	(10,741)	-16.80%
65170	TRANSFER TO OTHER FUNDS	0	0	0	2,388,750	2,388,750	0.00%
65185	PRINCIPAL	0	0	299,284	213,721	(85,563)	-28.59%
Total Operating Expenses		**40,420**	**(29,290)**	**363,212**	**2,655,658**	**2,292,446**	**631.16%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**40,420**	**(29,290)**	**363,212**	**2,655,658**	**2,292,446**	**631.16%**
41090	PFC REVENUES	1,745,205	1,616,126	1,789,136	2,655,658	866,522	48.43%
46025	INTEREST	1,079	2,681	0	0	0	0.00%
46151	TRANSFER TO OTHER FUNDS	(1,394,295)	(3,372,212)	(1,425,924)	0	1,425,924	-100.00%
46153	TRANSFER FROM OTHER FUNDS	0	414,267	0	0	0	0.00%
Total Revenue		**351,989**	**(1,339,138)**	**363,212**	**2,655,658**	**2,292,446**	**631.16%**

* Totals may differ from narrative due to rounding.

407 CUSTOMER FACILITY CHARGES

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
Total Salaries and Benefits		**0**	**0**	**0**	**0**	**0**	**0.00%**
65170	TRANSFER TO OTHER FUNDS	0	0	0	1,000,000	1,000,000	0.00%
Total Operating Expenses		**0**	**0**	**0**	**1,000,000**	**1,000,000**	**0.00%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**0**	**0**	**0**	**1,000,000**	**1,000,000**	**0.00%**
41096	CFC REVENUES	695,511	665,723	0	1,060,862	1,060,862	0.00%
46025	INTEREST	41,337	50,115	0	0	0	0.00%
Total Revenue		**736,848**	**715,838**	**0**	**1,060,862**	**1,060,862**	**0.00%**

* Totals may differ from narrative due to rounding.

Cemeteries

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2016 Goals

Goal	Measurable Outcome
Increase the Cemeteries' market share in the community.	Attain over 25% market share in El Paso County.
Stabilize the maintenance cost per site at Evergreen and Fairview Cemeteries	Achieve maintenance cost per site at $17.00 or lower.

All Funds Summary

All Funds						
	Source of Funds	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Cemetery Enterprise	$1,305,496	$1,390,792	$1,390,792	$1,390,792	$0
	Total	**$1,305,496**	**$1,390,792**	**$1,390,792**	**$1,390,792**	**$0**
	Use of Funds					
	Cemetery Enterprise	$1,336,235	$1,382,142	$1,382,142	$1,404,605	$22,463
	Total	**$1,336,235**	**$1,382,142**	**$1,382,142**	**$1,404,605**	**$22,463**
	Positions					
	Cemetery Enterprise	6.00	6.00	6.00	6.00	0.00
	Total	**6.00**	**6.00**	**6.00**	**6.00**	**0.00**

* 2015 Amended Budget as of 8/31/2015

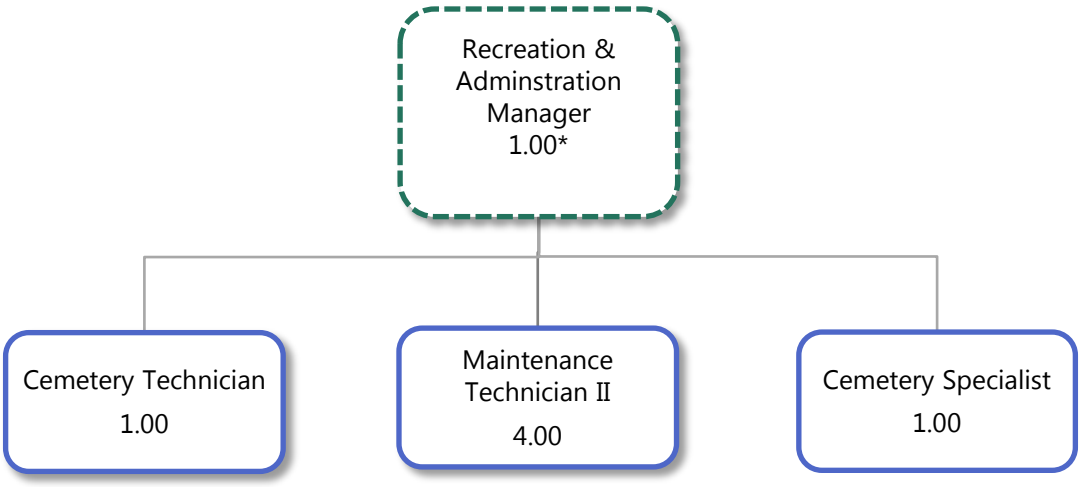
Significant Changes vs. 2015

- Expenses are projected to exceed revenues, resulting in anticipated draw of approximately $14,000

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 Manager position is funded as part of the Recreation & Administration 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 2015, and changes occurring as part of the 2016 Cemeteries Enterprise Budget.

Cemetery Fund

Source of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2015 Budget - * 2014 Amended Budget
Interments and Removals	$432,934	$455,960	$506,230	$506,230	$506,230	$0
Sales of Lots	368,925	393,932	437,812	437,812	437,812	0
Interest - Endowment/Other	216,116	278,090	252,500	252,500	252,500	0
Burial Vaults & Bronze Markers	79,031	84,880	91,500	91,500	91,500	0
Miscellaneous	95,258	92,634	102,750	102,750	102,750	0
Total	**$1,192,264**	**$1,305,496**	**$1,390,792**	**$1,390,792**	**$1,390,792**	**$0**

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$492,939	$480,089	$539,077	$539,077	$530,078	($8,999)
Operating	695,409	818,819	808,065	808,065	839,527	31,462
Capital Outlay	7,300	37,327	35,000	35,000	35,000	-
Total	**$1,195,648**	**$1,336,235**	**$1,382,142**	**$1,382,142**	**$1,404,605**	**$22,463**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Cemetery Operations Administrator	1.00	1.00	1.00	0.00	(1.00)
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	4.00	1.00
Total Positions	**6.00**	**6.00**	**6.00**	**6.00**	**0.00**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($12,862)
	Net increase for medical and dental plan changes	3,863
	Total Salaries/Benefits/Pensions	**($8,999)**
	Operating	
	Increase to fund utility rate increases and other operational needs	$31,462
	Total Operating	**$31,462**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2016	**$22,463**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Eliminate 1.00 FTE Cemetery Operations Administrator	(1.00)
	Add 1.00 FTE Maintenance Technician II	1.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

475 CEMETERY FUND

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	283,290	286,838	326,507	322,281	(4,226)	-1.29%
51210	OVERTIME	41,176	39,476	35,000	35,000	0	0.00%
51220	SEASONAL TEMPORARY	42,456	28,225	35,500	35,500	0	0.00%
51230	SHIFT DIFFERENTIAL	63	707	0	0	0	0.00%
51610	PERA	48,374	45,717	45,452	43,401	(2,051)	-4.51%
51615	WORKERS COMPENSATION	5,502	4,935	4,794	5,386	592	12.35%
51620	EQUITABLE LIFE INSURANCE	819	825	1,191	11,121	9,930	833.75%
51640	DENTAL INSURANCE	1,874	2,109	2,520	2,661	141	5.60%
51655	RETIRED EMP MEDICAL INS	9,854	8,503	8,900	0	(8,900)	-100.00%
51675	UNEMPLOYMENT INSURANCE	1,852	7,000	1,500	0	(1,500)	-100.00%
51690	MEDICARE	5,137	4,850	4,811	4,594	(217)	-4.51%
51695	CITY EPO MEDICAL PLAN	52,168	44,416	72,902	36,057	(36,845)	-50.54%
51696	ADVANTAGE HD MED PLAN	352	6,107	0	31,827	31,827	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	22	381	0	2,250	2,250	0.00%
Total Salaries and Benefits		**492,939**	**480,089**	**539,077**	**530,078**	**(8,999)**	**-1.67%**
52110	OFFICE SUPPLIES	1,337	328	1,500	1,500	0	0.00%
52115	MEDICAL SUPPLIES	0	0	100	100	0	0.00%
52120	COMPUTER SOFTWARE	0	0	100	100	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	20	0	100	100	0	0.00%
52125	GENERAL SUPPLIES	1,254	585	1,500	1,500	0	0.00%
52135	POSTAGE	653	791	650	650	0	0.00%
52140	WEARING APPAREL	2,006	862	500	500	0	0.00%
52145	PAINT AND CHEMICAL	0	0	100	100	0	0.00%
52150	SEED AND FERTILIZER	20,250	24,211	22,000	22,000	0	0.00%
52165	LICENSES AND TAGS	0	0	50	50	0	0.00%
52175	SIGNS	0	64	100	100	0	0.00%
52190	JANITORIAL SUPPLIES	532	1,061	650	650	0	0.00%
52205	MAINT LANDSCAPING	0	0	300	300	0	0.00%
52210	MAINT TREES	3,015	23,205	18,000	18,000	0	0.00%
52215	MAINT GROUNDS	17,423	29,569	20,000	20,000	0	0.00%
52220	MAINT OFFICE MACHINES	0	0	210	210	0	0.00%
52225	MAINT COMPUTER SOFTWARE	0	0	100	100	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	1,184	1,066	1,250	1,250	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	198	1,314	300	300	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	3,412	2,488	3,500	3,500	0	0.00%
52270	MAINT WELLS AND RESERVOIRS	8,166	(3,871)	10,000	10,000	0	0.00%
52405	ADVERTISING SERVICES	7,928	3,309	17,750	17,750	0	0.00%
52410	BUILDING SECURITY SERVICES	5,058	5,044	5,200	5,200	0	0.00%
52430	FINANCIAL SERVICES	0	0	0	1,000	1,000	0.00%
52450	LAUNDRY AND CLEANING SERVICES	0	0	50	50	0	0.00%
52455	LAWN MAINTENANCE SERVICE	189,741	187,615	190,165	190,165	0	0.00%
52465	MISCELLANEOUS SERVICES	0	53	0	500	500	0.00%
52568	BANK AND INVESTMENT FEES	273	227	300	400	100	33.33%
52573	CREDIT CARD FEES	5,604	5,407	6,000	6,000	0	0.00%
52575	SERVICES	54,167	71,295	55,150	53,650	(1,500)	-2.72%
52578	INTERPRETING SERVICES	0	0	100	100	0	0.00%
52605	CAR MILEAGE	0	0	100	100	0	0.00%
52615	DUES AND MEMBERSHIP	0	0	500	500	0	0.00%
52625	MEETING EXPENSES IN TOWN	0	229	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	275	226	250	250	0	0.00%

* Totals may differ from narrative due to rounding.

475 CEMETERY FUND

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
52655	TRAVEL OUT OF TOWN	228	2,116	500	500	0	0.00%
52735	TELEPHONE LONG DIST CALLS	1	41	150	150	0	0.00%
52736	CELL PHONE AIRTIME	0	0	250	250	0	0.00%
52738	CELL PHONE BASE CHARGES	1,548	1,658	1,750	1,750	0	0.00%
52740	GENERAL INSURANCE-CITY	1,537	1,555	2,000	2,000	0	0.00%
52746	UTILITIES ELECTRIC	5,540	5,353	7,000	7,350	350	5.00%
52747	UTILITIES GAS	8,752	7,644	9,000	9,450	450	5.00%
52748	UTILITIES SEWER	1,431	1,134	2,000	2,100	100	5.00%
52749	UTILITIES WATER	201,469	307,314	262,000	288,200	26,200	10.00%
52775	MINOR EQUIPMENT	6,979	12,054	7,000	7,000	0	0.00%
52776	PRINTER CONSOLIDATION COST	509	515	500	500	0	0.00%
52795	RENTAL OF EQUIPMENT	495	694	600	600	0	0.00%
52805	ADMIN PRORATED CHARGES	49,524	60,848	59,815	63,706	3,891	6.51%
52806	PAYMENT IN LIEU OF TAXES	1,655	1,241	1,750	414	(1,336)	-76.34%
52872	MAINT FLEET VEHICLES EQP	34,147	30,457	37,000	37,000	0	0.00%
52874	OFFICE SERVICES PRINTING	946	917	1,000	1,000	0	0.00%
52875	OFFICE SERVICES RECORDS	165	130	200	200	0	0.00%
52880	PURCHASES FOR RESALE	57,687	29,770	58,000	58,000	0	0.00%
52893	RENTAL OF FLEET VEHICLES	0	0	75	75	0	0.00%
52970	ENVIRON PROTECTION PROGRAM	300	300	300	300	0	0.00%
65170	TRANSFER TO OTHER FUNDS	0	0	0	1,707	1,707	0.00%
Total Operating Expenses		**695,409**	**818,819**	**808,065**	**839,527**	**31,462**	**3.89%**
53050	MACHINERY AND APPARATUS	7,300	(2,794)	15,000	15,000	0	0.00%
53090	BUILDINGS AND STRUCTURES	0	40,121	20,000	20,000	0	0.00%
Total Capital Outlay		**7,300**	**37,327**	**35,000**	**35,000**	**0**	**0.00%**
Total Expenses		**1,195,648**	**1,336,235**	**1,382,142**	**1,404,605**	**22,463**	**1.63%**
41904	CARE OF LOTS	6,000	6,000	6,000	6,000	0	0.00%
41905	INTERMENTS AND REMOVALS	432,934	455,960	506,230	506,230	0	0.00%
41910	SALES OF LOTS	368,925	393,932	437,812	437,812	0	0.00%
41915	MEMORIAL OR FOUNDATIONS	48,837	45,643	50,000	50,000	0	0.00%
41920	MISCELLANEOUS CEMETERY	1,550	3,109	5,000	5,000	0	0.00%
41925	SALE OF BURIAL VAULTS	79,031	84,880	90,000	90,000	0	0.00%
41930	SALE OF BRONZE MEMORIALS	0	0	1,500	1,500	0	0.00%
41935	VAULT SUPERVISION FEE	33,600	33,350	39,000	39,000	0	0.00%
41940	ENDOWMENTS	(165)	0	0	0	0	0.00%
41945	CONTRACT ADMIN CHARGE	3,260	2,245	2,750	2,750	0	0.00%
43135	INTEREST ON ENDOWMENT	216,116	278,090	250,000	250,000	0	0.00%
44025	CASH OVER SHORT	1	1	0	0	0	0.00%
46025	INTEREST	2,175	2,286	2,500	2,500	0	0.00%
Total Revenue		**1,192,264**	**1,305,496**	**1,390,792**	**1,390,792**	**0**	**0.00%**

* Totals may differ from narrative due to rounding.

Development Review Enterprise

Peter Wysocki, Director | (719) 385-5347 | pwysocki@springsgov.com

2016 Goals

Goal	Measurable Outcome
Partnering with surrounding jurisdictions performing delegated reviews and inspections.	2% of all total production attributed to delegated reviews from surrounding jurisdictions.

All Funds Summary

All Funds	Source of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Development Review Enterprise	$1,407,991	$1,759,438	$1,759,438	$2,309,295	$549,857
	Total	**$1,407,991**	**$1,759,438**	**$1,759,438**	**$2,309,295**	**$549,857**
	Use of Funds					
	Development Review Enterprise	$1,297,260	$1,938,239	$1,938,239	$1,924,661	($13,578)
	Total	**$1,297,260**	**$1,938,239**	**$1,938,239**	**$1,924,661**	**($13,578)**
	Positions					
	Development Review Enterprise	11.00	14.50	14.50	15.50	1.00
	Total	**11.00**	**14.50**	**14.50**	**15.50**	**1.00**

* 2015 Amended Budget as of 8/31/2015

Significant Changes vs. 2015

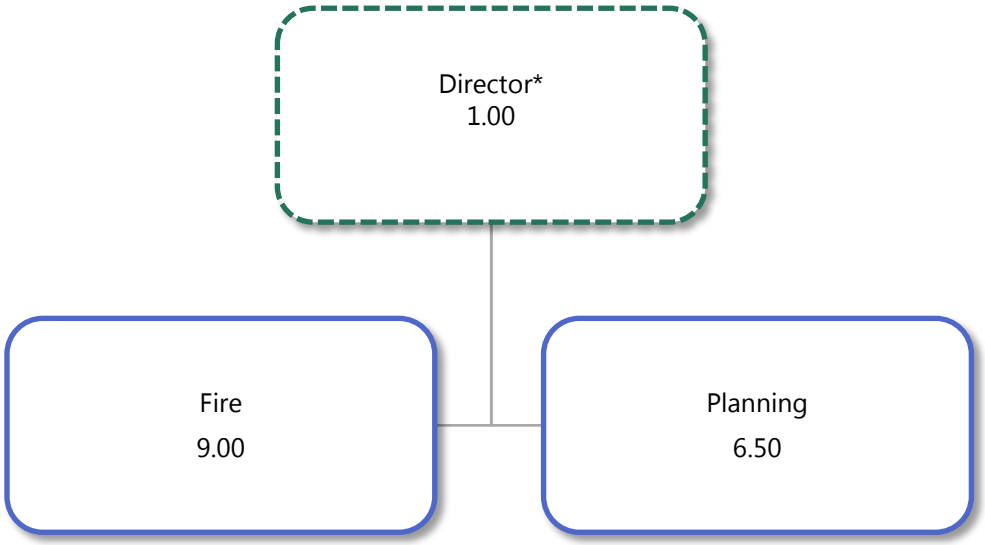
- Increase in Fire Service fees due to overhaul of existing Fire Department fee schedule to reflect work and time on plan reviews by DRE Fire
- Increase 1.00 FTE - Fire Inspector II to meet service demands
- Increase funding for reclassification of a Planner I/II to Principal Planner
- Reduce reimbursement expenses to the General Fund for Land Use Review staff time spent working on Development Review Enterprise (DRE) activities – this reduction is based upon a time tracking study

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 2015, and changes occurring as part of the 2016 Development Review Enterprise Budget.

Enterprise Funds

Source of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Administrative Review Fees (Planning)	$1,723,084	$1,381,222	$1,750,438	$1,750,438	$1,833,537	$83,099
Interest	17,235	26,769	9,000	9,000	9,000	0
Fire Service Fees[1]	0	0	0	0	466,758	466,758
Total	**$1,740,319**	**$1,407,991**	**$1,759,438**	**$1,759,438**	**$2,309,295**	**$549,857**

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$804,042	$878,871	$1,132,918	$1,132,918	$1,181,759	$48,841
Operating	352,219	359,419	792,916	792,916	611,558	(181,358)
Capital Outlay	9,410	58,970	12,405	12,405	131,344	118,939
Total	**$1,165,671**	**$1,297,260**	**$1,938,239**	**$1,938,239**	**$1,924,661**	**($13,578)**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Engineering Technician II	1.00	0.00	0.00	0.00	0.00
Fire Code Inspector I/II	4.00	4.00	4.00	5.00	1.00
Fire Protection Engineer I/II	1.00	1.00	1.00	1.00	0.00
Land Use Inspector	1.00	1.00	1.00	1.00	0.00
Office Specialist	0.00	0.00	0.00	0.00	0.00
Planner I/II	3.00	4.00	4.00	3.00	(1.00)
Planning Technical Assistant	0.00	1.00	1.00	1.00	0.00
Principal Planner	0.00	0.00	0.00	1.00	1.00
Senior Fire Code Inspector	0.00	2.00	2.00	2.00	0.00
Senior Office Specialist	1.00	1.50	1.50	1.50	0.00
Total Positions	**11.00**	**14.50**	**14.50**	**15.50**	**1.00**

1 Fire Service-Related DRE Fees were not separately budgeted for in prior years

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($28,288)
	Net increase for medical and dental plan changes	6,025
	Increase due to addition of 1.00 FTE (Fire Inspector II)	71,104
	Total Salaries/Benefits/Pensions	**$48,841**
	Operating	
	Increase to fund increased operational costs	$21,730
	Increase due to addition of 1.00 FTE (Fire Inspector II)	5,409
	Reduce reimbursement expenses to the General Fund for Land Use Review staff time spent working on Development Review Enterprise (DRE) activities – this reduction is based upon a time tracking study (and results in a decrease in revenue to the General Fund)	(208,497)
	Total Operating	**($181,358)**
	Capital Outlay	
	Increase to fund vehicle replacement, computer networks, and furniture and fixtures	$85,400
	Increase due to addition of 1.00 FTE (Fire Inspector II) - vehicle, computer, furniture	33,539
	Total Capital Outlay	**$118,939**
	Total For 2016	**($13,578)**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Add 1.00 FTE (Fire Inspector II)	1.00
	Total For 2016	**1.00**

* 2015 Amended Budget as of 8/31/2015

City of Colorado Springs
Budget Detail Report

480 DEVELOPMENT REVIEW ENTERPRISE

Development Review Enterprise

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	612,823	673,011	855,014	920,682	65,668	7.68%
51210	OVERTIME	11,039	11,527	0	1,309	1,309	0.00%
51230	SHIFT DIFFERENTIAL	88	130	0	0	0	0.00%
51235	STANDBY	94	170	0	0	0	0.00%
51240	RETIREMENT TERMINATION SICK	7,507	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	7,400	2,372	0	0	0	0.00%
51260	VACATION BUY PAY OUT	2,961	2,525	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	661	1,337	0	0	0	0.00%
51610	PERA	73,291	79,749	110,254	115,637	5,383	4.88%
51615	WORKERS COMPENSATION	4,945	5,386	5,678	8,584	2,906	51.18%
51620	EQUITABLE LIFE INSURANCE	1,523	1,708	2,873	3,037	164	5.71%
51640	DENTAL INSURANCE	3,680	4,170	5,730	6,210	480	8.38%
51655	RETIRED EMP MEDICAL INS	3,316	3,316	4,158	4,158	0	0.00%
51690	MEDICARE	7,899	8,478	11,375	12,239	864	7.60%
51695	CITY EPO MEDICAL PLAN	62,969	42,069	137,836	24,732	(113,104)	-82.06%
51696	ADVANTAGE HD MED PLAN	1,869	37,739	0	79,172	79,172	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	185	2,786	0	6,000	6,000	0.00%
51699	BENEFITS REIMBURSEMENT	1,792	2,398	0	0	0	0.00%
Total Salaries and Benefits		**804,042**	**878,871**	**1,132,918**	**1,181,760**	**48,842**	**4.31%**
52105	MISCELLANEOUS OPERATING	(273)	675	500	500	0	0.00%
52110	OFFICE SUPPLIES	886	984	1,200	1,850	650	54.17%
52111	PAPER SUPPLIES	826	782	1,270	1,570	300	23.62%
52120	COMPUTER SOFTWARE	2,434	0	19,250	19,472	222	1.15%
52122	CELL PHONES EQUIP AND SUPPLIES	0	355	350	1,351	1,001	286.00%
52125	GENERAL SUPPLIES	1,245	2,019	2,200	2,438	238	10.82%
52135	POSTAGE	441	2,001	2,200	2,650	450	20.45%
52140	WEARING APPAREL	1,693	337	2,950	4,580	1,630	55.25%
52165	LICENSES AND TAGS	0	0	520	520	0	0.00%
52220	MAINT OFFICE MACHINES	0	0	0	750	750	0.00%
52560	PARKING SERVICES	1,240	1,351	1,300	1,300	0	0.00%
52568	BANK AND INVESTMENT FEES	2,274	3,001	2,601	2,601	0	0.00%
52573	CREDIT CARD FEES	3,967	5,347	4,476	4,476	0	0.00%
52575	SERVICES	883	1,429	1,200	1,450	250	20.83%
52590	TEMPORARY EMPLOYMENT	0	0	0	5,000	5,000	0.00%
52605	CAR MILEAGE	0	27	0	100	100	0.00%
52615	DUES AND MEMBERSHIP	980	60	2,867	3,767	900	31.39%
52625	MEETING EXPENSES IN TOWN	0	0	50	50	0	0.00%
52630	TRAINING	2,830	1,805	3,500	6,120	2,620	74.86%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	0	0	0	1,500	1,500	0.00%
52645	SUBSCRIPTIONS	2,957	0	1,600	1,600	0	0.00%
52655	TRAVEL OUT OF TOWN	2,165	2,088	2,200	3,000	800	36.36%
52705	COMMUNICATIONS	9,418	0	13,000	13,000	0	0.00%
52706	WIRELESS COMMUNICATION	240	0	644	644	0	0.00%
52725	RENTAL OF PROPERTY	186,041	184,965	192,000	192,000	0	0.00%
52735	TELEPHONE LONG DIST CALLS	264	348	500	0	(500)	-100.00%
52736	CELL PHONE AIRTIME	4	0	220	220	0	0.00%
52738	CELL PHONE BASE CHARGES	1,302	3,280	3,826	8,986	5,160	134.87%
52740	GENERAL INSURANCE-CITY	2,424	2,139	1,574	1,574	0	0.00%
52775	MINOR EQUIPMENT	2,231	6,587	1,000	4,318	3,318	331.80%

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
52776	PRINTER CONSOLIDATION COST	2,206	2,180	1,260	2,760	1,500	119.05%
52805	ADMIN PRORATED CHARGES	69,288	82,104	72,038	72,038	0	0.00%
52859	INSURANCE OTHER	2,878	2,876	6,513	6,513	0	0.00%
52872	MAINT FLEET VEHICLES EQP	13,004	11,089	19,500	19,500	0	0.00%
52873	PRINTING OUTSOURCE	0	0	200	200	0	0.00%
52874	OFFICE SERVICES PRINTING	618	7,297	524	774	250	47.71%
65160	RECRUITMENT	0	1,000	0	1,000	1,000	0.00%
65170	TRANSFER TO OTHER FUNDS	0	0	369,883	161,386	(208,497)	-56.37%
65275	COST OF COLLECTION	37,753	33,293	60,000	60,000	0	0.00%
Total Operating Expenses		**352,219**	**359,419**	**792,916**	**611,558**	**(181,358)**	**-22.87%**
53010	OFFICE MACHINES	0	6,980	1,426	1,426	0	0.00%
53020	COMPUTERS NETWORKS	7,891	5,141	8,479	17,439	8,960	105.67%
53030	FURNITURE AND FIXTURES	1,519	(1,751)	2,500	7,300	4,800	192.00%
53070	VEHICLES REPLACEMENT	0	48,600	0	105,179	105,179	0.00%
Total Capital Outlay		**9,410**	**58,970**	**12,405**	**131,344**	**118,939**	**958.80%**
Total Expenses		**1,165,671**	**1,297,260**	**1,938,239**	**1,924,662**	**(13,577)**	**-0.70%**
43357	CONSTRUCTION PLAN REVIEW	925	6,200	2,500	353,500	351,000	14040.00%
43360	INTERIOR FINISH/REMODEL	0	0	0	9,500	9,500	0.00%
43361	RESIDENTIAL HILLSIDE	0	0	0	22,000	22,000	0.00%
43362	EXTRATERRITORIAL INSPECTIONS	0	0	0	12,700	12,700	0.00%
43363	TRIP FEES	0	0	0	21,000	21,000	0.00%
43364	LIMITED REVIEW FEES	0	0	0	13,000	13,000	0.00%
43365	PERMIT RENEWAL FEES	0	0	0	300	300	0.00%
44077	ZONING SYSTEM FEES	0	100	1,000	1,000	0	0.00%
45763	ADMINISTRATIVE SERVICES FEES	1,378,595	937,564	1,239,080	1,292,037	52,957	4.27%
45771	ALARM SYSTEM PERMIT	149,810	180,337	200,000	187,000	(13,000)	-6.50%
45774	FIXED FIRE PROTECTION	16,920	16,200	18,000	31,300	13,300	73.89%
45780	SPECIAL FP INSPECTIONS	12,755	17,550	15,000	28,600	13,600	90.67%
45781	SPRINKLER PERMIT FEES	151,424	168,094	220,000	227,300	7,300	3.32%
45785	OFF DUTY INSPECTIONS	10,100	9,350	8,000	10,700	2,700	33.75%
45786	FIRE DEVELOPMENT REVIEW	0	200	0	0	0	0.00%
45787	WATER MAIN HYDRANT PLAN REVIEW	0	0	0	21,000	21,000	0.00%
45789	PRE PLAN CONSTRUCTION CONSULT	0	0	0	2,500	2,500	0.00%
45794	OVERTIME PLAN REVIEW	0	0	0	5,600	5,600	0.00%
45957	FINES NO PERMIT	2,555	3,025	3,000	17,400	14,400	480.00%
46025	INTEREST	17,235	26,769	9,000	9,000	0	0.00%
46170	REIMBURSEMENT FR OTHER FUNDS	0	42,602	43,858	43,858	0	0.00%
Total Revenue		**1,740,319**	**1,407,991**	**1,759,438**	**2,309,295**	**549,857**	**31.25%**

Totals may differ from narrative due to rounding.

Golf Courses

Pat Gentile, Manager | (719) 385-6931 | pgentile@springsgov.com

2016 Goals

Goal	Measurable Outcome
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.
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 $15.00; contribution to each golf course fund balance of $20,000 at Patty Jewett and $10,000 at Valley Hi.

All Funds Summary

All Funds	Source of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Patty Jewett Golf Course	$2,034,042	$2,173,770	$2,173,770	$2,148,529	($25,241)
	Valley Hi Golf Course	1,014,155	1,150,842	1,150,842	1,135,911	(14,931)
	Total	**$3,048,197**	**$3,324,612**	**$3,324,612**	**$3,284,440**	**($40,172)**
	Use of Funds					
	Patty Jewett Golf Course	$1,908,725	$2,157,589	$2,167,727	$2,104,539	($63,188)
	Valley Hi Golf Course	1,045,508	1,153,231	1,153,231	1,114,764	(38,467)
	Total	**$2,954,233**	**$3,310,820**	**$3,320,958**	**$3,219,303**	**($91,517)**
	Positions					
	Patty Jewett Golf Course	8.00	7.50	7.50	6.50	(1.00)
	Valley Hi Golf Course	3.00	3.50	3.50	3.50	0.00
	Total	**11.00**	**11.00**	**11.00**	**10.00**	**(1.00)**

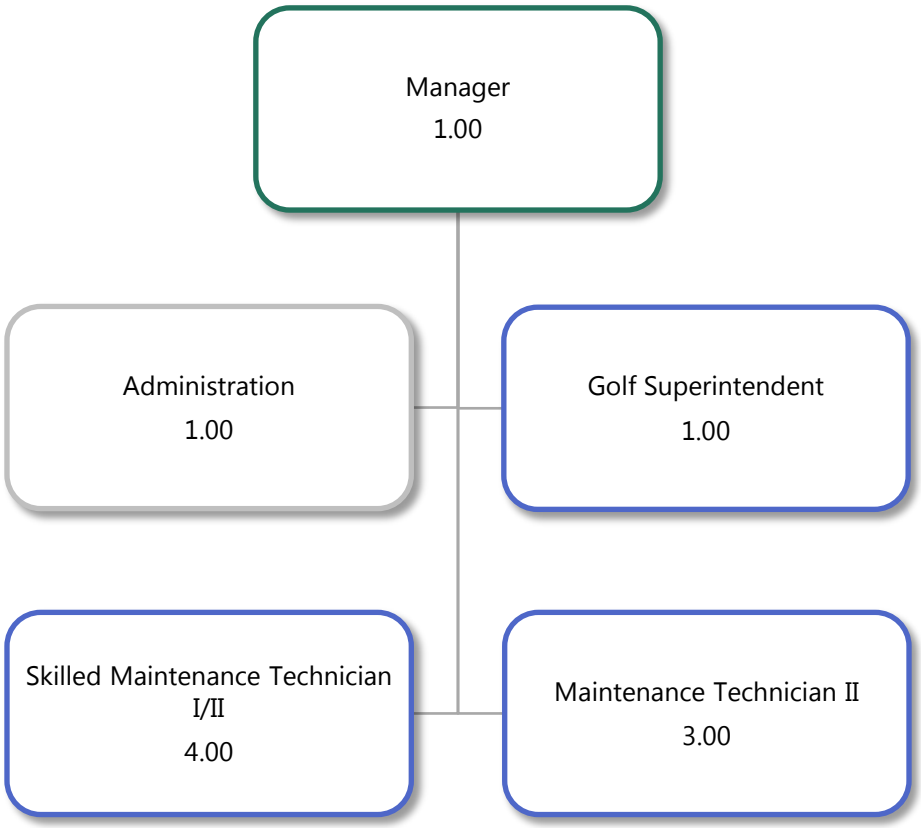
* 2015 Amended Budget as of 8/31/2015

Significant Changes vs. 2015

- Expenses at both courses are decreasing due to restructuring and reclassifying personnel
- Revenues are projected to exceed expenses at both golf courses

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 2015, and changes occurring as part of the 2016 Golf Enterprise Budget.

Patty Jewett

Source of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Annual Permit Fees	$75,461	$154,912	$77,127	$77,127	$75,825	($1,302)
Daily 9 and 18 Hole Green Fees	1,242,385	1,158,485	1,372,200	1,372,200	1,352,467	(19,733)
Cart Fees	270,313	292,014	298,350	298,350	292,357	(5,993)
Concessions	185,335	192,193	180,456	180,456	192,193	11,737
Operating Fee Daily	202,979	216,953	233,120	233,120	224,140	(8,980)
Miscellaneous	6,887	12,390	7,438	7,438	5,460	(1,978)
Interest	4,979	7,095	5,079	5,079	6,087	1,008
Total	**$1,988,339**	**$2,034,042**	**$2,173,770**	**$2,173,770**	**$2,148,529**	**($25,241)**

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$671,465	$683,367	$743,798	$743,798	$684,707	($59,091)
Operating	1,174,813	1,178,775	1,245,291	1,255,429	1,288,835	33,406
Capital Outlay	104,880	46,583	168,500	168,500	130,997	(37,503)
Total	**$1,951,158**	**$1,908,725**	**$2,157,589**	**$2,167,727**	**$2,104,539**	**($63,188)**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Golf Course Division Manager	1.00	1.00	1.00	1.00	0.00
Golf Course Superintendent	1.00	0.50	0.50	0.50	0.00
Maintenance Technician II	3.00	3.00	3.00	2.00	(1.00)
Senior Office Specialist	1.00	1.00	1.00	1.00	0.00
Skilled Maintenance Technician I/II	2.00	2.00	2.00	2.00	0.00
Total Positions	**8.00**	**7.50**	**7.50**	**6.50**	**(1.00)**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	Increase for repairs due to hail damage	$10,138
	Total During 2015	**$10,138**
	For 2015	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$19,102
	Net increase for medical and dental plan changes	3,955
	Decrease for reorganization and reclassification of positions	(82,149)
	Total Salaries/Benefits/Pensions	**($59,092)**
	Operating	
	Remove one-time 2015 amendment	($10,138)
	Increase for multiple operational needs	43,544
	Total Operating	**$33,406**
	Capital Outlay	
	Decrease to remove one-time 2015 purchase of equipment	($37,503)
	Total Capital Outlay	**($37,503)**
	Total For 2016	**($63,189)**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Decrease 1.00 FTE Maintenance Technician II	(1.00)
	Total For 2016	**(1.00)**

* 2015 Amended Budget as of 8/31/2015

Valley Hi

Source of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Annual Permit Fees	$35,500	$67,883	$38,787	$38,787	$34,788	($3,999)
Daily 9 and 18 Hole Green Fees	605,754	601,518	699,951	699,951	708,447	8,496
Cart Fees	177,087	190,526	197,083	197,083	203,268	6,185
Concessions	42,900	42,025	42,900	42,900	35,200	(7,700)
Operating Fee Daily	101,756	103,685	121,480	121,480	122,510	1,030
Miscellaneous	3,632	4,958	4,285	4,285	450	(3,835)
Interest	3,123	3,560	3,419	3,419	3,561	142
Footgolf	0	0	42,937	42,937	27,687	(15,250)
Total	**$969,752**	**$1,014,155**	**$1,150,842**	**$1,150,842**	**$1,135,911**	**($14,931)**

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$290,668	$296,830	$342,039	$342,039	$291,663	($50,376)
Operating	725,619	748,678	811,192	811,192	823,101	11,909
Capital Outlay	35,235	0	0	0	0	0
Total	**$1,051,522**	**$1,045,508**	**$1,153,231**	**$1,153,231**	**$1,114,764**	**($38,467)**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Golf Course Superintendent	1.00	0.50	0.50	0.50	0.00
Maintenance Technician II	0.00	1.00	1.00	1.00	0.00
Skilled Maintenance Technician	2.00	2.00	2.00	2.00	0.00
Total Positions	**3.00**	**3.50**	**3.50**	**3.50**	**0.00**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($51,953)
	Net increase for medical and dental plan changes	1,577
	Total Salaries/Benefits/Pensions	**($50,376)**
	Operating	
	Increase for multiple operational needs	$11,909
	Total Operating	**$11,909**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2016	**($38,467)**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

451 GOLF PATTY JEWETT

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	391,460	422,484	443,561	404,371	(39,190)	-8.84%
51210	OVERTIME	10,238	8,753	15,000	15,000	0	0.00%
51220	SEASONAL TEMPORARY	112,238	84,365	110,000	113,300	3,300	3.00%
51230	SHIFT DIFFERENTIAL	246	516	0	0	0	0.00%
51235	STANDBY	3,107	3,021	3,000	3,000	0	0.00%
51245	RETIREMENT TERM VACATION	1,650	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,524	691	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(2,371)	(1,524)	0	0	0	0.00%
51610	PERA	67,351	67,922	70,860	52,556	(18,304)	-25.83%
51615	WORKERS COMPENSATION	11,192	12,829	14,139	9,957	(4,182)	-29.58%
51620	EQUITABLE LIFE INSURANCE	1,091	1,183	1,571	1,449	(122)	-7.77%
51640	DENTAL INSURANCE	2,536	2,677	3,240	2,978	(262)	-8.09%
51655	RETIRED EMP MEDICAL INS	3,904	3,316	4,000	4,000	0	0.00%
51675	UNEMPLOYMENT INSURANCE	1,448	5,284	0	0	0	0.00%
51690	MEDICARE	7,145	7,203	6,567	5,826	(741)	-11.28%
51695	CITY EPO MEDICAL PLAN	58,077	45,447	71,860	26,865	(44,995)	-62.61%
51696	ADVANTAGE HD MED PLAN	585	17,680	0	42,405	42,405	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	44	1,520	0	3,000	3,000	0.00%
Total Salaries and Benefits		**671,465**	**683,367**	**743,798**	**684,707**	**(59,091)**	**-7.94%**
52110	OFFICE SUPPLIES	1,743	1,714	1,500	1,500	0	0.00%
52115	MEDICAL SUPPLIES	515	1,640	525	525	0	0.00%
52120	COMPUTER SOFTWARE	0	0	500	500	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	631	(796)	0	0	0	0.00%
52125	GENERAL SUPPLIES	1,678	2,286	5,000	5,000	0	0.00%
52135	POSTAGE	3	5	0	0	0	0.00%
52140	WEARING APPAREL	3,906	4,515	4,500	4,000	(500)	-11.11%
52145	PAINT AND CHEMICAL	1,115	0	1,000	1,000	0	0.00%
52150	SEED AND FERTILIZER	113,447	100,351	113,000	110,000	(3,000)	-2.65%
52155	AUTOMOTIVE	310	3,628	1,750	2,000	250	14.29%
52175	SIGNS	947	309	2,000	1,000	(1,000)	-50.00%
52190	JANITORIAL SUPPLIES	9,181	9,607	7,750	9,000	1,250	16.13%
52205	MAINT LANDSCAPING	5,086	2,371	6,000	4,000	(2,000)	-33.33%
52210	MAINT TREES	13,218	16,411	17,500	17,500	0	0.00%
52215	MAINT GROUNDS	27,407	22,154	29,000	28,000	(1,000)	-3.45%
52220	MAINT OFFICE MACHINES	456	0	700	700	0	0.00%
52225	MAINT COMPUTER SOFTWARE	0	144	0	0	0	0.00%
52230	MAINT FURNITURE AND FIXTURES	3,136	3,957	0	1,000	1,000	0.00%
52235	MAINT MACHINERY AND APPARATUS	38,302	25,279	45,000	43,000	(2,000)	-4.44%
52238	MAINT LARGE VEHICLES	(387)	0	0	0	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	394	110	1,000	1,000	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	14,256	13,675	16,000	16,000	0	0.00%
52270	MAINT WELLS AND RESERVOIRS	27,271	33,334	35,000	33,000	(2,000)	-5.71%
52280	MAINT ROADS AND BRIDGES	237	4,150	7,000	12,000	5,000	71.43%
52405	ADVERTISING SERVICES	4,201	4,074	4,500	4,500	0	0.00%
52410	BUILDING SECURITY SERVICES	3,631	3,752	3,500	3,500	0	0.00%
52435	GARBAGE REMOVAL SERVICES	0	0	0	6,655	6,655	0.00%
52445	JANITORIAL SERVICES	0	0	0	25,200	25,200	0.00%
52450	LAUNDRY AND CLEANING SERVICES	1,568	1,239	2,000	2,000	0	0.00%
52465	MISCELLANEOUS SERVICES	0	431	0	0	0	0.00%
52560	PARKING SERVICES	0	0	0	5	5	0.00%
52565	PEST CONTROL	0	0	0	1,322	1,322	0.00%
52568	BANK AND INVESTMENT FEES	683	815	500	800	300	60.00%
52575	SERVICES	286,255	292,898	321,604	288,172	(33,432)	-10.40%
52605	CAR MILEAGE	147	171	400	400	0	0.00%
52615	DUES AND MEMBERSHIP	1,908	2,215	2,300	2,300	0	0.00%
52625	MEETING EXPENSES IN TOWN	123	249	475	475	0	0.00%
52630	TRAINING	1,142	2,135	1,700	1,700	0	0.00%
52645	SUBSCRIPTIONS	130	0	300	300	0	0.00%
52655	TRAVEL OUT OF TOWN	3,113	2,586	3,000	3,900	900	30.00%
52705	COMMUNICATIONS	1,371	0	0	0	0	0.00%
52706	WIRELESS COMMUNICATION	0	0	0	240	240	0.00%
52735	TELEPHONE LONG DIST CALLS	67	24	600	600	0	0.00%
52736	CELL PHONE AIRTIME	5	14	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	6,752	6,968	6,860	6,860	0	0.00%
52740	GENERAL INSURANCE-CITY	7,940	8,983	5,648	8,680	3,032	53.68%
52745	UTILITIES	(12,550)	(12,820)	0	0	0	0.00%

* Totals may differ from narrative due to rounding.

