2013

Annual Budget and Resource Allocation

City of Colorado Springs
January 1, 2013



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City Leadership

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

Mayor's Office

Bach, Steve	Mayor



Steve Bach
Mayor

Mayor's Executive Team

Bach, Steve	Chief Economic Vitality Officer
Brown, Richard	Fire Chief
Carey, Peter	Police Chief
Melcher, Christopher J.	City Attorney
Neumann, Laura	Chief of Staff

Department Heads

Aubrey, Cindy	Communications Officer
Earle, Mark	Aviation Director
Johnson, Sarah B.	City Clerk
Kane II, HayDen W.	Presiding Municipal Court Judge
Migchelbrink, Helen	Public Works Director/City Engineer
Palmer, Joe	Chief Information Officer
Palus, Karen	Parks, Recreation and Cultural Services Director
Skinner, Kara	Chief Financial Officer
Sullivan, Michael	Human Resources Director
Wysocki, Peter	Planning Director

Budget Staff

Canfield, Katie	Staff Assistant
Hoffmann, Angie	Senior Analyst
McDaniel, Darryl	Senior Analyst
Sachanandani, Charae	Budget Manager

City Council



Colorado Springs City Council

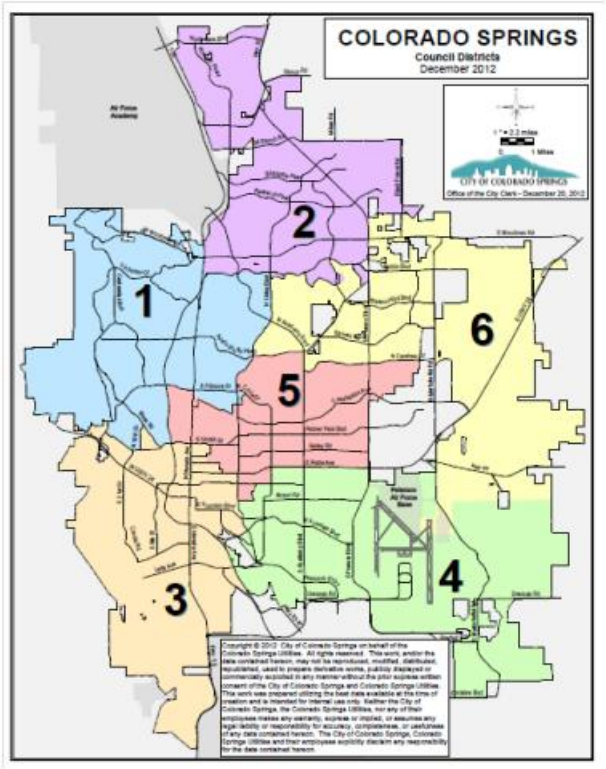
Front Row (from left to right):
Council Member Val Snider, At-Large
Council Member Lisa Czelatdko, District 3
Council Member Merv Bennett, At-Large
Council President Pro-Tem Jan Martin, At-Large
Council Member Tim Leigh, At-Large

Back Row (from left to right):
Council Member Brandy Williams, At-Large
Council President Scott Hente, District 1
Council Member Bernie Herpin, District 4
Council Member Angela Dougan, District 2

City Council's Direct Reports

Denny Nester, City Auditor

*Council District Map**



* Approved Council District map for Council members to be elected on the April 2, 2013 Municipal Election.

STEVE BACH
MAYOR

CITY OF COLORADO SPRINGS

January 1, 2013

Honorable President and Members of City Council:

In 2012 our city experienced two historic events: the heroic response to the tragic Waldo Canyon Fire in June and the transformative 82% landslide approval by the voters in August to lease our Memorial Health System to University of Colorado Health. We are deeply appreciative of how our citizens have pulled together this year.

This letter forwards the City's 2013-15 Vision, Mission, Goals and Mayoral Strategies, 2013 Executive Branch Divisions and Departmental Breakthrough Strategies, All Funds Summary and General Fund Forecast supported by detailed budget documents.

The Vision and Mission statements reflect a great respect for our City's history and uniqueness along with our high confidence for the community's bright future. The Goals and Mayoral Strategies incorporate our fervent commitment to delivering "best in class" municipal government. The Executive Branch Divisions and Departmental Breakthrough Strategies offer game-changing new ideas with real measurable outcomes.

Jobs, Transforming City Government and Building Community continue to be our focus. The Goals, Strategies and Budgets herein are aligned with those priorities. In the Executive Branch Departmental Strategies, you'll find breakthrough Economic Vitality initiatives in support of increased civilians employed in the private sector by an average of 6,000 per year. In addition, reinvented public information structure and communications resources will provide easy access to City services and reach and engage more citizens.

The 2013 General Fund Forecast and All Funds Summary are based on balancing revenue and expenditures:

1. General Fund expenditures increase by $8 million versus this year, but are partially offset by $3.1 million in internal expense reductions. The $8 million is attributable to increased funding for Stormwater, roads & bridges, pension & health care cost increases, the transfer of Utilities Attorneys expense (from Utilities revenue), Police over hiring and expanded Community Service Officer/ code enforcement program, reinstating evening Transit service, and funds held for implementation of the total compensation study results and/or emergency capital improvement projects.
2. Across All Funds 29 positions were eliminated generating approximately $2.0 million in savings.

The General Fund Forecast includes numerous breakthrough improvements in service delivery. Following are a few highlights:

1. Fire and Police: increased force strength to budgeted authorized levels; open Fire Station 21; conduct fire station based neighborhood health clinics; expand Community Service Officers program; enhance Downtown, Westside and Southeast public safety, and Citywide code enforcement.
2. Parks: continue care of 275 acres of neighborhood parks brought back in 2011, including watering, with maintenance outsourced to private contractors; increase volunteer hours by 60,000; and replace 10% of irrigated turf with xeriscaping.
3. Planning: 50% reduction in fees; 33% lowering of review time; proactive customer service.

4. Public Works:
    4.1. Bus Service: add evening schedule.
    4.2. Snowplowing: implement phase two testing.
    4.3. Streets: complete $2 million in urgent projects via private contractors.
    4.4. Streetlights: activate 3,500 fixtures, and complete long-range plan.
    4.5. Stormwater: complete $2 million in urgent projects via private contractors.

The Unrestricted General Fund Balance at 2013 year-end is forecasted currently at 20.27% of annual Expenditures, well below the 25% now recommended for Colorado Springs specifically by the Government Finance Officers Association (GFOA). In addition to the Expenditures detailed in the 2013 General Fund Financial Forecast, there are other potential, uncontrollable costs in 2013 which may drive the Fund Balance significantly lower by year end by as much $5 million or 2%. Examples of potential uncontrollable costs include lack of support in obtaining a City government water rate for Parks, defeat of the TOPS ballot initiative, and extraordinary legal costs.

Voters approves an extension of the Pikes Peak Rural Transportation Authority sales tax at the November, 2012, ballot for critical regional transportation projects and it is essential that the voters approve next April a TOPS measure allowing more funding for Parks maintenance. Our 2013-2015 General Fund Financial Forecast takes small, first steps in addressing the $500 million storm water or $400 million local streets and bridges backlog improvement needs. Continued growth in sales and use tax collections will be needed. Colorado Springs Utilities should partner with the General Fund on storm water projects.

The General Fund Financial Forecast suggests that we will need $1.5 million and $3.5 million in 2014 and 2015, respectively, in additional, as yet undefined, operating efficiencies to achieve balanced budgets. Our challenge is great in achieving City long term fiscal sustainability, while delivering consistent quality core services. Escalating pension and health care costs are particularly burdensome. We will continue to be presented with tough, but necessary decisions to balance needs versus wants and expenditures with available revenue.

Thank you for working with us as we continue our focus on Jobs, Transforming City Government and Building Community. The road ahead is full of challenges and great opportunities which we will face with our proven resilience and vision. Together, we can lead our City to an amazing future.

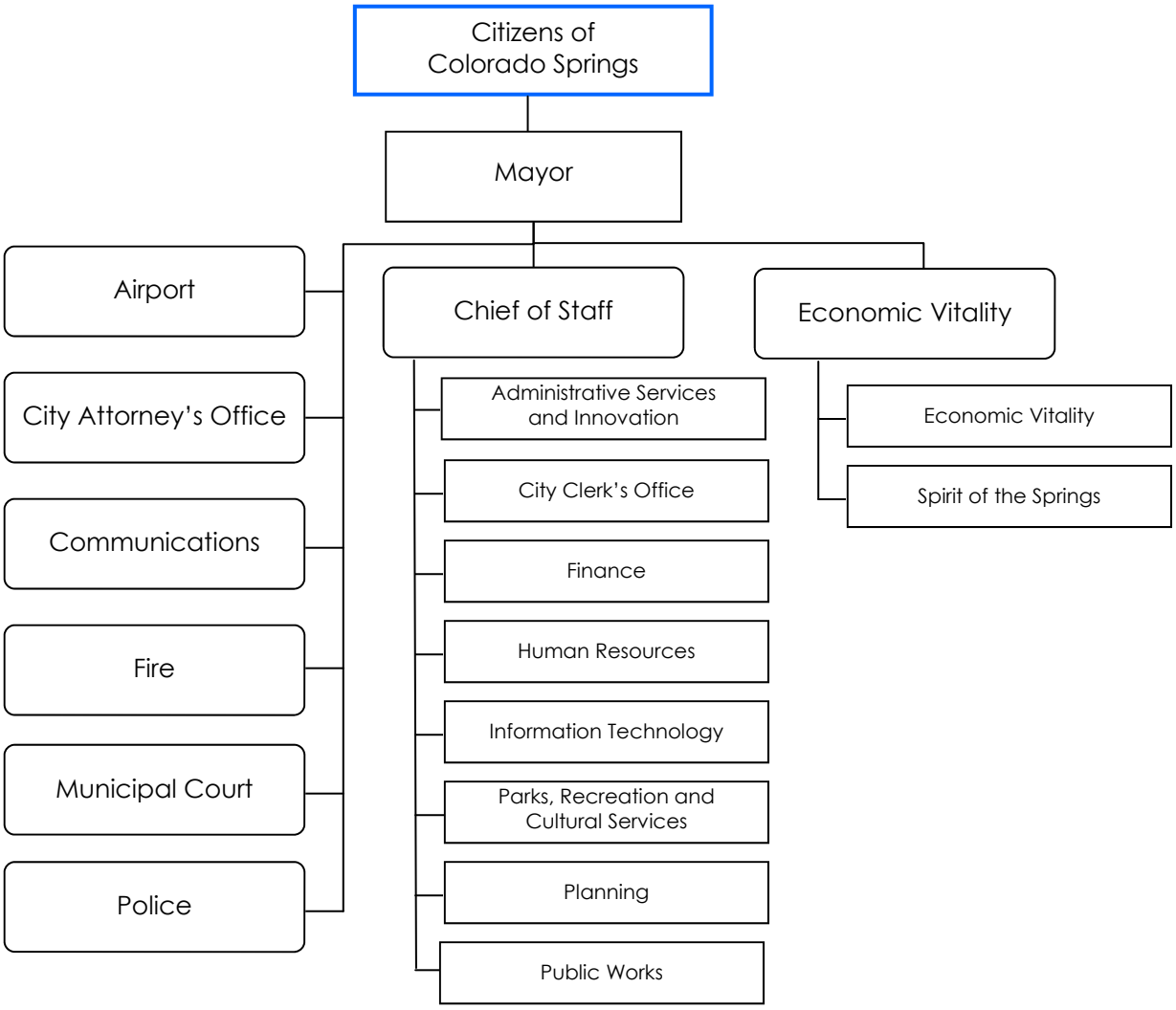
Sincerely,



Steve Bach

Mayor

City Organizational Chart
Executive Branch



As of August 1, 2012

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2013-2015 City of Colorado Springs Strategic Plan

Mayor, Steve Bach

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

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

Goals:

- Support an increase in private sector civilians employed by an average of 6,000 per year by being the most business and citizen friendly city of our size in the United States of America.
- Transform City Government to be fiscally sustainable within limited resources while delivering consistent quality core services.
- Build community through on-going dialog with our citizens and local, regional and state leaders; and by encouraging private sector and non-profit initiatives to improve the well-being of everyone.

Mayoral Strategies:

- Lead the City in ***continuous improvement*** of customer service. Measurable outcome: Annual business and citizen survey results.
- Lead the City in ***innovation and reinvention*** of core functions to deliver maximum community value per tax dollar spent. Measurable outcome: Executive Branch operations completed within approved budget, annual business and citizen survey results.
- Lead the City in ***celebrating and connecting*** community, ***working with other Front Range elected officials*** in reaching mutual goals, and ***achieving community partnerships*** to enhance City services. Measurable outcome: Annual citizen survey results.

2013 Executive Branch Breakthrough Strategies

Executive Branch Administration

- **Lead pension reform:** Form a Pension Solutions Team no later than January 2013 to propose and gain support for legislation result in sustainable pension plans and reduce the City's pension costs.
- **Improve economy in three Economic Priority Zones** (Southeast Colorado Springs, Downtown, UCCS/Austin Bluffs/Nevada): Action plan developed and implemented with measurable outcomes to grow jobs, enhance Quality of Life, and improve appearance of Colorado Springs neighborhoods and streetscapes by end of Q2 2013.
- **Improve image of COS in three or more targeted Gateway or Gems areas of our City:** Action plan developed and is implemented through public process with measurable outcomes by end of Q2 2013.
- **Work with City Council in determining Colorado Springs Utilities' long-range ownership, governance and strategic plan:** Complete an independent and objective review of CSU by the end of Q2 2013 by a nationally recognized expert with Community Leaders, City Council and the Mayor controlling the process.

Fire

- **Open and staff Station 21 with 15 additional fire fighters** through a two-year federal grant.
- **Bring fire force to authorized strength of 427** and maintain minimum daily staffing of 119 FTE as measured by average daily count of 98% or better.
- **Improve community health:** Host two monthly neighborhood health clinics in the southern, southeastern and central portions of the City, in partnership with community health organizations.

Police

- **Bring police force to authorized strength of 635** and maintain actual sworn staffing of 98% or better.
- **Increase Community Service Officers** (or equivalent) by 50% to address non-emergency calls for service and code enforcement as measured by an increased number of reports taken in person.
- **Implement strategies in the Downtown, Westside, and Southeast areas** to improve public safety and citywide code enforcement as measured by stakeholders' feelings of safety before and after strategy implementation.

Parks/Planning/Public Works

- **Increase volunteerism:** Increase park volunteer hours from 140,000 to over 200,000 in 2013.
- **Implement Parks Solutions Team's recommendations including:** Diligently pursue competitive municipal water rate; reduce acres of irrigated turf by 10%; and prioritize delivery of maintenance services to parks with greatest use and revenue generation.
- **Develop a definitive plan to continue outsourcing and implement community partnerships to provide park maintenance services by Q1 2013.**
- **Increase road and stormwater maintenance:** Add $2 million more in stormwater and $2 million more in Streets capital projects to be completed by private contractors.
- **Streetlights, Bus Service, and Snow Plowing:** Turn on the remaining 3,500 streetlights, provide comprehensive streetlight analysis/recommendations to Mayor; add evening bus service; and test Phase II of outsourcing of snow plowing by close of Q1 2013.
- **Process Development Review applications more quickly:** Streamline review process associated with business, developer, and homeowner plan reviews, reduce associated fees by 50% and review time from six weeks to four weeks.

City Council Strategic Plan

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.

ENHANCE THE SAFETY OF OUR CITIZENS

- Properly fund public safety services.
- Support innovative approaches to street lighting, code enforcement and neighborhood policing.
- Continue to invest in homeless outreach and services.
- Lead efforts to maintain and improve the storm water drainage and flood control systems in partnership with other local government jurisdictions.
- Support a multi-year capital program for improving roads and bridges.

GROW ECONOMIC PROSPERITY

- Continue to enhance Colorado Springs' reputation as a business-friendly city.
- Strengthen key business corridors.
- Invest in business development training.
- Remove barriers to in-fill development.
- Plan for oil and gas development.

BUILD COMMUNITY AND PROTECT OUR TREASURED QUALITY OF LIFE

- Continue to invest in our parks and open spaces, recreation centers and visitor centers directly and through public-private partnerships.
- Respect and enhance neighborhood character through beautification and historic preservation.
- Preserve access to arts and cultural activities.
- Encourage the growth of special events throughout the City; incubate new events that draw residents and visitors to parks and major civic centers.
- Increase opportunity and capacity for informing citizens about public issues and incorporating community input into public decisions.