451 GOLF PATTY JEWETT

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
52746	UTILITIES ELECTRIC	73,565	70,960	68,000	72,760	4,760	7.00%
52747	UTILITIES GAS	19,686	18,914	20,000	20,000	0	0.00%
52748	UTILITIES SEWER	10,995	11,326	9,156	9,156	0	0.00%
52749	UTILITIES WATER	262,086	262,976	260,717	278,557	17,840	6.84%
52765	LEASE PURCHASE PAYMENTS	90,016	90,016	90,015	97,585	7,570	8.41%
52770	SAFETY EQUIPMENT	0	0	0	750	750	0.00%
52775	MINOR EQUIPMENT	8,403	8,994	8,500	11,000	2,500	29.41%
52776	PRINTER CONSOLIDATION COST	1,056	1,055	800	800	0	0.00%
52795	RENTAL OF EQUIPMENT	1,042	432	1,500	1,500	0	0.00%
52805	ADMIN PRORATED CHARGES	98,148	113,239	93,266	102,034	8,768	9.40%
52872	MAINT FLEET VEHICLES EQP	29,310	31,120	34,000	33,000	(1,000)	-2.94%
52874	OFFICE SERVICES PRINTING	440	437	500	500	0	0.00%
52970	ENVIRON PROTECTION PROGRAM	10,728	10,728	10,725	10,725	0	0.00%
65170	TRANSFER TO OTHER FUNDS	0	0	0	2,134	2,134	0.00%
Total Operating Expenses		**1,174,813**	**1,178,775**	**1,245,291**	**1,288,835**	**43,544**	**3.50%**
53050	MACHINERY AND APPARATUS	104,880	46,583	119,500	96,000	(23,500)	-19.67%
53090	BUILDINGS AND STRUCTURES	0	0	49,000	34,997	(14,003)	-28.58%
Total Capital Outlay		**104,880**	**46,583**	**168,500**	**130,997**	**(37,503)**	**-22.26%**
Total Expenses		**1,951,158**	**1,908,725**	**2,157,589**	**2,104,539**	**(53,050)**	**-2.46%**
41720	ANNUAL ADULT	36,656	40,150	38,266	39,325	1,059	2.77%
41723	ANNUAL PRIME	69,732	74,762	71,170	83,820	12,650	17.77%
41725	ANNUAL SENIOR	37,655	39,300	37,836	36,000	(1,836)	-4.85%
41730	ANNUAL JUNIOR	1,150	700	1,025	500	(525)	-51.22%
41735	DAILY 18 HOLE	238,312	234,724	276,254	252,967	(23,287)	-8.43%
41737	DAILY 18 HOLE PRIME	228,120	209,310	237,181	234,701	(2,480)	-1.05%
41740	DAILY 9 HOLE	420,076	430,880	489,435	472,515	(16,920)	-3.46%
41743	DAILY 9 HOLE PRIME	286,145	283,571	298,160	306,864	8,704	2.92%
41745	HIGH SCHOOLS	2,000	1,600	2,000	1,600	(400)	-20.00%
41750	CITY CART FEES DAILY	270,213	292,014	298,350	292,357	(5,993)	-2.01%
41755	CONCESSIONS GRILL	174,835	181,693	169,956	181,693	11,737	6.91%
41760	CONCESSIONS PRO SHOP	10,500	10,500	10,500	10,500	0	0.00%
41765	LOCKER RENTAL	5,275	5,400	5,438	5,460	22	0.40%
41775	MISCELLANEOUS GOLF	10	150	0	0	0	0.00%
41780	OPERATING FEE DAILY	202,979	216,953	233,120	224,140	(8,980)	-3.85%
44010	INSURANCE	0	4,256	0	0	0	0.00%
44025	CASH OVER SHORT	(398)	160	0	0	0	0.00%
44040	SALE OF PROPERTY	0	824	0	0	0	0.00%
46025	INTEREST	5,079	7,095	5,079	6,087	1,008	19.85%
Total Revenue		**1,988,339**	**2,034,042**	**2,173,770**	**2,148,529**	**(25,241)**	**-1.16%**

* Totals may differ from narrative due to rounding.

455 GOLF VALLEY HI

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	146,878	154,152	191,324	162,541	(28,783)	-15.04%
51210	OVERTIME	4,391	3,145	3,000	3,000	0	0.00%
51220	SEASONAL TEMPORARY	68,168	66,148	59,635	61,424	1,789	3.00%
51230	SHIFT DIFFERENTIAL	91	145	0	0	0	0.00%
51235	STANDBY	3,305	3,234	3,000	3,000	0	0.00%
51260	VACATION BUY PAY OUT	906	924	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(906)	(906)	0	0	0	0.00%
51610	PERA	29,438	29,882	33,187	22,268	(10,919)	-32.90%
51615	WORKERS COMPENSATION	5,374	6,294	8,315	4,676	(3,639)	-43.76%
51620	EQUITABLE LIFE INSURANCE	416	429	702	581	(121)	-17.24%
51640	DENTAL INSURANCE	844	856	1,680	1,331	(349)	-20.77%
51655	RETIRED EMP MEDICAL INS	1,102	1,102	1,000	1,000	0	0.00%
51675	UNEMPLOYMENT INSURANCE	1,950	0	0	0	0	0.00%
51690	MEDICARE	3,117	3,168	2,838	2,356	(482)	-16.98%
51695	CITY EPO MEDICAL PLAN	24,965	0	37,358	0	(37,358)	-100.00%
51696	ADVANTAGE HD MED PLAN	585	26,359	0	27,487	27,487	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	44	1,898	0	2,000	2,000	0.00%
Total Salaries and Benefits		**290,668**	**296,830**	**342,039**	**291,664**	**(50,375)**	**-14.73%**
52110	OFFICE SUPPLIES	440	365	500	500	0	0.00%
52115	MEDICAL SUPPLIES	377	431	425	225	(200)	-47.06%
52122	CELL PHONES EQUIP AND SUPPLIES	64	(624)	0	0	0	0.00%
52125	GENERAL SUPPLIES	3,470	730	4,000	3,000	(1,000)	-25.00%
52135	POSTAGE	22	393	0	0	0	0.00%
52140	WEARING APPAREL	2,443	1,679	2,000	2,000	0	0.00%
52145	PAINT AND CHEMICAL	0	0	350	350	0	0.00%
52150	SEED AND FERTILIZER	66,811	53,690	67,603	61,483	(6,120)	-9.05%
52155	AUTOMOTIVE	974	3,034	1,264	2,000	736	58.23%
52175	SIGNS	0	0	500	500	0	0.00%
52190	JANITORIAL SUPPLIES	2,552	2,844	3,550	3,550	0	0.00%
52205	MAINT LANDSCAPING	1,412	411	2,000	2,000	0	0.00%
52210	MAINT TREES	1,500	2,075	3,675	3,675	0	0.00%
52215	MAINT GROUNDS	11,569	17,965	14,000	14,000	0	0.00%
52220	MAINT OFFICE MACHINES	514	374	425	425	0	0.00%
52225	MAINT COMPUTER SOFTWARE	0	94	149	149	0	0.00%
52230	MAINT FURNITURE AND FIXTURES	0	0	850	2,000	1,150	135.29%
52235	MAINT MACHINERY AND APPARATUS	26,025	21,154	28,000	28,000	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	1,083	1,508	811	811	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	17,188	13,604	21,540	20,000	(1,540)	-7.15%
52270	MAINT WELLS AND RESERVOIRS	8,086	16,441	25,000	22,000	(3,000)	-12.00%
52280	MAINT ROADS AND BRIDGES	0	74	3,000	3,000	0	0.00%
52405	ADVERTISING SERVICES	1,488	1,026	2,000	2,000	0	0.00%
52410	BUILDING SECURITY SERVICES	1,672	1,688	1,670	1,670	0	0.00%
52435	GARBAGE REMOVAL SERVICES	0	0	0	5,339	5,339	0.00%
52450	LAUNDRY AND CLEANING SERVICES	1,708	1,666	1,575	1,575	0	0.00%
52455	LAWN MAINTENANCE SERVICE	0	0	0	15,840	15,840	0.00%
52465	MISCELLANEOUS SERVICES	136	262	0	0	0	0.00%
52565	PEST CONTROL	0	0	0	750	750	0.00%
52568	BANK AND INVESTMENT FEES	412	404	350	9,000	8,650	2471.43%
52575	SERVICES	185,599	198,282	198,000	175,831	(22,169)	-11.20%
52605	CAR MILEAGE	0	77	255	255	0	0.00%
52615	DUES AND MEMBERSHIP	1,368	1,584	1,488	1,488	0	0.00%
52625	MEETING EXPENSES IN TOWN	213	93	153	153	0	0.00%
52630	TRAINING	1,469	1,730	1,700	1,700	0	0.00%
52645	SUBSCRIPTIONS	0	0	170	170	0	0.00%
52655	TRAVEL OUT OF TOWN	2,141	2,176	2,200	2,200	0	0.00%
52706	WIRELESS COMMUNICATION	0	0	0	240	240	0.00%
52735	TELEPHONE LONG DIST CALLS	(44)	55	150	150	0	0.00%
52736	CELL PHONE AIRTIME	27	14	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	5,054	6,227	6,000	6,000	0	0.00%
52740	GENERAL INSURANCE-CITY	5,321	6,386	10,483	7,292	(3,191)	-30.44%
52745	UTILITIES	(2,400)	(2,400)	0	0	0	0.00%

* Totals may differ from narrative due to rounding.

455 GOLF VALLEY HI

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
52746	UTILITIES ELECTRIC	37,447	37,910	41,947	44,883	2,936	7.00%
52747	UTILITIES GAS	17,457	15,418	16,537	16,537	0	0.00%
52748	UTILITIES SEWER	4,102	5,037	4,000	4,000	0	0.00%
52749	UTILITIES WATER	136,056	147,461	155,379	162,251	6,872	4.42%
52765	LEASE PURCHASE PAYMENTS	89,086	89,086	89,085	91,896	2,811	3.16%
52770	SAFETY EQUIPMENT	0	0	0	1,000	1,000	0.00%
52775	MINOR EQUIPMENT	3,284	704	5,000	5,000	0	0.00%
52776	PRINTER CONSOLIDATION COST	472	470	280	280	0	0.00%
52795	RENTAL OF EQUIPMENT	394	150	750	750	0	0.00%
52805	ADMIN PRORATED CHARGES	56,952	65,073	56,831	60,576	3,745	6.59%
52806	PAYMENT IN LIEU OF TAXES	2,543	1,907	2,572	636	(1,936)	-75.27%
52872	MAINT FLEET VEHICLES EQP	26,541	27,364	30,000	30,000	0	0.00%
52874	OFFICE SERVICES PRINTING	35	30	425	425	0	0.00%
52970	ENVIRON PROTECTION PROGRAM	2,556	2,556	2,550	2,550	0	0.00%
65170	TRANSFER TO OTHER FUNDS	0	0	0	996	996	0.00%
Total Operating Expenses		**725,619**	**748,678**	**811,192**	**823,101**	**11,909**	**1.47%**
53050	MACHINERY AND APPARATUS	35,235	0	0	0	0	0.00%
Total Capital Outlay		**35,235**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**1,051,522**	**1,045,508**	**1,153,231**	**1,114,765**	**(38,466)**	**-3.34%**
41720	ANNUAL ADULT	13,200	13,750	15,262	13,888	(1,374)	-9.00%
41723	ANNUAL PRIME	30,651	33,183	34,419	38,489	4,070	11.82%
41725	ANNUAL SENIOR	22,200	20,700	23,400	20,700	(2,700)	-11.54%
41730	ANNUAL JUNIOR	100	250	125	200	75	60.00%
41733	FIRST TEE 9 HOLE	625	535	625	580	(45)	-7.20%
41734	FIRST TEE 18 HOLE	40	120	40	120	80	200.00%
41735	DAILY 18 HOLE	146,866	147,699	180,496	166,112	(14,384)	-7.97%
41737	DAILY 18 HOLE PRIME	182,217	184,416	194,742	196,478	1,736	0.89%
41739	DAILY 18 HOLE FOOT GOLF	0	0	0	25,000	25,000	0.00%
41740	DAILY 9 HOLE	175,908	187,967	212,550	214,860	2,310	1.09%
41743	DAILY 9 HOLE PRIME	69,447	81,436	77,744	88,608	10,864	13.97%
41745	HIGH SCHOOLS	3,200	3,600	3,200	3,200	0	0.00%
41750	CITY CART FEES DAILY	177,087	190,526	197,083	203,268	6,185	3.14%
41752	CART FEES FOOT GOLF	0	0	0	2,687	2,687	0.00%
41755	CONCESSIONS GRILL	32,400	32,400	32,400	24,700	(7,700)	-23.77%
41760	CONCESSIONS PRO SHOP	10,500	9,625	10,500	10,500	0	0.00%
41765	LOCKER RENTAL	435	465	420	450	30	7.14%
41775	MISCELLANEOUS GOLF	0	150	0	0	0	0.00%
41780	OPERATING FEE DAILY	101,756	103,685	121,480	122,510	1,030	0.85%
44025	CASH OVER SHORT	(3)	88	0	0	0	0.00%
45841	FOOTGOLF-18-HOLE	0	0	36,000	0	(36,000)	-100.00%
45842	FOOTGOLF CART RENTALS	0	0	4,687	0	(4,687)	-100.00%
45843	FOOTGOLF BALL RENTALS	0	0	2,250	0	(2,250)	-100.00%
46025	INTEREST	3,123	3,560	3,419	3,561	142	4.15%
Total Revenue		**969,752**	**1,014,155**	**1,150,842**	**1,135,911**	**(14,931)**	**-1.30%**

* Totals may differ from narrative due to rounding.

Memorial Health System Enterprise

Kara Skinner, Chief Financial Officer | (719) 385-5224 | kskinner@springsgov.com

2016 Goals

City Council authorized and directed that 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 and directed in the Funds Management Agreement.

All Funds Summary

All Funds	Source of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Memorial Enterprise	$4,468,400	$5,712,112	$5,712,112	$5,712,112	$0
	Total	**$4,468,400**	**$5,712,112**	**$5,712,112**	**$5,712,112**	**$0**
	Use of Funds					
	Memorial Enterprise	$271,617,806	$5,712,112	$5,712,112	$5,712,112	$0
	Total	**$271,617,806**	**$5,712,112**	**$5,712,112**	**$5,712,112**	**$0**

* 2015 Amended Budget as of 8/31/2015

Significant Changes vs. 2015

None

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 2015, and changes occurring as part of the 2016 Memorial Health System Enterprise budget.

Memorial Health System Enterprise Fund

Source of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Rental	$3,336,607	$3,265,384	$5,612,112	$5,612,112	$5,612,112	$0
Interest	431,196	620,537	100,000	100,000	100,000	0
Gain/Loss on Investment	224,352	(432,737)	0	0	0	0
Miscellaneous	154,782	1,015,216	0	0	0	0
Total	**$4,146,937**	**$4,468,400**	**$5,712,112**	**$5,712,112**	**$5,712,112**	**$0**
Use of Funds	**2013 Actual**	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
Salary/Benefits/ Pensions	$1,160,755	$715,267	$10,000	$10,000	$7,000	($3,000)
Operating †	6,346,974	270,902,539	5,702,112	5,702,112	5,705,112	3,000
Total	**$7,507,729**	**$271,617,806**	**$5,712,112**	**$5,712,112**	**$5,712,112**	**$0**

† Funds in excess of operational needs will be transferred to the Foundation per the Funds Management Agreement.

Funding Changes

During 2015	* 2015 Amended - 2015 Original Budget
None	$0
Total During 2015	**$0**
For 2016	**2016 Budget - * 2015 Amended Budget**
Salaries/Benefits/Pensions	
Decrease due to reduced projected salary expenditure for City finance support	($3,000)
Total Salaries/Benefits/Pensions	**($3,000)**
Operating	
Net increase for projected expenditures	$3,000
Total Operating	**$3,000**
Capital Outlay	
None	$0
Total Capital Outlay	**$0**
Total For 2016	**$0**

* 2015 Amended Budget as of 8/31/2015

City of Colorado Springs
Budget Detail Report

430 MEMORIAL HEALTH SYSTEM

MEMORIAL HEALTH SYSTEM

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	16,397	5,214	10,000	7,000	(3,000)	-30.00%
51210	OVERTIME	9	0	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	837,992	648,460	0	0	0	0.00%
51615	WORKERS COMPENSATION	49	9	0	0	0	0.00%
51675	UNEMPLOYMENT INSURANCE	80,886	0	0	0	0	0.00%
51695	CITY EPO MEDICAL PLAN	225,422	61,584	0	0	0	0.00%
Total Salaries and Benefits		**1,160,755**	**715,267**	**10,000**	**7,000**	**(3,000)**	**-30.00%**
52105	MISCELLANEOUS OPERATING	15,885	0	0	0	0	0.00%
52110	OFFICE SUPPLIES	156	0	0	0	0	0.00%
52165	LICENSES AND TAGS	0	225	0	0	0	0.00%
52405	ADVERTISING SERVICES	35	0	0	0	0	0.00%
52408	SETTLEMENT COSTS	5,484,547	190,000,000	0	0	0	0.00%
52431	CONSULTING SERVICES	0	2,739	0	0	0	0.00%
52465	MISCELLANEOUS SERVICES	0	42,877	0	0	0	0.00%
52568	BANK AND INVESTMENT FEES	23,766	3,326	15,000	5,000	(10,000)	-66.67%
52575	SERVICES	71,701	13,714	32,000	32,000	0	0.00%
52576	AUDIT SERVICES	6,996	26,230	25,000	0	(25,000)	-100.00%
52590	TEMPORARY EMPLOYMENT	3,908	13,987	18,000	0	(18,000)	-100.00%
52615	DUES AND MEMBERSHIP	2,500	0	0	0	0	0.00%
52625	MEETING EXPENSES IN TOWN	51	0	0	0	0	0.00%
52630	TRAINING	667	0	0	0	0	0.00%
52655	TRAVEL OUT OF TOWN	33	128	0	0	0	0.00%
52740	GENERAL INSURANCE-CITY	2,996	0	0	0	0	0.00%
52859	INSURANCE OTHER	27,271	0	0	0	0	0.00%
60113	MISCELLANEOUS	0	2,771	0	0	0	0.00%
60140	MEDICAL CLAIMS EXPENSES	519,735	(17,608)	0	0	0	0.00%
60241	DENTAL CLAIM EXPENSES	126,409	0	0	0	0	0.00%
60286	UTILIZATION MGMT	0	150	0	0	0	0.00%
65051	ADM FEE	2,833	550	0	0	0	0.00%
65127	CLAIMS AND DAMAGES MEMORIAL	897,149	158,375	405,000	450,000	45,000	11.11%
65133	INSURED LIAB CLAIMS MEMORIAL	101,987	113,628	200,000	495,000	295,000	147.50%
65150	LEGAL DEFENSE	2,244,748	1,150,945	1,000,000	441,000	(559,000)	-55.90%
65181	RESIDUAL EQUITY TRANSFER OUT	0	80,200,919	4,007,112	4,282,112	275,000	6.86%
65210	ADJUST RESERVE	(3,186,399)	(810,417)	0	0	0	0.00%
Total Operating Expenses		**6,346,974**	**270,902,539**	**5,702,112**	**5,705,112**	**3,000**	**0.05%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**7,507,729**	**271,617,806**	**5,712,112**	**5,712,112**	**0**	**0.00%**
40113	MISCELLANEOUS	8,720	133,203	0	0	0	0.00%
42750	CITY INS EXCESS	77,751	0	0	0	0	0.00%
42760	CITY SUBROGATION	454	0	0	0	0	0.00%
44020	MISCELLANEOUS GENERAL	67,857	882,013	0	0	0	0.00%
44060	GAIN LOSS ON INVESTMENT	224,352	(432,737)	0	0	0	0.00%
45905	RENTAL INCOME	3,336,607	3,265,384	5,612,112	5,612,112	0	0.00%
46025	INTEREST	431,196	620,537	100,000	100,000	0	0.00%
Total Revenue		**4,146,937**	**4,468,400**	**5,712,112**	**5,712,112**	**0**	**0.00%**

Totals may differ from narrative due to rounding.

Parking System Enterprise

Greg Warnke, Manager | (719) 385-5682 | gwarnke@springsgov.com

2016 Goals

Goals	Measurable Outcome
Support downtown renaissance through collaborating with City Departments and CSU to increase street-scaping projects and partnering with private enterprises on right-of-way improvements near mixed-use developments.	Streetscape improvements will be completed on 4 additional block faces by the end of 2016 -- the 400 South Nevada Avenue block face, BlueDot, will be under construction by the end of 2016.

All Funds Summary

All Funds	Source of Funds	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Parking Enterprise	$4,516,173	$4,674,977	$4,674,977	$4,410,516	($264,461)
	Total	**$4,516,173**	**$4,674,977**	**$4,674,977**	**$4,410,516**	**($264,461)**
	Use of Funds					
	Parking Enterprise	$2,722,867	$2,883,084	$2,883,084	$2,711,361	($171,723)
	CIP - Parking Enterprise	807,102	1,759,000	1,790,937	865,000	(925,937)
	Total	**$3,529,969**	**$4,642,084**	**$4,674,021**	**$3,576,361**	**($1,097,660)**
	Positions					
	Parking Enterprise	8.50	8.50	8.50	8.50	0.00
	Total	**8.50**	**8.50**	**8.50**	**8.50**	**0.00**

* 2015 Amended Budget as of 8/31/2015

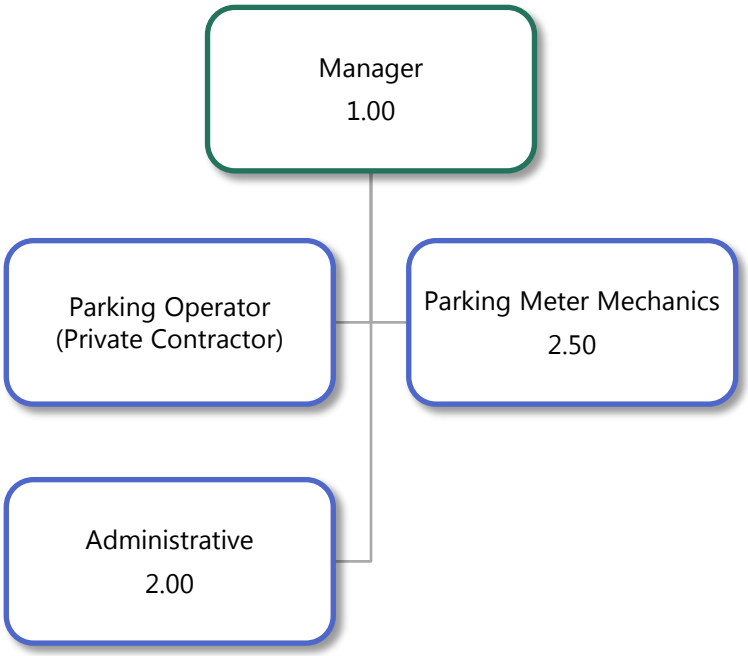
Significant Changes vs. 2015

- Net decrease in revenue of $264,461 based on a more accurate calculation of revenue trends using actual cash ticket counts versus total ticket counts
- Decrease of nearly $172,000 in operating, mainly due to reduced debt service of $156,000 as a result of restructuring bond debt
- Decrease of nearly $926,000 in CIP based on projects planned for 2016

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 2015, and changes occurring as part of the 2016 Parking System Enterprise and CIP budgets.

Parking Enterprise Fund

Source of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Monthly Parking	$1,682,396	$1,855,427	$1,843,740	$1,843,740	$1,812,780	($30,960)
Transient Parking	358,496	389,347	460,920	460,920	366,258	(94,662)
Parking Meters and Hoods	1,773,222	1,975,516	2,076,141	2,076,141	1,935,082	(141,059)
Misc. Transit Lease	109,499	111,223	112,176	112,176	114,396	2,220
Interest	41,293	51,472	50,000	50,000	50,000	0
POC Garage Loan Payment	133,188	133,188	132,000	132,000	132,000	0
Total	**$4,098,094**	**$4,516,173**	**$4,674,977**	**$4,674,977**	**$4,410,516**	**($264,461)**

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$475,252	$548,504	$580,311	$580,311	$571,690	($8,621)
Operating	1,018,319	1,103,299	1,216,447	1,216,447	1,209,251	(7,196)
Capital Outlay	0	15,400	20,000	20,000	20,000	0
Debt Service	1,057,747	1,055,664	1,066,326	1,066,326	910,420	(155,906)
CIP - Restricted	2,278,522	807,102	1,759,000	1,790,937	865,000	(925,937)
Total	**$4,829,840**	**$3,529,969**	**$4,642,084**	**$4,674,021**	**$3,576,361**	**($1,097,660)**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 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
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	**8.50**	**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.

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	Increase to add one-time supplemental funding for hail damage repair	$31,937
	Total During 2015	**$31,937**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($11,859)
	Net increase for medical and dental plan changes	3,238
	Total Salaries/Benefits/Pensions	**($8,621)**
	Operating	
	Decrease due to efficiencies realized	($7,095)
	Decrease in Utilities-Electric due to the addition of LED lights in Garages 1, 2 and 3	(21,600)
	Decrease in maintenance costs due to warranty on 900 new meters	(25,000)
	Decrease in Admin Pro Rate charges based on Cost Allocation Plan	(50,807)
	Increase in credit card fees for usage/processing fees on 900 new meters	57,000
	Increase in gateway fees on 900 new credit card enabled meters	36,000
	Increase due to one-time contribution to Employee Benefit Fund	2,419
	Increase due to utiltity rate increases	1,887
	Total Operating	**($7,196)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Debt Service	
	Net decrease in debt service payment due to bond restructuring	($155,906)
	Total Debt Service	**($155,906)**
	CIP	
	Decrease to remove 2015 one-time supplemental funding for hail damage repair	($31,937)
	Decrease to fund CIP projects	(894,000)
	Total CIP	**($925,937)**
	Total For 2016	**($1,097,660)**

Position Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

* 2015 Amended Budget as of 8/31/2015

2016 CIP Program	Project	Enterprise	Total 2016 Allocation
	Downtown Streetscape Project	740,000	**$740,000**
	Parking Ongoing Maintenance	125,000	**$125,000**
	Total 2016 CIP	**$865,000**	**$865,000**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 31-1		

City of Colorado Springs
Budget Detail Report

470 PARKING SYSTEM GROSS INCOME
Parking

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	369,604	419,344	434,744	427,746	(6,998)	-1.61%
51210	OVERTIME	3,731	2,200	6,300	6,300	0	0.00%
51230	SHIFT DIFFERENTIAL	53	101	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	0	16	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,328	73	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(3,369)	(2,290)	0	0	0	0.00%
51610	PERA	49,657	55,369	59,186	58,329	(857)	-1.45%
51615	WORKERS COMPENSATION	5,579	5,578	5,500	6,033	533	9.69%
51620	EQUITABLE LIFE INSURANCE	1,035	1,172	1,493	1,481	(12)	-0.80%
51640	DENTAL INSURANCE	3,042	3,356	3,404	3,802	398	11.69%
51655	RETIRED EMP MEDICAL INS	2,214	2,214	2,196	2,196	0	0.00%
51690	MEDICARE	5,308	5,927	6,304	6,173	(131)	-2.08%
51695	CITY EPO MEDICAL PLAN	28,049	4,427	59,732	0	(59,732)	-100.00%
51696	ADVANTAGE HD MED PLAN	8,175	47,244	1,452	55,380	53,928	3714.05%
51697	HRA BENEFIT TO ADV MED PLAN	846	3,773	0	4,250	4,250	0.00%
Total Salaries and Benefits		**475,252**	**548,504**	**580,311**	**571,690**	**(8,621)**	**-1.49%**
52110	OFFICE SUPPLIES	1,187	963	800	800	0	0.00%
52125	GENERAL SUPPLIES	2,363	4,023	1,700	2,200	500	29.41%
52135	POSTAGE	227	551	350	850	500	142.86%
52140	WEARING APPAREL	758	642	900	1,000	100	11.11%
52145	PAINT AND CHEMICAL	1,448	1,129	1,750	1,700	(50)	-2.86%
52190	JANITORIAL SUPPLIES	125	287	350	400	50	14.29%
52235	MAINT MACHINERY AND APPARATUS	60	2,175	5,400	5,000	(400)	-7.41%
52260	MAINT METERS	47,010	12,669	50,000	25,000	(25,000)	-50.00%
52265	MAINT BUILDINGS AND STRUCTURE	18,808	16,305	24,700	24,700	0	0.00%
52405	ADVERTISING SERVICES	3,837	1,006	3,500	3,500	0	0.00%
52410	BUILDING SECURITY SERVICES	60,299	55,489	63,000	64,200	1,200	1.90%
52415	CONTRACTS AND SPEC PROJECTS	528,534	635,370	703,295	737,130	33,835	4.81%
52435	GARBAGE REMOVAL SERVICES	1,147	1,071	1,100	1,200	100	9.09%
52568	BANK AND INVESTMENT FEES	5,470	5,786	3,200	3,200	0	0.00%
52573	CREDIT CARD FEES	9,111	48,808	44,861	1,920	(42,941)	-95.72%
52575	SERVICES	29,693	7,863	11,450	11,450	0	0.00%
52607	CELL PHONE ALLOWANCE	2,052	2,723	2,960	2,960	0	0.00%
52615	DUES AND MEMBERSHIP	595	1,609	925	1,000	75	8.11%
52620	CREDIT CARD FEES - METERS	0	62,150	0	98,661	98,661	0.00%
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	(6)	0	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	55	34	225	225	0	0.00%
52736	CELL PHONE AIRTIME	733	0	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	498	313	500	0	(500)	-100.00%
52740	GENERAL INSURANCE-CITY	15,590	17,693	20,450	21,475	1,025	5.01%
52746	UTILITIES ELECTRIC	109,561	92,018	124,650	104,802	(19,848)	-15.92%
52748	UTILITIES SEWER	2,077	3,234	2,450	2,450	0	0.00%
52749	UTILITIES WATER	4,088	6,243	4,850	5,085	235	4.85%
52775	MINOR EQUIPMENT	6,049	15,788	2,500	2,450	(50)	-2.00%
52776	PRINTER CONSOLIDATION COST	3,677	3,758	3,770	3,770	0	0.00%
52805	ADMIN PRORATED CHARGES	114,264	84,568	117,138	66,331	(50,807)	-43.37%
52806	PAYMENT IN LIEU OF TAXES	15,307	11,480	11,723	3,923	(7,800)	-66.54%
52872	MAINT FLEET VEHICLES EQP	2,511	5,532	3,500	5,000	1,500	42.86%
52874	OFFICE SERVICES PRINTING	(961)	322	1,000	1,000	0	0.00%
52875	OFFICE SERVICES RECORDS	175	247	150	150	0	0.00%
65051	ADM FEE	300	1,450	300	300	0	0.00%
65075	INTEREST	485,674	460,664	436,326	215,420	(220,906)	-50.63%
65170	TRANSFER TO OTHER FUNDS	0	0	0	2,419	2,419	0.00%
65175	TRANSFER TO GENERAL FUND	33,750	0	0	0	0	0.00%
65185	PRINCIPAL	570,000	595,000	630,000	695,000	65,000	10.32%
Total Operating Expenses		**2,076,066**	**2,158,963**	**2,282,773**	**2,119,671**	**(163,102)**	**-7.14%**

Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
53030	FURNITURE AND FIXTURES	0	2,091	0	0	0	0.00%
53050	MACHINERY AND APPARATUS	0	13,309	20,000	20,000	0	0.00%
Total Capital Outlay		**0**	**15,400**	**20,000**	**20,000**	**0**	**0.00%**
Total Expenses		**2,551,318**	**2,722,867**	**2,883,084**	**2,711,361**	**(171,723)**	**-5.96%**
	CIP - RESTRICTED	2,278,522	807,102	1,759,000	865,000	(894,000)	-50.82%
Total Funds		**4,829,840**	**3,529,969**	**4,642,084**	**3,576,361**	**(893,500)**	**-19.25%**
42005	BUS TERMINAL GARAGE 1	109,499	111,223	112,176	114,396	2,220	1.98%
42010	METER HOODS	39,711	57,038	21,744	19,932	(1,812)	-8.33%
42015	ONLINE SALES	7,550	0	0	0	0	0.00%
42020	MONTHLY PARKING LOT 3	88,938	134,784	141,360	144,240	2,880	2.04%
42025	MONTHLY PARKING GARAGE 1	389,875	418,568	422,040	422,040	0	0.00%
42030	MONTHLY PARKING GARAGE 2	1,216,114	1,291,960	1,253,040	1,219,200	(33,840)	-2.70%
42035	MONTHLY PARKING LOT 4	7,505	8,000	10,200	10,200	0	0.00%
42036	MONTHLY PARKING LOT 5	(20,040)	2,145	17,100	17,100	0	0.00%
42040	PARKING METERS	1,721,867	1,545,239	897,997	1,379,816	481,819	53.65%
42041	PARKING METERS - CC	0	371,989	1,155,150	534,084	(621,066)	-53.76%
42042	POC GARAGE LOAN PAYMENT	133,188	133,188	132,000	132,000	0	0.00%
42045	TRANSIENT PARKING LOT 3	36,192	47,863	41,220	44,317	3,097	7.51%
42050	TRANSIENT PARKING LOT 4	1,082	1,217	2,100	2,100	0	0.00%
42055	TRANSIENT PARKING GARAGE 1	104,081	105,337	146,796	106,283	(40,513)	-27.60%
42060	TRANSIENT PARKING GARAGE 2	217,141	234,930	270,804	213,558	(57,246)	-21.14%
43156	REBATES	4,093	0	0	0	0	0.00%
44010	INSURANCE	0	16,777	0	0	0	0.00%
44020	MISCELLANEOUS GENERAL	0	594	0	0	0	0.00%
44025	CASH OVER SHORT	5	(30)	0	0	0	0.00%
44040	SALE OF PROPERTY	0	1,798	0	0	0	0.00%
45765	PARKING FEES	0	0	1,250	1,250	0	0.00%
46025	INTEREST	41,293	51,472	50,000	50,000	0	0.00%
Total Revenue		**4,098,094**	**4,534,092**	**4,674,977**	**4,410,516**	**(264,461)**	**-5.66%**

Totals may differ from narrative due to rounding.

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Pikes Peak - America's Mountain

Jack Glavan, Manager | (719) 385-7325 | jglavan@springsgov.com

2016 Goals

Goal	Measurable Outcome
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.	Maintain an operational Cost of $16 per Visitor
Explore public and private funding opportunities for the design, development and construction of a new Summit House. Complete design and NEPA Process.	Final Design Completed and Presented to the USFS for Final Acceptance and the NEPA Process Completed by end of Q4 2016.

All Funds Summary

All Funds						
	Source of Funds	**2014 Actual**	**2015 Original Budget**	*** 2015 Amended Budget**	**2016 Budget**	**2016 Budget - * 2015 Amended Budget**
	Pikes Peak - America's Mountain Enterprise	$6,028,742	$4,750,616	$4,750,616	$3,953,066	($797,550)
	Total	**$6,028,742**	**$4,750,616**	**$4,750,616**	**$3,953,066**	**($797,550)**
	Uses of Funds					
	Pikes Peak - America's Mountain Enterprise	$2,907,081	$5,250,616	$5,510,616	$4,253,066	($1,257,550)
	Grant Funds	$0	$0	$10,000	$10,000	$0
	Total	**$2,907,081**	**$5,250,616**	**$5,520,616**	**$4,263,066**	**($1,257,550)**
	Positions					
	Pikes Peak - America's Mountain Enterprise	19.00	19.00	19.00	19.00	0.00
	Total	**19.00**	**19.00**	**19.00**	**19.00**	**0.00**

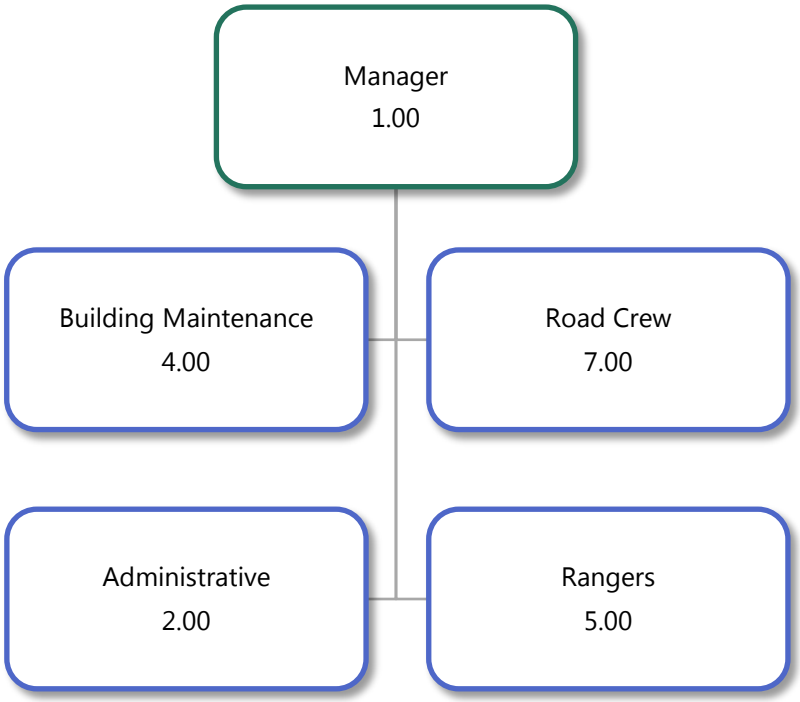
* 2015 Amended Budget as of 8/31/2015

Significant Changes vs. 2015

- Revenue decrease largely due to the removal of one-time concession renewal funds of $1M
- Decrease in operating due to the removal of the one-time 2015 loan payoff
- Decrease in CIP to remove one-time 2015 amendment and reduce Summit House CIP by $660,000

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 2015, and changes occurring as part of the 2016 Pikes Peak – America's Mountain Enterprise Budget.