SUPPORT ALTERNATIVE TRANSPORTATION

- Maintain current levels of funding for transit services while working on long-term funding options for expanding transit locally and regionally.
- Continue investments in bicycle and pedestrian infrastructure to emphasize walkability and multi-modal connectivity, especially to schools and parks.
- Continue to advocate for a privately-operated street car system

PROMOTE GOOD GOVERNANCE AND SOUND FISCAL PRACTICES

- Adopt priorities based budgeting.
- Audit City programs to measure efficiency and effectiveness.
- Identify and implement process improvements in the Council-Mayor form of government.
- Continue to increase efficiency and reduce redundancy through collaborative services.
- Initiate review of the City Charter.
- Continue to investigate governance models for Colorado Springs Utilities.
- Continue to oversee the transition of Memorial Health System.
- Support personnel policies that promote innovation; properly train, challenge and compensate employee

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Springs at a Glance

FORM OF GOVERNMENT

Council-Mayor:
Nine-member Council (as of April 2013, three Council members elected at-large, and six elected by district) and a popularly elected mayor as the City's chief executive.

DEMOGRAPHICS

Population: 436,354 (2013 est.)

College Population [1]: 40,211 (Fall 2011)

Median Age [1]: 34.9 (2011)

Median Household Income [1]: $49,929 (2010)

Unemployment Rate [3]: 9.8% (July 2012)

Ethnicity [2]:

- White (81.3%)
- Hispanic American/Latino (16.7%)
- Black/African American (6.2%)
- American Indian/Alaska Native (0.5%)
- Asian (2.5%)
- Native Hawaiian/Pacific Islander (0.4%)
- Other (5.0%)
- Two or more races (4.1%)

Average # of Days of Sunshine [4]: 284

Average Annual Precipitation [5]: 16.2 inches

Serious Crimes per Thousand Population:
45 per 1,000 (Year 2010) compared to 2009 national average of 51.2 for cities with a population of 250,000-499,999; crimes include murder, sexual assault, robbery, aggravated assault, burglary, larceny, and auto theft

Elevation: 6,035 feet

LAND USE

Area in Square Miles: 194.85 (2012)

Street Lane Miles [6]: 7,431 (2012)

Parkland Acres: 16,143 (2012)

ECONOMICS

Sales Tax Rate:
City (2.5%); County (1.0%); State (2.9%)
Pikes Peak Rural Transportation Authority (1.0%)

City Property Tax Rate:
4.279 mills (2012 mill rate levied for taxes payable in 2013)

Median Sales Price of Existing Home:
$180,000

Property Taxes Paid on a $180,000 House in School District 11:
$837 total, City share is $61 (Based on 2011 Mill Levy Rate)

Major Industries [1]:

- Aerospace / Defense / Homeland Security
- Data Storage, Software IT
- Life Sciences
- National Nonprofits
- Renewable Energy & Energy Efficiency
- 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 Headquarters and Training Center

Sources:

1. Colorado Springs Economic Development Corporation Fact Sheet (2012)
2. American FactFinder (2011). Hispanics may be of any race, so also are included in applicable race categories
3. United States Department of Labor Bureau of Labor Statistics
4. National Weather Service Weather Forecast Office, 30-year average (2012)
5. Climate-Zone.com/climate/united-states/Colorado/colorado-springs/
6. The Streets Division began recording street miles as lane miles in 2008/2009 rather than centerline

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.

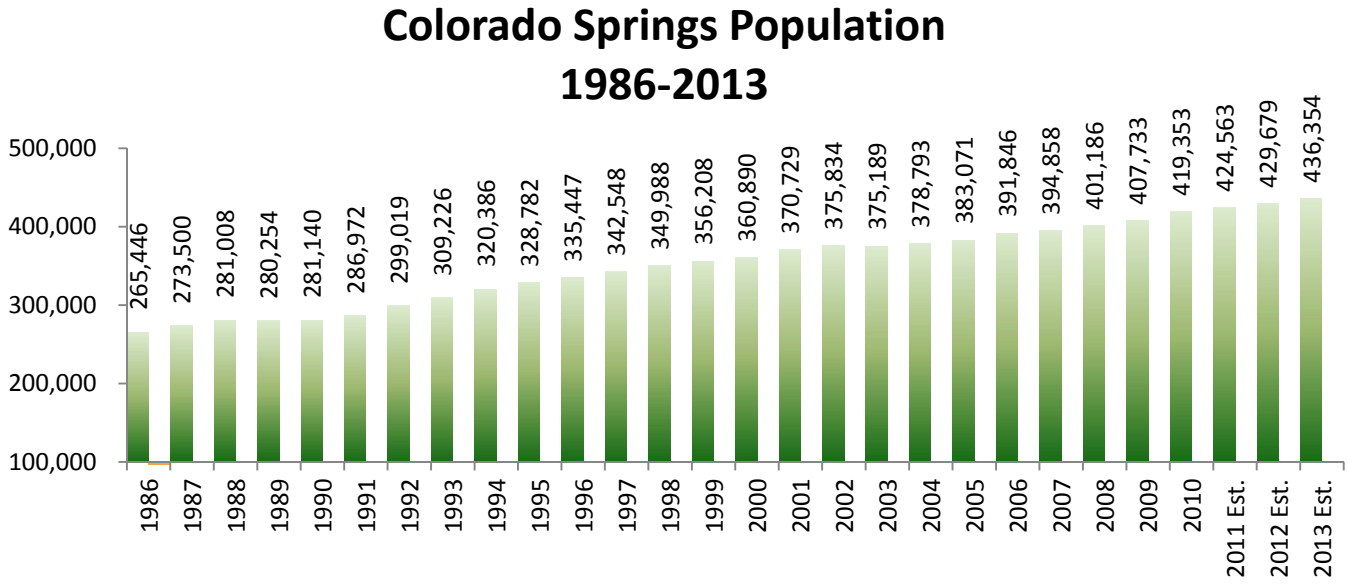
Throughout its history, Colorado Springs has been a popular tourist destination due to its surrounding natural beauty and magnificent climate. Some of the more visited sightseeing attractions in and around Colorado Springs include Garden of the Gods, Pikes Peak – America's Mountain, United States Olympic 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 194.85 square miles and a 2013 estimated population of 436,354, 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 60.8% from 1986 to the estimated 2013 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 of course, 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 and lack of significant natural disasters make it a choice location for software development, semiconductor manufacturing, data centers, and telecommunications. The health care industry is the second highest employer in the City.

Top Ten Private Sector Employers
(Excluding School Districts)

- Memorial Health System at UCH
- Penrose-St. Francis Health Services
- Broadmoor Hotel
- Progressive Insurance Company
- Verizon Business
- Atmel Corporation
- Northrop Grumman Corporation
- United Services Automobile Association (USAA)
- Lockheed Martin Corporation
- Compassion International

Source: Economic Development Corporation (July 2011)

Education

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

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

Largest Post-Secondary Schools in the City

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

Source: Economic Development Corporation (2012)

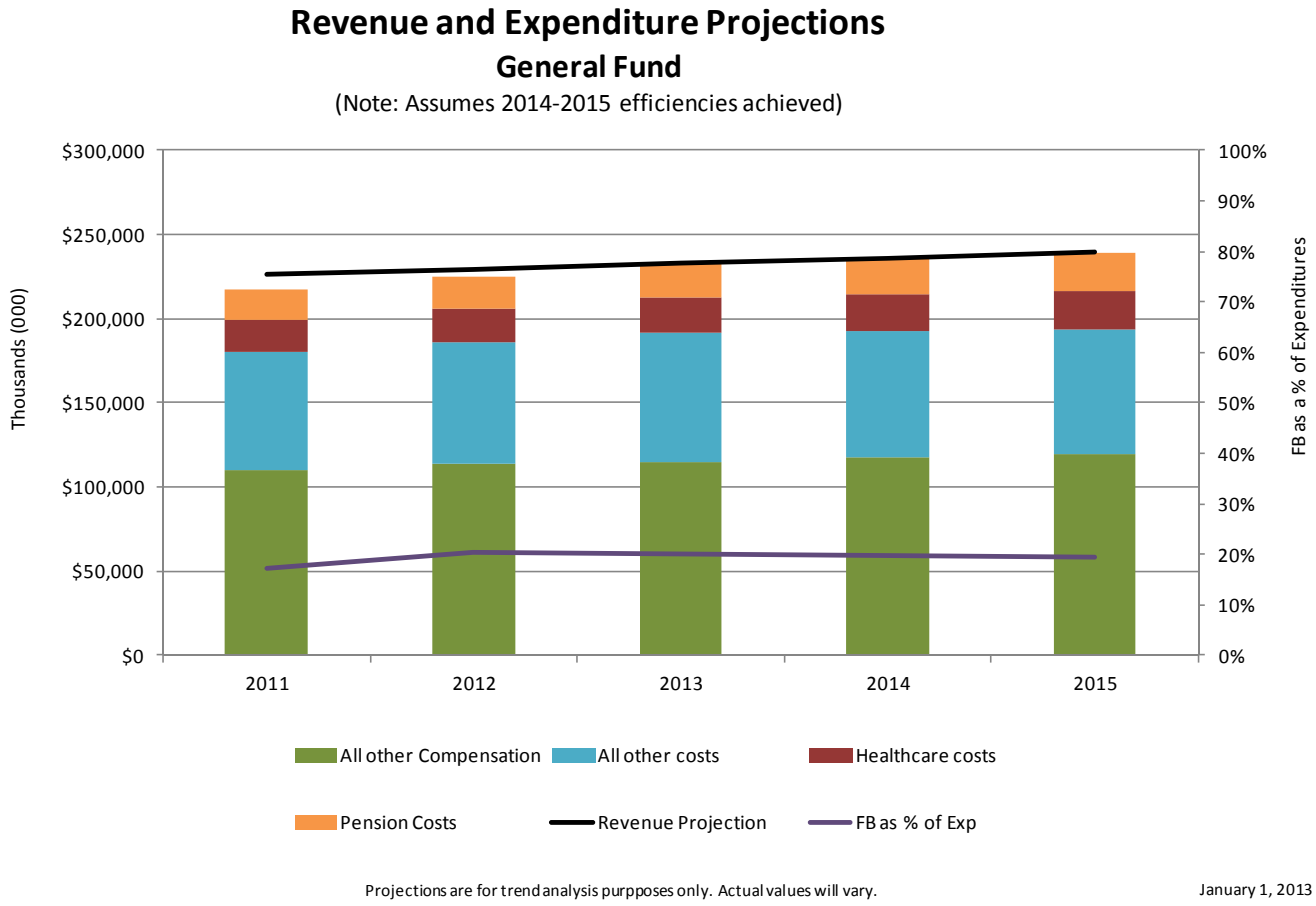
Government Finance Officers Association Award



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, 2012. 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.

General Fund Forecast



City of Colorado Springs
All Funds
Position Summary

	2011 Actual	2012 Original Budget	2012 Amended Budget	2012 Estimate	2013 Budget	2014 Forecast	2015 Forecast
General Fund FTE Positions							
Sworn Positions	891.00	885.00	885.00	885.00	879.00	879.00	879.00
Civilian Positions	741.70	749.98	755.98	755.98	760.43	760.43	760.43
Total General Funds FTE Positions	**1,632.70**	**1,634.98**	**1,640.98**	**1,640.98**	**1,639.43**	**1,639.43**	**1,639.43**
Other Funds FTE Positions							
Sworn Positions	166.00	166.00	166.00	166.00	164.00	164.00	164.00
Civilian Positions	486.10	448.85	449.85	449.85	424.22	424.22	424.22
Total Other Funds FTE Positions	**652.10**	**614.85**	**615.85**	**615.85**	**588.22**	**588.22**	**588.22**
All Funds FTE Positions							
Sworn Positions	1,057.00	1,051.00	1,051.00	1,051.00	1,043.00	1,043.00	1,043.00
Civilian Positions	1,227.80	1,198.83	1,205.83	1,205.83	1,184.65	1,184.65	1,184.65
Total All Funds FTE Positions	**2,284.80**	**2,249.83**	**2,256.83**	**2,256.83**	**2,227.65**	**2,227.65**	**2,227.65**

Through a 2-year federal SAFER grant the Fire Department will add 15 Firefighters to its ranks during 2013 and 2014.

City of Colorado Springs
General Fund
Financial Forecast

	2011 Actual	2012 Original Budget	2012 Amended Budget	2012 Estimate	2013 Budget	2014 Forecast	2015 Forecast
Available Beginning Fund Balance	**$29,945,650**	**$42,641,158**	**$42,641,158**	**$42,641,158**	**$47,182,410**	**$47,182,410**	**$47,182,410**
Total Revenue	**240,148,579**	**223,451,500**	**223,518,008**	**229,209,976**	**232,735,123**	**236,066,296**	**239,135,157**
Expenditures							
General Expenditures	233,338,455	222,640,500	227,004,008	224,668,724	228,735,123	233,575,366	238,616,890
Stormwater	**0**	**0**	**0**	**0**	**2,000,000**	**2,000,000**	**2,000,000**
Streets	**0**	**0**	**0**	**0**	**2,000,000**	**2,000,000**	**2,000,000**
Efficiencies - yet to be determined	**0**	**0**	**0**	**0**	**0**	**(1,509,071)**	**(3,481,733)**
Total Expenditures	**233,338,455**	**222,640,500**	**227,004,008**	**224,668,724**	**232,735,123**	**236,066,295**	**239,135,157**
Annual Surplus / (Deficit)	**$6,810,124**	**$811,000**	**($3,486,000)**	**$4,541,252**	**$0**	**$0**	**$0**
Available Ending Fund Balance	$42,641,158	$43,452,158	$39,155,158	$47,182,410	$47,182,410	$47,182,410	$47,182,411
Fund Balance %	**19.15%**	**19.52%**	**17.43%**	**20.27%**	**19.99%**	**19.73%**	**19.43%**
GFOA Recommendation	**16.67%**	**16.67%**	**16.67%**	**25.00%**	**25.00%**	**25.00%**	**25.00%**

2011 Actual values include $16.5 million of revenue from bond refinancing and include CAFR capital lease accounting. Projections are for trend analysis purposes only. Actual values will vary.

Expenditure Overview

General Fund Expenditure Appropriation *$232,735,123*

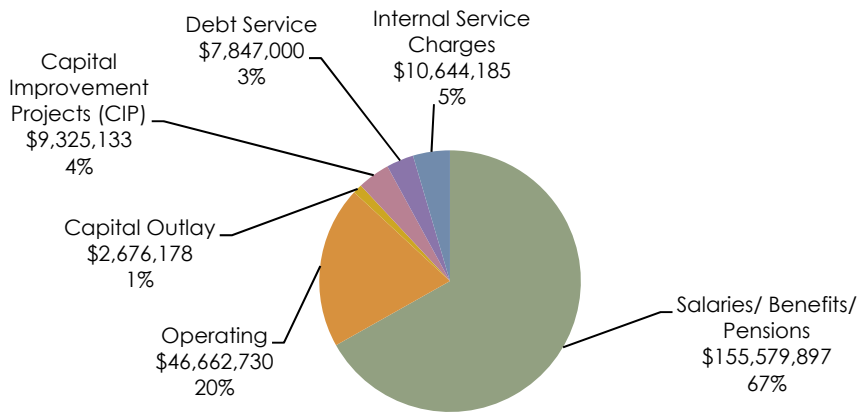
The 2013 General Fund Budget totals $232.7 million. This represents a $4,920,115, or 2.16%, increase from the 2012 Amended Budget.

Most Significant Source of Change	
Roads/Bridges/Stormwater	$4.0M increase in funding
Salaries/Benefits/Pensions	$1.5M: $1.2M increase in closed sworn pension costs, $300K increase in healthcare costs
Operating	$3.3M increase – funding held to implement Total Comp Study/Emergency CIP, contract for overlay and park water rate increase
Capital Outlay	($800K) decrease one-time supplemental funding to PD for roof & HVAC
Capital Improvement Projects (CIP)	($7.8M) SCIP Debt payment transferred to Debt Service
Debt Service	$7.8M SCIP Debt payment transferred from CIP
Other Changes	($3.1M) operational efficiencies
Total	**$4.9M**

	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget – * 2012 Amended Budget
Salaries/Benefits/Pensions	$144,846,904	$153,961,123	$153,465,300	$155,579,897	$2,114,597
Operating	56,197,956	41,671,970	43,922,630	46,662,730	2,740,100
Capital Outlay	2,388,823	2,680,159	3,603,186	2,676,178	(927,008)
Capital Improvement Projects (CIP)	14,247,757	13,313,280	14,448,924	5,325,133	(9,123,791)
Additional CIP for Roads/Bridges	0	0	0	2,000,000	2,000,000
Additional CIP for Stormwater	0	0	0	2,000,000	2,000,000
Debt Service	0	0	0	7,847,000	7,847,000
Internal Service Charges	11,639,228	11,013,968	11,563,968	10,644,185	(919,783)
Contribution to fund balance	0	811,000	811,000	0	(811,000)
Contribution to Pikes Peak Hwy	1,000,000	0	0	0	0
Total	**$230,320,668**	**$223,451,500**	**$227,815,008**	**$232,735,123**	**$4,920,115**
Total Authorized Positions	**1,632.70**	**1,634.98**	**1,640.98**	**1,639.43**	**(1.55)**

* 2012 Amended Budget includes changes from Original Budget as of 8/30/2012.