Enterprise Funds

Source of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Tollgate Entry Fees	$2,547,522	$3,064,969	$2,120,000	$2,120,000	$2,200,000	$80,000
ARAMARK Concessions	1,242,857	2,409,524	2,266,666	2,266,666	1,266,666	(1,000,000)
Tower Optical Viewers	962	1,163	950	950	1,000	50
Miscellaneous	534,304	475,985	308,000	308,000	363,400	55,400
Transfer from Other Funds	36,470	0	33,000	33,000	100,000	67,000
Interest	50,045	77,101	22,000	22,000	22,000	0
Total	**$4,412,160**	**$6,028,742**	**$4,750,616**	**$4,750,616**	**$3,953,066**	**($797,550)**

Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$1,193,235	$1,207,282	$1,443,351	$1,443,351	$1,389,272	($54,079)
Operating	1,359,471	1,574,972	2,156,765	2,156,765	1,531,794	(624,971)
Capital Outlay	76,922	40,469	150,500	150,500	232,000	81,500
CIP	712,991	84,358	1,500,000	1,760,000	1,100,000	(660,000)
Total	**$3,342,619**	**$2,907,081**	**$5,250,616**	**$5,510,616**	**$4,253,066**	**($1,257,550)**

Position Title	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
Equipment Operator I	1.00	0.00	0.00	0.00	0.00
Equipment Operator II	1.00	2.00	2.00	2.00	0.00
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
Parks Operations Administrator	1.00	1.00	1.00	1.00	0.00
Pikes Peak - America's Mountain Manager	1.00	1.00	1.00	1.00	0.00
Pikes Peak Highway Rangers	4.00	4.00	4.00	4.00	0.00
Project Construction Specialist	1.00	1.00	1.00	1.00	0.00
Ranger Supervisor	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
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**

* 2015 Amended Budget as of 8/31/2015

Funding Changes	During 2015	* 2015 Amended - 2015 Original Budget
	Increase due to noxious weed control grant and LART funding	$260,000
	Total During 2015	**$260,000**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions and medical and dental plan changes	($54,079)
	Total Salaries/Benefits/Pensions	**($54,079)**
	Operating	
	Decrease to remove the one-time 2015 loan payoff	($624,971)
	Total Operating	**($624,971)**
	Capital Outlay	
	Increase to fund replacement of vehicles	$81,500
	Total Capital Outlay	**$81,500**
	CIP	
	Decrease to remove one-time 2015 amendment and decrease the Summit House CIP amount	($660,000)
	Total CIP	**($660,000)**
	Total For 2016	**($1,257,550)**

Position Changes	During 2015	* 2015 Amended - 2015 Original Budget
	None	0.00
	Total During 2015	**0.00**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	0.00
	Total For 2016	**0.00**

Grant Funds	Use of Funds	2013 Actual	2014 Actual	2015 Original Budget	* 2015 Amended Budget	2016 Budget	2016 Budget - * 2015 Amended Budget
	Salary/Benefits/ Pensions	$0	$0	$0	$0	$0	$0
	Operating	0	0	0	10,000	10,000	0
	Capital Outlay	0	0	0	0	0	0
	Total	**$0**	**$0**	**$0**	**$10,000**	**$10,000**	**$0**

* 2015 Amended Budget as of 8/31/2015

Funding Changes		
	During 2015	*** 2015 Amended - 2015 Original Budget**
	Increase due to noxious weed control grant	$10,000
	Total During 2015	**$10,000**
	For 2016	**2016 Budget - * 2015 Amended Budget**
	None	$0
	Total For 2016	**$0**

2016 CIP Program				
	Project	**Enterprise**	**Other**	**Total 2016 Allocation**
	Pikes Peak Summit House	1,000,000	100,000 [1]	**$1,100,000**
	Total 2016 CIP	**$1,000,000**	**$100,000**	**$1,100,000**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 31-1			

[1] Other funds source is $100k requested LART funding

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Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
51205	CIVILIAN SALARIES	778,696	802,495	946,915	919,763	(27,152)	-2.87%
51210	OVERTIME	16,203	9,293	17,000	15,000	(2,000)	-11.76%
51220	SEASONAL TEMPORARY	91,707	87,817	95,000	90,340	(4,660)	-4.91%
51230	SHIFT DIFFERENTIAL	224	1,182	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	12,684	2,931	5,000	0	(5,000)	-100.00%
51260	VACATION BUY PAY OUT	1,426	1,142	500	500	0	0.00%
51299	SALARIES REIMBURSEMENTS	(1,309)	(2,229)	0	0	0	0.00%
51610	PERA	119,556	119,281	146,023	142,945	(3,078)	-2.11%
51612	RETIREMENT HEALTH SAVINGS	4,684	0	5,000	3,000	(2,000)	-40.00%
51615	WORKERS COMPENSATION	28,015	33,183	33,258	33,500	242	0.73%
51620	EQUITABLE LIFE INSURANCE	2,215	2,356	3,249	3,249	0	0.00%
51640	DENTAL INSURANCE	5,601	6,255	7,834	8,141	307	3.92%
51655	RETIRED EMP MEDICAL INS	11,060	11,059	11,100	11,100	0	0.00%
51675	UNEMPLOYMENT INSURANCE	0	0	2,500	2,500	0	0.00%
51690	MEDICARE	12,719	12,700	13,662	15,130	1,468	10.75%
51695	CITY EPO MEDICAL PLAN	90,390	14,818	17,966	9,210	(8,756)	-48.74%
51696	ADVANTAGE HD MED PLAN	18,152	97,084	127,618	124,644	(2,974)	-2.33%
51697	HRA BENEFIT TO ADV MED PLAN	1,212	7,915	10,726	10,250	(476)	-4.44%
Total Salaries and Benefits		**1,193,235**	**1,207,282**	**1,443,351**	**1,389,272**	**(54,079)**	**-3.75%**
52110	OFFICE SUPPLIES	2,716	2,633	3,000	3,000	0	0.00%
52115	MEDICAL SUPPLIES	1,482	1,951	1,800	2,000	200	11.11%
52120	COMPUTER SOFTWARE	0	265	0	0	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	30	126	100	100	0	0.00%
52125	GENERAL SUPPLIES	2,150	3,105	3,500	3,500	0	0.00%
52126	ELECTRICAL SUPPLIES	3,188	0	0	0	0	0.00%
52127	CONSTRUCTION SUPPLIES	3,717	12,796	7,500	10,000	2,500	33.33%
52128	PLUMBING SUPPLIES	2,207	0	0	0	0	0.00%
52129	HVAC-HEAT VENTILATN AIR SUPPLI	1,287	207	0	0	0	0.00%
52135	POSTAGE	298	575	400	550	150	37.50%
52140	WEARING APPAREL	4,769	5,887	5,795	4,000	(1,795)	-30.97%
52145	PAINT AND CHEMICAL	443	288	4,000	4,000	0	0.00%
52155	AUTOMOTIVE	1,558	1,803	4,500	4,500	0	0.00%
52165	LICENSES AND TAGS	857	728	1,500	1,500	0	0.00%
52175	SIGNS	2,560	3,236	5,000	5,000	0	0.00%
52190	JANITORIAL SUPPLIES	3,260	3,786	2,200	4,000	1,800	81.82%
52215	MAINT GROUNDS	296	216	250	300	50	20.00%
52220	MAINT OFFICE MACHINES	0	0	200	200	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	288	817	2,200	2,200	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	122,282	110	0	0	0	0.00%
52250	MAINT RADIOS ALLOCATION	10,500	27,178	18,200	17,150	(1,050)	-5.77%
52265	MAINT BUILDINGS AND STRUCTURE	57,385	58,423	75,242	70,000	(5,242)	-6.97%
52280	MAINT ROADS AND BRIDGES	246,960	256,187	350,000	350,000	0	0.00%
52305	MAINT SOFTWARE	2,702	2,127	15,472	2,500	(12,972)	-83.84%
52403	PIKES PEAK MARKETING	22,679	100,827	65,000	71,666	6,666	10.26%
52410	BUILDING SECURITY SERVICES	3,264	2,916	3,500	3,500	0	0.00%
52425	ENVIRONMENTAL SERVICES	922	35,911	25,000	22,890	(2,110)	-8.44%
52435	GARBAGE REMOVAL SERVICES	9,302	10,675	7,500	10,000	2,500	33.33%
52450	LAUNDRY AND CLEANING SERVICES	5,700	5,995	6,500	6,500	0	0.00%
52460	MEDICAL SERVICE	0	0	340	340	0	0.00%
52465	MISCELLANEOUS SERVICES	3,559	287	500	500	0	0.00%
52565	PEST CONTROL	1,549	2,577	3,500	3,500	0	0.00%
52568	BANK AND INVESTMENT FEES	6,625	8,780	7,500	7,500	0	0.00%
52570	REIMBURSABLE SERVICES	118,131	129,508	225,000	225,000	0	0.00%
52573	CREDIT CARD FEES	20,929	27,441	22,000	22,000	0	0.00%
52575	SERVICES	73,264	72,540	15,000	20,000	5,000	33.33%
52578	INTERPRETING SERVICES	815	7,737	15,000	7,000	(8,000)	-53.33%

* Totals may differ from narrative due to rounding.

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Account #	Description	2013 Actuals	2014 Actuals	2015 Budget	2016 Budget	2015 Budget to 2016 Budget $ Change	2015 Budget to 2016 Budget % Change
52579	INSPECTIONS	276	1,081	6,500	6,500	0	0.00%
52590	TEMPORARY EMPLOYMENT	2,704	0	0	0	0	0.00%
52605	CAR MILEAGE	0	0	50	50	0	0.00%
52615	DUES AND MEMBERSHIP	313	546	500	500	0	0.00%
52625	MEETING EXPENSES IN TOWN	543	2,043	700	1,500	800	114.29%
52630	TRAINING	1,612	1,016	4,000	4,500	500	12.50%
52645	SUBSCRIPTIONS	149	149	0	0	0	0.00%
52650	MARKETING EXP	0	0	0	100	100	0.00%
52655	TRAVEL OUT OF TOWN	392	0	500	1,200	700	140.00%
52735	TELEPHONE LONG DIST CALLS	96	154	500	300	(200)	-40.00%
52736	CELL PHONE AIRTIME	(65)	147	200	200	0	0.00%
52738	CELL PHONE BASE CHARGES	995	997	1,000	1,000	0	0.00%
52740	GENERAL INSURANCE-CITY	12,758	14,148	15,000	21,000	6,000	40.00%
52746	UTILITIES ELECTRIC	13,213	16,238	17,000	19,000	2,000	11.76%
52747	UTILITIES GAS	32,225	30,710	60,000	50,000	(10,000)	-16.67%
52749	UTILITIES WATER	3,015	3,727	3,350	3,500	150	4.48%
52765	LEASE PURCHASE PAYMENTS	176,615	173,591	150,279	0	(150,279)	-100.00%
52770	SAFETY EQUIPMENT	0	0	0	2,500	2,500	0.00%
52775	MINOR EQUIPMENT	2,924	32,729	15,000	15,000	0	0.00%
52776	PRINTER CONSOLIDATION COST	3,311	3,577	4,800	3,800	(1,000)	-20.83%
52785	RADIO REPLACEMENT	9,635	2,700	5,000	1,000	(4,000)	-80.00%
52795	RENTAL OF EQUIPMENT	24,623	11,472	20,000	10,000	(10,000)	-50.00%
52805	ADMIN PRORATED CHARGES	108,706	129,041	120,865	150,191	29,326	24.26%
52872	MAINT FLEET VEHICLES EQP	0	130,368	180,000	160,000	(20,000)	-11.11%
52874	OFFICE SERVICES PRINTING	6,050	11,174	10,000	10,000	0	0.00%
52875	OFFICE SERVICES RECORDS	98	114	150	150	0	0.00%
52880	PURCHASES FOR RESALE	1,284	(528)	1,500	1,500	0	0.00%
52881	PURCH FOR RESALE FUEL	113,855	100,483	150,000	142,000	(8,000)	-5.33%
52882	PURCH FOR RESALE COMMERCIAL	1,623	0	2,000	2,000	0	0.00%
52883	PURCH FOR RESALE NON STCK PART	22,179	35,186	34,000	34,000	0	0.00%
52884	PURCH FOR RESALE STOCK PARTS	131	3,934	0	0	0	0.00%
52970	ENVIRON PROTECTION PROGRAM	900	900	0	0	0	0.00%
65075	INTEREST	21,574	19,148	25,000	0	(25,000)	-100.00%
65170	TRANSFER TO OTHER FUNDS	0	0	0	5,407	5,407	0.00%
65185	PRINCIPAL	60,063	62,489	431,672	0	(431,672)	-100.00%
Total Operating Expenses		**1,359,471**	**1,574,972**	**2,156,765**	**1,531,794**	**(624,971)**	**-28.98%**
53020	COMPUTERS NETWORKS	7,167	1,404	45,000	1,500	(43,500)	-96.67%
53030	FURNITURE AND FIXTURES	0	0	500	500	0	0.00%
53070	VEHICLES REPLACEMENT	69,755	39,065	105,000	230,000	125,000	119.05%
Total Capital Outlay		**76,922**	**40,469**	**150,500**	**232,000**	**81,500**	**54.15%**
Total CIP		**712,991**	**84,358**	**1,500,000**	**1,100,000**	**(400,000)**	**-16.67%**
Total Expenses		**3,342,619**	**2,907,081**	**5,250,616**	**4,253,066**	**(597,550)**	**-11.38%**
41805	TOLLGATE	2,547,522	3,064,969	2,120,000	2,200,000	80,000	3.77%
41810	CONCESSIONS PIKES PEAK HWY	1,242,857	2,409,524	2,266,666	1,266,666	(1,000,000)	-44.12%
41820	TOWER OPTICAL	962	1,163	950	1,000	50	5.26%
41835	MISC PIKES PEAK HWY	376,804	137,295	33,000	73,600	40,600	123.03%
41840	ADMIN REVENUE	11,091	4,932	5,000	4,500	(500)	-10.00%
43040	DONATIONS	5,458	6,780	5,000	5,800	800	16.00%
44025	CASH OVER SHORT	1,469	72	0	0	0	0.00%
44040	SALE OF PROPERTY	1,659	5,424	0	0	0	0.00%
44045	SALE OF SCRAP	296	1,565	0	0	0	0.00%
44055	REIMBURSEMENT ACCT	137,211	266,818	225,000	225,000	0	0.00%
45903	NORTH SLOPE ADMISSION	316	53,099	40,000	54,500	14,500	36.25%
46025	INTEREST	50,045	77,101	22,000	22,000	0	0.00%
46152	TRANSFER FROM LART	36,470	0	33,000	100,000	67,000	203.03%
Total Revenue		**4,412,160**	**6,028,742**	**4,750,616**	**3,953,066**	**(797,550)**	**-16.79%**

* Totals may differ from narrative 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.

$18.1 M General Fund

- ✓ Increase of $6.9 million over 2015 General Fund CIP
- ✓ $12.3 million of 2016 General Fund CIP for Stormwater, Roads & Bridges (includes nearly $1.9 million federal grant matches)
- ✓ General Fund grant match of $941,000 million is leveraging ~$3.7 million in grant funds for capital improvements

$68.5 M Restricted CIP

- ✓ Decrease of $20.8 million in projected CIP grant funds *
- ✓ $4.2 million in TOPS funding for trail and parkland expansion, water footprint reduction projects, and playground structure replacements
- ✓ Grant funds of nearly $19 million for critical roadway improvements, stormwater projects, bridge rehabilitation projects, airport improvements, school safety, parkland expansion, and transit pedestrian accessibility

* For 2014-2015, an exceptionally high amount of federal and state post-disaster grant funds for NRCS/EWP, HMGP, and CDBG-DR programs was available for eligible projects related to the 2013 flooding. For 2016, these disaster grant programs are not available—returning the grant funding opportunities to a more historical level.

$86.7M Total CIP

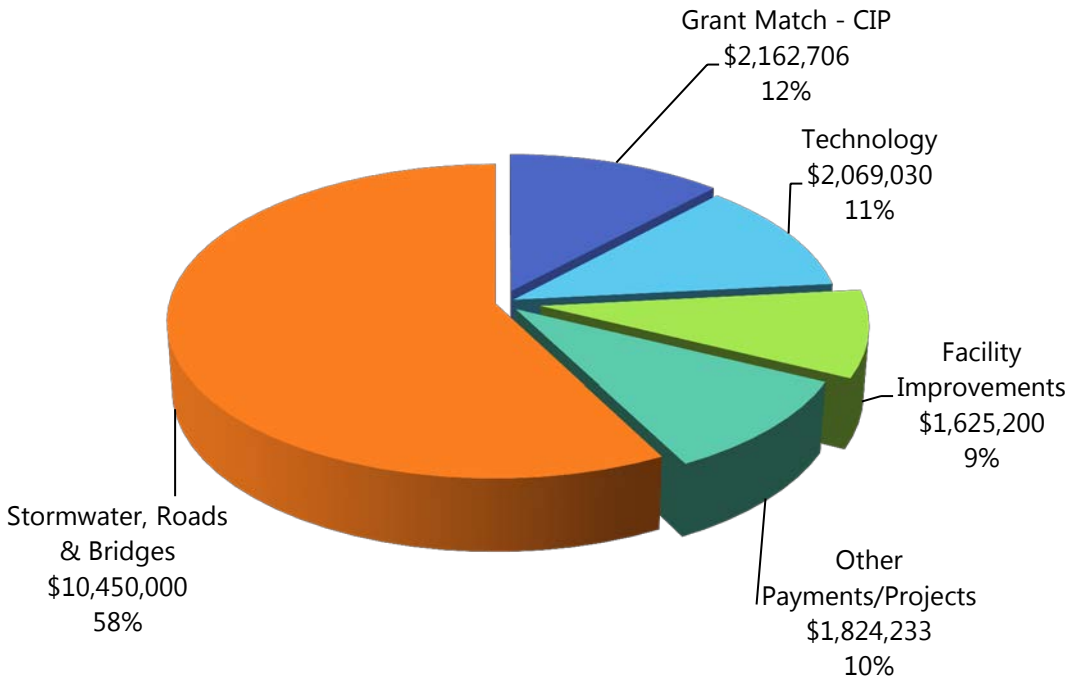
nearly $6.9 million in General Fund

nearly $13.7 million in total CIP funds

2016 General Fund CIP $18,131,169

For 2016, the General Fund contribution toward capital improvement projects is $18,024,169 and is augmented by a net $107,000 in anticipated interest earnings and investment/bank fees, for a total 2016 General Fund CIP in the amount of $18,131,169.

2016 General Fund CIP Project Fund



Stormwater, Roads & Bridges:

- $8.45 million in critical stormwater projects
- $2.0 million for Pikes Peak corridor improvements and to resurface segments of primary corridors

Grant Matches for Capital Projects:

- Includes nearly $1.1 million match dollars for FEMA DR-4229 grant for stormwater projects, as well as transportation projects that address congestion, safety, bridge replacements, pedestrian and transit accessibility, and air quality
- For 2016, also includes a grant match for the exterior renovation of the Pioneers Museum

Technology:

- Funding technology projects to enhance customer service and improve efficiency

Facility Improvements:

- Critical repair and maintenance of City facilities such as police stations, fire stations, community centers, and the Pioneers Museum

Other Payments/Projects:

- Financial commitments for major projects such as the PPRCN radio infrastructure

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.

Five-Year General Fund CIP Plan	2016	2017	2018	2019	2020	Total
Advanced Detection (TIP)	$73,113	$73,113	$117,190	-	-	**$263,416**
Appartus and Vehicle Storage	-	-	-	-	400,000	**400,000**
Archiving Infrastructure	-	-	300,000	-	-	**300,000**
Arterial Reimbursements	150,000	150,000	150,000	150,000	150,000	**750,000**
Automatic External Defibrillators (AEDs)-Lease	-	350,000	350,000	350,000	350,000	**1,400,000**
Automatic Vehicle Locator (AVL) software	-	-	-	-	250,000	**250,000**
Briargate Drainage Improvements	-	-	-	1,500,000	-	**1,500,000**
Cache La Poudre over Monument Creek Bridge Rehabilitation	-	-	-	-	292,700	**292,700**
Camp Creek	750,000	2,000,000	1,500,000	-	-	**4,250,000**
Cascade Ave over Cheyenne Run Bridge Replacement	-	-	-	-	900,000	**900,000**
Cheyenne Canyon Road Bridge Replacement (TIP)	-	236,844	236,844	-	-	**473,688**
Citadel Mall Neighborhood Improvements	-	250,000	3,000,000	-	-	**3,250,000**
Citywide ADA Compliance Projects	30,000	100,000	100,000	250,000	250,000	**730,000**
Citywide Emergency Facilities Maintenance	100,000	100,000	100,000	100,000	100,000	**500,000**
Citywide Facilities Maintenance	920,200	1,000,000	1,000,000	1,000,000	1,000,000	**4,920,200**
Citywide Facilities Maintenance Software	-	75,000	-	-	-	**75,000**
Citywide Facilities Security	75,000	150,000	150,000	150,000	150,000	**675,000**
Dam Repairs	400,000	-	-	-	-	**400,000**
Douglas Creek Repairs	-	-	-	1,500,000	-	**1,500,000**
Downtown Drainage Improvements	750,000	1,500,000	-	-	-	**2,250,000**
Downtown Transit Station Relocation	100,000	431,400	383,400	383,200	-	**1,298,000**
Driveway Exit - Squad 8 at FDC	-	-	-	-	350,000	**350,000**
Dry Creek Channel	-	-	-	-	1,500,000	**1,500,000**
Emergency Stormwater Projects	1,700,000	1,200,000	1,500,000	1,500,000	1,500,000	**7,400,000**
Energy Efficiency Retrofits	174,233	174,233	174,233	174,233	174,233	**871,165**
Erindale Drainage Improvements	500,000	-	-	-	-	**500,000**
Estimated 2017 Award-May 2015 Flood Grant Match (NRCS/EWP & HMGP)	-	500,000	-	-	-	**500,000**
Estimated 2018 Award-May 2015 Flood Grant Match (NRCS/EWP & HMGP)	-	-	500,000	-	-	**500,000**
Fairfax Tributary Detention Pond	400,000	-	-	-	-	**400,000**
FEMA DR-4229 Stormwater grant projects for May-July 2015 storms	1,081,082	-	-	-	-	**1,081,082**
Fountain Creek - Drake Power Plant to Shooks Run	-	-	-	-	750,000	**750,000**
Galley Road Channel	-	-	-	-	2,000,000	**2,000,000**
Gold Medal Point Channel	-	-	-	750,000	-	**750,000**
High Priority CIP Projects	140,257	-	-	-	-	**140,257**
High Priority IT Projects - JIS	1,200,000	-	-	-	-	**1,200,000**
IT Disaster Recovery	469,030	-	-	-	-	**469,030**
King Street Detention Pond	250,000	-	-	-	-	**250,000**
Monument Creek at Talemine	-	-	-	-	1,000,000	**1,000,000**
Monument Creek Mobile Home Park	-	-	-	500,000	-	**500,000**
Museum Exterior Renovation Phase V	75,000	-	-	-	-	**75,000**
North Chelton Road	-	1,500,000	-	-	-	**1,500,000**
Old Annex Drainage Improvements	1,000,000	1,800,000	-	-	-	**2,800,000**
Park Vista (Siferd Low Water Crossing)	-	250,000	3,500,000	-	-	**3,750,000**
PD MDC Replacement	-	-	500,000	500,000	-	**1,000,000**
PeopleSoft - Enterprise Resource Planning (ERP) Strategy	400,000	500,000	500,000	600,000	-	**2,000,000**
Pikes Peak Corridor Imps-Nevada to Colorado	500,000	-	640,000	1,000,000	-	**2,140,000**

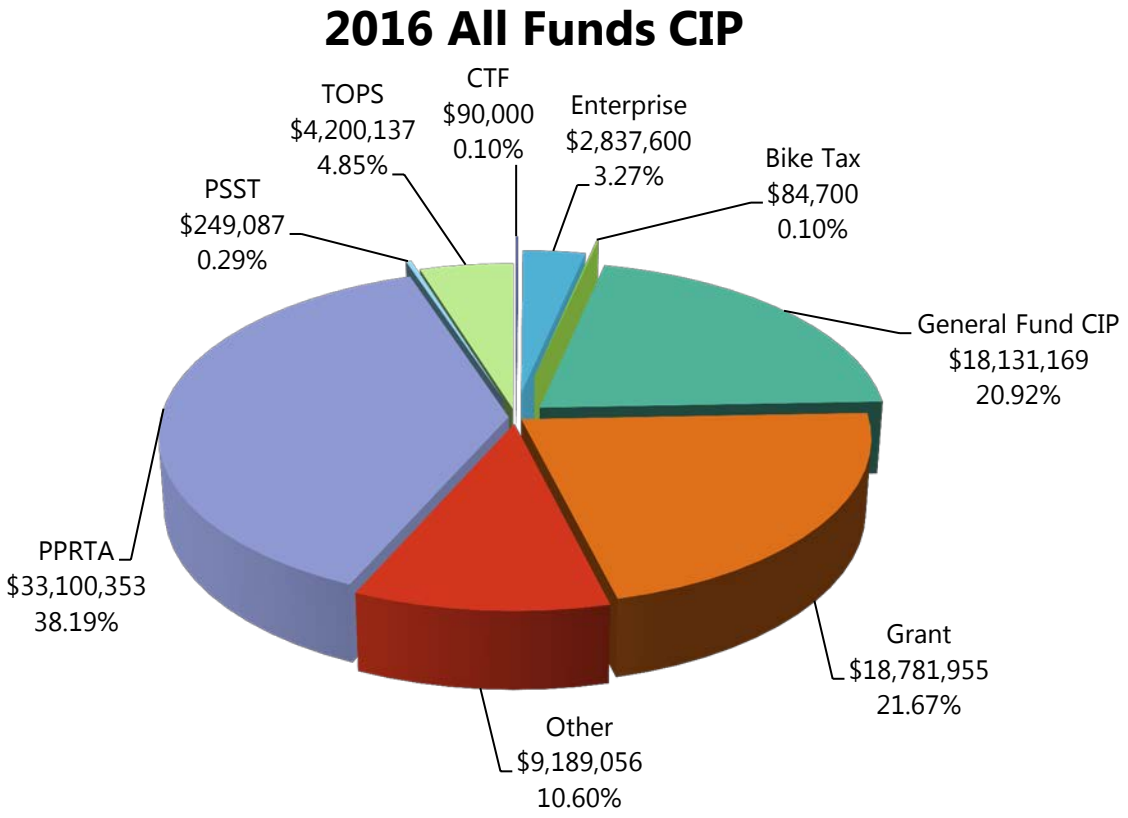
Five-Year General Fund CIP Plan

Five-Year General Fund CIP Plan	2016	2017	2018	2019	2020	Total
Pine Creek Outfall into Monument Creek	-	-	-	1,250,000	-	**1,250,000**
Platte Ave. Bridge Replacement (TIP)	349,565	-	-	-	-	**349,565**
Radio Infrastructure (City Share)	1,500,000	1,500,000	1,500,000	1,500,000		**6,000,000**
Radio Replacement	-	1,000,000	1,500,000	2,500,000	3,740,000	**8,740,000**
Rangewood Tributary Detention Pond	-	-	-	-	750,000	**750,000**
Route 1 & 7 Pedestrian/Transit Accessibility (TIP)	77,878	-	-	28,058	-	**105,936**
Route 12 Ph 3 Pedestrian/Transit Accessibility/Imp. Inflation (TIP)	16,145	-	-	-	-	**16,145**
Route 6 Pedestrian/Transit Accessibility/Imp. Inflation (TIP)	41,998	-	-	-	-	**41,998**
Route 8 Pedestrian/Transit Accessibility (TIP)	84,772	119,404	-	53,657	-	**257,833**
Sand Creek Pond 3	1,200,000	-	-	-	-	**1,200,000**
Sand Creek Stabilization south of Platte	-	-	-	2,000,000	-	**2,000,000**
Sand Creek Substation Replacement	400,000	5,100,000	1,750,000	-	-	**7,250,000**
Self-contained Breathing Apparatus (SCBA)	-	154,718	163,680	-	-	**318,398**
Shooks Run Channel - Bijou St. Culvert and Channel Stabilization	-	-	-	-	1,500,000	**1,500,000**
Shooks Run Channel - Cache La Poudre St. to Patty Jewett Golf Course	-	-	-	-	3,500,000	**3,500,000**
Shooks Run Improvements	-	500,000	1,000,000	1,500,000	-	**3,000,000**
Shooks Run Improvements - Phase 3	-	-	-	1,500,000	-	**1,500,000**
Skyway Area Improvements	-	-	-	500,000	-	**500,000**
South Pine Creek Detention Pond	500,000	-	-	-	-	**500,000**
Street Pavement Improvements (MOE)	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	**7,500,000**
Tejon / Cheyenne Blvd Roundabout (2015 project call)	65,000	-	-	-	-	**65,000**
Ticket Vending Machines (3)	-	-	166,000	167,000	167,000	**500,000**
Traffic Signal Upgrade (TIP)	157,896	157,896	157,896	-	-	**473,688**
Training Tower Upgrade/ Replacement	-	-	-	-	200,000	**200,000**
Transit Bus Storage	-	47,280	179,200	179,200	-	**405,680**
USAFA Drainages (Northgate area)	500,000	1,500,000		-	-	**2,000,000**
Water Quality Projects	500,000	500,000	500,000	500,000	500,000	**2,500,000**
Workforce Management/ Staffing Program (Telestaff software) - Fire	-	-	-	-	240,000	**240,000**
Workforce Management/ Staffing Program (Telestaff software) - Police	-	-	-	-	220,000	**220,000**
Total by Year	**$18,131,169**	**$24,419,888**	**$23,118,443**	**$23,585,348**	**$23,433,933**	**$112,688,781**

2016 All Funds CIP $86,664,057

The 2016 CIP Budget is primarily funded by restricted funds (approximately 79%), 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 2016, the total capital improvements program (CIP) is $86,664,057. The total is derived from a multitude of sources, to be expended as shown below:



The 2015 original CIP Program budget totaled $100.4 million, of which $11.2 million was funded by the General Fund. For 2016, there is a net decrease of $13.7 million of All Funds dollars to the CIP Program, which is largely due to a decrease of $22.6 million in post-disaster grant funds for NRCS/EWP, HMGP, and CDBG-DR programs; however, there is an estimated increase of $6.9 million General Fund dollars. The table below details the changes to each of the funding sources included in the CIP program.

Fund	2014 Budget	2015 Budget	2016 Budget	Variance
PPRTA	$29,914,400	$27,464,663	$33,100,353	$5,635,690
PSST	2,550,000	0	249,087	249,087
TOPS	3,946,527	7,204,464	4,200,137	(3,004,327)
CTF	0	221,500	90,000	(131,500)
Enterprise	1,790,000	3,409,000	2,837,600	(571,400)
Bike Tax	95,000	97,850	84,700	(13,150)
General Fund CIP	11,007,472	11,189,257	18,131,169	6,941,912
Grant	25,136,951	39,552,109	18,781,955	(20,770,154)
Other	2,944,901	11,265,652	9,189,056	(2,076,596)
Total	**$77,385,251**	**$100,404,495**	**$86,664,057**	**($13,740,438)**

2016 All Funds CIP Detail $86,664,057

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, Bike Tax, and FEMA grants.

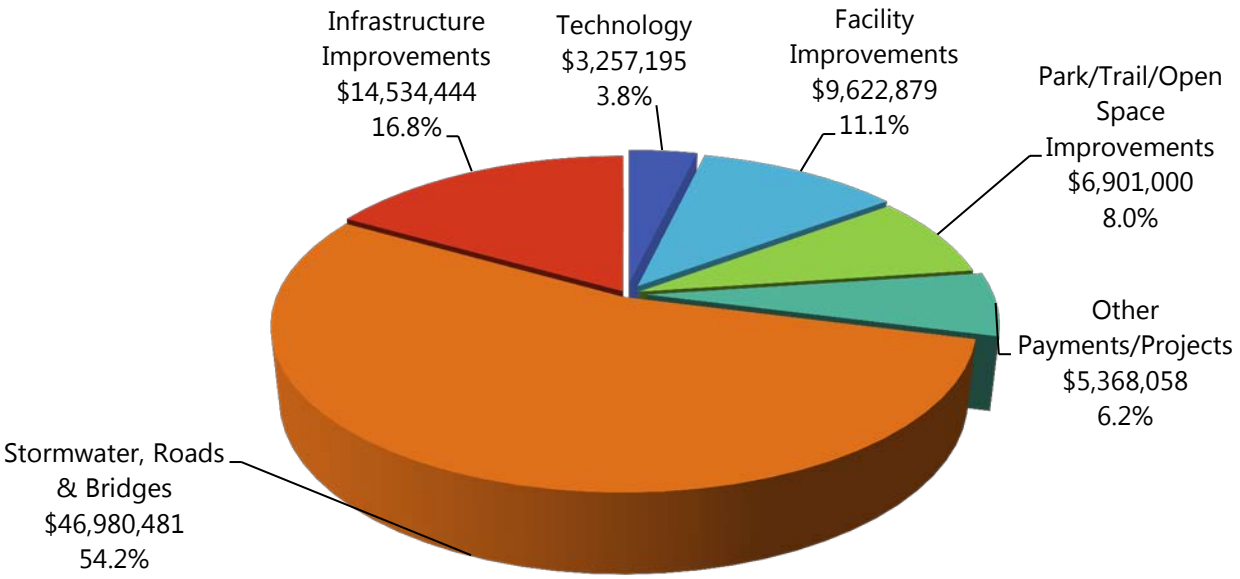
Infrastructure Improvements: Includes Parking System projects for Downtown streetscapes and Airport projects for pavement repair/maintenance and taxiway improvements. Funding for these projects are from the respective Enterprise funds.

Technology: Includes technology projects to enhance customer service and improve efficiency. Funding for these projects include General Fund, Grants Fund, and Enterprise funds.

Facility Improvements: Includes new infrastructure such as Sand Creek Substation and the Pikes Peak Summit House, repair and maintenance of City facilities such as police stations, fire stations and community centers, transit pedestrian/accessibility improvements as well as upgrades to the Airport, Pioneers Museum and Pikes Peak Summit House. Funding for these projects include General Fund, Grants Fund, PSST Fund, Enterprise funds (including Airport Passenger Facility Charges), and Other funds (including private fund raising).

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 (PLDO), Friends Groups, and private donations.

Other Payments/Projects: Includes financial commitments for land acquisition and other major projects such as Airport fleet improvements and equipment, radio infrastructure upgrade, replacement of Transit buses and vanpool vehicles, parking system improvements and 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.



Impact on Operating Budget $820,000

Increased operating and maintenance costs for CIP projects are estimated at $820,000, with the highest costs for estimated ongoing annual maintenance for the following types of projects:

- Facility Improvements $330,000
- Park/Trail Improvements 100,000
- Technology (software) 390,000

Many of the other CIP projects involve negligible increases that will be absorbed into the City's current maintenance programs.

2016 All Funds CIP Detail

Project	General Fund	Restricted Funds									2016 Allocation
		Bike Tax	CTF	Enterprise	Grant	PLDO	PPRTA	PSST	TOPS	Other	
ADA Barrier Removal							31,465				31,465
ADA-Paratransit Vehicle Purchase							187,000				187,000
Advanced Detection (TIP)	73,113				292,452						365,565
Airfield Pavement Localized Repair & Maintenance (Phase IV - VIII)				150,000							150,000
Airport Business Park Site Development										300,000 [1]	300,000
Airport Fleet Improvement - Equipment Replacement (Phase VII - XI)										900,000 [2]	900,000
Airport IT Infrastructure improvements				822,600							822,600
Airport Parking Infrastructure										250,000 [1]	250,000
Airport Rehab TWY C, G, Terminal Connectors (Phase I - IV)					12,280,000					1,364,444 [2]	13,644,444
Airport Site Development Planning, Engineering & Construction										3,000,000 [1]	3,000,000
Airport Terminal Complex Improvements										1,500,000 [3]	1,500,000
Arterial Reimbursements	150,000										150,000
Bicycle Infrastructure Improvements		84,700									84,700
Bluestem Prairie Open Space Management Plan Implementation									70,000		70,000
Camp Creek	750,000										750,000
Centennial St.-Garden of the Gods to Fillmore Pavement Reconstruction							4,032,000				4,032,000
Chestnut Street over Douglas Creek Bridge Replacement							1,700,000				1,700,000
Citywide ADA Compliance Projects	30,000										30,000
Citywide Emergency Facilities Maintenance	100,000										100,000
Citywide Facilities Maintenance	920,200										920,200
Citywide Facilities Security	75,000										75,000
Companion Drainage Projects							412,000				412,000
Congestion/Incident Management/Signal Improvements							412,000				412,000
Cottonwood Trail Academy Underpass							600,000				600,000
Cottonwood Trail-Phase III									350,000		350,000
Dam Repairs	400,000										400,000
Downtown Drainage Improvements	750,000										750,000
Downtown Streetscape Project				740,000							740,000
Downtown Transit Station Relocation	100,000										100,000
Dublin Rd.: Imps: Briddle Pass Way to Powers Blvd.							300,000				300,000
Emergency Bridge Fund							687,000				687,000
Emergency Stormwater Projects	1,700,000										1,700,000
Enchanted Circle over Sand Creek Tributary Bridge Replacement							300,000				300,000
Energy Efficiency Retrofits	174,233									99,259 [4]	273,492
Erindale Drainage Improvements	500,000										500,000

2016 All Funds CIP Detail

Project	General Fund	Restricted Funds									2016 Allocation
		Bike Tax	CTF	Enterprise	Grant	PLDO	PPRTA	PSST	TOPS	Other	
Fairfax Tributary Detention Pond	400,000										400,000
FEMA DR-4229 Stormwater grant projects for May-July 2015 storms	1,081,082										1,081,082
Fixed Route Bus System - Vehicle Purchase					1,423,664						1,423,664
Foothills Trail At Garden of the Gods									295,000		295,000
High Priority Fire CIP Projects								249,087			249,087
High Priority CIP Projects	140,257										140,257
High Priority IT Projects - JIS	1,200,000										1,200,000
Intersection Improvements-Citywide							824,000				824,000
IT Disaster Recovery	469,030										469,030
King Street Detention Pond	250,000										250,000
Las Vegas St/Royer UPRR Crossing Relocation							3,100,000				3,100,000
Monument Valley Pickleball Courts									100,000	250,000 [5]	350,000
Museum Exterior Renovation Phase V	75,000				199,747					25,353 [6]	300,100
Old Annex Drainage Improvements	1,000,000										1,000,000
Old Ranch Road at Powers-Improvements and Bridge							1,433,000				1,433,000
On-Street Bikeway Improvements							412,000				412,000
Open Space Acquisition									40,000		40,000
Outdoor Sculpture Preservation			15,000								15,000
Parking Ongoing Maintenance				125,000							125,000
Pedestrian Improvement-Citywide							727,373				727,373
Pedestrian Improvement-School and Neighborhood							412,000				412,000
PeopleSoft - Enterprise Resource Planning (ERP) Strategy	400,000										400,000
Pikes Peak Ave. : Colorado to Printers Pkwy. Pavement Reconstruction							7,276,300				7,276,300
Pikes Peak Corridor Imps-Nevada to Colorado	500,000										500,000
Pikes Peak Greenway Corridor Improvements							1,021,000				1,021,000
Pikes Peak Summit House				1,000,000						100,000 [7]	1,100,000
Platte Ave. Bridge Replacement (TIP)	349,565				1,398,250		203,680				1,951,495
Playground Renovation & Replacement									200,000		200,000
Public Facilities/Shelters					420,000						420,000
Radio Infrastructure (City Share)	1,500,000										1,500,000
Red Rock Canyon Landfill Monitoring			75,000								75,000
Red Rock Canyon Open Space COP Payment									1,010,137	[8]	1,010,137
Roadway Safety and Traffic Operations							1,000,000				1,000,000
Rock Island Trail - Pikes Peak Greenway to Templeton Gap Trail									425,000		425,000
Rock Island/Sand Creek Trails @ Powers Underpass									300,000		300,000
Routes 1 & 7 Pedestrian/Transit Accessibility (TIP)	77,878				311,512						389,390

2016 All Funds CIP Detail

Project	General Fund	Restricted Funds									2016 Allocation
		Bike Tax	CTF	Enterprise	Grant	PLDO	PPRTA	PSST	TOPS	Other	
Route 12 Ph 3 Pedestrian/Transit Accessibility/Imp. Inflation (TIP)	16,145				77,666						93,811
Route 6 Pedestrian/Transit Accessibility/Imp. Inflation (TIP)	41,998				167,994						209,992
Route 8 Pedestrian/Transit Accessibility (TIP)	84,772				339,086						423,858
Route 9, Ph II - Transit Accessibility Improvements					400,000						400,000
Sand Creek Pond 3	1,200,000										1,200,000
Sand Creek Substation Replacement	400,000										400,000
Shook's Run Bridge Corridor Study							700,000				700,000
Sidewalk/Bus Stop Program on Existing Routes							168,535				168,535
Skyview Adult Sports Complex COP Payment										100,000 [9]	100,000
South Pine Creek Detention Pond	500,000										500,000
Stratton Open Space Management Plan Implementation									45,000		45,000
Street Pavement Improvements (MOE)	1,500,000										1,500,000
Tejon / Cheyenne Blvd Roundabout (2015 project call)	65,000				310,000						375,000
Traffic Signal System Upgrades							2,021,000				2,021,000
Traffic Signal Upgrade (TIP)	157,896				631,584						789,480
Transit Pedestrian/Accessibility Improvements					80,000						80,000
University Park Open Space Management Plan Implementation									30,000		30,000
University Park Trail-Phase II									300,000		300,000
USAFA Drainages (Northgate area)	500,000										500,000
Ute Valley Park Master Plan Implementation									275,000		275,000
Ute Valley Park Master Plan Implementation-Regional Park Portion									160,000		160,000
Vanpool Vehicle Purchase							107,000				107,000
Venezia Community Park					450,000	800,000			450,000	500,000 [10]	2,200,000
W. Colorado Avenue Reconstruction-31st Street to U.S. Hwy. 24							2,533,000				2,533,000
Water Footprint Reduction									150,000		150,000
Water Quality Projects	500,000										500,000
Woodmen Road Imps: Union Continuous Flow Intersection							2,500,000				2,500,000
Total 2016 CIP	**$18,131,169**	**$84,700**	**$90,000**	**$2,837,600**	**$18,781,955**	**$800,000**	**$33,100,353**	**$249,087**	**$4,200,137**	**$8,389,056**	**$86,664,057**

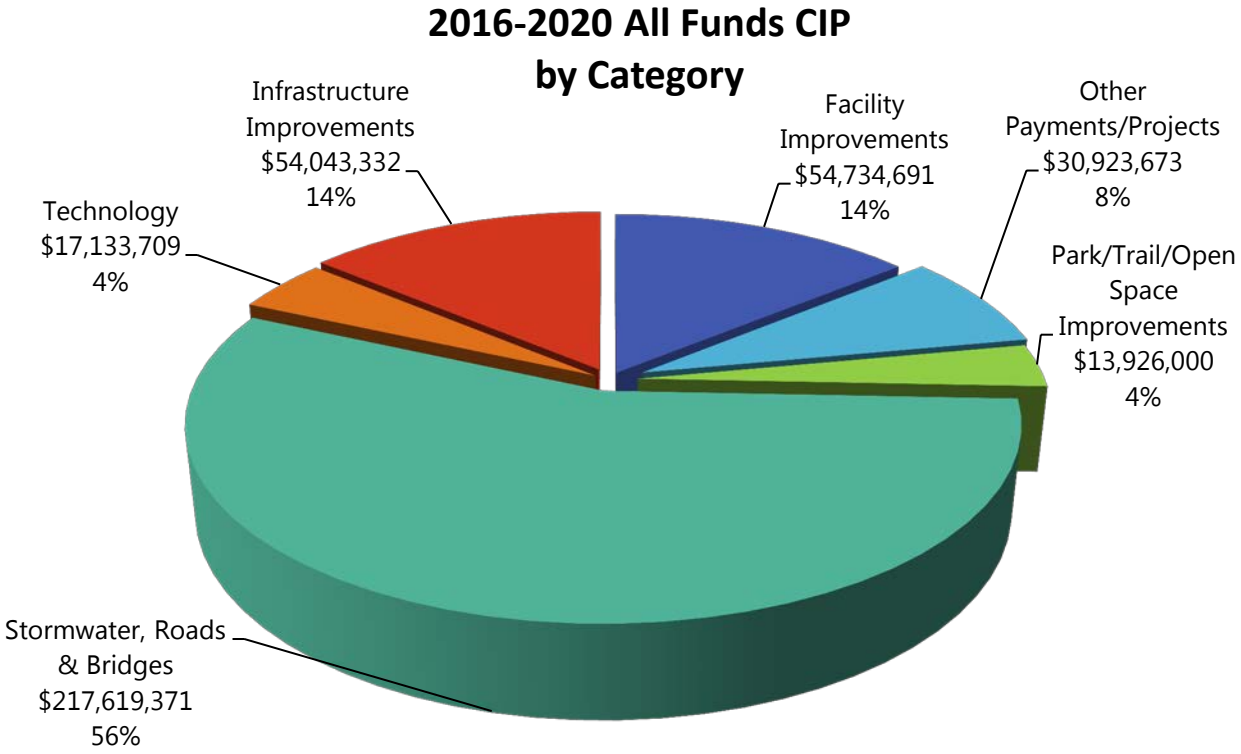
[1] Future lease agreements
[2] Passenger Facility Charge (PFC)
[3] PFC and Customer Facility Charge (CFC)
[4] CAB/SeniorCenter/Sertich Ice Center/Municipal Court Payment - Other funds source is energy savings
[5] Private fund raising by the Pikes Peak Pickleball group
[6] Other fund source is the Giddings Gift Trust
[7] Other funds source is the LART Fund
[8] Red Rock Canyon Purchase payment of $1,122,375 - balance of the payment is budgeted in CTF operating funds
[9] Skyview Softball Complex payment of $274,300 - Other funds source includes concession revenue and ballplayer fees ($100,200 budgeted each year), balance paid from CTF
[10] Private fund raising

Five-Year All Funds CIP Plan $388,380,776

Over the next five years, the City has approximately $388.4 million in planned capital improvements. This includes projects from all funding sources such as Grant funds, Passenger Facility Charges (PFC) funds, Pikes Peak Rural Transportation Authority (PPRTA) capital projects, the Trails, Open Space and Parks (TOPS) Fund, Conservation Trust Fund, and General Fund projects as prioritized in the 2016-2020 General Fund CIP Plan.