2011 Actual values include $16.5 million of expenditures from bond refinancing. 2011 Actual totals do not match totals in General Fund Forecast due to differences in CAFR capital lease accounting.



Summary of 2012 Amendments

2012 Original Budget	$223,451,500
Fire Station 21 project	40,644
YMCA Pool contract	425,000
Downtown Safety project	237,000
Fire Station 21 Apparatus and Self-Contained Breathing Apparatus (SCBA) purchases	1,000,000
Capital Improvements Projects and Vehicle Replacement	1,200,000
Contract services for overlay and Vehicle Replacement	985,000
Special Election for Memorial Health System (MHS) Issue	450,000
IGA with City of Fountain for IT support for use of Records Management System (RMS)	25,864
Transfers within Appropriating Departments or between Salary/Benefits/Pensions/Operating/ Capital Outlay	0
2012 Amended Budget	**$227,815,008**

Summary of Significant Salary/Benefits/Pensions Changes

2012 Amended Salaries/Benefits/Pensions		$153,465,300
City Council/City Auditor Department		
City Council - increase funding for a total of 0.75 FTE	72,486	
City Auditor - Eliminate funding for 3.00 MHS auditor positions	(188,435)	
Administration Department		
Accounting change - Transfer of 8.00 Utilities attorneys to the City Attorney's General Fund (GF) budget - revenue from Utilities	1,475,752	
Add Paralegal for City Attorney's Utilities Division - revenue from Utilities	78,500	
Transfer support positions from Public Safety Sales Tax (PSST) to the GF	1,230,636	
IT eliminate 9.00 positions	(860,000)	
Increase in retired employee medical and unemployment insurance	276,000	
Other net changes	202,445	
Fire Department		
Increase in closed sworn pension payments	152,586	
Decrease due to transfer of support positions from PSST to the GF	(494,049)	
Other net changes	(142,307)	
Parks, Planning and Public Works		
Eliminate 11.00 positions - outsourcing overlay & add 3.00 positions to reinstate alley maintenance	(543,000)	
Add Parks volunteer coordinator position	78,125	
Accounting change - revenue offset	313,237	
Other net changes	(554,266)	
Police Department		
Increase in closed sworn pension payments	1,043,285	
Decrease due to transfer of support positions from PSST to the GF	(847,196)	
Other net changes	820,798	
2013 Salaries/Benefits/Pensions		**$155,579,897**

Summary of Significant Operating Changes

2012 Amended Operating		**$43,922,630**
City Council/City Auditor Department		
Increase operating & funding for costs of seating new Councilmembers	71,780	
Other net changes	(56,692)	
Administration Department		
Funding held to implement results Total Compensation Study/Emergency CIP	2,200,000	
Transfer to Employee Benefit Self-Insurance Fund for GF share of increased medical plan costs	292,998	
Municpal Court funding for contract work to support JIS	75,000	
IT - Transfer back to Salary/Benefits/Pensions to fund authorized positions	(533,820)	
Increase funding for contract IT work	250,000	
Eliminate one-time funding for 2012 Streetlight study and backlog of copper theft	(640,000)	
Increase streetlight maintenance costs for relighting of all streetlights	145,892	
April election costs	450,000	
Economic development agency payments are budgeted in the LART fund for 2013	(170,000)	
Reduce funding for economic development incentives - moved to the LART fund	(520,000)	
Consolidate funding for in-kind support of Special Events	310,000	
Other net changes	(540,386)	
Fire Department		
Fire Department savings	(93,283)	
Parks, Planning and Public Works		
Provide extended evening hours Mountain Metro Transit service	700,000	
Reduce funding for parks watering - assume municipal government rate	(655,020)	
Funding to contract overlay	407,250	
Water rate increase	517,410	
Increase funding for Forestry to respond to Waldo Canyon Fire issues	212,768	
Accounting change - revenue offset	187,197	
Full year YMCA contract - pools open	520,000	
Other net changes	(698,244)	
Police Department		
Funding for Community Service Officer (CSO) program/enhanced code enforcement	655,020	
Other net changes	(347,770)	
2013 Operating		**$46,662,730**

Summary of Significant Capital Outlay Changes

2012 Amended Capital Outlay		**$3,603,186**
City Council/City Auditor Department	-	
Administration Department		
Remove 2012 one-time IT downtown safety spending	(163,025)	
Other net changes	(22,570)	
Fire Department	78,570	
Parks, Planning and Public Works		
Increase funding to reinstate alley maintenance	50,396	
Other net changes	25,503	
Police Department		
Eliminate one-time funding for HVAC and roof replacement	(857,304)	
Other net changes	(38,578)	
2013 Capital Outlay		**$2,676,178**

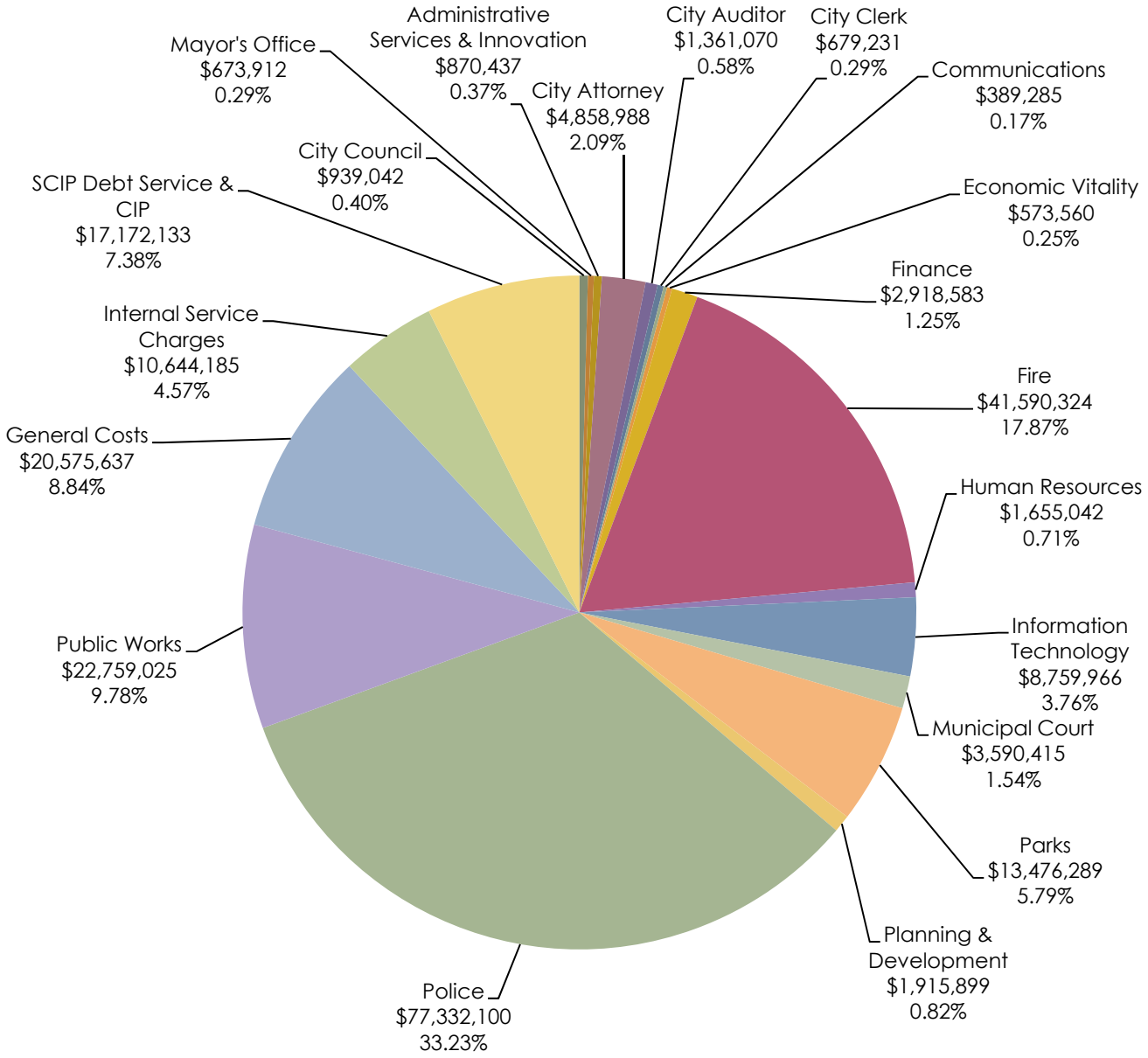
Summary of Department Budgets and Authorized Positions