Since 2016 is the only year that funds are budgeted and appropriated, the dollar values for years 2017-2020 are estimates that will very likely change based on anticipated costs, revenue projections, and construction schedules, as well as future years' changing priorities. However, it serves as 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 2016 and 2020.



Five-Year All Funds CIP Plan Detail

	Project	2016	2017	2018	2019	2020	Total
Five-Year All Funds CIP Plan	8th Street Imps: Motor City Way to Fountain Creek	-	-	-	-	1,500,000	**1,500,000**
	Academy Blvd.: Bijou to Airport Pavement Reconstruction	-	-	1,817,000	2,000,000	-	**3,817,000**
	Academy Blvd.: Fountain to Milton Proby Reconstruction	-	12,000,000	3,200,000	-	-	**15,200,000**
	ADA Barrier Removal	31,465	-	-	-	-	**31,465**
	ADA-Paratransit Vehicle Purchase	187,000	1,087,000	754,000	754,000	187,000	**2,969,000**
	Advanced Detection (TIP)	365,565	365,565	585,949			**1,317,079**
	Airfield Pavement Localized Repair & Maintenance (Phase IV - VIII)	150,000	150,000	150,000	150,000	150,000	**750,000**
	Airport Business Park Site Development	300,000	-	-	-	-	**300,000**
	Airport Fleet Improvement - Equipment Replacement (Phase VII - XI)	900,000	1,000,000	1,000,000	1,000,000	1,000,000	**4,900,000**
	Airport IT Infrastructure improvements	822,600	-	-	-	-	**822,600**
	Airport Parking Infrastructure	250,000	-	-	-	-	**250,000**
	Airport Rehab TWY C, G, Terminal Connectors (Phase I - IV)	13,644,444	15,311,111	12,533,333	10,444,444	-	**51,933,332**
	Airport Road over Spring Creek Bridge Replacement	-	-	-	792,000	792,000	**1,584,000**
	Airport Safety Area Separation & Rehabilitation	-	-	1,111,111		4,333,333	**5,444,444**
	Airport Site Development Planning, Engineering & Construction	3,000,000	-	-	-	-	**3,000,000**
	Airport Terminal Complex Improvements	1,500,000	-	-	-	-	**1,500,000**
	Appartus and Vehicle Storage	-	-	-	-	400,000	**400,000**
	Archiving Infrastructure	-	-	300,000	-	-	**300,000**
	Arterial Reimbursements	150,000	150,000	150,000	150,000	150,000	**750,000**
	Automatic External Defibrillators (AEDs)-Lease	-	350,000	350,000	350,000	350,000	**1,400,000**
	Automatic Vehicle Locator (AVL) software	-	-	-	-	250,000	**250,000**
	Barnes Road Roadway Imps.	-	-	-	-	1,720,000	**1,720,000**
	Bicycle Infrastructure Improvements	84,700	84,700	84,700	84,700	84,700	**423,500**
	Bluestem Prairie Open Space Management Plan Implementation	70,000	-	-	-	-	**70,000**

Five-Year All Funds CIP Plan Detail

	Project	2016	2017	2018	2019	2020	Total
Five-Year All Funds CIP Plan	Briargate Drainage Improvements	-	-	-	1,500,000	-	**1,500,000**
	Cache La Poudre over Monument Creek Bridge Rehabilitation	-	-	-	-	292,700	**292,700**
	Camp Creek	750,000	2,000,000	1,500,000	-	-	**4,250,000**
	Cascade Ave over Cheyenne Run Bridge Replacement	-	-	-	-	900,000	**900,000**
	Centennial Blvd. Extension-Fillmore to Fontanero	-	4,800,000	3,738,500	-	-	**8,538,500**
	Centennial St.-Garden of the Gods to Fillmore Pavement Reconstruction	4,032,000	-	-	-	-	**4,032,000**
	Chestnut Street over Douglas Creek Bridge Replacement	1,700,000	-	-	-	-	**1,700,000**
	Cheyenne Canyon Road Bridge Replacement (TIP)	-	1,184,220	1,184,220	-	-	**2,368,440**
	Circle Dr. EB over Fountain Creek Bridge Rehabilitation	-	-	3,300,000	-	-	**3,300,000**
	Circle Dr. EB over Hancock Bridge Rehabilitation	-	-	-	3,300,000	-	**3,300,000**
	Circle Dr. WB over Fountain Creek Bridge Rehabilitation	-	-	-	3,300,000	-	**3,300,000**
	Circle Dr. WB over Hancock Bridge Rehabilitation	-	-	-	3,300,000	-	**3,300,000**
	Citadel Mall Neighborhood Improvements	-	250,000	3,000,000	-	-	**3,250,000**
	Citywide ADA Compliance Projects	30,000	100,000	100,000	250,000	250,000	**730,000**
	Citywide Emergency Facilities Maintenance	100,000	100,000	100,000	100,000	100,000	**500,000**
	Citywide Facilities Maintenance	920,200	1,000,000	1,000,000	1,000,000	1,000,000	**4,920,200**
	Citywide Facilities Maintenance Software	-	75,000	-	-	-	**75,000**
	Citywide Facilities Security	75,000	150,000	150,000	150,000	150,000	**675,000**
	Companion Drainage Projects	412,000	412,000	412,000	412,000	412,000	**2,060,000**
	Congestion/Incident Management/Signal Improvements	412,000	412,000	412,000	412,000	412,000	**2,060,000**
	Cottonwood Trail Academy Underpass	600,000	-	-	-	-	**600,000**
	Cottonwood Trail-Phase Ⅲ	350,000	-	-	-	-	**350,000**
	Dam Repairs	400,000	-	-	-	-	**400,000**
	Douglas Creek Repairs	-	-	-	1,500,000	-	**1,500,000**

Five-Year All Funds CIP Plan Detail

	Project	2016	2017	2018	2019	2020	Total
Five-Year All Funds CIP Plan	Downtown Drainage Improvements	750,000	1,500,000	-	-	-	**2,250,000**
	Downtown Streetscape Project	740,000	620,000	-	-	-	**1,360,000**
	Downtown Transit Station Relocation	100,000	2,157,000	1,917,000	1,916,000	-	**6,090,000**
	Driveway Exit - Squad 8 at FDC	-	-	-	-	350,000	**350,000**
	Dry Creek Channel	-	-	-	-	1,500,000	**1,500,000**
	Dublin Rd.: Imps: Briddle Pass Way to Powers Blvd.	300,000					**300,000**
	Emergency Bridge Fund	687,000	687,000	687,000	687,000	687,000	**3,435,000**
	Emergency Stormwater Projects	1,700,000	1,200,000	1,500,000	1,500,000	1,500,000	**7,400,000**
	Enchanted Circle over Sand Creek Tributary Bridge Replacement	300,000	-	-	-	-	**300,000**
	Energy Efficiency Retrofits	273,492	273,492	273,492	273,492	273,492	**1,367,460**
	Erindale Drainage Improvements	500,000	-	-	-	-	**500,000**
	Estimated 2017 Award-May 2015 Flood Grant Match (NRCS/EWP & HMGP)	-	500,000	-	-	-	**500,000**
	Estimated 2017 Award-May 2015 Flood Grants (NRCS/EWP & HMGP)	-	1,500,000	-	-	-	**1,500,000**
	Estimated 2018 Award-May 2015 Flood Grant Match (NRCS/EWP & HMGP)	-	-	500,000	-	-	**500,000**
	Estimated 2018 Award-May 2015 Flood Grants (NRCS/EWP & HMGP)	-	-	1,500,000	-	-	**1,500,000**
	Fairfax Tributary Detention Pond	400,000	-	-	-	-	**400,000**
	FEMA DR-4229 Stormwater grant projects for May-July 2015 storms	1,081,082	-	-	-	-	**1,081,082**
	Fixed Route Bus System - Vehicle Purchase	1,423,664	1,347,000	1,253,000	3,273,000	3,405,300	**10,701,964**
	Foothills Trail At Garden of the Gods	295,000	-	-	-	-	**295,000**
	Fountain Creek - Drake Power Plant to Shooks Run	-	-	-	-	750,000	**750,000**
	Galley Road Channel	-	-	-	-	2,000,000	**2,000,000**
	Gold Medal Point Channel	-	-	-	750,000	-	**750,000**
	High Priority CIP Projects	140,257	-	-	-	-	**140,257**
	High Priority Fire CIP Projects	249,087	-	-	-	-	**249,087**
	High Priority IT Projects - JIS	1,200,000	-	-	-	-	**1,200,000**

Five-Year All Funds CIP Plan Detail

	Project	2016	2017	2018	2019	2020	Total
Five-Year All Funds CIP Plan	Intersection Improvements-Citywide	824,000	824,000	824,000	824,000	824,000	**4,120,000**
	IT Disaster Recovery	469,030	-	-	-	-	**469,030**
	King Street Detention Pond	250,000	-	-	-	-	**250,000**
	Las Vegas St/Royer UPRR Crossing Relocation	3,100,000	-	-	-	-	**3,100,000**
	Midland Trail Improvements	-	-	450,000	-	-	**450,000**
	Monument Creek at Talemine	-	-	-	-	1,000,000	**1,000,000**
	Monument Creek Mobile Home Park	-	-	-	500,000	-	**500,000**
	Monument Valley Pickleball Courts	350,000	-	-	-	-	**350,000**
	Museum Exterior Renovation Phase V	300,100	-	-	-	-	**300,100**
	North Chelton Road	-	1,500,000	-	-	-	**1,500,000**
	Old Annex Drainage Improvements	1,000,000	1,800,000	-	-	-	**2,800,000**
	Old Ranch Road at Powers-Improvements and Bridge	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000	**7,165,000**
	On-Street Bikeway Improvements	412,000	412,000	412,000	412,000	412,000	**2,060,000**
	Open Space Acquisition	40,000	50,000	50,000	50,000	50,000	**240,000**
	Outdoor Sculpture Preservation	15,000	15,000	15,000	15,000	15,000	**75,000**
	Park Vista (Siferd Low Water Crossing)	-	250,000	3,500,000	-	-	**3,750,000**
	Parking Ongoing Maintenance	125,000	125,000	110,000	110,000	110,000	**580,000**
	PD MDC Replacement	-	-	500,000	500,000	-	**1,000,000**
	Pedestrian Improvement-Citywide	727,373	687,000	687,000	687,000	687,000	**3,475,373**
	Pedestrian Improvement-School and Neighborhood	412,000	412,000	412,000	412,000	412,000	**2,060,000**
	PeopleSoft - Enterprise Resource Planning (ERP) Strategy	400,000	500,000	500,000	600,000	-	**2,000,000**
	Pikes Peak Ave. : Colorado to Printers Pkwy. Pavement Reconstruction	7,276,300	-	-	-	-	**7,276,300**
	Pikes Peak Corridor Imps-Nevada to Colorado	500,000	-	640,000	1,000,000	-	**2,140,000**
	Pikes Peak Greenway Corridor Improvements	1,021,000	-	-	-	-	**1,021,000**
	Pikes Peak Summit House	1,100,000	8,000,000	6,500,000	1,000,000	1,000,000	**17,600,000**
	Pine Creek Outfall into Monument Creek	-	-	-	1,250,000	-	**1,250,000**

Five-Year All Funds CIP Plan Detail

	Project	2016	2017	2018	2019	2020	Total
Five-Year All Funds CIP Plan	Plant Roof Replacement	-	100,000	-	-	-	**100,000**
	Platte Ave. Bridge Replacement (TIP)	1,951,495	4,668,644	6,921,296	-	-	**13,541,435**
	Platte Avenue Connection I-25 Study	-	-	-	75,000	125,000	**200,000**
	Platte Avenue Corridor Imp Study	-	-	-		2,200,000	**2,200,000**
	Playground Renovation & Replacement	200,000	200,000	200,000	200,000	200,000	**1,000,000**
	Public Facilities/Shelters	420,000	-	-	-	-	**420,000**
	Radio Infrastructure (City Share)	1,500,000	1,500,000	1,500,000	1,500,000	-	**6,000,000**
	Radio Replacement	-	1,000,000	1,500,000	2,500,000	3,740,000	**8,740,000**
	Rangewood Tributary Detention Pond	-	-	-	-	750,000	**750,000**
	Red Rock Canyon Landfill Monitoring	75,000	75,000	80,000	80,000	80,000	**390,000**
	Red Rock Canyon Open Space COP Payment	1,010,137	1,011,442	1,015,875	-	-	**3,037,454**
	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 Trail	425,000	-	-	-	-	**425,000**
	Rock Island Trail Corridor Imps	-	540,000	460,000	-	-	**1,000,000**
	Rock Island/Sand Creek Trails @ Powers Underpass	300,000	-	-	-	-	**300,000**
	Route 1 & 7 Pedestrian/Transit Accessibility (TIP)	389,390	-	-	139,240	-	**528,630**
	Route 12 Ph 3 Pedestrian/Transit Accessibility/Imp. Inflation (TIP)	93,811	-	-	-	-	**93,811**
	Route 6 Pedestrian/Transit Accessibility/Imp. Inflation (TIP)	209,992				-	**209,992**
	Route 8 Pedestrian/Transit Accessibility (TIP)	423,858	597,023		268,287	-	**1,289,168**
	Route 9, Ph II - Transit Accessibility Improvements	400,000	-	-	-	-	**400,000**
	Sand Creek Pond 3	1,200,000	-	-	-	-	**1,200,000**
	Sand Creek Stabilization south of Platte	-	-	-	2,000,000	-	**2,000,000**
	Sand Creek Substation Replacement	400,000	5,100,000	1,750,000	-	-	**7,250,000**
	Self-contained Breathing Apparatus (SCBA)	-	154,718	163,680	-	-	**318,398**
	Shook's Run Bridge Corridor Study	700,000	-	-	-	-	**700,000**
	Shooks Run Channel - Bijou St. Culvert and Channel Stabilization	-	-	-	-	1,500,000	**1,500,000**

Five-Year All Funds CIP Plan Detail

	Project	2016	2017	2018	2019	2020	Total
Five-Year All Funds CIP Plan	Shooks Run Channel - Cache La Poudre St. to Patty Jewett Golf Course	-	-	-	-	3,500,000	**3,500,000**
	Shooks Run Improvements	-	500,000	1,000,000	1,500,000	-	**3,000,000**
	Shooks Run Improvements - Phase 3	-	-	-	1,500,000	-	**1,500,000**
	Shooks Run Trail Corridor Imps	-	-	-	800,000	-	**800,000**
	Sidewalk/Bus Stop Program on Existing Routes	168,535	1,000,000	1,000,000	1,000,000	1,000,000	**4,168,535**
	Sinton Trail Corridor Imps.	-	-	-	-	600,000	**600,000**
	Skyview Adult Sports Complex COP Payment	100,000	100,000	100,000	100,000	-	**400,000**
	Skyway Area Improvements	-	-	-	500,000	-	**500,000**
	South Pine Creek Detention Pond	500,000	-	-	-	-	**500,000**
	Stratton Open Space Management Plan Implementation	45,000	-	-	-	-	**45,000**
	Street Pavement Improvements (MOE)	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	**7,500,000**
	Tejon / Cheyenne Blvd Roundabout (2015 project call)	375,000	-	-	-	-	**375,000**
	Templeton Gap Trail Imps.	-	-	-	-	600,000	**600,000**
	Ticket Vending Machines (3)	-	-	166,000	167,000	167,000	**500,000**
	Traffic Signal System Upgrades	2,021,000	2,021,000	2,021,000	2,021,000	2,021,000	**10,105,000**
	Traffic Signal Upgrade (TIP)	789,480	789,480	789,480	-	-	**2,368,440**
	Training Tower Upgrade/ Replacement	-	-	-	-	200,000	**200,000**
	Transit Bus Storage	-	236,400	896,000	896,000	-	**2,028,400**
	Transit Pedestrian/Accessibility Improvements	80,000	-	-	-	-	**80,000**
	University Park Open Space Management Plan Implementation	30,000	-	-	-	-	**30,000**
	University Park Trail-Phase II	300,000	-	-	-	-	**300,000**
	UPRR Nevada & Tejon St. Crossing	-	-	-	1,500,000	1,800,000	**3,300,000**
	USAFA Drainages (Northgate area)	500,000	1,500,000	-	-	-	**2,000,000**
	Ute Valley Park Master Plan Implementation	275,000	-	-	-	-	**275,000**
	Ute Valley Park Master Plan Implementation-Regional Park Portion	160,000	-	-	-	-	**160,000**

Five-Year All Funds CIP Plan Detail

	Project	2016	2017	2018	2019	2020	Total
Five-Year All Funds CIP Plan	Vanpool Vehicle Purchase	107,000	139,000	139,000	564,600	107,000	**1,056,600**
	Venezia Community Park	2,200,000	-	-	-	-	**2,200,000**
	W. Colorado Avenue Reconstruction-31st Street to U.S. Hwy. 24	2,533,000	2,533,000	2,533,000	-	-	**7,599,000**
	Water Footprint Reduction	150,000	-	-	-	-	**150,000**
	Water Quality Projects	500,000	500,000	500,000	500,000	500,000	**2,500,000**
	West Fillmore over Unnamed Channel Bridge Replacement	-	-	-	1,000,000	-	**1,000,000**
	Woodmen Road Imps: Union Continuous Flow Intersection	2,500,000	-	-	-	-	**2,500,000**
	Workforce Management/ Staffing Program (Telestaff software) - Fire	-	-	-	-	240,000	**240,000**
	Workforce Management/ Staffing Program (Telestaff software) - Police	-	-	-	-	220,000	**220,000**
	Total by Year	**$86,664,057**	**$93,539,795**	**$85,831,636**	**$69,452,763**	**$52,892,525**	**$388,380,776**

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

The Five-Year CIP Plan was updated in 2015 after reviewing the projects with multi-year funding that were in the 2015-2019 plan and evaluating new project requests for funding in years of 2016-2020.

In late 2014, a Citywide Facilities Maintenance Committee was established to coordinate facilities maintenance issues and provide annual funding recommendations as part of the budget process on citywide facilities maintenance projects to minimize the City's risk exposure and maximize the use of its funds to address the highest priority needs. In 2015, the Committee has taken the following steps to achieve these goals:

- The Committee worked with the County to provide detailed assessments of City facilities and has used this data to prioritize all facilities maintenance needs across the City and develop a 5-year plan to address these needs.
- The Committee is also working with the City's ADA Coordinator, who is conducting assessments of City facilities and public areas to identify where the City has the highest ADA non-compliance risk. The Committee will request funding to mitigate the highest priority ADA issues in the next five years.
- The Committee also recognizes the importance of the safety and security projects and has requested assistance from the Office of Emergency Management in evaluating and prioritizing the safety and security needs in all City facilities. Based on the findings, the Committee will develop a 5-year plan and request funding to address these needs.

Pikes Peak Rural Transportation Authority (PPRTA)

The 2016 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	Capital	Maintenance	Operating
City Engineering			
Bridge Repair and Maintenance		$3,500,000	
Centennial St.-Garden of the Gods to Fillmore Pavement Reconstruction	4,032,000		
Chestnut Street Bridge over South Douglas Creek	1,700,000		
Dublin Rd.: Imps: Briddle Pass Way to Powers Blvd.	300,000		
Emergency Bridge Fund	687,000		
Enchanted Circle over Sand Creek Tributary Bridge Replacement	300,000		
Las Vegas St/Royer UPRR Crossing Relocation	3,100,000		
Pedestrian Improvement-Citywide	727,373		
Pedestrian Improvement-School and Neighborhood	412,000		
Pikes Peak Ave. : Colorado to Printers Pkwy. Pavement Reconstruction	7,276,300		
Platte Ave. Bridge Replacement (TIP)	203,680		
Shook's Run Bridge Corridor Study	700,000		
W. Colorado Avenue Reconstruction-31st Street to U.S. Hwy. 24	2,533,000		
Woodmen Road Imps: Union Continuous Flow Intersection	2,500,000		
Total - City Engineering	**$24,471,353**	**$3,500,000**	**$0**
Parks, Recreation and Cultural Services			
Cottonwood Trail Academy Underpass	$600,000		
Pikes Peak Greenway Corridor Improvements	1,021,000		
Total - Parks, Recreation and Cultural Services	**$1,621,000**	**$0**	**$0**
Streets			
Roadway Maintenance			
Chip Seal		$1,500,000	
Crack Seal		680,277	
Maintenance Paving - Materials		1,000,000	
Pavement/Mill Overlay		4,500,000	
Pothole Patching/Repair		536,000	
Structural Repair Digout - Materials		214,000	
Infrastructure Maintenance			
Companion Drainage Projects	412,000		
Cost Sharing Program		100,000	
Guardrail Maintenance		150,000	
NV5 Consulting/Management Services		570,000	
On-Call Concrete Program		405,140	
Pre-Overlay Concrete		4,000,000	
Project Support		821,689	
Signs and Markings		1,586,350	
Total - Streets	**$412,000**	**$16,063,456**	**$0**

Pikes Peak Rural Transportation Authority (PPRTA)

Project	Capital	Maintenance	Operating
Traffic Engineering			
Congestion/Incident Management/Signal Improvements	$412,000		
Hazard Elimination/Safety Imp		600,000	
Intersection Improvements-Citywide	824,000		
Old Ranch Road at Powers-Improvements and Bridge	1,433,000		
On-Street Bikeway Improvements	412,000		
Roadway Safety and Traffic Operations	1,000,000		
Traffic Signal Maintenance		900,000	
Traffic Signal System Upgrades	2,021,000		
Total - Traffic Engineering	**$6,102,000**	**$1,500,000**	**$0**
Transit			
ADA Barrier Removal	$31,465		
ADA Paratransit Service			3,385,929
ADA Paratransit Vehicle Replacement	187,000		
Contracts and Temporary Personnel			70,000
Fixed-Route Service			5,547,546
Fuel (ADA Paratransit)			404,985
Fuel (Fixed-Route)			1,305,095
Sidewalk/Bus Stop Program on Existing Routes	168,535		
Specialized Transportation Services			382,192
Transit Grant Match			1,650,595
Vanpool Vehicle Replacement	107,000		
Total - Transit (see table below for breakdown of Operating)	**$494,000**	**$0**	**$12,746,342**
Total 2016 PPRTA	**$33,100,353**	**$21,063,456**	**$12,746,342**

Transit 2016 Operating Expenses	2016 $	Reserve $	2016 Budget
ADA Paratransit Service	$3,385,929	$1,700,000	$5,085,929
Contracts and Temporary Personnel	70,000	430,000	500,000
Fixed-Route Service	5,547,546	3,000,000	8,547,546
Fuel (ADA Paratransit)	404,985	950,000	1,354,985
Fuel (Fixed-Route)	1,305,095	1,056,068	2,361,163
Specialized Transportation Services	382,192	0	382,192
Transit Grant Match - New Grants	1,650,595	0	1,650,595
Total 2016 Transit Operating & Capital Expenses	**$12,746,342**	**$7,136,068**	**$19,882,410**
Transit Grant Match - Prior Grants	6,425,000	0	6,425,000
Total 2016 PPRTA Transit Operating Expenses	**$19,171,342**	**$7,136,068**	**$26,307,410**

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 estimates receiving nearly $17.0 million in grant funds for capital projects in 2016. 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.
>
> **Disaster Grants** received from the Federal Emergency Management Agency's (FEMA) Public Assistance (PA) Grant Program is awarded to provide assistance to State, Tribal and local governments, and certain types of Private Nonprofit organizations so that communities can quickly respond to and recover from major disasters or emergencies declared by the President. To be eligible for funding, disaster recovery work performed on an eligible facility must be required as the result of a major disaster event, be located within a designated disaster area, and be the legal responsibility of an eligible applicant.

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, Public Space & Development Fund (PLDO), gift trust funds, and donations.

Pikes Peak Rural Transportation Authority (PPRTA): These funds are 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 regional transportation system, and 55% goes to regional capital projects. In 2013, the PPRTA Extension (PPRTA II) was passed by the voters to fund new capital projects through 2025. The PPRTA is a regional 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 November 2001. This 0.4% Sales and Use Tax is dedicated to funding 20 public safety projects and subsequent staffing, as well as related operational needs.

Trails, Open Space, and Parks (TOPS): A 0.1% Sales and Use Tax was 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. Although the percentage split may vary from year to year, the funds are restricted over the life as follows:

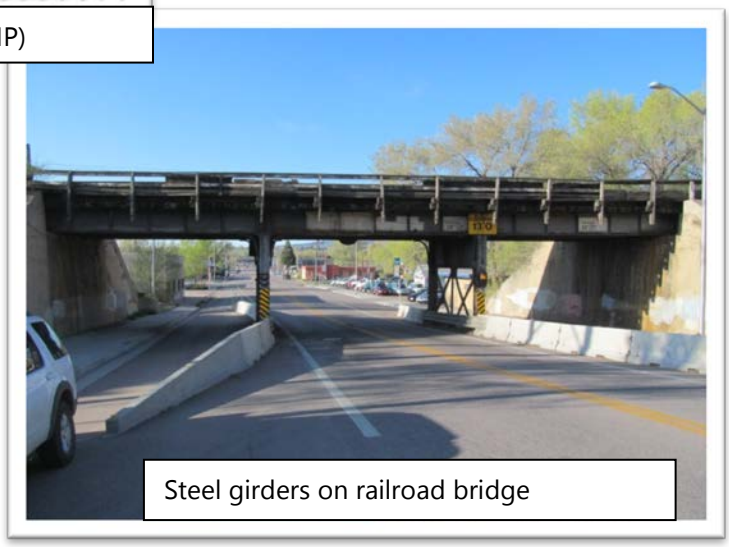
- 3% allowed for Administration;
- 6% allowed for Maintenance;
- minimum of 60% must be used for acquisition and stewardship of open space;
- maximum of 20% must be used for trail acquisition, construction and maintenance; and
- maximum of 20% must be used for parks acquisition, construction and maintenance (in 2012, voters approved using the Parks Category for maintenance of all Parks Department properties).

Unfunded CIP Needs

In addition to the nearly $388.4 million in CIP projects listed in the Five-Year All Funds CIP Plan, the City has many unfunded projects that don't have an identified funding source. As shown in the table below, there is an estimated $1.2 billion of the unfunded needs, which includes projects such as new facilities, facility improvements/renovations, bridge replacements, stormwater system improvements, and park system improvements. See the table on the following pages for a current list of unfunded projects.

Unfunded CIP Needs	Estimated Project Cost
Facility Improvements	$32,456,500
Park/Trail/Open Space Improvements	401,883,330
Stormwater, Roads & Bridges	812,670,772
Total Unfunded CIP Needs	**$1,247,010,601**

Failing corregated metal pipe (CMP)



Steel girders on railroad bridge

Unfunded CIP Needs

Unfunded Project Category	Departmen	Project Name	Sum of Total Project Cost
New Park	Parks	Community Parks	46,250,000
		Master Plan Amenities	9,000,000
		Neighborhood Parks	7,312,500
		Open Space Acquisition	54,000,000
		Regional Park Development	12,000,000
		Sports Complex	28,125,000
Total			156,687,500
New Trail Construction	Parks	Miscellaneous Trail projects	2,681,552
		Tier 1 Trail Construction	44,451,000
		Tier 2 Trail Construction	15,570,000
		Tier 3 Trail Construction	1,984,000
Total			64,686,552
Renovation Projects	Parks	Pikes Peak Summit House	20,000,000
	Parks	Cemetery projects	3,725,000
		Central Parks projects	6,220,188
		Cultural Services projects	8,134,563
		Forestry capital and operating projects	8,920,000
		Golf Course projects	23,043,750
		Headquarters Complex projects	4,214,375
		Median projects	726,875
		North Athletics projects	7,553,500
		North Parks projects	3,117,950
		Parks systemwide	12,487,500
		Recreation Services projects	11,026,969
		Regional Parks projects	5,721,813
		South Athletics projects	5,644,019
		South Parks projects	5,128,933
Total			125,665,433
Other Projects	Fire	Class A Burn Prop	1,200,000
		Fire Station 17 - Add 3rd Apparatus Bay	252,000
		Fire Station 6 - Add 3rd Apparatus Bay	246,000
	Parks	City Auditorium	400,000
		Cottonwood Creek Recreation Center Pool Filter System Upgrade	50,000
		Deerfield Hills Commumity Center Expansion	1,100,000
		Garden of the Gods Improvements	583,500
		Goose Gossage Sports Complex Sports Field Artificial Turf	750,000
		Westside Community Center	225,000
	Police	Impound Lot Visitor Lobby/Office Expansion	200,000
		Police Evidence Building Construction	5,500,000
		Police Impound Facility Improvement Phase I	1,500,000
		Regional Public Safety Training Facility/Driving Track	450,000
	Parks	Asphalt parking lot, trail and road repairs	69,678,845
		Cottonwood Creek Park Artificial Turf Field Replacement	800,000
		Jackson Park, Jenkins Park, Wagner Park Playground Renovations	350,000
		Manitou Incline Phase	3,000,000
		Panorama Park Improvements	515,000
		Shooks Run Trail Replacement/Crossing Drainage Improvements	500,000
	Public Works	Sand Creek West Fork - Main stem to Wooten	2,173,257
		10th & 11th St Storm Sewer - Fountain Creek to Kiowa	757,749
		11th over Un-named Channel Corrugated Metal Pipe Replacement	400,000
		122 North Swope Alley Drainage	55,000
		1327 Arcadia	356,000
		14th, 15th, 17th, & 19th St Storm Sewer	8,178,714
		1522 N. Custer	250,000
		1780 S. 8th Street - Wolfe St. & 8th to Cheyenne Run	1,430,000
		1808 Mid Rd	82,848
		19 Woodmen Lane	36,446

Unfunded CIP Needs

Unfunded Project Category	Departmen	Project Name	Sum of Total Project Cost
		19th St Detention Pond	393,313
		2125 Golden Barrel Ct.	134,710
		21st St Storm Sewer - Fountain Creek to Uintah St	270,712
		21st St. over Fountain Creek Bridge Replacement	2,140,000
		22 O Malley	61,401
		224 N. Franklin	26,000
		2385 Rossmere Dr.	190,339
		23rd St Storm Sewer - Fountain Creek to Uintah St	90,237
		2439 Gunnison St.	75,982
		2465 Sweet Water Ct. (Mountain Shadows)	1,140,457
		2559 Ranch Lane / 2548 Garden Way	76,030
		262 S. Academy Blvd. Box Culvert Replacement	500,000
		2745 Kittridge Rd	97,337
		3010 East Bijou	484,749
		30th St. Corridor Improvements	9,100,000
		3108 Deliverance Dr.	123,745
		3110 Wesley Pl	57,771
		31st Street Drainage Way, Phase 1	8,910,000
		31st Street Drainage Way, Phase 2	5,530,000
		5272 Cliff Point Dr. W.	40,160
		535 Popes Valley Drive	241,000
		552 Asbury Pl	112,798
		5555 Constitution Ct.	750,476
		6896 Duke Drive	125,450
		6915 Cherrywood Dr.	448,346
		805 S. 8th Street at N.W. corner of 8th St. and Bear Creek	250,000
		829 Alexander Rd.	34,760
		8th St. Outfall Storm Sewer	694,781
		8th St. over Fountain Creek Bridge Rehabilitation	1,730,000
		8th Street and Cheyenne Boulevard Roundabout	1,000,000
		902 Teal Ct.	1,500,000
		Airport/Chelton Drainage	1,349,000
		Alley between Cooper Ave. and N. Chestnut St.	108,918
		Alta Loma over T-Gap Corrugated Metal Pipe Replacement	150,000
		Anderosa/Belle Drive Drainage - Stampede/Bell/Red Mountain/Chapel Hills/Timberline Roads	1,675,000
		Anita Road and Mesa Lane Drainage	370,000
		Arvada Channel - Arvada to pt 39	530,022
		Arvada/Wahsatch	760,151
		Aspen St - near pt 37	332,106
		Austin Bluffs Tributary Detention Pond - Upstream of Research	1,492,418
		Bear Creek, Reaches 1-5	6,389,170
		Bijou and Arlen	679,459
		Bijou St. Culvert - Spring Creek at Bijou St	242,619
		Borrego Drive over T-Gap Corrugated Metal Pipe Replacement	150,000
		Brenner Place over T-Gap Bridge Replacement	650,000
		Brenton Dr, Lyncrest Dr. and Tuckerman Lane Drainage	1,242,000
		Briargate Blvd. - Goddard to Chapel Hills Drive	1,608,572
		Briargate Boulevard at Vintage Drive - Storm Drain	372,000
		Briargate Drainage Improvements	1,500,000
		Broadmoor Avenue - near pt 33	606,746
		Broadmoor Bluffs -Corrugated Metal Pipe Replacement	250,000
		Brookside Area - near pt 19	277,178
		Cache La Poudre at East Hills and Alexander Roads	813,000
		Camp Creek (Pleasant Valley) Channel Construction	21,000,000
		Camp Creek (Pleasant Valley) Culvert Replacements	15,000,000
		Centennial Blvd. and Rising Moon Dr.	95,000
		Chelton Dr. Channel - Chelton Dr to Airport Rd	1,465,049
		Chelton over Spring Creek Bridge Replacement	5,900,000
		Chelton Rd over Spring Creek Bridge Replacement	11,800,000
		Chelton Rd. Storm Sewer - Chelton Rd to Dale St	1,036,997
		Chelton Road Channel - Academy to Chelton, 96+97 to 119+50	1,569,152
		Chestnut St Storm Sewer - Fountain Creek to Pikes Peak	701,186

Unfunded CIP Needs

Unfunded Project Category	Departmen	Project Name	Sum of Total Project Cost
		Cheyenne Canyon # 4 over N. Cheyenne Creek Bridge Replacement	1,045,000
		Cheyenne Creek Channel downstream of Southgate Rd.	86,460
		Cheyenne Creek Drainage Way Improvements	500,000
		Cheyenne Mtn Road - near pt 32	1,235,464
		Cheyenne Road - near pt 13	351,452
		Cheyenne Road - near pt 39	2,473,204
		Citadel Mall Neighborhood Improvements - Chelton Rd. Storm Sewer	3,250,000
		Colorado Avenue - Midland RR Branch area/Chestnut Street Storm Drain Outfall	963,000
		Columbia Road Drainage	2,037,000
		Constellation Gulch, Reach 6	705,571
		Constellation Gulch, Reach 7	688,870
		Constitution Ave./Paseo Rd. Intersection Improvements	550,000
		Coral Point and Wesley Stream Stabilization	26,000
		Corner of E. Dale St. and N. Prospect St. - 804 E. Dale St.	59,890
		Corona Street - near pt 36	613,705
		Cottonwood Creek - Academy to Union	5,753,740
		Cottonwood Creek - Austin Bluffs to Powers	7,589,162
		Cottonwood Creek - Monument Creek to Academy	13,036,340
		Cottonwood Creek - Rangewood to Woodmen	3,712,090
		Cottonwood Creek at Cowpoke and Tutt	173,115
		Cottonwood Creek at Lehman Drive	189,784
		Cottonwood Creek basin, N. of N. Academy Blvd & Vickers Dr. Drainage channel at Hollow Tree Ct.	80,563
		Cottonwood Creek Detention Pond - Bridle Pass Drive	1,500,000
		Cottonwood Creek Detention Pond - Cottonwood Park (west side)	3,500,000
		Dale, Yampa & Cedar Storm Drain	2,903,000
		Dawson Dr. over Dry Creek Box Culvert Capacity Improvement	1,100,000
		Delmonico Drive	570,950
		Doherty H.S. Channel/Inlets	3,994,000
		Douglas Creek Channel North at Pinon Park Dr	1,459,570
		Downtown Drainage Improvements	1,000,000
		Drennan Rd. over Jimmy Camp Creek Bridge Replacement	1,753,000
		Dry Creek Channel – Dairy Ranch Road to Carlson Drive	1,352,000
		Dry Creek Channel/Grade Control	1,500,000
		Dublin Blvd. and Dublin Cir.	201,529
		Dustry Channel - to pt 38	480,565
		E. Fork Sand Creek from Mainstem Confluence to below Powers	7,353,739
		E. Monument St. and N. Cedar St.	53,319
		East Branch West Fork Sand Creek- West Fork to Galley Rd	1,174,158
		East Cheyenne Road Drainage	1,256,000
		El Camino Drive Storm Drain	614,000
		El Paso St. over Platte Ave. Bridge Rehabilitation	1,340,000
		El Sereno Drainage (Cheyenne Creek)/1931 Woodburn St.	1,659,000
		Elm Ave/Seventh St - near pt 34A	704,960
		Escarpardo Way and Inspiration Drive Drainage	170,000
		Fairfax Tributary Detention Pond - Research Parkway at Powers	791,832
		Fascination over Sand Creek Tributary Concrete Pipe Replacement	330,000
		Fillmore over Monument Creek Bridge Rehabilitation/Replacement	7,700,000
		Fillmore Street over Union Pacific Railroad (UPRR) Bridge Replacement	2,915,000
		Fountain Blvd. Channel - Chelton Rd. to Fountain Blvd., 119+50 to 146+60	2,515,203
		Fountain Blvd. Storm Sewer 2 - Hutchison Drive	628,497
		Fountain Creek - Drake Power Plant to S. Tejon St.	925,737
		Fountain Creek - Drake Power Plant to S. Tejon St. - High Priority Reach 3 Projects	858,547
		Fountain Creek - Fountain Mutual Canal to US 24 Bypass	432,275
		Fountain Creek - Fountain Mutual Canal to US 24 Bypass - High Priority Reach 6 Projects	9,342,299
		Fountain Creek - Mobile Home Park to N end El Pomar Sports Park	3,538,135
		Fountain Creek - Mobile Home Park to N end El Pomar Sports Park - High Priority Reach 9 Projects	633,807
		Fountain Creek - N end Drake Power Plant to south end of Drake Power Plant	1,581,773
		Fountain Creek - N end Drake Power Plant to south end of Drake Power Plant - High Priority Reach 2 Projects	330,352
		Fountain Creek - N end El Pomar Sports Park to S end El Pomar Sports Park	4,102,163
		Fountain Creek - N end El Pomar Sports Park to S end El Pomar Sports Park - High Priority Reach 10 Projects	381,991
		Fountain Creek - S. Tejon St. to Shooks Run	2,523,203
		Fountain Creek - S. Tejon St. to Shooks Run - High Priority Reach 4 Projects	345,713
		Fountain Creek - Shooks Run to Fountain Mutual Canal	7,275,223

Unfunded CIP Needs

Unfunded Project Category	Departmen	Project Name	Sum of Total Project Cost
		Fountain Creek - Shooks Run to Fountain Mutual Canal - High Priority Reach 5 Projects	4,403,240
		Fountain Creek - Spring Creek to Mobile Home Park	1,707,893
		Fountain Creek - Spring Creek to Mobile Home Park - High Priority Reach 8 Projects	2,038,667
		Fountain Creek - US 24 Bypass to Spring Creek	3,838,441
		Fountain Creek - US 24 Bypass to Spring Creek - High Priority Reach 7 Projects	729,439
		Fountain Creek - W. Cimmaron St. to N end of Drake Power Plant	783,526
		Fountain Creek - W. Cimmaron St. to N end of Drake Power Plant - High Priority Reach 1 Projects	495,032
		Fountain Creek Channel/Grade Control - Cimarron to El Pomar Sports Park	5,750,000
		Galley Rd. and N. Murray Blvd.	620,528
		Galley Road Channel Grade Control - Platte Ave. to Galley Rd.	3,000,000
		Garden of the Gods Rd. over S. Douglas Creek Bridge Rehabilitation	175,000
		Garden of the Gods/Forge Rd. Intersection Improvements	475,000
		Garden Ranch Drive Drainage	737,000
		Gateway Rd. over Camp Creek Bridge Replacement	1,265,000
		Gillette St. and Shooks Run (Confluence of Shooks Run and Fountain Creek)	484,450
		Gold Camp Rd. Stabilization, Reach 13	706,400
		Gold Camp Rd. Storm Sewer, Reach 13	471,911
		Gold Medal Pt. Channel	1,608,572
		Halleys Court	108,061
		Hancock Avenue Drainage	3,583,000
		Hancock Expressway Channel East of Astrozon	70,526
		Hancock Expressway Drainage	628,000
		Hancock Expwy. Realignment	0
		Hancock/Florence/Rand - near pt 38	2,354,551
		Hunters Lane over Spring Run Bridge Replacement	500,000
		I-25 Ramps - South Nevada/ Tejon St. Corridor Improvements	5,500,000
		Jamboree Dr. - Goddard to Jamboree	1,959,159
		King Street Detention Pond	250,000
		La Fayette Rd. and Constitution Ave.	193,137
		Las Vegas over Colony Hills Drainage Bridge Rehabilitation	1,100,000
		Las Vegas St. Channel - ATSF RR to Peterson Fld Trib.	1,522,257
		Las Vegas St. Corridor Improvements	19,965,000
		Las Vegas Street Wastewater Plant Drainage	606,000
		Little Shooks Run - Pipe Arch	39,000
		Lower Hancock Channel - Downstream	1,228,112
		Lower Sand Creek Tributaries 2,3, and 4 - Main Stem to Academy	853,698
		Lower Sand Creek Tributary 1 - Main Stem to FMIC, ATSFRR	740,367
		Madison/Wahsatch Area Drainage	11,794,836
		Mark Dabling 1 over Unnamed Channel Corrugated Metal Pipe Replacement	750,000
		Mark Dabling 2 over Unnamed Channel Corrugated Metal Pipe Replacement	9,005,000
		Marksheffel Rd. over Jimmy Camp Creek Corrugated Metal Pipe Replacement	660,000
		Mayhurst Ave. over Cheyenne Creek Bridge Replacement	1,436,000
		Mesa Basin North Outfall: Chestnut Street to Monument Creek	5,096,000
		Mid Palmer Park Neighborhood (2602 P. Park)	1,915,000
		Monument Creek at Talamine	1,752,131
		Monument Creek Mobile Home Park	500,000
		Monument Creek, Phase 1A & 1B: Fountain Creek to Bijou to Fillmore	25,718,000
		Monument Creek, Phase II: Fillmore to I-25	39,313,000
		Monument Creek, Phase III: I-25 to U.S. Air Force Academy Boundary	11,603,000
		Moreno/Weber Street Drainage	268,000
		Mount Woodmen Court Drainage	502,000
		N. Academy Blvd. and Lehman Dr.- Pine Hill in Erindale Park	82,132
		N. Chelton Neighborhood Improvements - Shooks Run Basin	1,500,000
		N. Douglas Creek between I-25 and Monument Creek	930,000
		N. Douglas Creek N & S of Rendezvous, S of Crested Butte	261,038
		N. Douglas Creek Stabilization - between I-25 and Monument Creek	500,000
		Nichols and El Paso Street Area	209,000
		North Douglas Creek at 4815 List Drive	235,266
		North Nevada Corridor Improvements (Rock Island ROW to Garden of the Gods Road)	6,000,000
		North Stone Avenue Drainage Improvements	2,977,000
		Oakwood Dr. Channel - Dry Stone to Powers	5,361,908

Unfunded CIP Needs

Unfunded Project Category	Departmen	Project Name	Sum of Total Project Cost
		Palmer Park Channel - Galley Rd. to Palmer Park, 300+00 to 345+00	6,496,775
		Palmer Park Channel Grade Control - Galley Rd. to Palmer Park	2,000,000
		Pando Road/Cheyenne Road/Florence Ave./Hancock Ave., Rand Ave to Slater Ave - Drainage	1,148,000
		Park Vista	8,726,457
		Park Vista - new bridge & Channel Improvements	3,500,000
		Parkview Channel - Parkview to Arcturus	376,530
		Patty Jewett area/Royer-El Paso-Franklin Streets New Drainage System Phase I/ 725 E. Espanola St.	4,453,000
		Patty Jewett Golf Course - Conc Ditch Failure	62,000
		Pebblewood/Pinecliff Drainage Improvements (Chiaramonte)	750,000
		Pikes Peak Ave. Storm Sewer - East of Concrete Channel	2,397,597
		Pikes Peak Avenue at Academy Blvd.	361,000
		Pikes Peak Corridor Imps-Nevada to Colorado	2,140,000
		Pine Creek Channel Outfall into Monument Creek	1,250,000
		Pine Creek Tributary at Misty Meadow Dr.	1,002,686
		Pitkin Street Drainage - Platte to Boulder	185,000
		Polk/Steel Streets Drainage	1,206,000
		Pond Retrofits	724,000
		Portal Drive and Academy Boulevard Intersection Expansion	1,500,000
		Pt 38 Channel - pt 37 to 38	599,612
		Rampart Park Channel - Summerset to Lexington	7,217,953
		Rangewood - Main Stem to Woodland Hills Dr.	433,077
		Rangewood Channel - Main Stem to Balsam	4,990,699
		Rangewood Tributary Detention Pond at Dublin Blvd.	750,000
		Red Sky Drive and Heatherdale Drive	130,000
		Research Parkway and Powers Boulevard Pedestrian Crossing	1,500,000
		Return Rd. over Platte Ave. Bridge Rehabilitation	363,000
		Rock Ridge Ct.	38,200
		Rockrimmon Channel	3,720,000
		Rockrimmon Channel at Rockrimmon/Pro Rodeo Int.	97,475
		Rockrimmon Channel Grade Control Stabilization	1,000,000
		Rockrimmon/Pro Rodeo Dr. Intersection Improvements	825,000
		S. Douglas Creek Critical Repairs	2,263,467
		S. Nevada Ave. over UPRR Bridge Replacement	16,500,000
		S. Tejon St. over UPRR Bridge Replacement	16,500,000
		Salano Ave. / W. Ramona Ave. / Apache Trl. intersection	126,456
		Sand Creek Channel Stabilization: Fountain to Airport drop structures	3,850,692
		Sand Creek Channel Stabilization: Karr to West Fork Sand Creek Confluence	3,455,554
		Sand Creek Channel/Grade Control Stabilization South of Platte Ave.	2,000,000
		Sand Creek Detention Pond 2	1,000,000
		Sand Creek Downstream of Platte	2,944,535
		Sand Creek Lower Center Tributary - No Name to East Fork Tributary	447,000
		Sand Creek Lower West Fork - Emory to Platte Ave.	2,347,994
		Sand Creek Main Stem - segment 107, reach SC-5	1,224,043
		Sand Creek Stabilization	3,000,000
		Sand Creek Upper West Fork - Maizeland to South Carefree	414,128
		Sand Creek Upper West Fork Channel/Grade Control - Galley to Murray	2,000,000
		Scorpio Gulch - Box Culvert Upgrade at 21st Street	571,000
		Scorpio Gulch, Reach 8	556,951
		Scott/Winfield/Stratton Intersection Drainage Outfall to Cheyenne Creek	683,000
		Serendipity Circle Storm Drain Outfall to Radiant Drive Channel	445,000
		Shooks Run - Bijou St. Culvert and Channel Stabilization - High Priority Project	9,275,090
		Shooks Run - Boulder St. /Willamette St.	5,172,114
		Shooks Run - Cache La Poudre St.	2,124,572
		Shooks Run - Cache La Poudre St. to Patty Jewett Golf Course	34,519,070
		Shooks Run - Fountain Blvd.	2,647,008
		Shooks Run - Fountain Creek to Abandoned RR	835,897
		Shooks Run - Las Vegas St.	1,915,598
		Shooks Run - Patty Jewett Golf Course	2,751,495
		Shooks Run - San Miquel St.	592,094
		Shooks Run - St. Vrain St.	975,213

Unfunded CIP Needs

Unfunded Project Category	Departmen	Project Name	Sum of Total Project Cost
		Shooks Run - Willamette St.	1,950,427
		Shooks Run - Willamette St. to Cache La Poudre St.	417,949
		Shooks Run Bridge Replacements	20,350,000
		Shooks Run Channel - Bijou St. Culvert and Channel Stabilization	1,500,000
		Shooks Run Channel - Cache La Poudre St. to Patty Jewett Golf Course	3,500,000
		Shooks Run Channel Costilla to Platte - DBPS "C"	32,944,683
		Shooks Run Culverts, Phase 1 Costilla	2,643,525
		Shooks Run Culverts, Phase 2 Platte to Boulder	8,313,694
		Shooks Run North/Templeton Gap Drainage - drain piping capacity upgrade - Old Farm Circle	751,000
		Sierra Madre/UP RR Quiet Zone	2,200,000
		Siferd Boulevard Culvert Replacement	2,235,000
		Skway Gulch, Reach 12	337,961
		Skyway Area Improvements	500,000
		Skyway Blvd - near pt 17A	125,131
		South Academy Neighborhood Connections (Airport Road to Milton Proby Parkway)	1,000,000
		South Pine Creek Detention Pond - Lexington at Bordeaux	500,000
		Spring Creek Drainage Improvements: Golf Pond to Fountain	3,264,000
		Spring Creek Drainage Improvements: South of Pikes Peak Avenue	2,458,000
		Spring Creek South Trib - South Trib to Spring Creek Dev.	1,160,692
		Spring Creek South Trib East of Circle Storm Sewer	3,798,547
		Spring Creek South Trib Storm Sewer - Chelton Rd south of Fountain	846,893
		Street Rehabilitation/ Reconstruction	21,000,000
		Summerset Drive Storm Drain	319,000
		Sycamore - near pt 34A	55,891
		Tejon Railroad Bridge	215,858
		Tejon Street Storm Drain - Fountain Blvd to Fountain Creek (eliminates flooding on Las Vegas)	3,509,000
		Tejon Street Storm Drain - from St. Vrain to Boulder	362,000
		Templeton Gap Channel at Oro Blanco Dr.	117,462
		Templeton Gap Floodway	10,626,551
		Templeton Gap Rd. - Rangewood to Powers	1,257,986
		Templeton Gap Rd. Channel - Powers to Tutt	3,031,540
		Traffic Control System Replacement	5,000,000
		Turret Drive Storm Drain with outlet to Dublin Channel	542,000
		Uintah at 19th Intersection and Corridor Improvements	2,750,000
		Uintah Street Improvements	0
		Union Blvd./Pikes Peak Ave. Intersection Improvements	550,000
		Union Channel - Hancock to Union	292,686
		University Park Detention Pond	4,000,000
		Unnamed Channel - Fountain Blvd 1/4 W. of Circle	270,571
		Upper Hancock Channel - Hancock to Academy, 78+33 to 96+97	1,218,069
		UPRR northbound over Fontanero Bridge Rehabilitation	3,025,000
		USAFA Drainages (Northgate area)	1,500,000
		Variable Message Signs	330,000
		W. Del Norte and Culebra Pl.	354,146
		W. Unitah - I-25 to 19th Improvement Project	5,500,000
		Wagner Park Channel	1,925,000
		Wagner Park Detention - downstream of Bijou	693,237
		Wahsatch Avenue at Brookside St (East end)/Hunter Drive Entrance to CMCA.	1,776,000
		Walnut Channel - near pt 32	843,396
		Water St. over Camp Creek Bridge Replacement	1,367,300
		Weber Street Corridor Improvements (Rock Island ROW to Rio Grande Street)	1,000,000
		Wentworth Drive and Chapman Drive - Intersection Drainage system	369,000
		West Fork Sand Creek - Constitution Bridge	2,335,000
		West Side area/1513 Manitou Blvd - Street Drainage Improvement	260,000
		West Woodmen Road Improvements (Dairy Ranch Road to Orchard Road)	5,500,000
		Westgate - Cheyenne Mt. Blvd/Northgate Road/Pourtales Road	298,000
		Winnepeg Drive Storm Drain from Sequoia Drive to Circle Drive	1,358,000
		Zoo Road over Unnamed Channel Corrugated Metal Pipe Replacement	300,000
Total			**899,971,117**
Grand Total			**1,247,010,601**

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.

Major Phases

March - April

Planning

1. Budget Team develops the 2016 Budget Manual
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 Budget Review Committee sessions with departments.
3. A budget-focused citizen survey input is developed and survey results are compiled and presented to City Council

July - September

Formulation of the Mayor's Budget

1. The Budget Review Committee conducts budget review sessions 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.

2016 Budget Calendar

2016 BUDGET CALENDAR	
DATE	**DESCRIPTION**
MARCH	
March 1-10	Update 2016 Budget Manual
APRIL	
April 1	2016 Budget Kickoff Meeting
April 30	Departments submit proposed 2016 Goals
MAY	
May 1-30	Budget Office—Working w/departments on budgets
May 8	Finalize Department Goals
May 11	2014 Financial Update and 2016 Budget Forecast to Council
JUNE	
June 1-19	Budget Office—Working w/departments on budgets
June 26	All Budget Forms Due to the Budget Office
JULY	
July 20-31	Budget Review Committee meetings
AUGUST	
August 7	2016 Budget balancing
SEPTEMBER	
September 1-30	Budget Office—preparation of preliminary 2016 Budget
OCTOBER	
October 5	Mayor distributes 2016 Budget
October 19 | 9am-5pm	City Council Budget Work Session
October 20 | 9am-5pm	City Council Budget Work Session
October 20 | 5:00-7:30pm	Formal Public Hearing/E-Town Hall on 2016 Budget
October 23	Administrative budget changes delivered to City Council
October 26	Council Work Session – Introduction of Ordinance Making 2015 Mill Levy
October 26	Council Work Session – Introduction of Ordinance Adopting 2016 Salary Structure for Civilian and Sworn Municipal Employees
October 29 | 9:00-5:00pm	City Council Budget Markup Session
NOVEMBER	
November 10	Council Regular Meeting – Ordinance Making City's 2015 Mill Levy (1st Reading)
November 10	Council Regular Meeting – Ordinance Adopting 2016 Salary Structure for Civilian and Sworn Municipal Employees (1st Reading)
November 10	Council Regular Meeting – 2016 Budget Appropriation Ordinance (1st Reading)
November 24	Council Regular Meeting – Ordinance for Making City's 2015 Mill Levy (2nd Reading)
November 24	Council Regular Meeting – 2016 Budget Appropriation Ordinance (2nd Reading); 2016 City Budget officially adopted
November 24	Council Regular Meeting – Resolutions for 2015 Mill Levy Certifications on SIMDs
DECEMBER	
5 calendar days after receipt or December 2	City Charter deadline for Mayor's veto (within 5 calendar days of Mayor's receipt)
December 8	Council vote to determine override of Mayor veto; 2016 City Budget finalized
December 10	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.	* 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.	* 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.	* 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 the led to those changes. The message may take one of several forms (e.g., transmittal letter, budget summary section)	* 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.	* 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.	* 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.	* 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.	* 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.	* 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.	* 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.	* 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.	* 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.	* 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.	* 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.	* 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.	* Performance data directly related to the stated goals and objectives of the unit (Breakthrough Strategies - Narratives) * Performance measures focus on results and accomplishments rather then 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.	* 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.	* 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.	* 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.	* 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

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:

Section 2 - General Financial Policy.....2-5
Section 3 - Budget Policy.....5-9
Section 4 - Debt Policy.....9-11
Section 5 - Cash Management Policy.....11
Section 6 - Investment Policy.....11-12
Section 7 - Fund Balance Policy.....12-14
Section 8 - Capital Improvement Program Policy....14-15
Section 9 - Revenue Policy.....15
Section 10 - Expenditure Policy.....15-16
Section 11 - Grants Policy.....16-18
Section 12 - Identify Theft Prevention Policy.....18

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 identifies the financial resources needed to adequately maintain and enhance 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 annual spending plans are sound financial plans given the available resources.

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 Single Audit Report as required by Subpart F-Audit Requirements in 2 CFR 200. See Section 11 – Grants Policy for additional information.

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 thirty (30) days for all sales tax transactions or within sixty (60) days for all other transactions.

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* –The City contracts with an external firm to conduct a single audit on an annual basis as per 2 CFR 200. See Section 11 – Grants Policy for additional information on audit requirements

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 ©.

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©.

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:

(1) Issue local improvement district bonds;

(2) 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 – Investment Policy

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; December 10, 2013; and November 10, 2014. 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

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

The City will follow all terms and conditions included in the grant agreement. 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. City Council has responsibility for approving spending of grant funds through approval of the annual budget, which includes an amount appropriated for grant awards received throughout the fiscal year.

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 sponsor 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, will be noted in the fixed asset system using the project system identified above The City also tracks related award information as required per 2 CFR 200, §200.313(d), Management Requirements.

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. The budget will be allocated from the annual Grants Appropriation included in the annual budget, approved by City Council each fiscal year.

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 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance), 2 CFR 200.

a. Documentation for all expenditures must be retained by the department for audit purposes and should include:

    i. Timesheets certified or 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 governmental agreement number

    iv. Formal bids for all purchases requiring such a process per City or Federal regulation, and price or rate quotation documentation for all purchases that do not exceed the Simplified Acquisition Threshold on Federally funded grants per 2 CFR 200, §200.320(b).

    v. Detailed receipts or invoices

    vi. General Ledger detail showing revenue and expenditure activity, reviewed on a regular basis, and reconciled to detail provided to granting agencies.

b. The City's Finance Department, with the assistance of specific grantee City departments, shall maintain the following information:

    i. Identify, though 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 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, 2 CFR 200 §200.501, all non-federal entities that expend $750,000 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 Uniform 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.

Detailed Revenue Estimates

General Fund Revenue										
Category	**Sub-Category**	**Org**	**Acct**	**Account Description**	**2014 Actual**	**2015 Budget**	**2015 EOY 09-21-15**	**2016 Budget**	**2016-2015 $ Change**	**2016-2015 % Change**
Taxes-Sales and Use Tax	Sales and Use Tax	1330	45100	Sales And Use Tax	143,270,874	147,855,000	152,900,000	157,319,940	9,464,940	6.4%
			45105	Sales And Use Tax - Delinquent	1,615,632	0	0	0	0	0.0%
Taxes-Property Tax	Property Tax	1330	45025	Property Taxes - Current Year	19,132,295	19,811,225	19,633,225	19,894,550	83,325	0.4%
			45050	Property Taxes - Delinquent	(14,932)	0	0	0	0	0.0%
			45055	Property Taxes - Penalty	47,026	0	0	0	0	0.0%
Taxes - Other	Specific Ownership Tax	1330	45126	State Automobile Tax	0	0	0	0	0	0.0%
	State Automobile Tax	1330	45125	Specific Ownership Tax	2,082,048	2,145,256	2,204,000	2,223,432	78,176	3.6%
Taxes - Other	Admissions Tax	1330	45175	Admissions Tax	509,696	612,000	493,000	495,000	(117,000)	(19.1%)
Taxes - Other	Business Taxes	1510	45151	Occu Tax 3.2 Beer	48,622	52,500	52,500	52,500	0	0.0%
			45152	Occu Tax Hotel Or Restaurant	135,663	149,000	140,000	140,000	(9,000)	(6.0%)
			45153	Occu Tax Arts	565	600	600	600	0	0.0%
			45154	Occu Tax Beer Or Wine	8,191	9,250	9,250	9,250	0	0.0%
			45155	Occu Tax Clubs	3,300	3,300	3,300	3,300	0	0.0%
			45157	Occu Tax Retail Liquor Store	33,703	36,000	36,000	36,000	0	0.0%
			45158	Occu Tax Late Penalty	415	1,000	1,000	1,000	0	0.0%
			45160	Occu Tax Tavern	36,344	38,500	38,500	38,500	0	0.0%
		2123	45156	Drug Store	13	0	0	0	0	0.0%
Licenses and Permits		1330	45278	Sales Tax Licenses	69,000	0	0	70,000	70,000	0.0%
		1510	45225	Tasting License	3,680	2,000	2,000	2,000	0	0.0%
			45226	Amusement And Theatre	1,260	870	870	0	(870)	(100.0%)
			45228	Billiards Pool And Bowling	330	800	800	0	(800)	(100.0%)
			45229	Concrete Contractor	45,025	33,475	33,475	33,475	0	0.0%
			45230	Coin Operated Games	35,515	1,570	1,570	0	(1,570)	(100.0%)
			45231	Food Peddler	10,920	9,595	9,595	8,595	(1,000)	(10.4%)
			45233	Garbage And Trash	18,553	0	0	0	0	0.0%
			45235	Liquor Application Fees	198,620	172,500	189,000	192,500	20,000	11.6%
			45239	Security Agency/Officer	168,038	125,512	147,000	151,570	26,058	20.8%
			45240	Pawn Broker	5,028	5,500	5,500	4,500	(1,000)	(18.2%)
			45241	Medical Marijuana License Fee	522,020	550,000	662,600	728,070	178,070	32.4%
			45243	Sexually Oriented Business	2,500	2,500	2,500	2,500	0	0.0%
			45245	Taxicab	32,355	32,700	32,700	25,000	(7,700)	(23.5%)
			45246	Tree Service	6,035	4,360	4,360	2,160	(2,200)	(50.5%)
			45249	Escort Services Business	0	2,000	2,000	2,000	0	0.0%
			45250	Bed And Breakfast Permits	50	70	70	70	0	0.0%
			45252	Pedal Cab Agency/Driver	0	0	0	568	568	0.0%
			45271	City Liquor Licenses	45,400	44,000	44,000	44,000	0	0.0%
			45277	Going Out Of Business	215	750	750	0	(750)	(100.0%)
			45278	Sales Tax Licenses	0	228,000	228,000	0	(228,000)	(100.0%)
			45279	Alarm Licenses	50,640	20,560	20,560	20,560	0	0.0%
		2230	45778	Revocable Fire Permits	45,578	79,000	79,000	29,000	(50,000)	(63.3%)
			45782	Tank Inspection & Permit Fee	728	11,200	11,200	2,000	(9,200)	(82.1%)
		3040	45692	Concrete Permits	133,324	113,254	165,100	124,579	11,325	10.0%
			45695	Excavation Permits	455,284	442,173	509,100	452,173	10,000	2.3%
		4840	45694	Revocable Permits	10,278	10,000	10,000	10,000	0	0.0%
Intergovernmental	State Shared Revenue	1330	45451	State Cigarette Tax	1,010,724	998,000	1,010,300	1,010,000	12,000	1.2%
			45476	Highway Users Tax - Regular	17,488,954	17,550,000	17,550,000	16,785,602	(764,398)	(4.4%)
			45501	Highway Users Tax - Add Fees	1,452,844	1,447,000	1,490,000	1,400,000	(47,000)	(3.2%)
			45526	Severance Tax	130,483	32,575	32,575	32,514	(61)	(0.2%)
Intergovernmental	Other Govt Units	1330	45551	Road And Bridge	742,307	760,355	771,973	800,000	39,645	5.2%
			45576	Shared Fines	169,644	100,000	100,000	150,000	50,000	50.0%
Charges for Services		1200	45631	Legal Fees	107,341	0	0	0	0	0.0%
		1205	45631	Legal Fees	341,008	0	0	0	0	0.0%
		1310	44075	Processing Fee	2,275	0	0	0	0	0.0%
		1320	44025	Cash Over/Short	(97)	0	0	0	0	0.0%
		1330	40113	Miscellaneous	2,197	0	0	0	0	0.0%
			40150	Restitution	260,286	0	0	0	0	0.0%
			43200	Assessments Receivable	2,654	0	0	0	0	0.0%
			43201	Penalty on Assessments	25	0	0	0	0	0.0%
			44020	Miscellaneous - General	480	0	0	0	0	0.0%

General Fund Revenue										
Category	**Sub-Category**	**Org**	**Acct**	**Account Description**	**2014 Actual**	**2015 Budget**	**2015 EOY 09-21-15**	**2016 Budget**	**2016-2015 $ Change**	**2016-2015 % Change**
Charges for Services	Other Govt Units	1330	44025	Cash Over/Short	(210)	0	0	0	0	0.0%
			45763	Administrative Services Fees	1,533	0	0	0	0	0.0%
			46052	Allocated Administrative Cost (AAC)	1,333,356	1,290,355	1,290,355	1,372,924	82,569	6.4%
		1510	44025	Cash Over/Short	3	0	0	0	0	0.0%
			45712	Maps, Books, Codes, Etc	336	1,750	1,750	1,750	0	0.0%
		1531	40131	Volunteer Medical Coverage	535	443	443	443	0	0.0%
			40153	Ct St Collect Warrants	(360)	120	120	120	0	0.0%
			40172	Collection Agency	0	0	0	0	0	0.0%
			44021	Over Payments	937	0	0	0	0	0.0%
			44025	Cash Over/Short	101	0	0	0	0	0.0%
			45652	Bondsmen Judgments	4,625	0	0	0	0	0.0%
			45653	Cash Bonds	(5,995)	0	0	0	0	0.0%
			45654	Court Costs	367,164	326,352	380,000	367,164	40,812	12.5%
			45655	Jury Fees	(2,650)	0	0	0	0	0.0%
			45656	Misc - Municipal Court	231	0	0	0	0	0.0%
			45657	OJW - City	56,689	40,713	65,700	40,713	0	0.0%
			45658	Transcript Fee	740	1,162	1,162	1,162	0	0.0%
			45659	Warrant Costs	186,626	143,500	209,200	186,626	43,126	30.1%
			45660	Payment Plan Fee	29,021	28,222	28,222	28,222	0	0.0%
			45661	NSF Fee	800	1,087	1,087	1,087	0	0.0%
			45662	Boot Fee	3,400	3,992	3,992	3,992	0	0.0%
			45665	Copy Fees	390	175	175	175	0	0.0%
			45666	Service Fee	0	5,000	5,000	5,000	0	0.0%
			45959	Revenue Clearing Account	(11,867)	0	0	0	0	0.0%
		2102	45758	Special Duty Reimbursement	1,192,374	1,084,000	1,084,000	1,120,921	36,921	3.4%
		2112	40150	Restitution	6,389	3,092	3,092	4,000	908	29.4%
			44015	Damage To Property	105,487	36,943	36,943	75,000	38,057	103.0%
			44020	Miscellaneous - General	7,726	0	0	0	0	0.0%
		2113	45756	Photostats And Pictures	0	0	0	0	0	0.0%
			45917	CDBG Program	0	0	0	0	0	0.0%
		2114	40113	Miscellaneous	1,922	0	0	0	0	0.0%
			40150	Restitution	690	1,000	1,000	1,000	0	0.0%
			44020	Miscellaneous - General	0	0	0	0	0	0.0%
			44025	Cash Over/Short	5	0	0	0	0	0.0%
			44053	PD Parking Garage Fees	64,665	66,862	66,862	60,000	(6,862)	(10.3%)
			45753	Excess Police Alarms	138,818	92,302	125,600	100,000	7,698	8.3%
			45755	Alarm Site Reinstatement Fees	100	0	0	0	0	0.0%
			45761	School Resource Officer	705,121	875,000	875,000	943,000	68,000	7.8%
			45767	Annual Alarm Registration	614,849	580,000	616,900	580,000	0	0.0%
			45791	Millings Sales	96,019	0	0	0	0	0.0%
		2115	40150	Restitution	58	0	0	0	0	0.0%
			44025	Cash Over/Short	1	0	0	0	0	0.0%
		2117	44025	Cash Over/Short	(0)	0	0	0	0	0.0%
			45766	Firing Range Maint	(47)	0	0	0	0	0.0%
			45768	Unclaimed Property Disposition	41,863	57,217	57,217	47,000	(10,217)	(17.9%)
		2119	40150	Restitution	321	0	0	0	0	0.0%
			44025	Cash Over/Short	57	0	0	0	0	0.0%
			45751	Auto Inspection Fees	3,504	536	536	536	0	0.0%
			45759	Tow And Storage Charges	853,273	814,910	867,700	881,866	66,956	8.2%
			45901	Miscellaneous	4,603	4,832	4,832	4,832	0	0.0%
		2123	41415	Finger printing	153,080	146,861	146,861	144,000	(2,861)	(1.9%)
			44025	Cash Over/Short	37	0	0	0	0	0.0%
			45734	Fountain (Court Liaison Fees)	33,000	33,000	33,000	33,000	0	0.0%
			45754	Lab Fees-Police	315	0	0	0	0	0.0%
			45756	Photostats And Pictures	113,402	105,550	105,550	100,000	(5,550)	(5.3%)
			45759	Tow And Storage Charges	24	0	0	0	0	0.0%
			45764	Id Registration Fee	39,680	36,255	36,255	42,000	5,745	15.8%
			45770	Code Enforcement Inspections	200	0	0	0	0	0.0%
		2131	40113	Miscellaneous	0	0	0	0	0	0.0%
		2135	45734	Fountain (Court Liaison Fees)	3,165	3,082	3,082	3,600	518	16.8%
		2151	40113	Miscellaneous	0	0	0	53,750	53,750	0.0%
			40150	Restitution	2,830	0	0	2,000	2,000	0.0%
			45757	Police Polygraph tests	720	0	0	0	0	0.0%

General Fund Revenue										
Category	**Sub-Category**	**Org**	**Acct**	**Account Description**	**2014 Actual**	**2015 Budget**	**2015 EOY 09-21-15**	**2016 Budget**	**2016-2015 $ Change**	**2016-2015 % Change**
Charges for Services	Other Govt Units	2154	40113	Miscellaneous	0	2,310	2,310	0	(2,310)	(100.0%)
			44025	Cash Over/Short	6	0	0	0	0	0.0%
			45754	Lab Fees-Police	50,343	31,414	31,414	43,414	12,000	38.2%
		2160	44054	OT Reimbursement	12,210	123,182	123,182	125,000	1,818	1.5%
		2171	40113	Miscellaneous	(804)	0	0	0	0	0.0%
			40150	Restitution	924	0	0	0	0	0.0%
			45760	Witness Fees	677	1,200	1,200	600	(600)	(50.0%)
		2173	40150	Restitution	64	20,000	20,000	0	(20,000)	(100.0%)
			41415	Finger printing	60	0	0	0	0	0.0%
			43359	Dilapidated Bldg Inspections	500	1,000	1,000	0	(1,000)	(100.0%)
			44025	Cash Over/Short	5	0	0	0	0	0.0%
			44057	Property Clean Up Reimbursement	6,970	9,135	9,135	0	(9,135)	(100.0%)
			45756	Photostats And Pictures	4,082	0	0	0	0	0.0%
			45762	Graffiti Removal	0	1,000	1,000	0	(1,000)	(100.0%)
			45770	Code Enforcement Inspections	105,828	99,819	99,819	0	(99,819)	(100.0%)
			45917	CDBG Program	147,230	160,000	160,000	0	(160,000)	(100.0%)
		2191	40113	Miscellaneous	5	0	0	0	0	0.0%
			40125	78 Pol Pension Member Dep	1,482	0	0	0	0	0.0%
			40429	State Hire Police	1,497	0	0	0	0	0.0%
		2220	44055	Reimbursement Acct	3,341	0	0	0	0	0.0%
		2221	45777	Miscellaneous - Fire	(1,582)	0	0	0	0	0.0%
		2230	45763	Administrative Services Fees	240	0	0	0	0	0.0%
			45772	Fire Protection Contracts	460	0	0	0	0	0.0%
			45775	Hazardous Material - Fire	103,495	230,000	230,000	179,350	(50,650)	(22.0%)
			45776	Hazardous Material Search	4,900	1,000	1,000	700	(300)	(30.0%)
			45777	Miscellaneous - Fire	8,056	3,300	3,300	1,800	(1,500)	(45.5%)
			45779	Fire Spec Duty Reimbursement	6,899	6,000	6,000	6,000	0	0.0%
			45780	Special FP Inspections	4,224	0	0	0	0	0.0%
			45784	Hazmat Plan Review	35,872	26,000	26,000	33,000	7,000	26.9%
			45785	Off Duty Inspections	792	500	500	500	0	0.0%
			45786	Fire Development Review	43,200	32,000	32,000	38,000	6,000	18.8%
			45792	State License Inspection	20,880	19,000	19,000	19,000	0	0.0%
			45793	Fines - Subsequent Plan Submit	1,484	0	0	0	0	0.0%
			45795	High Piled Stock	0	2,000	2,000	2,000	0	0.0%
			45796	High Piled Inspections	3,520	3,000	3,000	5,500	2,500	83.3%
			45797	High Pile And Hazmat Permit	15,457	15,000	15,000	16,000	1,000	6.7%
			45798	A Occupancy Inspections	22,561	30,000	30,000	96,250	66,250	220.8%
			45799	School Inspections	9,784	11,000	11,000	17,900	6,900	62.7%
			45957	Fines - No Permit	1,768	1,000	1,000	1,000	0	0.0%
		2241	40113	Miscellaneous	300,001	0	0	0	0	0.0%
			44055	Reimbursement Acct	166,417	300,000	300,000	150,000	(150,000)	(50.0%)
			45772	Fire Protection Contracts	1,200	1,200	1,200	200	(1,000)	(83.3%)
			45773	Fire Restitution	1,119	3,300	3,300	1,000	(2,300)	(69.7%)
			45777	Miscellaneous - Fire	108	0	0	0	0	0.0%
			45779	Fire Spec Duty Reimbursement	1,766	300	300	300	0	0.0%
			45788	Woodman Valley Fire Dist Cont	177,050	90,000	90,000	90,000	0	0.0%
		2242	45775	Hazardous Material - Fire	33,243	20,000	20,000	25,000	5,000	25.0%
		2250	45901	Miscellaneous	5	0	0	0	0	0.0%
		2260	44055	Reimbursement Acct	1,050	0	0	0	0	0.0%
		2262	45803	Community Health	150,000	150,000	150,000	150,000	0	0.0%
		2280	40113	Miscellaneous	(84)	0	0	0	0	0.0%
		2380	40113	Miscellaneous	0	0	0	0	0	0.0%
		3020	40113	Miscellaneous	13,619	0	0	0	0	0.0%
			42650	City Workorders	0	71,600	0	11,200	(60,400)	(84.4%)
		3030	45711	Copies Of Documents	350	800	800	350	(450)	(56.3%)
			45811	State Safety - Traffic Dev	321,930	306,600	306,600	337,260	30,660	10.0%
			45812	Traffic-Reimb From Others	19,780	11,200	11,200	0	(11,200)	(100.0%)
		3040	40113	Miscellaneous	479	0	0	0	0	0.0%
			40145	Subdivision Recording Fees	7,091	0	0	7,100	7,100	0.0%
			42310	Commercial Fees	769	0	0	0	0	0.0%
			43356	Development Review Fees	470,660	327,779	228,700	403,084	75,305	23.0%

General Fund Revenue										
Category	**Sub-Category**	**Org**	**Acct**	**Account Description**	**2014 Actual**	**2015 Budget**	**2015 EOY 09-21-15**	**2016 Budget**	**2016-2015 $ Change**	**2016-2015 % Change**
Charges for Services	Other Govt Units	3040	44020	Miscellaneous - General	750	0	0	0	0	0.0%
			44025	Cash Over/Short	0	0	0	0	0	0.0%
			45697	Inspection Overtime	1,622	0	0	0	0	0.0%
			45699	Development Inspections Fees	211,186	157,545	369,200	225,289	67,744	43.0%
			45700	Sidewalk Snow Removal	207	0	0	0	0	0.0%
			45712	Maps, Books, Codes, Etc	10	0	0	0	0	0.0%
			45802	Traffic Control Permit	479,706	440,433	482,700	449,837	9,404	2.1%
			45806	Pavement Degradation Fee	1,152,485	1,441,481	2,179,500	1,166,111	(275,370)	(19.1%)
			45959	Revenue Clearing Account	0	0	0	0	0	0.0%
		3043	45697	Inspection Overtime	197	0	0	0	0	0.0%
		3044	43356	Development Review Fees	2,137	0	0	0	0	0.0%
		4050	45895	Therapeutic Programs	45,352	53,027	53,027	53,027	0	0.0%
		4075	45896	Youth Program	47,905	49,005	49,005	49,005	0	0.0%
		4080	45896	Youth Program	49,257	38,515	38,515	38,515	0	0.0%
			45897	Classes	0	0	0	0	0	0.0%
		4085	45911	Hillside Programs	33,658	55,000	55,000	55,000	0	0.0%
		4806	40150	Restitution	0	0	0	5,000	5,000	0.0%
			43359	Dilapidated Bldg Inspections	0	0	0	1,000	1,000	0.0%
			44057	Property Clean Up Reimbursement	0	0	0	3,135	3,135	0.0%
			45762	Graffiti Removal	0	0	0	1,000	1,000	0.0%
			45770	Code Enforcement Inspections	0	0	0	50,000	50,000	0.0%
			45917	CDBG Program	0	0	0	160,000	160,000	0.0%
		4840	43356	Development Review Fees	648,966	370,000	374,000	370,000	0	0.0%
			44025	Cash Over/Short	2	0	0	0	0	0.0%
			44075	Processing Fee	14,354	11,762	11,762	11,762	0	0.0%
			45671	Administrative Filing Fees	1,408	0	0	0	0	0.0%
			45672	Maint-Newspapr Condo Boxes	420	1,500	1,500	1,500	0	0.0%
			45711	Copies Of Documents	112	75	75	75	0	0.0%
		5110	44025	Cash Over/Short	(1)	0	0	0	0	0.0%
			44055	Reimbursement Acct	0	15,000	15,000	15,000	0	0.0%
			45247	Park and Rec Permits Licenses	82,627	120,000	120,000	120,000	0	0.0%
			45832	Field Reservations	931	0	0	0	0	0.0%
			45901	Miscellaneous	0	0	0	0	0	0.0%
			45907	Special Events	29,839	0	0	0	0	0.0%
			46175	Acacia Park Ice Rink	18,877	0	0	0	0	0.0%
		5121	40021	Economic Development	175	0	0	0	0	0.0%
			40211	General Forestry	500	0	0	0	0	0.0%
		5131	45832	Field Reservations	120,979	0	0	0	0	0.0%
			45835	Program Revenue	2,565	0	0	0	0	0.0%
			45903	North Slope Admissions	54,114	45,500	45,500	45,500	0	0.0%
			45915	GoG Academy Riding Stable Fees	1,500	9,000	9,000	9,000	0	0.0%
		5134	40210	N Lewis Park Maintenance	1,200	0	0	0	0	0.0%
		5212	43045	Park & Rec Special Duty	0	0	0	0	0	0.0%
			45899	Concessions - Auditorium	7,596	13,225	13,225	13,225	0	0.0%
		5241	45247	Park and Rec Permits Licenses	2,000	0	0	0	0	0.0%
		5311	45833	Football	219,120	307,925	307,925	307,925	0	0.0%
			45835	Program Revenue	127,647	138,000	138,000	138,000	0	0.0%
			45836	Softball	128,292	170,604	170,604	170,604	0	0.0%
			45838	Volleyball	11,576	9,260	9,260	9,260	0	0.0%
		5313	44025	Cash Over/Short	(1)	0	0	0	0	0.0%
			45831	Basketball	14,304	31,403	31,403	31,403	0	0.0%
			45832	Field Reservations	0	143,000	143,000	143,000	0	0.0%
			45833	Football	13,695	22,124	22,124	22,124	0	0.0%
			45836	Softball	262,021	277,255	277,255	277,255	0	0.0%
			45838	Volleyball	3,199	25,572	25,572	25,572	0	0.0%
		5336	44055	Reimbursement Acct	0	30,600	30,600	30,600	0	0.0%
			46175	Acacia Park Ice Rink	0	130,000	130,000	130,000	0	0.0%
		5341	44025	Cash Over/Short	(10)	0	0	0	0	0.0%
			45247	Park and Rec Permits Licenses	12,971	14,000	14,000	14,000	0	0.0%
			45784	Hazmat Plan Review	0	0	0	0	0	0.0%
			45841	Footgolf 18-hole	0	0	0	0	0	0.0%
			45871	Admissions - Ice Center	191,969	173,900	173,900	173,900	0	0.0%
			45873	Concessions - Ice Center	12,188	14,000	14,000	14,000	0	0.0%