	**2011 Actual Expenditures & Authorized Positions	2012 Original Budget	* 2012 Amended Budget & Authorized Positions	2013 Budget & Authorized Positions	2013 Budget - * 2012 Amended Budget
City Council	$294,643	$798,676	$798,676	$939,042	$140,366
	2.50	4.00	4.25	5.00	0.75
Mayor's Office	$666,034	$623,912	$623,912	$673,912	$50,000
	3.00	5.00	6.00	6.00	0.00
Administrative Services & Innovation	$785,380	$759,996	$769,996	$870,437	$100,441
	5.75	2.75	2.75	5.00	2.25
City Attorney	$2,946,486	$3,335,663	$3,335,663	$4,858,988	$1,523,325
	34.00	33.00	41.00	42.00	1.00
City Auditor	$1,195,030	$1,602,297	$1,602,297	$1,361,070	($241,227)
	16.00	17.00	17.00	14.00	(3.00)
City Clerk	$684,197	$688,849	$688,849	$679,231	($9,618)
	8.00	8.00	8.00	8.00	0.00
Communications	$315,391	$414,285	$414,285	$389,285	($25,000)
	2.30	3.30	3.30	4.00	0.70
Economic Vitality	$0	$311,500	$622,200	$573,560	($48,640)
	0.00	2.00	5.00	5.00	0.00
Finance	$3,000,673	$3,353,778	$3,243,011	$2,918,583	($324,428)
	37.50	36.50	34.50	33.75	(0.75)
Fire	$40,632,967	$42,182,807	$42,087,807	$41,590,324	($497,483)
	378.25	372.75	372.25	373.25	1.00
Human Resources	$790,693	$1,422,215	$1,422,215	$1,655,042	$232,827
	6.75	14.15	14.15	16.40	2.25
Information Technology	$6,525,232	$8,412,136	$8,626,025	$8,759,966	$133,941
	49.00	49.00	48.00	49.00	1.00
Municipal Court	$3,302,904	$3,532,511	$3,532,511	$3,590,415	$57,904
	42.50	41.28	41.28	41.28	0.00
Parks	$11,071,140	$12,114,343	$12,714,740	$13,476,289	$761,549
	61.15	58.75	57.00	59.75	2.75
Planning & Development	$1,516,874	$2,188,373	$2,051,536	$1,915,899	($135,637)
	16.00	21.00	20.00	18.00	(2.00)
Police	$75,981,312	$76,154,870	$76,903,845	$77,332,100	$428,255
	777.50	770.00	770.00	771.50	1.50
Public Works	$19,517,520	$22,010,641	$22,907,081	$22,759,025	($148,056)
	192.50	196.50	196.50	187.50	(9.00)
General Costs	$38,496,843	$18,406,400	$18,646,467	$20,575,637	$1,929,170
Internal Service Charges	$11,639,228	$11,013,968	$11,563,968	$10,644,185	($919,783)
SCIP Debt Service & CIP	$14,247,757	$13,313,280	$14,448,924	$17,172,133	$2,723,209
PPHWY & Contribution to FB	$1,000,000	$811,000	$811,000	$0	($811,000)
Total General Fund	**$234,610,304**	**$223,451,500**	**$227,815,008**	**$232,735,123**	**$4,920,115**
Authorized Positions	**1,632.70**	**1,634.98**	**1,640.98**	**1,639.43**	**(1.55)**

* 2012 Amended Budget includes changes from Original Budget as of 8/30/2012.

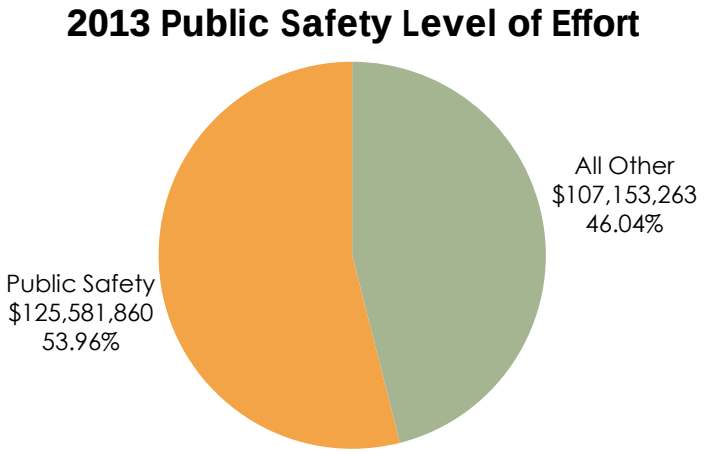
** 2011 Actual values include $16.5 million of revenue from bond refinancing. 2011 Actual totals do not match totals in General Fund Forecast due to differences in CAFR capital lease accounting.

2013 Budgets by Department



2013 Public Safety Level of Effort

In accordance with the provisions of the Public Safety Sales Tax (PSST) ballot question approved by City voters in November 2001, the share of the General Fund Budget allocated for public safety purposes should be at least the same percentage as the 2002 General Fund Budget. The public safety share of the 2002 General Fund Budget was 47.65%. The 2013 General Fund Budget allocates 53.96% of total resources for public safety purposes. That percentage share is 6.3% greater than the 2002 share and translates into $14.7 million more than the amount required by the PSST election.



Public Safety	2013 Budget
Police	$77,332,100
Fire	41,590,324
IT – Fire & Police	3,678,524
Internal Support – Fleet	2,261,781
Internal Support – Radio	719,131
Total	**$125,581,860**

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 2013 projected revenue is $4.2 million less than the projected TABOR limit for 2013.

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 2013 growth formula, the percentage change in the CPI is projected to be 2.41% and local growth is expected to be 0.97%. Thus, the combined formula increase for 2013 is projected to total 3.38%.

Five-Year TABOR Limit

City of Colorado Springs
2009 – 2013
Projected TABOR & City Charter Revenue Limits

Revenue

Fiscal Year	Total Eligible Revenue	TABOR Limit	Over (Under) Limit
2009	$213,002,888	$235,307,250	($22,304,362)
2010	$210,163,640	$210,815,219	($651,579)
2011	$219,003,001	$220,243,003	($1,240,002)
2012 Est.	$207,973,423	$229,089,521	($21,116,098)
2013 Proj.	$207,255,431	$211,441,298	($4,185,867)

Revenue Limitation Estimates

Fiscal Year	Inflation		Local Growth		Limit
2009	3.860960%	+	2.311626%	=	6.172586%
2010	(0.645536%)	+	1.318863%	=	0.673326%
2011	1.869594%	+	1.005109%	=	2.874702%
2012 Est.	3.690803%	+	0.969407%	=	4.660210%
2013 Proj.	2.411389%	+	0.969407%	=	3.380795%

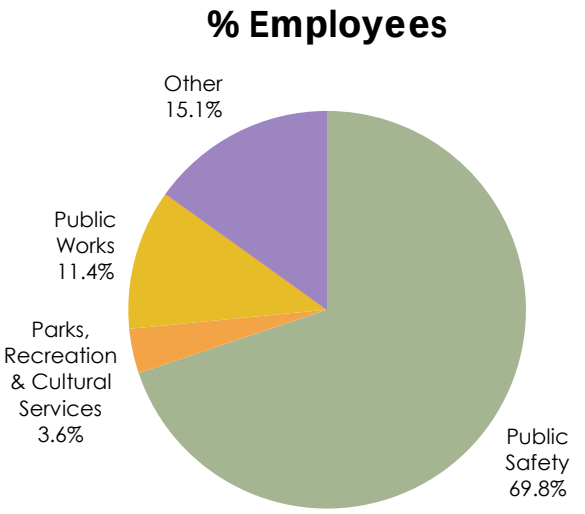
Employee Expenditure Distribution

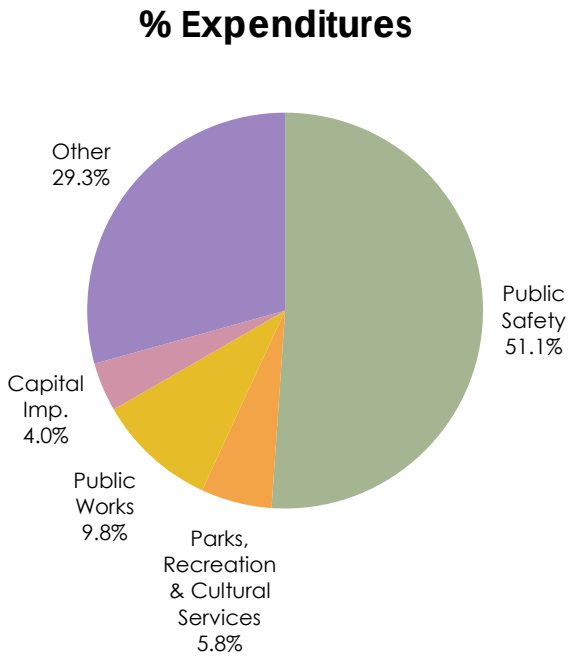
The following chart combines the number of employees and associated costs by major business center. It provides a summary view of the percent of total General Fund employees and the percent of expenditures allocated to each major business center that provides service to the citizens of Colorado Springs. Public Safety employees account for 69.8% of all General Fund employees. Of the total budget, 51% is allocated to Public Safety.