General Fund Revenue										
Category	**Sub-Category**	**Org**	**Acct**	**Account Description**	**2014 Actual**	**2015 Budget**	**2015 EOY 09-21-15**	**2016 Budget**	**2016-2015 $ Change**	**2016-2015 % Change**
Charges for Services	Other Govt Units	5341	45874	Lessons	53,904	68,402	68,402	68,402	0	0.0%
			45875	Miscellaneous - Ice Center	3,969	18,983	18,983	18,983	0	0.0%
			45876	Patch Skating	40,660	70,000	70,000	70,000	0	0.0%
			45878	Skate Sharpening	1,575	1,000	1,000	1,000	0	0.0%
			45879	Summer High School Hockey	17,000	23,000	23,000	23,000	0	0.0%
		6110	40113	Miscellaneous	3,107	0	0	0	0	0.0%
		6140	44055	Reimbursement Acct	8,042	0	0	0	0	0.0%
		6150	45907	Special Events	177,187	0	0	420,000	420,000	0.0%
		7720	44055	Reimbursement Acct	1,057	0	0	0	0	0.0%
		8121	45666	Service Fee	0	9,600	9,600	9,600	0	0.0%
			45763	Administrative Services Fees	15,629	0	0	0	0	0.0%
		8730	40379	Digital Orthos	4,375	0	0	0	0	0.0%
Fines		1510	45951	General Violations	0	5,000	5,000	0	(5,000)	(100.0%)
		1531	45951	General Violations	94,612	89,006	93,200	94,612	5,606	6.3%
			45952	Parking Meters	604,599	734,959	558,900	604,599	(130,360)	(17.7%)
			45953	Violation Surcharge	460,289	427,108	466,200	460,289	33,181	7.8%
			45954	Traffic Violations	3,897,492	3,700,000	4,166,700	4,173,492	473,492	12.8%
			45955	Violation Surcharge-IT	0	0	0	221,900	221,900	0.0%
			45958	Combined Violations	830	0	0	0	0	0.0%
Miscellaneous Revenue	Investment Earnings	1330	43180	Gain/Loss Inv Market Value	23,376	0	0	0	0	0.0%
			46025	Interest	628,956	441,000	538,000	622,000	181,000	41.0%
		3040	46025	Interest	42	0	0	0	0	0.0%
		6110	46025	Interest	732	0	0	0	0	0.0%
		6140	46025	Interest	4	0	0	0	0	0.0%
Miscellaneous Revenue	Rental Income	1531	45905	Rental Income	6,300	3,600	3,600	3,600	0	0.0%
		2171	45769	Hanger Rental	14,410	7,860	7,860	7,860	0	0.0%
		4075	45906	Rentals	17,317	16,000	16,000	16,000	0	0.0%
		4080	45906	Rentals	2,850	11,500	11,500	11,500	0	0.0%
		4085	45906	Rentals	42,315	46,000	46,000	46,000	0	0.0%
		5110	45906	Rentals	1,500	0	0	0	0	0.0%
		5131	45906	Rentals	5,250	0	0	0	0	0.0%
		5212	45891	Auditorium Rent	113,873	175,165	175,165	175,165	0	0.0%
		5341	45872	Arena/Ice Rental	240,614	270,000	270,000	275,112	5,112	1.9%
			45877	Skate Rental	22,365	18,540	18,540	18,540	0	0.0%
			45891	Auditorium Rent	0	0	0	0	0	0.0%
Miscellaneous Revenue	Other Revenue	1200	41400	Misc Admin Revenue	160	0	0	0	0	0.0%
		1330	41400	Misc Admin Revenue	4,000	0	0	0	0	0.0%
			42625	Ent Fund Utilities Workorder	80	0	0	0	0	0.0%
			42710	Other Revenue	2,646	0	0	0	0	0.0%
			43352	Water Spec Contract Surcharge	790,790	189,000	189,000	0	(189,000)	(100.0%)
			43353	Recovery	17,041	276,401	276,401	275,000	(1,401)	(0.5%)
			44010	Insurance	80,902	0	0	0	0	0.0%
			44052	Auction Proceeds	808,299	528,400	808,400	829,699	301,299	57.0%
			44085	Advertising	6,495	1,000	1,000	1,000	0	0.0%
			45449	Asset Forfeitures	7,197	5,000	5,000	5,000	0	0.0%
			45612	Cemetery In Lieu Of Tax	1,241	827	827	414	(413)	(49.9%)
			45615	Parking System In Lieu Of Tax	11,480	7,654	7,654	3,827	(3,827)	(50.0%)
			45617	Valley Hi In Lieu Of Tax	1,907	1,272	1,272	636	(636)	(50.0%)
			45620	Cora Request Fee	2,823	0	0	0	0	0.0%
			46056	Housing Authority	9,324	8,500	8,500	8,500	0	0.0%
			46069	CenturyLink Franchise Fee	193,263	275,000	208,000	210,000	(65,000)	(23.6%)
		1360	43156	Office Depot Rebates	9,044	0	0	0	0	0.0%
			43157	Purchasing Rebates	133,844	185,000	185,000	145,000	(40,000)	(21.6%)
		2220	44010	Insurance	612	0	0	0	0	0.0%
		2260	46176	AMR Liquidated Damages	30,445	0	0	60,000	60,000	0.0%
		3030	44014	Recycled Materials	10,770	14,000	14,000	11,000	(3,000)	(21.4%)
			44016	Bridge Damage Settlements	6,975	0	0	0	0	0.0%
			44017	Guardrail Damage Settlements	12,231	30,000	30,000	0	(30,000)	(100.0%)
			44018	Signal Damage Settlements	(6,966)	42,500	42,500	0	(42,500)	(100.0%)
			44019	Sign Damage Settlements	5,056	7,000	7,000	0	(7,000)	(100.0%)
		3035	44019	Sign Damage Settlements	0	0	0	0	0	0.0%
		3040	45282	Dangerous Buildings	(30,697)	0	0	0	0	0.0%

General Fund Revenue										
Category	**Sub-Category**	**Org**	**Acct**	**Account Description**	**2014 Actual**	**2015 Budget**	**2015 EOY 09-21-15**	**2016 Budget**	**2016-2015 $ Change**	**2016-2015 % Change**
Miscellaneous Revenue	Other Revenue	5121	43050	Damaged Trees And Shrubs	12,464	10,000	10,000	10,000	0	0.0%
		6110	44052	Auction Proceeds	1,365	0	0	0	0	0.0%
		8121	42710	Other Revenue	51,192	49,759	49,759	49,759	0	0.0%
			42735	Special Funds Miscellaneous	9,222	0	0	0	0	0.0%
		8170	42710	Other Revenue	5,920	0	0	5,000	5,000	0.0%
Other Financing Sources	Shared Services	1200	46170	Reimbursement from Other Funds	155,060	112,000	112,000	167,000	55,000	49.1%
			46173	Reimbursement from Utilities Fund	166,583	185,000	185,000	91,914	(93,086)	(50.3%)
		1205	46173	Reimbursement from Utilities Fund	659,427	1,103,263	1,103,263	1,191,202	87,939	8.0%
		1330	43190	Share Of Police Protection	106,932	106,932	106,932	0	(106,932)	(100.0%)
			46128	Share Of General Admin	30,504	30,504	30,504	30,504	0	0.0%
			46130	Share Of Dues/Memberships	595	595	595	1,000	405	68.1%
			46132	Share Of City Council	553,742	825,298	825,298	766,530	(58,768)	(7.1%)
			46136	Share Of City Clerk	151,390	154,012	154,012	215,003	60,991	39.6%
			46137	Share Of Workers' Compensation	49,155	26,590	26,590	38,737	12,147	45.7%
			46153	Transfer From Other Funds	143,056	741,752	1,311,752	152,446	(589,306)	(79.4%)
			46171	Reimbursement from Grants	239,377	0	0	0	0	0.0%
		1410	43092	Reimbursement from other Govt.	400	0	0	0	0	0.0%
		1420	46170	Reimbursement from Other Funds	75,000	75,000	75,000	75,000	0	0.0%
			46173	Reimbursement from Utilities Fund	846,830	867,475	867,475	921,053	53,578	6.2%
		2241	46174	Ambulance Contract	0	0	0	0	0	0.0%
		2260	46174	Ambulance Contract	882,752	1,098,030	1,098,030	1,177,003	78,973	7.2%
		3030	46171	Reimbursement from Grants	9,517	11,800	11,800	6,500	(5,300)	(44.9%)
		3040	46171	Reimbursement from Grants	16,172	72,000	72,000	75,000	3,000	4.2%
		4050	46171	Reimbursement from Grants	70,813	66,255	66,255	66,255	0	0.0%
		4075	46171	Reimbursement from Grants	0	13,300	13,300	13,300	0	0.0%
		4080	46171	Reimbursement from Grants	0	14,157	14,157	14,157	0	0.0%
		4085	46171	Reimbursement from Grants	63,785	14,300	14,300	14,300	0	0.0%
		4840	46170	Reimbursement from Other Funds	71,248	369,883	369,883	161,386	(208,497)	(56.4%)
		5241	46172	Reimbursement from Gift Trusts	38,000	55,000	55,000	67,000	12,000	21.8%
		5242	46171	Reimbursement from Grants	0	3,808	3,808	3,808	0	0.0%
			46172	Reimbursement from Gift Trusts	108,332	104,524	104,524	72,425	(32,099)	(30.7%)
		5243	46171	Reimbursement from Grants	10,251	6,838	6,838	8,506	1,668	24.4%
			46172	Reimbursement from Gift Trusts	0	7,696	7,696	22,735	15,039	195.4%
		5605	46171	Reimbursement from Grants	0	77,500	77,500	70,000	(7,500)	(9.7%)
			46172	Reimbursement from Gift Trusts	110,513	190,056	190,056	217,950	27,894	14.7%
		8121	41300	Fuel Sales	1,339,531	0	0	0	0	0.0%
			42665	City Other Dept	396,442	575,000	575,000	575,000	0	0.0%
			42680	City Police Charges	83,418	0	0	0	0	0.0%
			46170	Reimbursement from Other Funds	270,186	376,553	376,553	379,739	3,186	0.8%
			46173	Reimbursement from Utilities Fund	1,271,563	2,823,306	2,823,306	2,457,694	(365,612)	(12.9%)
		8163	42605	Utilities Allocation	207,384	101,981	101,981	72,954	(29,027)	(28.5%)
		8170	42605	Utilities Allocation	226,278	200,921	200,921	184,891	(16,030)	(8.0%)
			42636	Ent Fund Utilities Allocation for SDS	46,416	0	0	0	0	0.0%

General Fund Revenue										
Category	**Sub-Category**	**Org**	**Acct**	**Account Description**	**2014 Actual**	**2015 Budget**	**2015 EOY 09-21-15**	**2016 Budget**	**2016-2015 $ Change**	**2016-2015 % Change**
Other Financing Sources	Shared Services	8170	42637	Ent Fund Utilities Allocation for HTM	11,572	0	0	0	0	0.0%
			42638	Ent Fund Utilities Allocation for FW2	1,331	0	0	0	0	0.0%
			42720	Other Billed Invoices	30,903	25,000	25,000	0	(25,000)	(100.0%)
		8730	42690	Other Charges Overhead	78,216	80,000	80,000	73,200	(6,800)	(8.5%)
			43092	Reimbursement from other Govt.	0	27,000	27,000	0	(27,000)	(100.0%)
			43420	Info Tech Fee	56,325	64,000	64,000	51,600	(12,400)	(19.4%)
Other Financing Sources	Other Transfers	1330	43025	Transfer From Utilities Surplus Revenue	31,454,151	32,479,000	31,511,000	32,977,700	498,700	1.5%
			46152	Transfer From Lodgers/Auto Rental	452,146	426,815	426,815	0	(426,815)	(100.0%)
Other Financing Sources	Sale of Capital Assets	2171	44040	Sale Of Property	78,751	16,049	80,000	15,000	(1,049)	(6.5%)
		3030	44040	Sale Of Property	0	0	0	0	0	0.0%
		6110	44040	Sale Of Property	207,998	200,000	208,000	300,000	100,000	50.0%
			44045	Sale Of Scrap	12,336	0	0	0	0	0.0%
		8121	44040	Sale Of Property	7,500	0	0	480,000	480,000	0.0%
Draw from Fund Balance		(blank)	00002	Draw from Fund Balance	0	1,500,000	1,500,000	1,350,000	(150,000)	(10.0%)
					252,408,432	**258,695,842**	**265,240,328**	**268,110,504**	**9,414,662**	**3.6%**

Special Revenue Funds									
Fund Desc	**Dept**	**Account**	**Description**	**2013 Actual**	**2014 Actual**	**2015 Budget**	**2016 Budget**	**2016 - 2015 $ Change**	**2016 - 2015 % Change**
115 - Ballfield Capital Improvements	5000	41120	Building Rental	1,100	5,000	0	0	0	0.00%
		41150	Miscellaneous Concessions	7,221	11,434	10,000	11,500	1,500	15.00%
		43180	Gain Loss Inv Mkt Value	0	83	0	0	0	0.00%
		45836	Softball	48,240	37,944	80,000	40,000	(40,000)	(50.00%)
		46025	Interest	1,435	1,390	10,000	1,500	(8,500)	(85.00%)
115 - Ballfield Capital Improvements Total				**57,996**	**55,851**	**100,000**	**53,000**	**(47,000)**	**(47.00%)**
117 - Bicycle Tax	5000	43180	Gain Loss Inv Mkt Value	0	152	0	0	0	0.00%
		43325	Bicycle Excise Tax	78,760	81,032	92,000	82,000	(10,000)	(10.87%)
		46025	Interest	2,843	3,707	3,000	3,000	0	0.00%
117 - Bicycle Tax Total				**81,603**	**84,890**	**95,000**	**85,000**	**(10,000)**	**(10.53%)**
118 - Trails/Open Space/Parks Fund	5901	40113	Miscellaneous	0	1	0	0	0	0.00%
		43180	Gain Loss Inv Mkt Value	0	3,515	0	0	0	0.00%
		45100	Sales And Use Tax	6,796,672	7,253,540	7,215,000	7,866,000	651,000	9.02%
		46025	Interest	113,992	140,730	120,000	142,000	22,000	18.33%
118 - Trails/Open Space/Parks Fund Total				**6,910,664**	**7,397,787**	**7,335,000**	**8,008,000**	**673,000**	**9.18%**
119 - Conservation Trust	5000	43020	State Lottery Funds	4,608,022	4,167,197	4,400,000	4,049,000	(351,000)	(7.98%)
		46025	Interest	18,448	22,488	20,000	21,800	1,800	9.00%
119 - Conservation Trust Total				**4,626,470**	**4,189,685**	**4,420,000**	**4,070,800**	**(349,200)**	**(7.90%)**
131 - Old Colo City Maint-Sec Dist	5410	45025	Prop Taxes Current Year	87,187	81,682	89,515	88,275	(1,240)	(1.39%)
		45050	Prop Taxes Deliquent	0	1	0	0	0	0.00%
		45055	Prop Taxes Penalty	240	389	0	0	0	0.00%
		45125	Specific Ownership Tax	0	9,718	10,473	9,587	(886)	(8.46%)
		45126	State Automobile Tax	9,088	0	0	0	0	0.00%
		46025	Interest	705	820	600	800	200	33.33%
131 - Old Colo City Maint-Sec Dist Total				**97,220**	**92,611**	**100,588**	**98,662**	**(1,926)**	**(1.91%)**
132 - Norwood Special Imp Dist	5411	43180	Gain Loss Inv Mkt Value	0	233	0	0	0	0.00%
		45025	Prop Taxes Current Year	595,339	595,352	605,439	661,167	55,728	9.20%
		45050	Prop Taxes Deliquent	175	48	0	0	0	0.00%
		45055	Prop Taxes Penalty	331	355	0	0	0	0.00%
		45125	Specific Ownership Tax	0	63,957	70,836	71,803	967	1.37%
		45126	State Automobile Tax	60,579	0	0	0	0	0.00%
		46025	Interest	3,955	6,218	3,500	6,100	2,600	74.29%
		46153	Transfer From Other Funds	0	0	0	86,991	86,991	0.00%
132 - Norwood Special Imp Dist Total				**660,379**	**666,163**	**679,775**	**826,061**	**146,286**	**21.52%**
133 - Briargate Special Imp Dist	5412	43180	Gain Loss Inv Mkt Value	0	170	0	0	0	0.00%
		44040	Sale Of Property	0	1,000	0	0	0	0.00%
		45025	Prop Taxes Current Year	748,050	736,190	750,217	806,074	55,857	7.45%
		45050	Prop Taxes Deliquent	712	477	0	0	0	0.00%
		45055	Prop Taxes Penalty	603	515	0	0	0	0.00%
		45125	Specific Ownership Tax	0	78,954	87,775	87,450	(325)	(0.37%)
		45126	State Automobile Tax	75,963	0	0	0	0	0.00%
		46025	Interest	3,145	3,456	2,600	3,200	600	23.08%
133 - Briargate Special Imp Dist Total				**828,472**	**820,762**	**840,592**	**896,724**	**56,132**	**6.68%**
134 - Stetson Hill Imp Dist	5405	45025	Prop Taxes Current Year	249,666	249,278	254,220	275,419	21,199	8.34%
		45050	Prop Taxes Deliquent	31	620	0	0	0	0.00%
		45055	Prop Taxes Penalty	346	256	0	0	0	0.00%
		45125	Specific Ownership Tax	0	26,845	29,744	29,910	166	0.56%
		45126	State Automobile Tax	25,349	0	0	0	0	0.00%
		46025	Interest	1,625	2,405	1,400	2,500	1,100	78.57%
134 - Stetson Hill Imp Dist Total				**277,017**	**279,405**	**285,364**	**307,829**	**22,465**	**7.87%**
135 - Woodstone Imp Dist	5406	45025	Prop Taxes Current Year	15,999	15,895	16,145	17,326	1,181	7.31%
		45055	Prop Taxes Penalty	11	13	0	0	0	0.00%
		45125	Specific Ownership Tax	0	1,704	1,889	1,882	(7)	(0.37%)
		45126	State Automobile Tax	1,622	0	0	0	0	0.00%
		46025	Interest	949	996	800	1,000	200	25.00%
135 - Woodstone Imp Dist Total				**18,581**	**18,609**	**18,834**	**20,208**	**1,374**	**7.30%**
136 - Colo Ave Gateway Imp Dist	5407	45025	Prop Taxes Current Year	2,578	2,580	2,680	2,990	310	11.57%
		45050	Prop Taxes Deliquent	3	0	0	0	0	0.00%
		45055	Prop Taxes Penalty	32	25	0	0	0	0.00%
		45125	Specific Ownership Tax	0	279	314	325	11	3.50%
		45126	State Automobile Tax	262	0	0	0	0	0.00%
		46025	Interest	81	112	70	100	30	42.86%
136 - Colo Ave Gateway Imp Dist Total				**2,957**	**2,996**	**3,064**	**3,415**	**351**	**11.46%**
137 - Platte Ave Imp Dist	5408	45025	Prop Taxes Current Year	8,341	8,580	8,672	8,672	0	0.00%
		46025	Interest	670	880	500	900	400	80.00%
137 - Platte Ave Imp Dist Total				**9,011**	**9,461**	**9,172**	**9,572**	**400**	**4.36%**
150 - Park Developer Easement	5400	46025	Interest	1,367	1,760	0	0	0	0.00%
150 - Park Developer Easement Total				**1,367**	**1,760**	**0**	**0**	**0**	**0.00%**

Special Revenue Funds									
Fund Desc	**Dept**	**Account**	**Description**	**2013 Actual**	**2014 Actual**	**2015 Budget**	**2016 Budget**	**2016 - 2015 $ Change**	**2016 - 2015 % Change**
151 - Public Space & Development	5000	43065	Park Fees New Ordinance	1,181,012	1,131,543	1,125,000	1,135,000	10,000	0.89%
		43180	Gain Loss Inv Mkt Value	0	367	0	0	0	0.00%
		45880	Northgate	0	33,839	0	0	0	0.00%
		46025	Interest	36,045	57,397	75,000	75,000	0	0.00%
151 - Public Space & Development Total				**1,217,057**	**1,223,146**	**1,200,000**	**1,210,000**	**10,000**	**0.83%**
152 - Subdivision Storm Drainage	4880	40058	Park Vista	60,884	0	0	0	0	0.00%
		40061	Blacksquirrel Creek Pond	0	16,909	0	0	0	0.00%
		40080	C S Ranch	0	0	360,000	0	(360,000)	(100.00%)
		40087	Sand Creek Basin	1,405,053	1,592,688	800,000	1,800,000	1,000,000	125.00%
		40088	Spring Creek Basin	55,461	138,981	0	0	0	0.00%
		40089	Templeton Gap Basin	65,673	0	0	0	0	0.00%
		40090	Douglas Creek Basin	13,896	0	40,000	0	(40,000)	(100.00%)
		40091	Popes Bluff	5,752	0	0	0	0	0.00%
		40093	South Rockrimmon Basin	23,676	25,381	0	0	0	0.00%
		40094	Cottonwood Creek Basin	554,592	568,845	500,000	500,000	0	0.00%
		40095	Miscellaneous Basins	87,208	73,378	0	0	0	0.00%
		40096	Mesa Basin	19,781	95,592	0	0	0	0.00%
		40097	Bear Creek Basin	12,536	0	0	0	0	0.00%
		40099	Blacksquirrel Creek	0	245,814	0	0	0	0.00%
		40100	Middle Tributary	0	249,018	0	0	0	0.00%
		40129	Sand Creek Pond	420,467	467,885	1,100,000	1,100,000	0	0.00%
		40160	Sand Crk Pond Land	156,161	168,553	600,000	600,000	0	0.00%
		40161	Middle Tributary Pond	0	49,160	0	0	0	0.00%
		40261	Camp Creek Basin	8,140	13,747	0	0	0	0.00%
		40262	Pulpit Rock Basin	26,457	0	0	0	0	0.00%
		40264	North Rockrimmon Basin	122,311	0	0	0	0	0.00%
		40265	21St Street Basin	4,533	0	0	0	0	0.00%
		40284	Windmill Gulch	0	0	600,000	0	(600,000)	(100.00%)
		40333	Cottonwood Surcharge	27,898	28,218	0	0	0	0.00%
		43180	Gain Loss Inv Mkt Value	0	789	0	0	0	0.00%
		46025	Interest	15,074	19,176	0	0	0	0.00%
152 - Subdivision Storm Drainage Total				**3,085,551**	**3,754,133**	**4,000,000**	**4,000,000**	**0**	**0.00%**
153 - Arterial Roadway Bridge Fund	4870	40087	Sand Creek Basin	86,983	96,832	150,000	150,000	0	0.00%
		40089	Templeton Gap Basin	719	0	0	0	0	0.00%
		40090	Douglas Creek Basin	307	0	0	0	0	0.00%
		40091	Popes Bluff	984	0	0	0	0	0.00%
		40094	Cottonwood Creek Basin	43,593	106,022	100,000	100,000	0	0.00%
		40097	Bear Creek Basin	1,180	0	0	0	0	0.00%
		40099	Blacksquirrel Creek	0	28,075	0	0	0	0.00%
		43180	Gain Loss Inv Mkt Value	0	251	0	0	0	0.00%
		46025	Interest	9,618	13,251	0	0	0	0.00%
153 - Arterial Roadway Bridge Fund Total				**143,383**	**244,431**	**250,000**	**250,000**	**0**	**0.00%**
154 - BL Ranch Reimbursement Fund	4885	43143	BLR Offsite Rdwy Improv	251,008	227,462	253,500	253,500	0	0.00%
		43144	BLR Urban Svc Ext Fee	70,797	(150,581)	71,500	0	(71,500)	(100.00%)
		46025	Interest	18,401	29,995	18,000	18,000	0	0.00%
154 - BL Ranch Reimbursement Fund Total				**340,206**	**106,877**	**343,000**	**271,500**	**(71,500)**	**(20.85%)**
166 - Lodgers And Auto Rental Tax	1300	45100	Sales And Use Tax	4,020,980	4,460,763	4,160,000	4,873,600	713,600	17.15%
		46025	Interest	2,146	1,512	1,000	2,000	1,000	100.00%
166 - Lodgers And Auto Rental Tax Total				**4,023,125**	**4,462,276**	**4,161,000**	**4,875,600**	**714,600**	**17.17%**
167 - Street Tree Fee Fund	5000	43180	Gain Loss Inv Mkt Value	0	32	0	0	0	0.00%
		46025	Interest	867	1,117	2,000	2,000	0	0.00%
167 - Street Tree Fee Fund Total				**867**	**1,149**	**2,000**	**2,000**	**0**	**0.00%**
170 - Cable Franchise	1300	43180	Gain Loss Inv Mkt Value	0	31	0	0	0	0.00%
		46025	Interest	1,962	2,410	0	0	0	0.00%
		46057	Comcast Cable Franchise Fee	1,070,681	1,015,106	922,000	1,014,000	92,000	9.98%
		46067	Falcon Cable Franchise Fee	10,841	15,220	19,000	16,000	(3,000)	(15.79%)
170 - Cable Franchise Total				**1,083,484**	**1,032,767**	**941,000**	**1,030,000**	**89,000**	**9.46%**
171 - Public Safety Sales Tax	1300	40113	Miscellaneous	0	4	0	0	0	0.00%
		45100	Sales And Use Tax	28	0	0	0	0	0.00%
	1330	43180	Gain Loss Inv Mkt Value	0	792	0	0	0	0.00%
		45100	Sales And Use Tax	27,218,447	29,014,377	29,577,000	31,463,988	1,886,988	6.38%
		46025	Interest	54,652	72,478	75,000	113,196	38,196	50.93%
171 - Public Safety Sales Tax Total				**27,273,128**	**29,087,651**	**29,652,000**	**31,577,184**	**1,925,184**	**6.49%**

Special Revenue Funds									
Fund Desc	**Dept**	**Account**	**Description**	**2013 Actual**	**2014 Actual**	**2015 Budget**	**2016 Budget**	**2016 - 2015 $ Change**	**2016 - 2015 % Change**
202 - City Funded CIP	1300	43180	Gain Loss Inv Mkt Value	0	1,840	0	0	0	0.00%
		43353	Recovery	115,000	0	0	0	0	0.00%
		44010	Insurance	0	0	80,000	0	(80,000)	(100.00%)
		44016	Bridge Damage Settlements	(780)	279	0	0	0	0.00%
		44019	Sign Damage Settlements	6	0	0	0	0	0.00%
		46025	Interest	92,777	80,399	76,000	107,000	31,000	40.79%
		46153	Transfer From Other Funds	9,325,133	10,204,472	11,033,257	18,024,169	6,990,912	63.36%
	3300	43353	Recovery	200,000	0	0	0	0	0.00%
	3100	45880	Northgate	0	235,377	0	0	0	0.00%
202 - City Funded CIP Total				**9,732,136**	**10,522,366**	**11,189,257**	**18,131,169**	**6,941,912**	**62.04%**
401 - Airport Gross Rev Fund	7201	40113	Miscellaneous	325	200	0	0	0	0.00%
		41000	Landing	2,610,852	1,078,132	1,968,768	2,111,048	142,279	7.23%
		41010	Maint Flight Landing Fees	422,579	221,832	433,515	248,836	(184,679)	(42.60%)
		41030	Loading Bridges	37,257	50,503	37,823	47,844	10,022	26.50%
		41050	Terminal Rent	5,654,104	2,504,271	3,742,748	3,660,247	(82,501)	(2.20%)
		41070	Diversion Landing Fees	49,907	61,905	25,000	25,000	0	0.00%
		41080	Gate Usage	161,712	100,112	85,222	82,937	(2,285)	(2.68%)
		41081	Ground Power	4,750	3,400	4,000	4,000	0	0.00%
		41100	Food Beverages	265,440	278,886	287,000	285,000	(2,000)	(0.70%)
		41104	Retail Gift Spec	321,960	310,018	325,000	325,000	0	0.00%
		41106	Shoe Shine	2,400	2,400	2,400	0	(2,400)	(100.00%)
		41110	Advertising Other	97,198	100,658	119,430	110,310	(9,120)	(7.64%)
		41112	ATM Machine	42,000	42,000	42,000	42,000	0	0.00%
		41113	Coin Machine	350	209	186	198	12	6.25%
		41114	Telephone	81	114	50	50	0	0.00%
		41120	Building Rental	359,258	262,860	404,538	404,133	(405)	(0.10%)
		41140	Rent Car Counters	280,286	161,907	187,000	235,000	48,000	25.67%
		41150	Miscellaneous Concessions	2,028	1,833	2,184	780	(1,404)	(64.29%)
		41200	Rent Car Privileges	2,198,128	2,561,111	2,164,838	2,372,884	208,045	9.61%
		41220	RAC Return Spaces	189,433	196,872	169,000	211,000	42,000	24.85%
		41230	RAC Service Areas	371,461	302,747	334,186	334,186	0	0.00%
		41250	Public Parking And Fines	4,213,990	3,521,708	4,463,293	4,317,941	(145,352)	(3.26%)
		41260	Ground Transportation	86,960	88,750	97,000	103,800	6,800	7.01%
		41300	Fuel Sales	203,334	233,964	266,701	250,333	(16,368)	(6.14%)
		41310	Fuel Tax Excise And Sales Tax	781,545	840,046	823,735	831,890	8,156	0.99%
		41320	Ground Building Rents	1,132,932	1,042,816	1,298,981	1,497,496	198,514	15.28%
		41340	Support Building Rents	40,117	48,442	39,067	39,067	0	0.00%
		41365	Ground Building Rents	29,196	30,562	30,562	30,562	0	0.00%
		41370	Ramp Overnight	44,290	39,605	27,972	27,972	0	0.00%
		41400	Miscellaneous Admin Revenue	118,021	213,948	166,616	411,416	244,800	146.92%
		41410	Premier Membership	0	44,880	0	0	0	0.00%
		41415	Finger Printing	18,900	18,045	21,645	19,388	(2,258)	(10.43%)
		41416	Lost Badges	16,150	11,290	9,005	11,338	2,334	25.92%
		41417	Transponder Fees	0	20,900	0	0	0	0.00%
		41420	Late Fees	9,983	1,313	10,751	5,904	(4,847)	(45.09%)
		41450	Phone Services	30,918	26,574	26,207	26,952	745	2.84%
		41460	Cable Tv Services	8,270	6,870	7,729	6,738	(991)	(12.82%)
		41500	Airline Incentives	0	(230,220)	0	0	0	0.00%
		43070	State Share	13,232	8,662	0	22,500	22,500	0.00%
		43157	Purch Card Program Rebates	9,065	19,678	0	0	0	0.00%
		43180	Gain Loss Inv Mkt Value	0	19,677	0	0	0	0.00%
		44020	Miscellaneous General	19,015	25,916	0	0	0	0.00%
		44025	Cash Over Short	7	(4)	0	0	0	0.00%
		44045	Sale Of Scrap	0	56,796	0	0	0	0.00%
		45233	Refuse	6,931	6,445	7,300	8,000	700	9.59%
		45237	Massage Therapist	3,000	3,000	3,000	2,100	(900)	(30.00%)
		46025	Interest	267,392	180,944	16,210	47,378	31,168	192.28%
		46151	Transfer To Other Funds	0	(414,267)	0	0	0	0.00%
		46153	Transfer From Other Funds	0	0	0	2,000,000	2,000,000	0.00%
	7204	41340	Support Building Rents	0	150,000	0	0	0	0.00%
		41400	Miscellaneous Admin Revenue	0	2,632	0	0	0	0.00%
		44040	Sale Of Property	30,605	65,632	0	0	0	0.00%
		44045	Sale Of Scrap	5,646	2,233	0	0	0	0.00%
	7210	43080	Federal Share	181,500	181,500	0	262,608	262,608	0.00%
		44040	Sale Of Property	1,780	0	0	0	0	0.00%
	7205	41400	Miscellaneous Admin Revenue	46	0	0	0	0	0.00%
	7203	43070	State Share	0	49,500	0	40,000	40,000	0.00%
		44040	Sale Of Property	0	(46,080)	0	0	0	0.00%
		44050	Gain Loss On Sale Of Assets	0	46,080	0	0	0	0.00%
401 - Airport Gross Rev Fund Total				**20,344,333**	**14,559,808**	**17,650,662**	**20,463,836**	**2,813,174**	**15.94%**

Special Revenue Funds									
Fund Desc	**Dept**	**Account**	**Description**	**2013 Actual**	**2014 Actual**	**2015 Budget**	**2016 Budget**	**2016 - 2015 $ Change**	**2016 - 2015 % Change**
403 - Airport CIP Fund	7200	42710	Other Revenue	0	0	2,038,000	0	(2,038,000)	(100.00%)
		46153	Transfer From Other Funds	0	0	1,425,924	0	(1,425,924)	(100.00%)
	7200	41400	Miscellaneous Admin Revenue	0	(1,287,584)	0	180,000	180,000	0.00%
		42710	Other Revenue	0	0	0	3,550,000	3,550,000	0.00%
		43070	State Share	0	3,239,920	0	682,222	682,222	0.00%
		43080	Federal Share	0	9,924,452	0	12,280,000	12,280,000	0.00%
		46151	Transfer To Other Funds	0	(13,013,814)	0	0	0	0.00%
		46153	Transfer From Other Funds	0	2,798,018	0	3,082,222	3,082,222	0.00%
	7290	44050	Gain Loss On Sale Of Assets	0	(113,724)	0	0	0	0.00%
403 - Airport CIP Fund Total				**0**	**1,547,270**	**3,463,924**	**19,774,444**	**16,310,520**	**470.87%**
404 - Airport Bond Fund	7219	43105	Bond Interest	51,638	38,076	0	0	0	0.00%
		43180	Gain Loss Inv Mkt Value	0	18,684	0	0	0	0.00%
		46153	Transfer From Other Funds	0	13,013,814	0	2,540,450	2,540,450	0.00%
	7298	46153	Transfer From Other Funds	0	0	0	7,500,000	7,500,000	0.00%
404 - Airport Bond Fund Total				**51,638**	**13,070,574**	**0**	**10,040,450**	**10,040,450**	**0.00%**
405 - Airport Passenger Facility Charges (PFC) Fund	7201	41090	PFC Revenues	(1,198)	0	1,789,136	0	(1,789,136)	(100.00%)
		46151	Transfer To Other Funds	0	0	(1,425,924)	0	1,425,924	(100.00%)
		46153	Transfer From Other Funds	0	414,267	0	0	0	0.00%
	7200	41090	PFC Revenues	0	1,616,131	0	2,655,658	2,655,658	0.00%
		46025	Interest	0	2,681	0	0	0	0.00%
		46151	Transfer To Other Funds	0	(3,372,212)	0	0	0	0.00%
405 - Airport Passenger Facility Charges (PFC) Fund Total				**(1,198)**	**(1,339,133)**	**363,212**	**2,655,658**	**2,292,446**	**631.16%**
407 - Airport Customer Facility Charges (CFC) Fund	7200	41096	CFC Revenues	0	915,699	0	1,060,862	1,060,862	0.00%
		46025	Interest	0	50,115	0	0	0	0.00%
407 - Airport Customer Facility Charges (CFC) Fund Total				**0**	**965,813**	**0**	**1,060,862**	**1,060,862**	**0.00%**
430 - Memorial Health System	7710	40113	Miscellaneous	8,720	133,202	0	0	0	0.00%
		42750	City Ins Excess	77,751	0	0	0	0	0.00%
		42760	City Subrogation	454	0	0	0	0	0.00%
		43180	Gain Loss Inv Mkt Value	0	9,185	0	0	0	0.00%
		44020	Miscellaneous General	67,857	(81,379)	0	0	0	0.00%
		44060	Gain Loss On Investment	224,352	(432,737)	0	0	0	0.00%
		45905	Rental Income	3,336,607	3,265,384	5,612,112	5,612,112	0	0.00%
		46025	Interest	431,196	620,537	100,000	100,000	0	0.00%
430 - Memorial Health System Total				**4,146,937**	**3,514,193**	**5,712,112**	**5,712,112**	**0**	**0.00%**
451 - Golf - Patty Jewett	7111	41720	Annual Adult	36,656	40,150	38,266	39,325	1,059	2.77%
		41723	Annual Prime	69,731	74,760	71,170	83,820	12,650	17.77%
		41725	Annual Senior	37,655	39,300	37,836	36,000	(1,836)	(4.85%)
		41730	Annual Junior	1,150	700	1,025	500	(525)	(51.22%)
		41735	Daily 18 Hole	238,311	234,724	276,254	252,967	(23,287)	(8.43%)
		41737	Daily 18 Hole Prime	228,120	209,310	237,181	234,701	(2,480)	(1.05%)
		41740	Daily 9 Hole	420,072	430,877	489,435	472,515	(16,920)	(3.46%)
		41743	Daily 9 Hole Prime	286,143	283,569	298,160	306,864	8,704	2.92%
		41745	High Schools	2,000	1,600	2,000	1,600	(400)	(20.00%)
		41750	City Cart Fees Daily	270,213	292,013	298,350	292,357	(5,993)	(2.01%)
		41755	Concessions Grill	174,835	181,693	169,956	181,693	11,737	6.91%
		41760	Concessions Pro Shop	10,500	10,500	10,500	10,500	0	0.00%
		41765	Locker Rental	5,275	5,400	5,438	5,460	22	0.40%
		41775	Miscellaneous Golf	10	150	0	0	0	0.00%
		41780	Operating Fee Daily	202,977	216,950	233,120	224,140	(8,980)	(3.85%)
		43180	Gain Loss Inv Mkt Value	0	139	0	0	0	0.00%
		44010	Insurance	0	4,256	0	0	0	0.00%
		44025	Cash Over Short	(398)	160	0	0	0	0.00%
		44040	Sale Of Property	0	825	0	0	0	0.00%
		46025	Interest	5,079	7,094	5,079	6,087	1,008	19.85%
451 - Golf - Patty Jewett Total				**1,988,329**	**2,034,168**	**2,173,770**	**2,148,529**	**(25,241)**	**(1.16%)**
455 - Golf - Valley Hi	7121	45841	Footgolf-18-Hole	0	0	36,000	0	(36,000)	(100.00%)
		45842	Footgolf Cart Rentals	0	0	4,687	0	(4,687)	(100.00%)
		45843	Footgolf Ball Rentals	0	0	2,250	0	(2,250)	(100.00%)
		41720	Annual Adult	13,200	13,750	15,262	13,888	(1,374)	(9.00%)
		41723	Annual Prime	30,650	33,180	34,419	38,489	4,070	11.82%
		41725	Annual Senior	22,200	20,700	23,400	20,700	(2,700)	(11.54%)
		41730	Annual Junior	100	250	125	200	75	60.00%
		41733	First Tee 9 Hole	625	535	625	580	(45)	(7.20%)
		41734	First Tee 18 Hole	40	120	40	120	80	200.00%
		41735	Daily 18 Hole	146,866	147,699	180,496	166,112	(14,384)	(7.97%)
		41737	Daily 18 Hole Prime	182,217	184,416	194,742	196,478	1,736	0.89%
		41739	Daily 18 Hole Foot Golf	0	0	0	25,000	25,000	0.00%
		41740	Daily 9 Hole	175,905	187,964	212,550	214,860	2,310	1.09%
		41743	Daily 9 Hole Prime	69,445	81,434	77,744	88,608	10,864	13.97%
		41745	High Schools	3,200	3,600	3,200	3,200	0	0.00%

Special Revenue Funds									
Fund Desc	**Dept**	**Account**	**Description**	**2013 Actual**	**2014 Actual**	**2015 Budget**	**2016 Budget**	**2016 - 2015 $ Change**	**2016 - 2015 % Change**
455 - Golf - Valley Hi	7121	41750	City Cart Fees Daily	177,088	190,525	197,083	203,268	6,185	3.14%
		41752	Cart Fees Foot Golf	0	0	0	2,687	2,687	0.00%
		41755	Concessions Grill	32,400	32,400	32,400	24,700	(7,700)	(23.77%)
		41760	Concessions Pro Shop	10,500	9,625	10,500	10,500	0	0.00%
		41765	Locker Rental	435	465	420	450	30	7.14%
		41775	Miscellaneous Golf	0	150	0	0	0	0.00%
		41780	Operating Fee Daily	101,755	103,683	121,480	122,510	1,030	0.85%
		43180	Gain Loss Inv Mkt Value	0	151	0	0	0	0.00%
		44025	Cash Over Short	(3)	88	0	0	0	0.00%
		46025	Interest	3,123	3,561	3,419	3,561	142	4.15%
455 - Golf - Valley Hi Total				**969,743**	**1,014,296**	**1,150,842**	**1,135,911**	**(14,931)**	**(1.30%)**
460 - Pikes Peak-America's Mtn	7301	41805	Tollgate	2,547,522	3,064,968	2,120,000	2,200,000	80,000	3.77%
		41810	Concessions Pikes Peak Hwy	1,242,857	2,409,524	2,266,666	1,266,666	(1,000,000)	(44.12%)
		41820	Tower Optical	961	1,164	950	1,000	50	5.26%
		41835	Misc Pikes Peak Hwy	376,804	137,296	33,000	73,600	40,600	123.03%
		41840	Admin Revenue	11,091	4,932	5,000	4,500	(500)	(10.00%)
		43040	Donations	5,457	6,780	5,000	5,800	800	16.00%
		43180	Gain Loss Inv Mkt Value	0	(981)	0	0	0	0.00%
		44025	Cash Over Short	1,469	72	0	0	0	0.00%
		44040	Sale Of Property	1,659	0	0	0	0	0.00%
		44045	Sale Of Scrap	296	1,565	0	0	0	0.00%
		44050	Gain Loss On Sale Of Assets	0	32,118	0	0	0	0.00%
		44055	Reimbursement Acct	137,212	266,818	225,000	225,000	0	0.00%
		45903	North Slope Admission	316	53,099	40,000	54,500	14,500	36.25%
		46025	Interest	50,045	77,101	22,000	22,000	0	0.00%
		46152	Transfer From Lart	36,470	0	33,000	100,000	67,000	203.03%
460 - Pikes Peak-America's Mtn Total				**4,412,159**	**6,054,454**	**4,750,616**	**3,953,066**	**(797,550)**	**(16.79%)**
470 - Parking System	7510	42005	Bus Terminal Garage 1	109,499	111,223	112,176	114,396	2,220	1.98%
		42010	Meter Hoods	0	57	0	0	0	0.00%
		42025	Monthly Parking Garage 1	389,875	418,568	422,040	422,040	0	0.00%
		42055	Transient Parking Garage 1	104,078	105,336	146,796	106,283	(40,513)	(27.60%)
		42060	Transient Parking Garage 2	0	304	0	0	0	0.00%
		44025	Cash Over Short	5	0	0	0	0	0.00%
		44050	Gain Loss On Sale Of Assets	0	(20,546)	0	0	0	0.00%
	7520	42030	Monthly Parking Garage 2	1,216,113	1,291,959	1,253,040	1,219,200	(33,840)	(2.70%)
		42060	Transient Parking Garage 2	217,140	234,627	270,804	213,558	(57,246)	(21.14%)
		44025	Cash Over Short	(1)	(30)	0	0	0	0.00%
	7530	42010	Meter Hoods	39,711	56,981	21,744	19,932	(1,812)	(8.33%)
		42015	Online Sales	7,547	0	0	0	0	0.00%
		42040	Parking Meters	1,721,867	1,545,237	897,997	1,379,816	481,819	53.65%
		42041	Parking Meters - CC	0	371,987	1,155,150	534,084	(621,066)	(53.76%)
		44020	Miscellaneous General	0	94	0	0	0	0.00%
		44025	Cash Over Short	1	0	0	0	0	0.00%
		44050	Gain Loss On Sale Of Assets	0	(3,651)	0	0	0	0.00%
		45765	Parking Fees	0	0	1,250	1,250	0	0.00%
	7540	42042	POC Garage Loan Payment	133,188	70,099	132,000	132,000	0	0.00%
		43156	Rebates	4,093	0	0	0	0	0.00%
		43180	Gain Loss Inv Mkt Value	0	398	0	0	0	0.00%
		44010	Insurance	0	16,777	0	0	0	0.00%
		44020	Miscellaneous General	0	500	0	0	0	0.00%
		46025	Interest	41,295	51,473	50,000	50,000	0	0.00%
	7550	42020	Monthly Parking Lot 3	88,938	134,784	141,360	144,240	2,880	2.04%
		42045	Transient Parking Lot 3	36,191	47,863	41,220	44,317	3,097	7.51%
	7560	42035	Monthly Parking Lot 4	7,505	8,000	10,200	10,200	0	0.00%
		42050	Transient Parking Lot 4	1,082	1,217	2,100	2,100	0	0.00%
	7580	42036	Monthly Parking Lot 5	(20,040)	2,145	17,100	17,100	0	0.00%
470 - Parking System Total				**4,098,087**	**4,445,402**	**4,674,977**	**4,410,516**	**(264,461)**	**(5.66%)**
475 - Cemetery Fund	7400	41904	Care Of Lots	6,000	6,000	6,000	6,000	0	0.00%
		41905	Interments And Removals	432,934	455,960	506,230	506,230	0	0.00%
		41910	Sales Of Lots	368,922	393,931	437,812	437,812	0	0.00%
		41915	Memorial Or Foundations	48,838	45,643	50,000	50,000	0	0.00%
		41920	Miscellaneous Cemetery	1,550	3,109	5,000	5,000	0	0.00%
		41925	Sale Of Burial Vaults	79,031	84,880	90,000	90,000	0	0.00%
		41930	Sale Of Bronze Memorials	0	0	1,500	1,500	0	0.00%
		41935	Vault Supervision Fee	33,600	33,350	39,000	39,000	0	0.00%
		41940	Endowments	(165)	0	0	0	0	0.00%
		41945	Contract Admin Charge	3,260	2,245	2,750	2,750	0	0.00%
		43135	Interest On Endowment	216,116	278,090	250,000	250,000	0	0.00%
		43180	Gain Loss Inv Mkt Value	0	124	0	0	0	0.00%
		44025	Cash Over Short	1	1	0	0	0	0.00%
		46025	Interest	2,175	2,286	2,500	2,500	0	0.00%
475 - Cemetery Fund Total				**1,192,261**	**1,305,619**	**1,390,792**	**1,390,792**	**0**	**0.00%**

Special Revenue Funds									
Fund Desc	**Dept**	**Account**	**Description**	**2013 Actual**	**2014 Actual**	**2015 Budget**	**2016 Budget**	**2016 - 2015 $ Change**	**2016 - 2015 % Change**
480 - Development Review Enterprise	4810	43180	Gain Loss Inv Mkt Value	0	(5,262)	0	0	0	0.00%
		44077	Zoning System Fees	0	100	1,000	1,000	0	0.00%
		45763	Administrative Services Fees	1,378,594	937,564	1,239,080	1,292,037	52,957	4.27%
		46025	Interest	17,234	26,769	9,000	9,000	0	0.00%
		46170	Reimbursement from other Funds	0	42,602	0	0	0	0.00%
	4811	43357	Construction Plan Review	925	6,200	2,500	353,500	351,000	14040.00%
		43360	Interior Finish/Remodel	0	0	0	9,500	9,500	0.00%
		43361	Residential Hillside	0	0	0	22,000	22,000	0.00%
		43362	Extraterritorial Inspections	0	0	0	12,700	12,700	0.00%
		43363	Trip Fees	0	0	0	21,000	21,000	0.00%
		43364	Limited Review Fees	0	0	0	13,000	13,000	0.00%
		43365	Permit Renewal Fees	0	0	0	300	300	0.00%
		45771	Alarm System Permit	149,810	180,337	200,000	187,000	(13,000)	(6.50%)
		45774	Fixed Fire Protection	16,920	16,200	18,000	31,300	13,300	73.89%
		45780	Special FP Inspections	12,755	17,550	15,000	28,600	13,600	90.67%
		45781	Sprinkler Permit Fees	151,424	168,094	220,000	227,300	7,300	3.32%
		45785	Off Duty Inspections	10,100	9,350	8,000	10,700	2,700	33.75%
		45786	Fire Development Review	0	200	0	0	0	0.00%
		45787	Water Main Hydrant Plan Review	0	0	0	21,000	21,000	0.00%
		45789	Pre Plan Construction Consult	0	0	0	2,500	2,500	0.00%
		45794	Overtime Plan Review	0	0	0	5,600	5,600	0.00%
		45957	Fines No Permit	2,555	3,025	3,000	17,400	14,400	480.00%
		46170	Reimbursement from other Funds	0	0	43,858	43,858	0	0.00%
480 - Development Review Enterprise Total				**1,740,317**	**1,402,728**	**1,759,438**	**2,309,295**	**549,857**	**31.25%**
501 - Support Services	8110	43180	Gain Loss Inv Mkt Value	0	1,154	0	0	0	0.00%
	8121	40113	Miscellaneous	0	529	0	0	0	0.00%
		42620	Enterprise Fund Utilities	6,162,791	0	0	0	0	0.00%
		42665	City Other Dept	5,065,214	0	0	0	0	0.00%
		42680	City Police Unit	2,539,175	0	0	0	0	0.00%
		42705	Other	332,059	0	0	0	0	0.00%
		42710	Other Revenue	23,755	(905)	0	0	0	0.00%
		42735	Special Funds Miscellaneous	351,778	0	0	0	0	0.00%
		44025	Cash Over Short	8	0	0	0	0	0.00%
		44045	Sale Of Scrap	0	252,563	0	0	0	0.00%
		46025	Interest	10,869	11,249	0	0	0	0.00%
	8145	42720	Other Billed Invoices	0	8,794	0	0	0	0.00%
	8163	42605	Ent Fund Util Allocation	169,052	0	0	0	0	0.00%
	8126	40113	Miscellaneous	500	0	0	0	0	0.00%
	8125	44050	Gain Loss On Sale Of Assets	0	12,720	0	0	0	0.00%
501 - Support Services Total				**14,655,199**	**286,104**	**0**	**0**	**0**	**0.00%**
502 - Claims Reserve	7750	40113	Miscellaneous	1,147	0	0	0	0	0.00%
		40224	Contribution From Golf	3,500	3,500	3,500	3,500	0	0.00%
		40225	Contribution From PPHwy	5,000	5,000	5,000	5,000	0	0.00%
		40226	Contribution From Cemetery	1,000	1,000	1,000	1,000	0	0.00%
		40383	Contribution From Dev Review	2,000	2,000	2,000	2,000	0	0.00%
		44020	Miscellaneous General	523,504	800,004	800,000	1,200,000	400,000	50.00%
		46025	Interest	2,638	26	0	0	0	0.00%
502 - Claims Reserve Total				**538,789**	**811,530**	**811,500**	**1,211,500**	**400,000**	**49.29%**
503 - Workers Compensation	7730	40113	Miscellaneous	272	675	0	0	0	0.00%
		42750	City Ins Excess	491,096	1,032,420	0	0	0	0.00%
		42755	CSU Ins Excess	17,638	498,688	0	0	0	0.00%
		42760	City Subrogation	91,110	56,696	0	0	0	0.00%
		42770	City Workers Comp	3,323,111	4,567,632	3,897,851	5,003,046	1,105,195	28.35%
		42775	Utilities Workers Comp	777,110	1,027,427	1,000,000	1,571,400	571,400	57.14%
		43180	Gain Loss Inv Mkt Value	0	2,378	0	0	0	0.00%
		44025	Cash Over Short	(1)	0	0	0	0	0.00%
		44055	Reimbursement Acct	0	116,218	0	0	0	0.00%
		45665	Copy Fees	193	267	0	0	0	0.00%
		46025	Interest	18,444	9,103	61,000	61,000	0	0.00%
		46153	Transfer From Other Funds	0	0	0	305,195	305,195	0.00%
	7740	40132	Physical Therapy Clinic	114,785	80,293	100,000	100,000	0	0.00%
	7720	45665	Copy Fees	397	586	0	0	0	0.00%
503 - Workers Compensation Total				**4,834,155**	**7,392,385**	**5,058,851**	**7,040,641**	**1,981,790**	**39.17%**
504 - Employee Benefits Fund	9895	40113	Miscellaneous	0	11,615	0	0	0	0.00%
		40138	Dental Premiums	2,139,516	2,030,610	0	2,035,181	2,035,181	0.00%
		40139	Vision Premiums	393,303	375,407	0	396,000	396,000	0.00%
		40140	Medical Premiums	21,317,102	21,102,525	0	23,839,844	23,839,844	0.00%
		40169	Employee Assist Program	(66)	88	0	0	0	0.00%
		40170	Hra Benefit	150,157	876,901	0	0	0	0.00%
		46025	Interest	954	0	10,630	10,630	0	0.00%
		46153	Transfer From Other Funds	347,848	0	33,861,365	609,756	(33,251,609)	(98.20%)
	9896	40143	Utility Clinic Services	77,210	115,261	75,000	105,000	30,000	40.00%

Special Revenue Funds									
Fund Desc	**Dept**	**Account**	**Description**	**2013 Actual**	**2014 Actual**	**2015 Budget**	**2016 Budget**	**2016 - 2015 $ Change**	**2016 - 2015 % Change**
504 - Employee Benefits Fund	9896	40144	City Clinic Co Pay	37,081	30,285	34,000	35,700	1,700	5.00%
		45665	Copy Fees	51	264	0	0	0	0.00%
504 - Employee Benefits Fund Total				**24,463,156**	**24,542,955**	**33,980,995**	**27,032,111**	**(6,948,884)**	**(20.45%)**
505 - Office Services	8138	42605	Ent Fund Util Allocation	0	0	243,378	195,262	(48,116)	(19.77%)
		42660	City Allocation	0	0	679,180	679,180	0	0.00%
		42710	Other Revenue	0	350	0	0	0	0.00%
		43180	Gain Loss Inv Mkt Value	0	102	0	0	0	0.00%
		44025	Cash Over Short	(26)	0	0	0	0	0.00%
		46025	Interest	1,214	1,762	800	1,000	200	25.00%
	8139	42605	Ent Fund Util Allocation	335,235	162,495	0	0	0	0.00%
		42625	Enterprise Fund Util Worder	91,770	72,841	90,000	90,000	0	0.00%
		42630	Postage	327,817	293,320	340,000	340,000	0	0.00%
		42632	Records	51,780	51,038	60,000	51,000	(9,000)	(15.00%)
		42650	City Workorders	133,388	110,299	115,000	125,000	10,000	8.70%
		42660	City Allocation	582,381	589,630	0	0	0	0.00%
		42710	Other Revenue	15,175	5,186	5,000	5,000	0	0.00%
		42720	Other Billed Invoices	135,310	138,076	150,000	150,000	0	0.00%
		42725	Other Workorders	22,881	100,975	75,000	100,000	25,000	33.33%
505 - Office Services Total				**1,696,926**	**1,526,074**	**1,758,358**	**1,736,442**	**(21,916)**	**(1.25%)**
506 - Radio Communications	8145	42605	Ent Fund Util Allocation	9,996	0	0	0	0	0.00%
		42660	City Allocation	979,896	695,958	550,825	995,958	445,133	80.81%
		42720	Other Billed Invoices	34,136	85,301	66,308	53,780	(12,528)	(18.89%)
		42785	Rev Site Leases	158,008	301,444	217,633	149,623	(68,010)	(31.25%)
		42880	Rev Parts Purch Resale	4,658	86,348	0	0	0	0.00%
		42883	Rev Paging System	44,687	45,855	33,960	28,666	(5,294)	(15.59%)
		42886	Rev Non City Svcs	253,390	253,739	190,000	136,723	(53,277)	(28.04%)
		42888	Rev PPRCN	404,010	0	0	0	0	0.00%
		43180	Gain Loss Inv Mkt Value	0	(267)	0	0	0	0.00%
		46025	Interest	3,745	11,219	0	0	0	0.00%
506 - Radio Communications Total				**1,892,527**	**1,479,597**	**1,058,726**	**1,364,750**	**306,024**	**28.90%**
601 - CD Smith Senior Center Trust	9706	43180	Gain Loss Inv Mkt Value	0	71,112	0	0	0	0.00%
		44060	Gain Loss On Investment	(2,840)	12,600	0	0	0	0.00%
		46025	Interest	17,645	16,212	75,000	75,000	0	0.00%
601 - CD Smith Senior Center Trust Total				**14,805**	**99,924**	**75,000**	**75,000**	**0**	**0.00%**
605 - Cemetery Endowment	9709	41940	Endowments	70,965	83,086	250,000	250,000	0	0.00%
		44050	Gain Loss On Sale Of Assets	(36,664)	34,628	0	0	0	0.00%
		44060	Gain Loss On Investment	748,029	82,532	0	0	0	0.00%
605 - Cemetery Endowment Total				**782,330**	**200,247**	**250,000**	**250,000**	**0**	**0.00%**
607 - TOPS Maintenance	9711	46025	Interest	2,842	3,425	11,500	1,150	(10,350)	(90.00%)
	9713	46025	Interest	3,932	4,815	0	0	0	0.00%
607 - TOPS Maintenance Total				**6,774**	**8,239**	**11,500**	**1,150**	**(10,350)**	**(90.00%)**
651 - Gift Trust	1199	40084	USOC Headquarters	0	8,042	0	0	0	0.00%
		40407	4Th July Event	18,000	18,000	0	0	0	0.00%
		40468	Homeless Services	0	10,000	0	0	0	0.00%
	1399	40002	Employee Christmas Party	1,333	1,405	0	0	0	0.00%
		40020	Green Committee	490	0	0	0	0	0.00%
	2199	40010	Police Foundation Fund	7,690	30,105	0	0	0	0.00%
		40012	Honor Guard Funds	0	315	0	0	0	0.00%
		40014	Teddy Bear Program	100	0	0	0	0	0.00%
		40023	Police Comm Relations	200	0	0	0	0	0.00%
		40024	Div Crime Prevention	16,269	10,516	0	0	0	0.00%
		40072	Police Schooling Seminars	2,000	13,000	0	0	0	0.00%
		40174	Cit Gift Trust	15,000	10,000	0	0	0	0.00%
		40182	Police K9	492	545	0	0	0	0.00%
		40362	Child Sfty Seat Prog Trust	1,240	1,160	0	0	0	0.00%
		40389	Calea Conference	0	10,000	0	0	0	0.00%
		40417	Cadet Gift Trust	1,831	7,056	0	0	0	0.00%
		40430	VNI Gift	98,625	87,366	0	0	0	0.00%
		40460	Variable Wattage Lighting	135,000	0	0	0	0	0.00%
		40466	Cochran Gift Trust	0	20,000	0	0	0	0.00%
		40467	Penrose Fitness Award	0	181,500	0	0	0	0.00%
		40470	Homeland Sec/Ice Asset Sharing	0	14,568	0	0	0	0.00%
	2299	40003	Animal Emergency Care	250	0	0	0	0	0.00%
		40013	FD Honor Guard	475	0	0	0	0	0.00%
		40019	Fire Medic Equip Trng Trust	1,710	1,033	0	0	0	0.00%
		40201	Fire Safety Factor	15,396	15,762	0	0	0	0.00%
		40204	Community Health Fire Gt	34,000	7,500	0	0	0	0.00%
		40205	Fire Gifts For Stations	9,148	9,341	0	0	0	0.00%
		40209	Wildland Mitigation	38,655	3,480	0	0	0	0.00%
		40257	Juvenile Fire Setter Prog	5,270	245	0	0	0	0.00%
		40386	Med Programs	1,790	0	0	0	0	0.00%
		40387	Wildland	0	100	0	0	0	0.00%

Special Revenue Funds									
Fund Desc	**Dept**	**Account**	**Description**	**2013 Actual**	**2014 Actual**	**2015 Budget**	**2016 Budget**	**2016 - 2015 $ Change**	**2016 - 2015 % Change**
651 - Gift Trust	2299	40452	Waldo Canyon Gt	10,615	0	0	0	0	0.00%
	3099	40025	Bicycle Proj Gift Trust	2,040	0	0	0	0	0.00%
		40214	Pikes Peak Preservation	8,439	10,751	0	0	0	0.00%
		40434	Bike Map Gift Trust	503	832	0	0	0	0.00%
		40456	Waldo Canyon Restoration Match	1,000	0	0	0	0	0.00%
	4099	40040	Gift Therapeutic	38,879	12,406	0	0	0	0.00%
		40315	Gift Hillside Scholarship	1,538	0	0	0	0	0.00%
		40317	Gift Deerfield	6,454	2,552	0	0	0	0.00%
		40318	Gift Meadows Park	25,110	22,308	0	0	0	0.00%
		40319	Gift Hillside	24,032	13,633	0	0	0	0.00%
		40321	Gift Community Ctr General	16,823	49,083	0	0	0	0.00%
	4899	40270	Geo Haz Study Consultants	2,653	2,623	0	0	0	0.00%
	5199	40009	PRCS Empl Picnic	429	0	0	0	0	0.00%
		40022	Helen Hunt Falls	32,799	0	0	0	0	0.00%
		40028	Cemetery Restoration	1,020	1,590	0	0	0	0.00%
		40035	Garden Of The Gods Fndtn	123,963	127,871	0	0	0	0.00%
		40036	Rock Ledge Ranch General	26,610	19,121	0	0	0	0.00%
		40039	Visitor Centers	9,948	12,375	0	0	0	0.00%
		40051	Palmer Park Traf Control	0	8,999	0	0	0	0.00%
		40053	Tree Memorials	300	1,500	0	0	0	0.00%
		40057	Park Rec Maintenance	27,346	103,859	0	0	0	0.00%
		40059	Sports And Facilities	8,660	27,102	0	0	0	0.00%
		40060	Design And Develop	9,000	5,020	0	0	0	0.00%
		40064	Rockledge LHA	12,500	56,059	0	0	0	0.00%
		40181	Cheyenne Canon	1,000	0	0	0	0	0.00%
		40183	N Chey Canon Visitors Ctr	0	32,285	0	0	0	0.00%
		40184	Ice Center	0	7,500	0	0	0	0.00%
		40199	TAT Gog Maintenance	30,967	8,491	0	0	0	0.00%
		40210	N Lewis Park Maintenance	146,000	0	0	0	0	0.00%
		40211	General Forestry	11,089	17,885	0	0	0	0.00%
		40212	Youth Adult Sports Programs	0	1,400	0	0	0	0.00%
		40213	Greenhouse	50	1,678	0	0	0	0.00%
		40217	Springs In Bloom	300	160	0	0	0	0.00%
		40248	Manitou Incline	9,680	250,000	0	0	0	0.00%
		40269	Safety Patrol GOG	20,000	24,000	0	0	0	0.00%
		40273	Boxing Program	19,357	0	0	0	0	0.00%
		40305	Trails	2,000	10,858	0	0	0	0.00%
		40327	Pikes Peak Pickleball Gt	1,000	3,000	0	0	0	0.00%
		40344	Parks And Rec Maps	22	362	0	0	0	0.00%
		40378	City Auditorium	7,060	1,728	0	0	0	0.00%
		40392	Friends Of GOG	7,840	7,840	0	0	0	0.00%
		40395	Gog Youth Programs	1,750	1,697	0	0	0	0.00%
		40397	RLR Fid Vit And Vino	754	0	0	0	0	0.00%
		40403	Palmer Tree Coalition	2,878	0	0	0	0	0.00%
		40444	Red Rock Canyon Gt	520	0	0	0	0	0.00%
		40451	Broadmoor Bluff Park Gt	1,475	0	0	0	0	0.00%
		40458	Waldo Canyon Forestry Tech	25,000	0	0	0	0	0.00%
		40459	FMVP - Stonework	12,505	34,380	0	0	0	0.00%
		40461	Celebratory Calendar	0	2,370	0	0	0	0.00%
		40462	Circle Square Sidewalks	0	5,908	0	0	0	0.00%
		40465	Skyview Sports Complex	0	1,401	0	0	0	0.00%
		40469	Coleman Park-Switchbacks	0	461	0	0	0	0.00%
		44020	Miscellaneous General	0	0	1,900,000	1,900,000	0	0.00%
	5699	40042	Museum	78,207	35,780	0	0	0	0.00%
		40044	Museum U Archives	44,664	9,889	0	0	0	0.00%
		40046	Museum EB And WS Jackson Trust	0	8,000	0	0	0	0.00%
		40202	Museum Unhacs	0	52	0	0	0	0.00%
		40446	Building Restoration Gt	0	20,000	0	0	0	0.00%
651 - Gift Trust Total				**1,219,741**	**1,425,849**	**1,900,000**	**1,900,000**	**0**	**0.00%**
654 - Therapeutic Recreation	9708	46025	Interest	35	44	300	300	0	0.00%
654 - Therapeutic Recreation Total				**35**	**44**	**300**	**300**	**0**	**0.00%**

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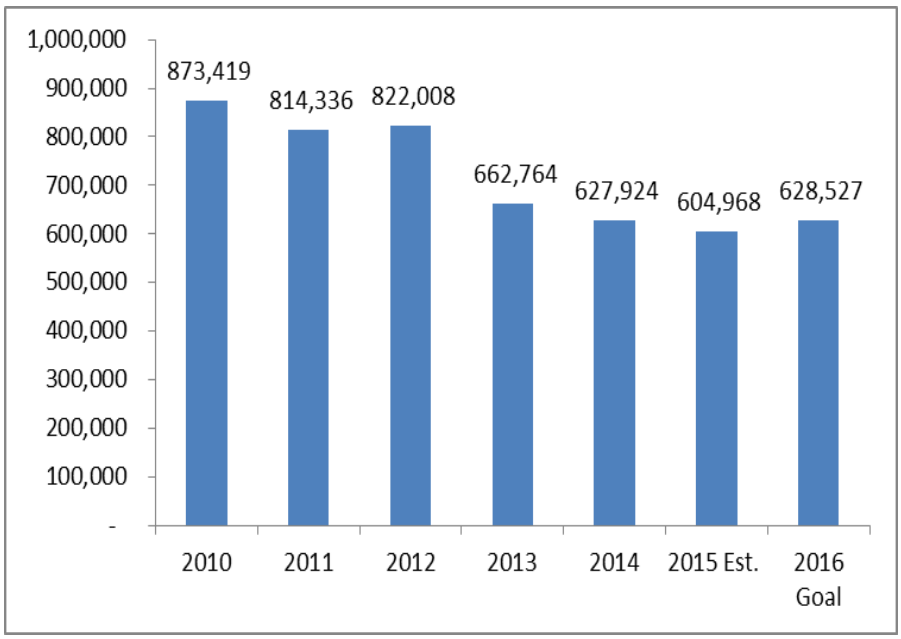
2016 Performance Measures

Community Indicators/Benchmarks

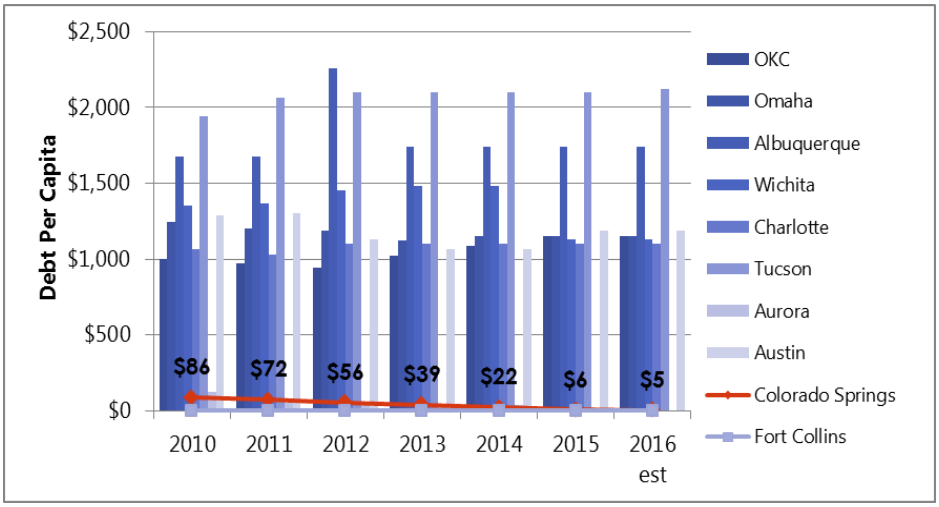
Airport Enplanements – Stabilizing at a Lower Level of Air Service



Source: Colorado Springs Airport

Between 2008 and 2012, four Airline mergers consolidated eight major airlines into four: American Airlines Group Inc, United Continental Holdings Inc, Delta Airlines Inc, and Southwest Airlines Co. This consolidation has hit small hub airports like Colorado Springs Airport the hardest. In response, the Airport continues to improve its marketability, revenue diversity, and debt position creating a profitable environment airlines look for when adding or expanding air service. The City will continue to actively pursue additional air service to ensure the long-term viability of the Airport and its ability to drive local economic growth.

Debt Per Capita – Outstanding City Debt



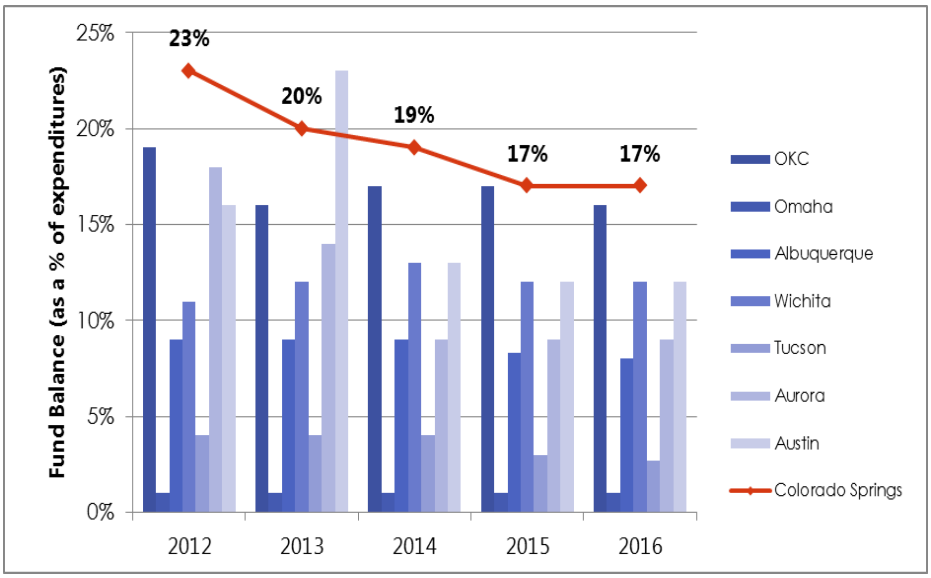
Source: Respective City Budgets/Websites

Comparable cities issue significant debt (largely General Obligation Bonds) to finance long-term projects and investments in City infrastructure, assets, and other projects.

In 1999, the City issued $87.9M in sales tax revenue bonds, with $2.8M in outstanding payments to date. The City currently has no general obligation debt.

Community Indicators/Benchmarks

Fund Balance (General Fund) – Responsible Savings

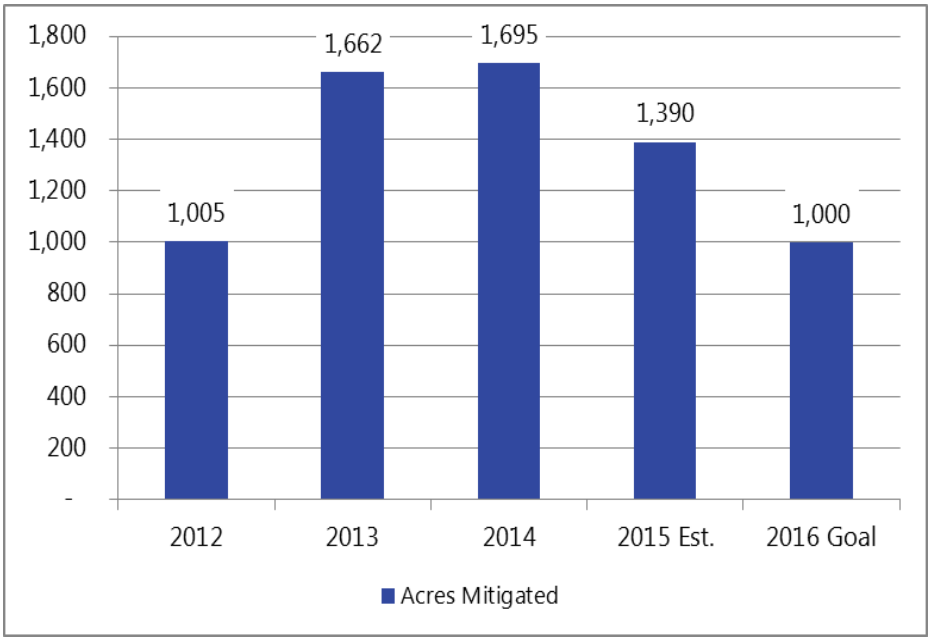


Source: Respective Cities Budgets/Websites

The City of Colorado Springs has a higher General Fund balance than comparable cities.

The fund balance is intended to create a responsible reserve should the City experience any significant emergencies or disasters requiring the use of additional, non-budgeted funds. The City will continue to seek to maintain a responsible fund balance.

Acres Mitigated



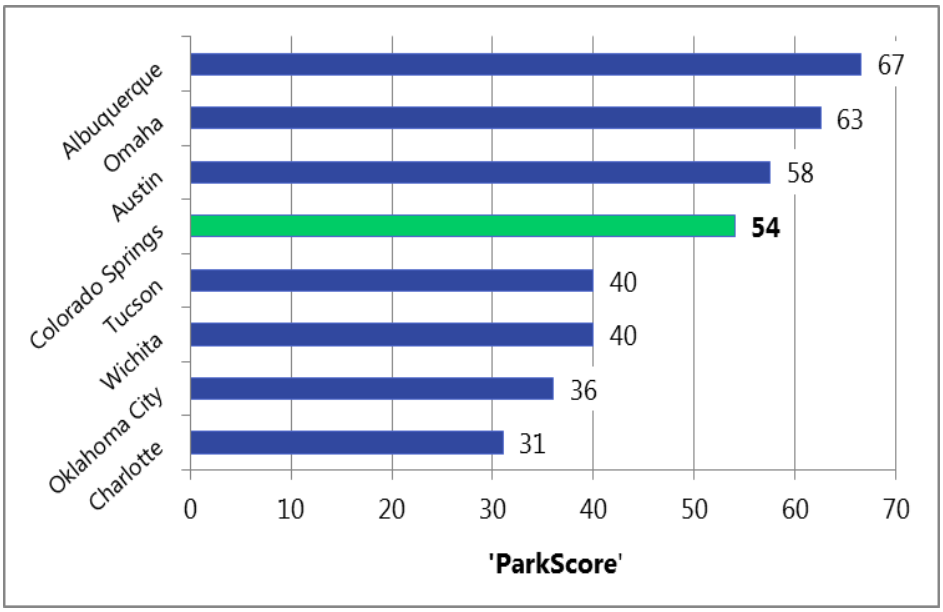
Source: City of Colorado Springs Fire Department

The City of Colorado Springs' Fire Department has a commitment to fire mitigation and education to actively work to reduce fire danger around the area.

For 2016, there is minimal anticipated grant funding for fire mitigation. Fire mitigation efforts rely heavily on grant funding for seasonal employees and contract work.

Community Indicators/Benchmarks

'ParkScore' – A Top Parks City

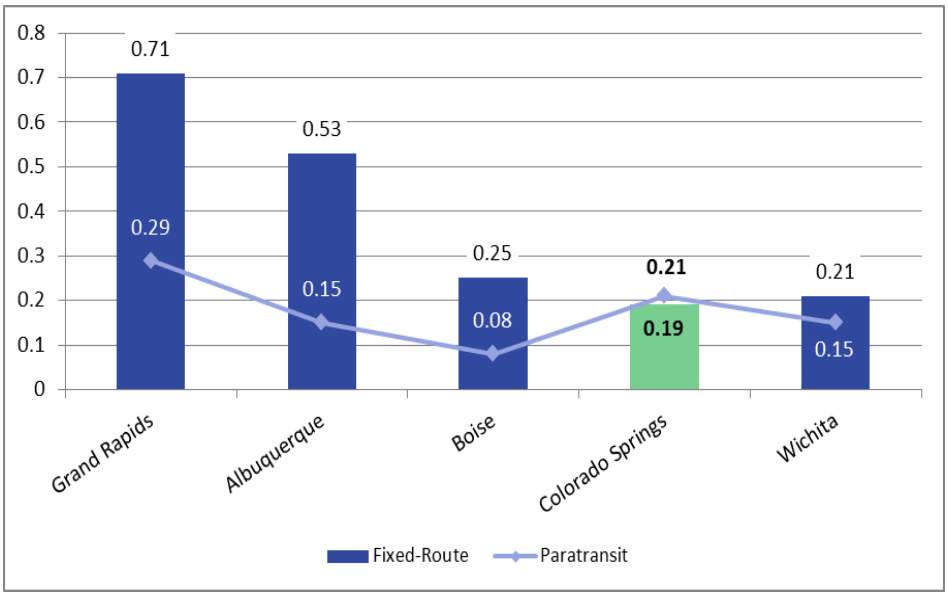


Source: The Trust for Public Land (2015)

The Trust for Public Land ranks the top 50 largest cities on a 'ParkScore' index (based on park acreage, service and investment in parks, and access), ranking the top 50 cities from a scale of 0-100. Colorado Springs ranks 38th, behind three of our comparable cities.

Colorado Springs received high scores in park acreage, and playgrounds, a medium score in access and a relatively low score in spending per resident.

Transit Revenue Service Hours/Capita – Average Transit Service Hours/Capita



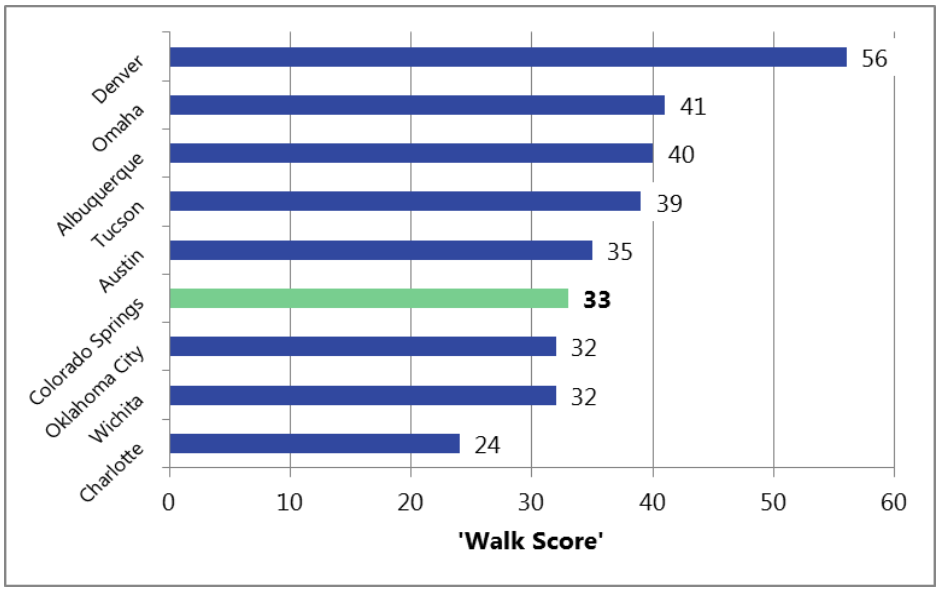
Source: Federal Transit Administration – National Transit Database (2013)

Compared to other similarly-sized communities, Colorado Springs provides a below average level of fixed-route bus service and average level of paratransit service, as measured by revenue service hours per capita.

Revenue service hours is a measurement of how much transit service is provided "on the street" within a community.

Community Indicators/Benchmarks

'Walk Score' – Below-Average Walkability

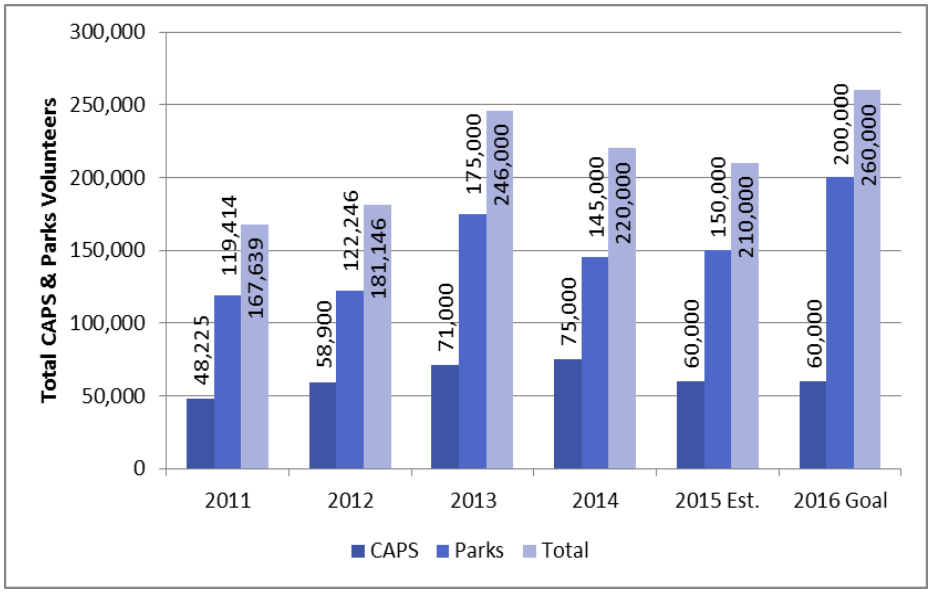


Source: Walk Score (2015)

Based on 'Walk Score', the City of Colorado Springs rates below average as compared to the peer set on average walkability across the City.

Walkability plays an important role in the attractiveness of a City. 'Walk Score' measures the walkability of any address based on distance to amenities, and pedestrian friendliness by analyzing population density and road metrics.

Volunteer Hours Citywide – Increased Volunteerism



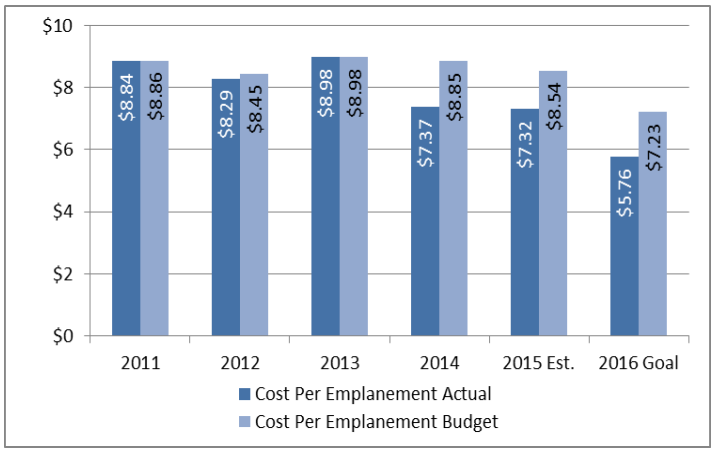
Source: City of Colorado Springs (CAPS, Parks, and Total Volunteers)

Colorado Springs is fortunate to have a history and spirit of community and volunteerism, which not only brings the community together, but also helps extend City services and supplement the City's financial resources to get more done!

A majority of volunteers work within CAPS (Community Advancing Public Safety) and the Parks, Recreation and Cultural Services department.

Departmental Performance Measures

Colorado Springs Airport

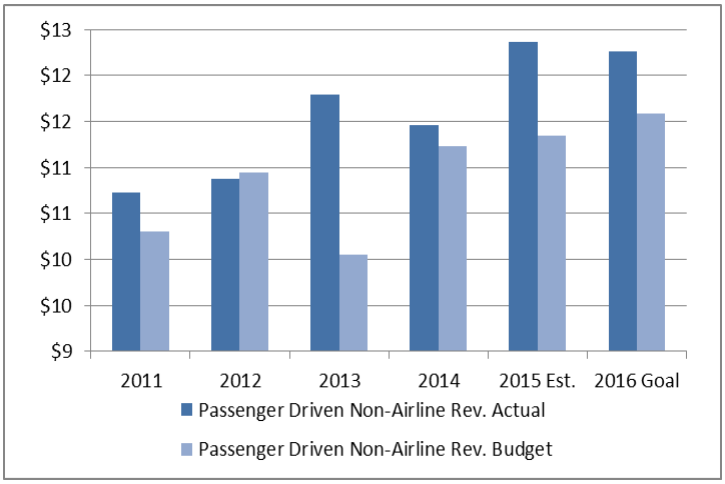


Cost Per Enplanement

GOAL:
Maintain a CPE (Cost Per Enplanement) of $7.23 or lower at the COS Airport.