Function	Number of Employees	% of Total	Cum.* %	Expenditures	% of Total	Cum.* %
Public Safety	1,144.75	69.8	69.8	$118,922,424	51.1	51.1
Parks, Recreation & Cultural Services	59.75	3.6	73.5	13,476,289	5.8	56.9
Public Works	187.50	11.4	84.9	22,759,025	9.8	66.7
Capital Improvements	0.00	0.0	84.9	9,325,133	4.0	70.7
Other**	247.43	15.1	100.0	68,252,252	29.3	100.0
Total	**1,639.43**	**100.0**	**100.0**	**$232,735,123**	**100.0**	**100.0**

* Cumulative Percentage

** City Council, Mayor's Office, Administrative Services & Innovation, City Attorney, City Auditor, City Clerk, Communications, Economic Vitality, Finance, Human Resources, Information Technology, Municipal Court, Planning & Development, General Costs, and Internal Support Charges.





NOTE: Numbers may not add to totals due to rounding.

2013 General Fund Expenditure Summary

	2011 Actual	2012 Original Budget	2012 Amended (as of 8/30)	2013 Budget (Jan 1)	2013 Budget - 2012 Amended Budget	Main reason for change
General Fund						
Elected Officials						
City Council						
Salaries/Benefits/Pensions	$228,373	$387,712	$387,712	$460,198	$72,486	Legislative position 0.5 to 1.0 FTE, Comm position 0.75 to 1.0
Operating	66,270	410,964	410,964	478,844	67,880	Additional expense for new Councilmembers
Capital	0	0	0	0	0	
Total City Council	**$294,643**	**$798,676**	**$798,676**	**$939,042**	**$140,366**	
FTE - budgeted	**2.50**	**4.00**	**4.25**	**5.00**	**0.75**	
Mayor's Office						
Salaries/Benefits/Pensions	$603,502	$550,062	$550,062	$600,062	$50,000	Increase salary/benefits/pensions to properly fund current actual costs of filled positions
Operating	60,429	73,850	67,630	73,850	6,220	Increase to properly fund current actual costs
Capital	2,103	0	6,220	0	(6,220)	Decrease to properly fund current actual costs
Total Mayor's Office	**$666,034**	**$623,912**	**$623,912**	**$673,912**	**$50,000**	
FTE - budgeted	**3.00**	**5.00**	**6.00**	**6.00**	**0.00**	
Operations						
Administrative Services & Innovation						
Housing						
Salaries/Benefits/Pensions	$0	$0	$0	$0	$0	
Operating	248,276	248,615	248,615	248,615	0	
Capital	0	0	0	0	0	
Total Housing	**$248,276**	**$248,615**	**$248,615**	**$248,615**	**$0**	
FTE - budgeted	0.00	0.00	0.00	0.00	0.00	
Innovation and Sustainability						
Salaries/Benefits/Pensions	$0	$261,495	$261,495	$211,922	($49,573)	Eliminate support of grant positions
Operating	0	31,767	41,767	33,845	(7,922)	Remove one-time funding
Capital	0	0	0	0	0	
Total Innovation & Sustainability	**$0**	**$293,262**	**$303,262**	**$245,767**	**($57,495)**	
FTE - budgeted	0.00	1.00	1.00	2.00	1.00	1.0 position reclassed from special to regular position
Procurement						
Salaries/Benefits/Pensions	$440,140	$184,735	$184,735	$303,328	$118,593	Analyst position 0.75 to 1.0 FTE, 1.0 position transferred from PSST to GF
Operating	96,964	33,384	33,384	72,727	39,343	Accounting change
Capital	0	0	0	0	0	
Total Procurement	**$537,104**	**$218,119**	**$218,119**	**$376,055**	**$157,936**	
FTE - budgeted	5.75	1.75	1.75	3.00	1.25	Analyst position 0.75 to 1.0 FTE, 1.0 position moved from PSST to GF
Total Administrative Services & Innovation	**$785,380**	**$759,996**	**$769,996**	**$870,437**	**$100,441**	
FTE - budgeted	**5.75**	**2.75**	**2.75**	**5.00**	**2.25**	

2013 General Fund Expenditure Summary

	2011 Actual	2012 Original Budget	2012 Amended (as of 8/30)	2013 Budget (Jan 1)	2013 Budget - 2012 Amended Budget	Main reason for change
City Attorney						
Salaries/Benefits/Pensions	$2,850,802	$3,198,319	$3,198,319	$4,664,508	$1,466,189	Transfer of 8 positions from Utilities, which are funded by revenue from Utilities
Operating	95,684	137,344	137,344	194,480	57,136	Increased operating associated with transferred Utilities positions, which is funded by revenue from Utilities
Capital	0	0	0	0	0	
Total City Attorney	**$2,946,486**	**$3,335,663**	**$3,335,663**	**$4,858,988**	**$1,523,325**	
FTE - budgeted	**34.00**	**33.00**	**41.00**	**42.00**	**1.00**	
City Auditor						
Salaries/Benefits/Pensions	$1,073,974	$1,534,618	$1,469,618	$1,281,183	($188,435)	**ELIMINATE 3.0 AUDITOR POSITIONS DUE TO LEASE OF MEMORIAL HEALTH SYSTEM**
Operating	118,101	67,679	132,679	79,887	(52,792)	Decrease to properly fund current actual costs
Capital	2,955	0	0	0	0	
Total City Auditor	**$1,195,030**	**$1,602,297**	**$1,602,297**	**$1,361,070**	**($241,227)**	
FTE - budgeted	**16.00**	**17.00**	**17.00**	**14.00**	**(3.00)**	**ELIMINATE 3.0 AUDITOR POSITIONS DUE TO LEASE OF MEMORIAL HEALTH SYSTEM**
City Clerk						
Salaries/Benefits/Pensions	$633,846	$619,868	$619,868	$624,641	$4,773	Increase salary/benefits/pensions to properly fund current actual costs of filled positions
Operating	49,290	68,631	68,631	54,590	(14,041)	Decrease to properly fund current actual costs
Capital	1,061	350	350	0	(350)	Decrease to properly fund current actual costs
Total City Clerk	**$684,197**	**$688,849**	**$688,849**	**$679,231**	**($9,618)**	
FTE - budgeted	**8.00**	**8.00**	**8.00**	**8.00**	**0.00**	
Communications						
Salaries/Benefits/Pensions	$294,395	$315,309	$315,309	$315,309	$0	
Operating	20,996	48,226	58,226	48,226	(10,000)	Decrease to properly fund current actual costs
Capital	0	50,750	40,750	25,750	(15,000)	Decrease of one-time equipment expenditures
Total Communications	**$315,391**	**$414,285**	**$414,285**	**$389,285**	**($25,000)**	
FTE - budgeted	**2.30**	**3.30**	**3.30**	**4.00**	**0.70**	Eliminate 0.3 position, add 1.0 Video Production Specialist
Economic Vitality						
Salaries/Benefits/Pensions	$0	$234,597	$515,297	$450,829	($64,468)	Reduce Chief's pay, add cost of Events Coordinator, properly fund current actual salary/benefits/pensions
Operating	0	76,903	106,903	122,731	15,828	Increase Contract Services from $30k to $50k
Capital	0	0	0	0	0	
Total Economic Vitality	**$0**	**$311,500**	**$622,200**	**$573,560**	**($48,640)**	
FTE - budgeted	**0.00**	**2.00**	**5.00**	**5.00**	**0.00**	
Finance						
Salaries/Benefits/Pensions	$2,817,384	$3,040,126	$2,939,359	$2,698,031	($241,328)	2.0 positions transferred out, add 1.25, eliminate 1.0 position, 1.0 position transferred from PSST to GF
Operating	183,002	312,651	302,651	220,551	(82,100)	Decrease to properly fund current actual costs
Capital	287	1,000	1,000	0	(1,000)	Decrease to properly fund current actual costs
Total Finance	**$3,000,673**	**$3,353,778**	**$3,243,011**	**$2,918,583**	**($324,428)**	
FTE - budgeted	**37.50**	**36.50**	**34.50**	**33.75**	**(0.75)**	2.0 positions transferred out, add 1.25, eliminate 1.0 position, 1.0 position transferred from PSST to GF