WHY:
The CPE is a measure of the airlines' cost per enplanement. Through reducing Airport operating and debt costs, the Airport lowers airlines' CPE - thereby incentivizing increased air service.

Colorado Springs Airport

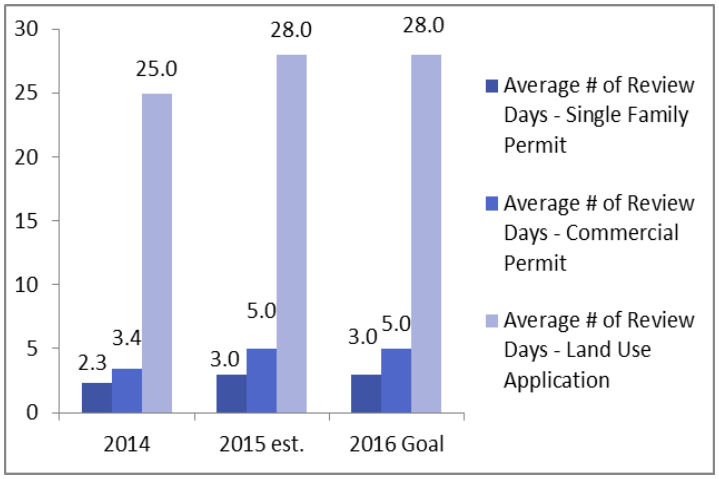


Passenger Driven Non-Airline Revenue

GOAL:
Maximize non-airline revenue per passenger (at or above $11.00).

WHY:
Through development and growth of airline offerings (concessions, lounge, etc.), these additional revenue sources help offset expenses, thereby reducing airline rates, increases the attractiveness of the COS Airport.

Planning & Development



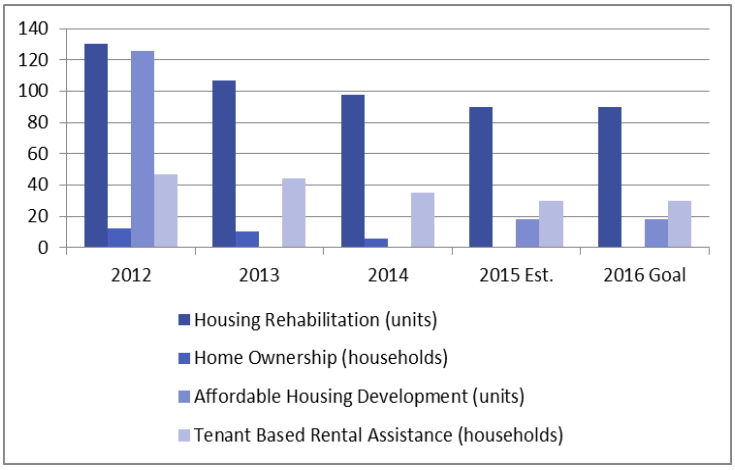
Plan Review Turnaround Times

GOAL:
With increasing development activity, maintain single family permit reviews under 3.0 days, commercial permit reviews under 5.0 days, and land use applications under 28 days.

WHY:
Reduced plan review times are a top priority of the development community; maintaining reasonable and responsible review times helps the City maintain a business-friendly culture.

Departmental Performance Measures

Housing

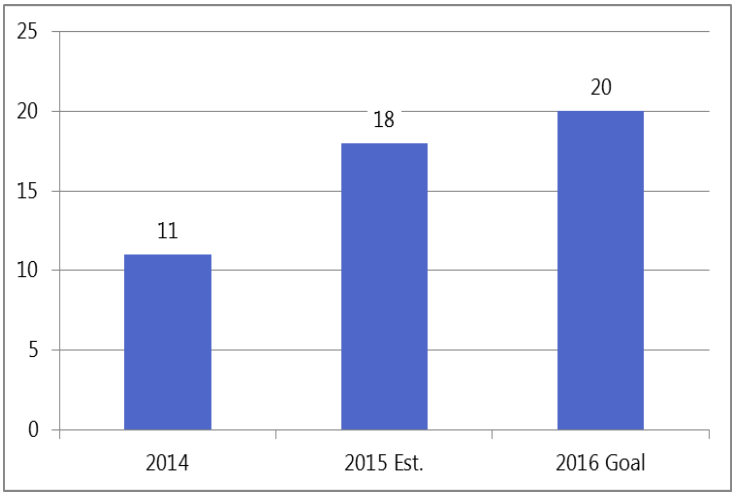


Affordable Housing

GOAL:
Increase and preserve the supply of affordable housing.

WHY:
The availability of safe, clean, affordable housing improves the quality of life and supports the economic vitality of the community.

Economic Development

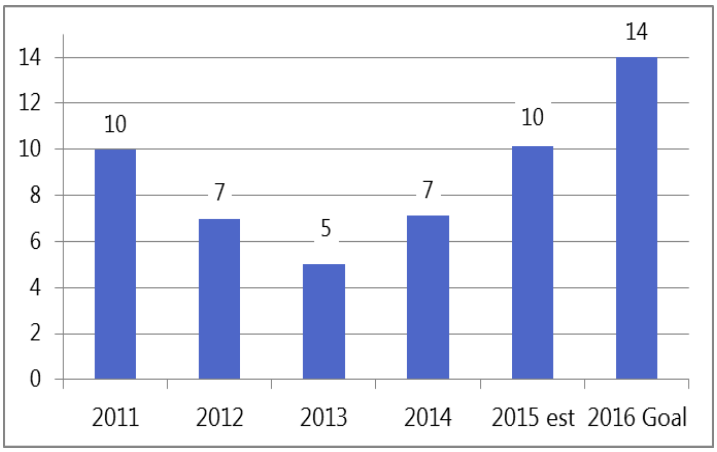


Rapid Response Utilization

GOAL:
Increase the number of businesses using the Rapid Response program.

WHY:
The Rapid Response program provides new/expanding businesses with an expedited process for City approvals and processes. It is essential to enhancing the business-friendly culture of the City and providing a positive first-look at the City for new businesses.

Public Works - Streets



Potholes Turnaround Time In Days

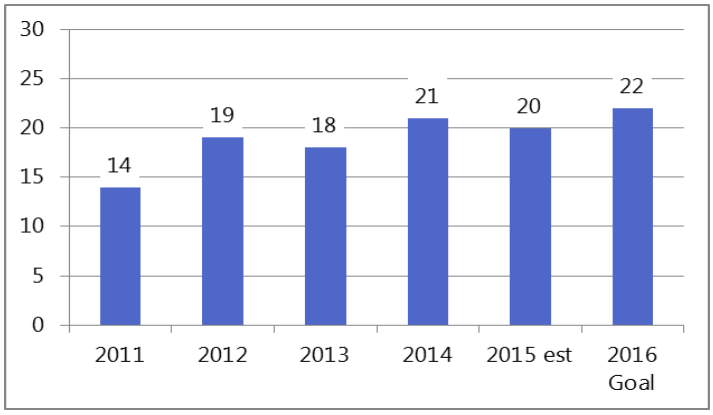
GOAL:
Maintain a pothole turnaround time of 7 days.

WHY:
In order to maximize the number of pothole repairs and ensure that potentially damaging potholes are fixed in a reasonable timeframe, with the current level of City resources.

NOTE: The number of potholes citywide has increased drastically since 2013.

Departmental Performance Measures

Public Works – City Engineering

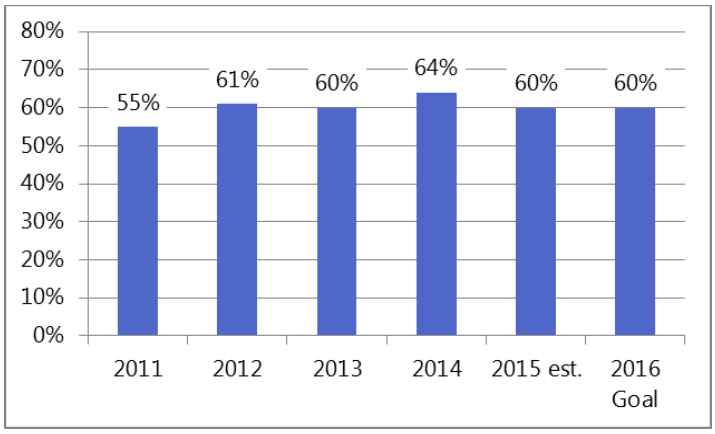


Deteriorating Bridges

GOAL:
Increase inspections of deteriorating bridges.

WHY:
Maintaining the city's bridge infrastructure in a safe condition is a primary indicator of the safety of the City's infrastructure for citizens.

Procurement

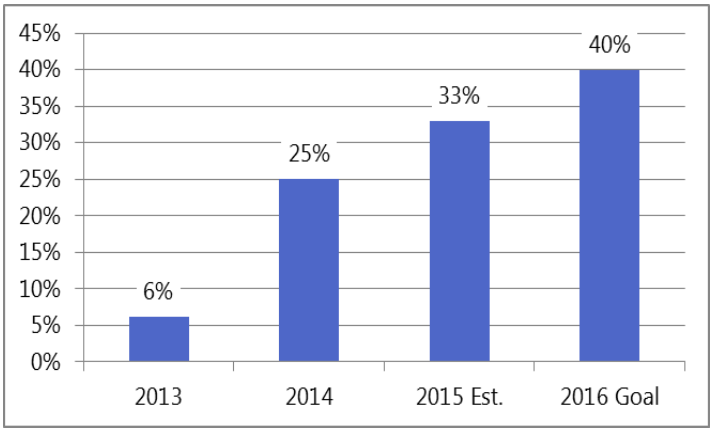


Local Spend

GOAL:
Maintain a local spend percentage of over 50%.

WHY:
Per the "Think Local" resolution, reaching out to local businesses in the selection criteria, where applicable, has resulted in appropriate increased local spending; boosting the local economy and supporting our locally operated businesses.

Finance



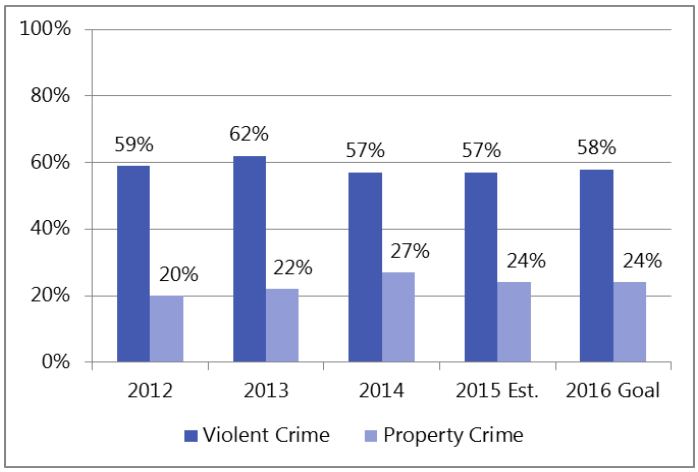
Sales Tax On-Line Remittance

GOAL:
40% of sales tax returns filed through the on-line system in 2016. There was a dramatic increase from 2013 to 2014 in online filings.

WHY:
In September 2013, the Finance office began offering on-line sales tax remittance to improve customer service and ease of doing business with the City.

Departmental Performance Measures

Police

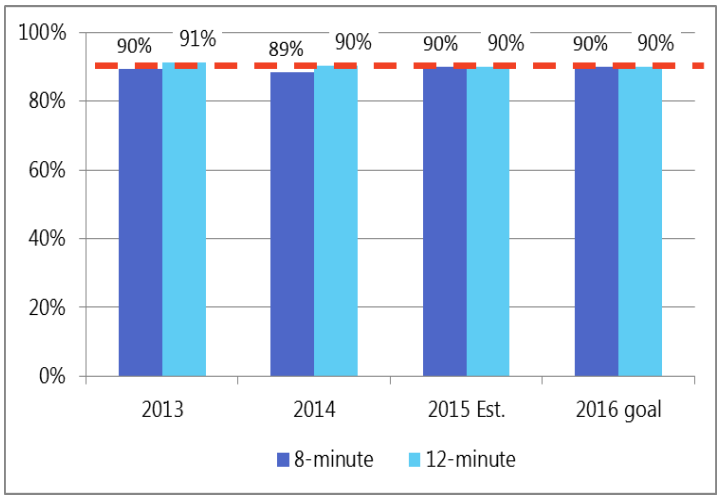


Crime Clearance Rates

GOAL:
Increase the number of reported crimes cleared in 2016 and remain above the national average clearance rates for cities our size.

WHY:
Clearance rates on reported crimes provides an indication of the ability for the Police Department to solve crimes. An increased clearance rate shows improvement in solving crimes.

Fire

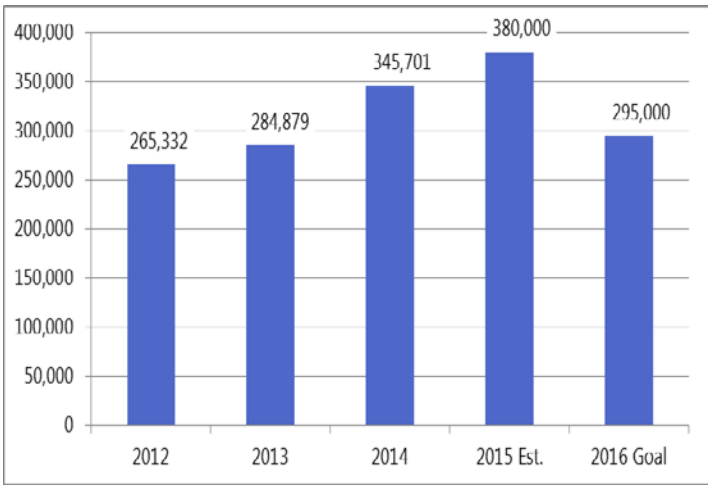


8-Minute and 12-Minute Response Standards

GOAL:
Maintain 8-minute and 12-minute response standards 90% of the time or greater (as shown by the dotted red line).

WHY:
Time is of the essence on 911 calls. The Fire Department strives to meet the response standards adopted by City Council (8 minutes for first unit; 12 minutes for minimum effective force).

Parks – Pikes Peak



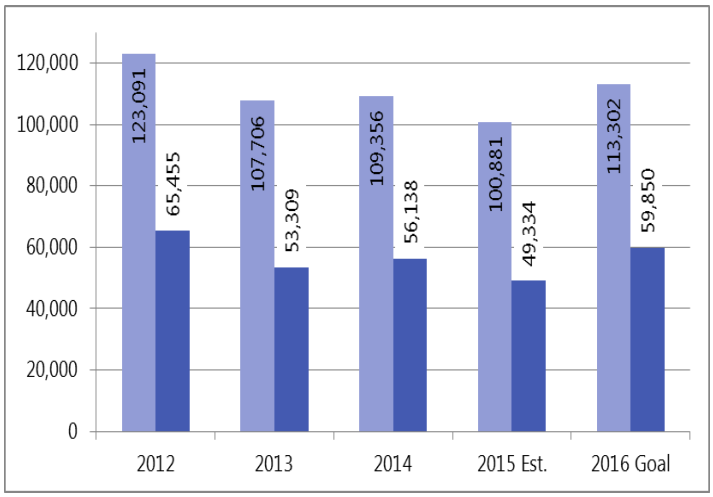
Annual Number of Pikes Peak Visitors

GOAL:
Maintain an annual number of over 290,000 visitors, based on a three-year average of visitor traffic.

WHY:
Pikes Peak – America's Mountain is one of the most recognized and visited mountains in the world. The City continues to invest in improvements to the visitor experience to drive increased visitation to the Mountain, which provides positive returns for the City.

Departmental Performance Measures

Parks – Golf

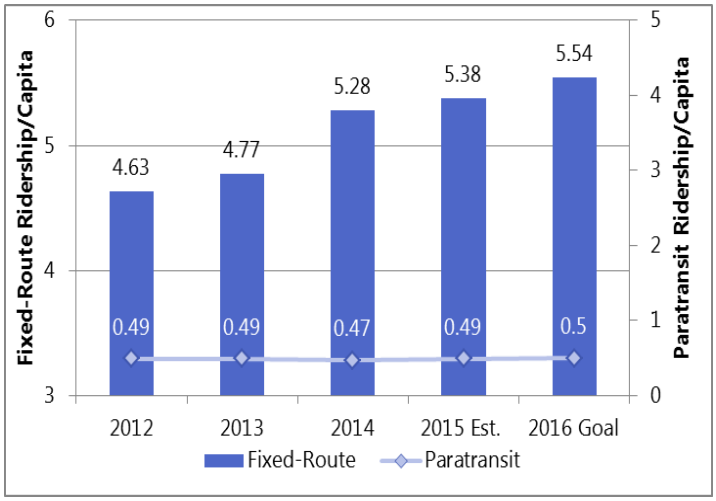


Number of Golf Rounds Played/Course

GOAL:
Realize year-over-year increases in number of rounds played at both City golf courses.

WHY:
Each golf course, as an enterprise, needs to generate enough revenue to sustain their self-supporting status. The courses are frequented by local golfers and tourists. It is important to the City that they remain fiscally sustainable and are well-maintained.

Public Works - Transit

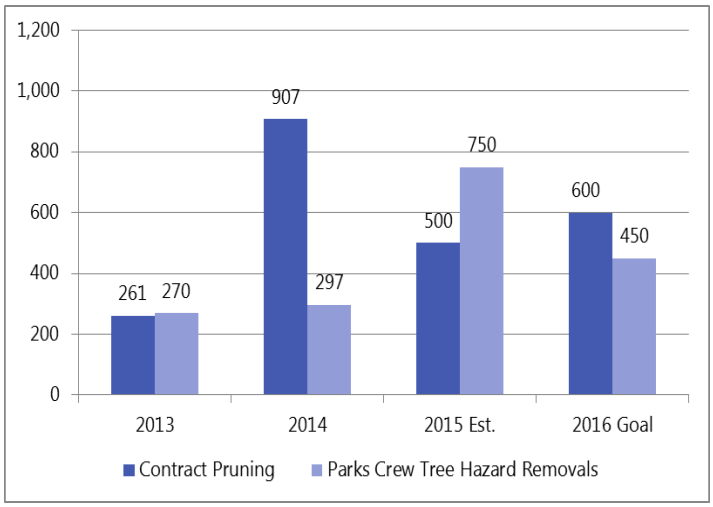


Transit Ridership/Capita

GOAL:
Increase transit ridership per capita by providing effective service along key corridors.

WHY:
Transit provides mobility for residents and connects people to jobs, school and other important community destinations. The strategic timing and locating of transit routes, due to sustained demand for transit services, should result in increased ridership, therefore increasing accessibility.

Parks - Forestry



Contract Tree Pruning & Parks Crew Tree Hazard Removals

GOAL:
Increase contract pruning and continue to use parks crews for tree removals to reduce hazards and respond to citizen complaints.

WHY:
Scheduled tree pruning and tree hazard/ obstruction removals are important to maintaining safety and aesthetics of the City. The City began tracking hazard/obstruction removals in 2013.

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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 the 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.

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.

Goals – A defined goal of a department/division objective with outcomes measured or completed by a determined timeframe that achieve the Mayor's goals for the City.

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 that 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 Enterprise 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.

Road and Bridge Tax – A County fund that receives revenue from all taxable property located within the county (El Paso County) and subsequently disburses the allotted share to the municipalities located within the county for the specific purpose of construction and maintenance of roads and streets located within its corporate boundaries (see Colorado Revised Statues [C.R.S. 43-2-202, 203]).

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.

Special Revenue Funds – Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specific purposes.

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.

The Government Finance Officers Association

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.

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 =
$27 million or about 12.5% of general fund revenues[4] as budgetary uncertainty reserve
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 =
$27 million or about 12.5% of general fund revenues as an emergency reserve

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.

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.

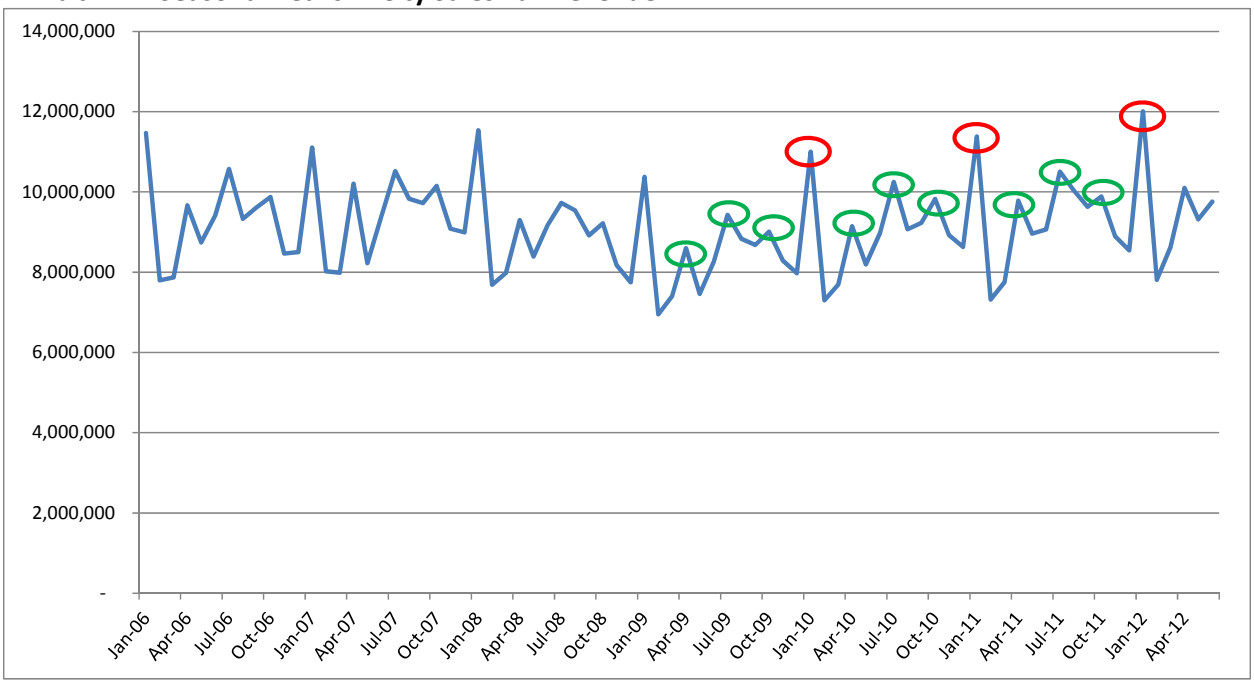
2011 and Exhibit 2.2 shows monthly sales tax revenue since 2006.[11] In Exhibit 2.1, use tax and revenues from sales tax audits are removed. These revenues add "noise" to the pure sales tax data making it more difficult to analyze. They are also much smaller revenue sources – use tax is 7% the size of 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



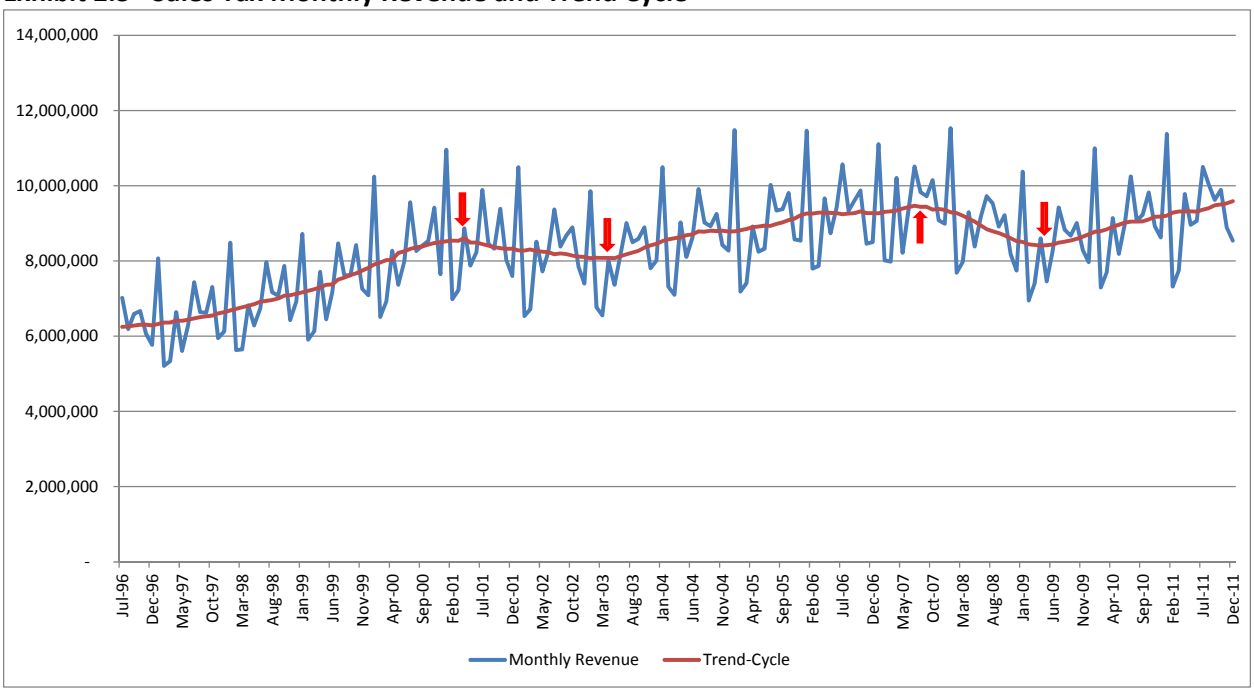
There are four consistentant spikes in sales tax revenue during the year, with Jaunary being the most improtant. July, Ocotober, and April are the others.

[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.

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 tax[13] 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.

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.

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.

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.

[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.

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.

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

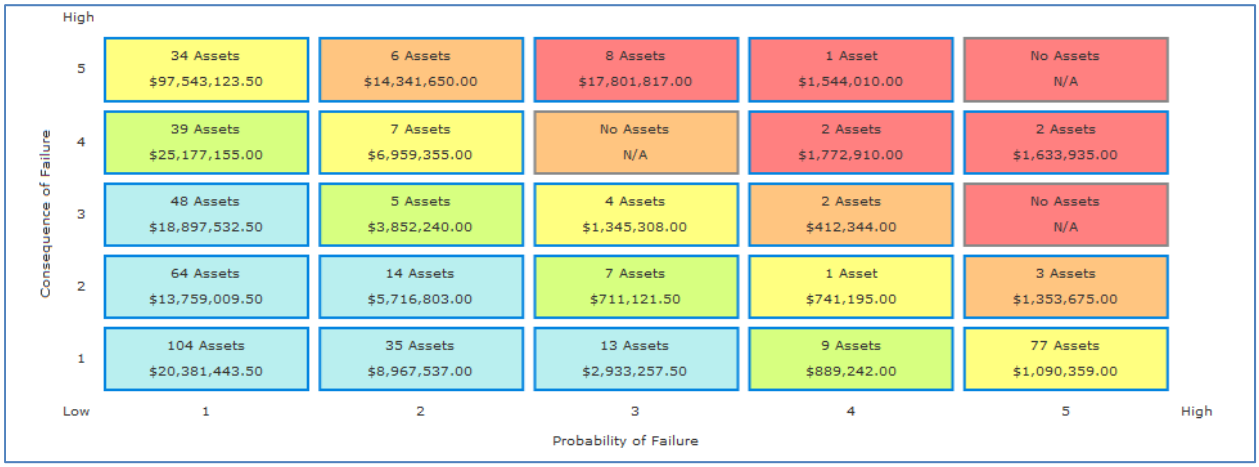
Transfers from Other Funds. The City receives about 17% of its revenue from transfers from other funds (from City utilities). This transfer is a matter of City Council policy. There do not appear to be any major threats to the continued economic viability of this policy, so any change would have a political 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.)

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.

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.

3-Secondary Risk Factor Analysis

This section overviews risk factors that 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

		"Best in Class Cities				
	Colorado Springs	Fort Collins	Oklahoma City	Denver	Indian-apolis	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%

		Sales Tax Comparables		*Summary Statistics*	
	Colorado Springs	Lone Tree	Cen-tennial	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.

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.

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.

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[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)

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 a 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' 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

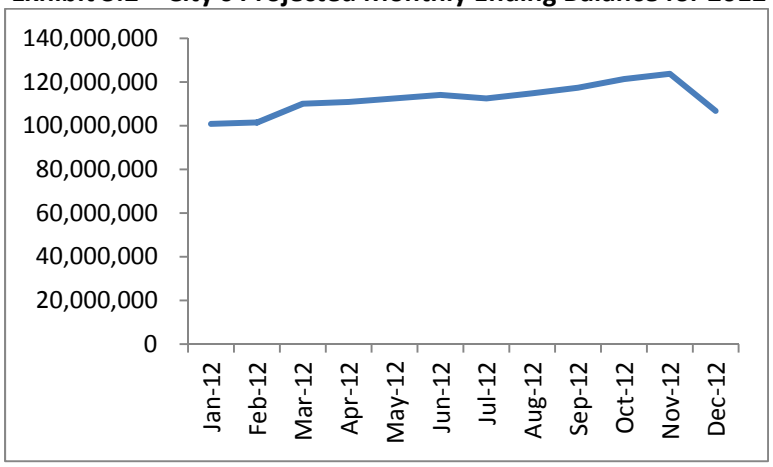
Rapid growth of the community could call for larger levels of reserves, lest service requirements expand beyond the ability of the City to continue services in the face of revenue interruption. For instance, property tax revenues may not be received until a couple of years after development occurs, yet 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

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.

Exhibit 3.2 – City's Projected Monthly Ending Balance for 2012



The City's ending balances rise steadily throughout most of the year.

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 is 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

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**	**Indian-apolis**	**Charlotte**
Unresticted 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**	**Cen-tennial**	**Average**	**Median**	
Unresticted 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).

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

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.

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

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 =
$27 million or about 12.5% of general fund revenues[31] as budgetary uncertainty reserve
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 =
$27 million or about 12.5% of general fund revenues as an emergency reserve

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).

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%

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/finanicalpolicies

[35] See primarily the GFOA book *Financial Policies*

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.

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.

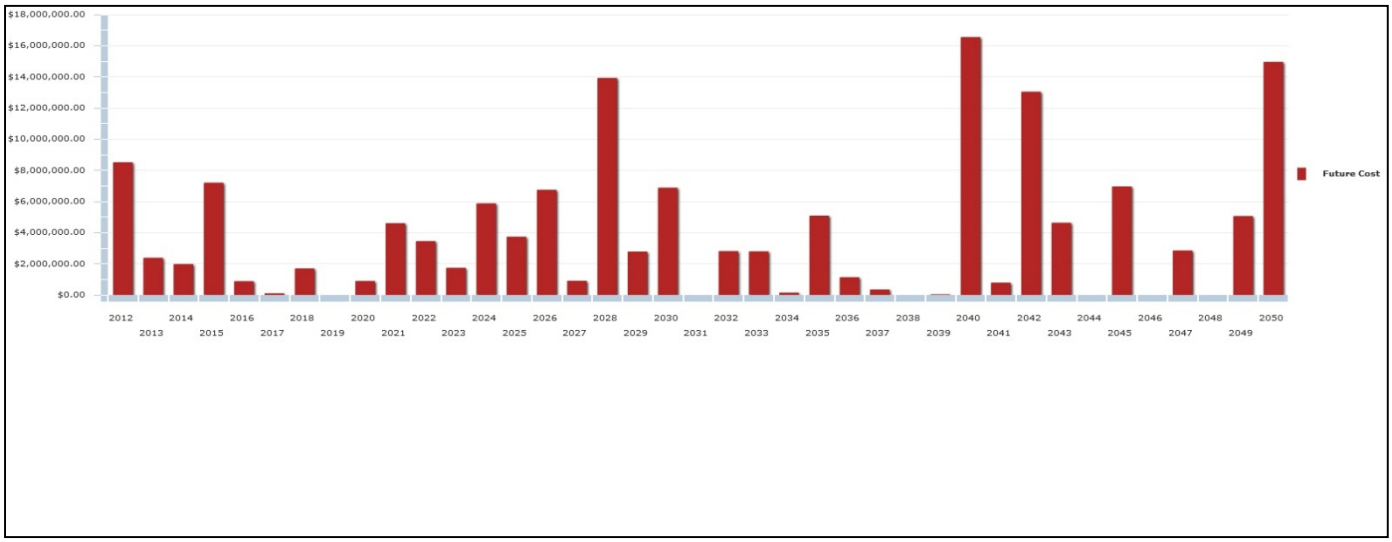
A policy should direct that any grants pursued are consistent with the government's mission and strategic priorities. Spotsylvania County's policy states that "before applying for and accepting intergovernmental aid, the county will assess the merits of a particular program as if it were funded with 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.

Exhibit 4.3 – Estimate of Annual Bridge and Culvert Replacement Costs



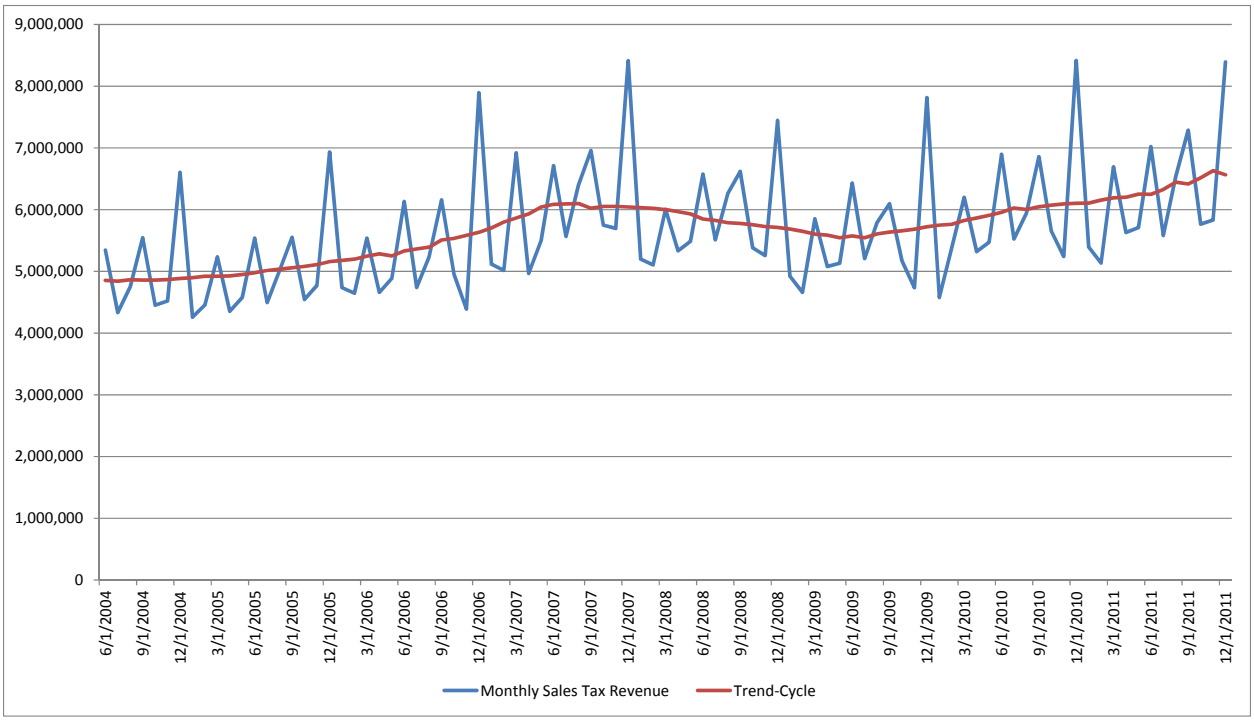
For storm sewers, the average annual contribution for a regular maintenance/replacement schedule would be about $36 million, though this is a less precise figure because the underlying information on asset condition is not as detailed.

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



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2016 Salary Schedule

City of Colorado Springs - 2016 Salary Schedule

Effective January 1, 2016

					Annual			Monthly		Hourly	
Job Code	Job Title	Band #	Band Name	Zone #	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
19418	Fire Chief	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
19795	City Auditor	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
19775	Human Resources 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
12709	Information Systems Manager II	2	MGR	7	$109,113	$136,391	$150,030	$9,092.75	$11,365.92	$52.458173	$65.572596
19631	Deputy Public Works Director/ City Engineer	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
12640	Engineering Division 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
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
19659	Public Works Operations 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
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
12643	Engineering Program 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
15091	Airport Operations and Airfield Maintenance Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
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 Development Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
17145	Contract Compliance & Sustainability 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
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
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
16200	City Human Resources 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
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
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
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
17199	Airport Accounting Manager	2	MGR	2	$67,751	$84,689	$93,157	$5,645.92	$7,057.42	$32.572596	$40.715865
14016	Cemetery Division Manager	2	MGR	2	$67,751	$84,689	$93,157	$5,645.92	$7,057.42	$32.572596	$40.715865

City of Colorado Springs - 2016 Salary Schedule

Effective January 1, 2016

					Annual			Monthly		Hourly	
Job Code	Job Title	Band #	Band Name	Zone #	Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
15040	City Council Administrator	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
15013	Code Enforcement 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
16005	Fire Fleet Services Supervisor	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
15021	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	$5,768.42	$26.623558	$33.279327
15095	Airport Facilities Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
17830	City Horticulturist	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
15017	Code Enforcement Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
16029	Engineering Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
18230	Fire Prevention Section Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
16622	Police Impound Facility Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
12761	Public Safety Communications Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
15029	Radio Communications Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
12805	Skilled Maintenance Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
12804	Streets District Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
18232	Community Health Supervisor	3	SUP	2	$50,805	$63,506	$69,857	$4,223.75	$5,292.17	$24.425481	$30.531731
18233	Community Behavioral Health Coordinator	3	SUP	2	$50,805	$63,506	$69,857	$4,223.75	$5,292.17	$24.425481	$30.531731
15302	Office Services Coordinator	3	SUP	2	$50,805	$63,506	$69,857	$4,223.75	$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
12738	Records 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	Senior 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
17219	Information Systems Auditor Supervisor	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 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
12789	Senior IT Project Manager	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
17413	Database Administrator II	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
18302	Claims Adjustor, Senior	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
15102	Construction Project Manager	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
17507	Engineer III	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096

					Annual			Monthly		Hourly	
Job Code	Job Title	Band #	Band Name	Zone #	Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
16070	Fire Medical Programs Coordinator	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
12731	Fire Operations Research and Statistics Specialist	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
12720	Information Technology Architect II	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
12704	IT Project Manager 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
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
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
15101	Airport Corporate Outreach Specialist	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
18105	Citizen Engagement Specialist, Senior	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
17900	DNA Analyst	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
17416	ERP Systems Analyst II	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12731	Fire Operations Research and Statistics 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
12746	Safety Specialist	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
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
12750	Stormwater Quality Coordinator	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
17802	Water Conservation Specialist	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
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
17506	Engineer II	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
12752	Homeland Security Program Coordinator	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17212	Information System Auditor I	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
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	Polygraphist II	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
12634	Senior Buyer	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
18476	Senior Redevelopment Specialist	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17051	Senior Volunteer Coordinator	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
12702	Systems Analyst II	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17406	Webmaster/Administrator II	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231

City of Colorado Springs - 2016 Salary Schedule

Effective January 1, 2016

					Annual			Monthly		Hourly	
Job Code	Job Title	Band #	Band Name	Zone #	Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
18480	Analyst II, Budget	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.50	$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
17607	Associate Attorney	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
18482	Civilian Criminal Investigator	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
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
17801	Natural Resource Specialist	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
18490	Polygraphist I	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
18426	Recruiter	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
16153	Senior Probation Officer	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
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	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
12609	Analyst II, Benefits	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
12609	Analyst II, Financial	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
17421	Application Support Administrator I	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
12635	Buyer II	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
12881	Claims Adjustor I	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
12602	Fire Accreditation Coordinator	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
12685	GIS Analyst II	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
18429	Human Resources Generalist	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
17006	Legislative Assistant	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
16028	Museum Exhibits Designer	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
12757	Public Communication Specialist II	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
17290	Sales Tax Auditor II	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
17803	Special Events Coordinator	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$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
18231	Community Behavioral Health Clinician	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
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
12636	Buyer I	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
15200	GIS Analyst 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
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
16015	Engineering Technician III	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615
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
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 - Airport	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

					Annual			Monthly		Hourly	
Job Code	Job Title	Band #	Band Name	Zone #	Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
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
16025	Engineering Technician II	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
18428	HRIS Specialist	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
19657	Streets Operations Program Assistant	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
12803	Streets District Crew Leader	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 Council	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
13035	Fleet Specialist	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
12792	Senior Payroll & Pension Technician	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
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
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
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	Engineering Technician I	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
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
12097	Records Systems Coordinator	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
18515	Senior Accounting Technician	5	PAR	2	$36,289	$45,361	$49,898	$3,024.08	$3,780.08	$17.446635	$21.808173
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
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

City of Colorado Springs - 2016 Salary Schedule

Effective January 1, 2016

					Annual			Monthly		Hourly	
Job Code	Job Title	Band #	Band Name	Zone #	Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
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
11091	Payroll & Pension Technician I	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
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
12722	Fire Community and Public Health Provider	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	$411,121	$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

To fill a position at a level Hourly VI or higher, you must complete a Hourly Approval Form and submit it to HR, click on this box for form.

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