2013 General Fund Expenditure Summary

	2011 Actual	2012 Original Budget	2012 Amended (as of 8/30)	2013 Budget (Jan 1)	2013 Budget - 2012 Amended Budget	Main reason for change
Fire						
Salaries/Benefits/Pensions	$37,802,256	$38,845,488	$38,845,488	$38,361,718	($483,770)	Increase in Sworn Pension, decrease due to PSST/GF swap
Operating	2,186,227	2,291,004	2,290,004	2,197,721	(92,283)	Decrease to properly fund current actual costs
Capital	644,484	1,046,315	952,315	1,030,885	78,570	Increase to properly fund current actual costs
Total Fire	**$40,632,967**	**$42,182,807**	**$42,087,807**	**$41,590,324**	**($497,483)**	
FTE - budgeted	**378.25**	**372.75**	**372.25**	**373.25**	**1.00**	Add 1.0 position for CAB Facilities
FTE - actual average		**359.60**				
						15 ADDITIONAL SWORN POSITIONS ADDED VIA A $2 MILLION, 2-YEAR FEDERAL GRANT
Human Resources						
Human Resources						
Salaries/Benefits/Pensions	$743,444	$807,067	$807,067	$962,739	$155,672	Increase 0.75 position to 1.0, transfer 2.0 positions from PSST to GF
Operating	46,912	63,544	63,544	72,075	8,531	Increase due to PSST/GF swap
Capital	337	500	500	500	0	
Total Human Resources	**$790,693**	**$871,111**	**$871,111**	**$1,035,314**	**$164,203**	
FTE - budgeted	6.75	7.75	7.75	10.00	2.25	Increase 0.75 position to 1.0, transfer 2.0 positions from PSST to GF
Risk Management						
Salaries/Benefits/Pensions	$0	$325,142	$240,142	$329,203	$89,061	Increase salary/benefits/pensions to properly fund current actual costs of filled positions
Operating	0	40,008	125,008	43,458	(81,550)	Decrease to properly fund current actual costs
Capital	0	0	0	0	0	
Total Risk Management	**$0**	**$365,150**	**$365,150**	**$372,661**	**$7,511**	
FTE - budgeted	0.00	4.00	4.00	4.00	0.00	
Occupational Health Clinic						
Salaries/Benefits/Pensions	$0	$162,224	$162,224	$179,852	$17,628	Increase salary/benefits/pensions to properly fund current actual costs of filled positions
Operating	0	23,730	23,730	67,215	43,485	Increase to properly fund current actual costs
Capital	0	0	0	0	0	
Total Occupational Health Clinic	**$0**	**$185,954**	**$185,954**	**$247,067**	**$61,113**	
FTE - budgeted	0.00	2.40	2.40	2.40	0.00	
Total Human Resources	**$790,693**	**$1,422,215**	**$1,422,215**	**$1,655,042**	**$232,827**	
FTE - budgeted	**6.75**	**14.15**	**14.15**	**16.40**	**2.25**	

2013 General Fund Expenditure Summary

	2011 Actual	2012 Original Budget	2012 Amended (as of 8/30)	2013 Budget (Jan 1)	2013 Budget - 2012 Amended Budget	Main reason for change
Information Technology						
Salaries/Benefits/Pensions	$3,890,007	$4,790,000	$4,307,044	$4,887,830	$580,786	Eliminate 9.0 positions, transfer 10.0 positions from PSST to GF, increase to properly fund current actual costs of filled positions, restore funding transferred to operating in 2012
Operating	2,437,897	2,201,493	2,735,313	2,451,493	(283,820)	Remove one-time costs associated with Downtown Safety project, decrease to properly fund current actual costs
Capital	197,328	1,420,643	1,583,668	1,420,643	(163,025)	Remove onetime costs associated with Downtown Safety project
Total IT	**$6,525,232**	**$8,412,136**	**$8,626,025**	**$8,759,966**	**$133,941**	
FTE - budgeted	**49.00**	**49.00**	**48.00**	**49.00**	**1.00**	
Municipal Court						
Salaries/Benefits/Pensions	$2,629,938	$2,832,915	$2,832,915	$2,832,915	$0	
Operating	672,966	699,596	699,596	757,500	57,904	Increase contract services for IT support of JIS system
Capital	0	0	0	0	0	
Total Municipal Court	**$3,302,904**	**$3,532,511**	**$3,532,511**	**$3,590,415**	**$57,904**	
FTE - budgeted	**42.50**	**41.28**	**41.28**	**41.28**	**0.00**	

2013 General Fund Expenditure Summary

	2011 Actual	2012 Original Budget	2012 Amended (as of 8/30)	2013 Budget (Jan 1)	2013 Budget - 2012 Amended Budget	Main reason for change
Parks						
Cultural Services						
Salaries/Benefits/Pensions	$811,690	$807,974	$807,974	$1,132,912	$324,938	Increase due to accounting change and properly funding current actual costs of filled positions
Operating	245,588	230,387	230,387	507,584	277,197	Increase due to accounting change and properly funding current actual costs
Capital	0	0	0	0	0	
Total Cultural Services	**$1,057,278**	**$1,038,361**	**$1,038,361**	**$1,640,496**	**$602,135**	
FTE - budgeted	7.50	8.50	8.50	10.00	1.50	Increase Program Coordinator from 0.75 to 1.0 FTE, transfer 1.25 positions from the Gift Trust Fund to General Fund
Forestry						
Salaries/Benefits/Pensions	$588,045	$621,087	$621,087	$641,840	$20,753	Increase salary/benefits/pensions to properly fund current actual costs of filled positions
Operating	81,983	74,931	74,931	287,699	212,768	Increase for contract service agreement for urban forest management
Capital	0	0	0	0	0	
Total Forestry	**$670,028**	**$696,018**	**$696,018**	**$929,539**	**$233,521**	
FTE - budgeted	8.00	8.00	8.00	8.00	0.00	
Parks Maintenance						
Salaries/Benefits/Pensions	$1,120,300	$1,265,023	$1,265,023	$1,399,970	$134,947	Increase salary/benefits/pensions to properly fund current actual costs of filled positions
Operating	3,915,014	4,382,168	4,382,168	4,152,291	(229,877)	Decrease to budget Water assuming Municipal Government Rate from Utilities, **CONTINUING TO MAINTAIN, INCLUDING WATERING, 275 ACRES OF NEIGHBORHOOD PARKS BROUGHT BACK IN 2011 USING PRIVATE SECTOR VENDORS FOR MOWING AND WEED CONTROL**, and to properly fund current actual costs
Capital	18,884	10,000	10,000	0	(10,000)	Decrease to properly fund current actual costs
Total Park Maintenance	**$5,054,198**	**$5,657,191**	**$5,657,191**	**$5,552,261**	**($104,930)**	
FTE - budgeted	15.90	16.50	17.50	17.50	0.00	
Recreation & Administration						
Salaries/Benefits/Pensions	$3,041,645	$3,061,778	$3,237,175	$2,996,174	($241,001)	Decrease due to YMCA Pool contract, increase for 1.0 Volunteer Coordinator position and accounting change
Operating	1,247,991	1,660,996	2,085,996	2,327,320	241,324	Increase for YMCA Pool contract
Capital	0	0	0	30,500	30,500	Increase to maintenance associated with pools
Total Rec & Admin	**$4,289,636**	**$4,722,774**	**$5,323,171**	**$5,353,994**	**$30,823**	
FTE - budgeted	29.75	25.75	23.00	24.25	1.25	Add 1.0 Volunteer Coordinator, transfer 0.25 position from the TOPS Fund to the General Fund
Total Parks	**$11,071,140**	**$12,114,343**	**$12,714,740**	**$13,476,289**	**$761,549**	**$0.5 MILLION EXPOSURE IF THE APRIL TOPS BALLOT INITIATIVE IS NOT APPROVED**
FTE - budgeted	**61.15**	**58.75**	**57.00**	**59.75**	**2.75**	

2013 General Fund Expenditure Summary

	2011 Actual	2012 Original Budget	2012 Amended (as of 8/30)	2013 Budget (Jan 1)	2013 Budget - 2012 Amended Budget	Main reason for change
Planning & Development						
Land Use Review						
Salaries/Benefits/Pensions	$1,468,553	$1,559,328	$1,374,316	$1,296,491	($77,825)	Elimination of 3.0 positions, addition of 1.0 position as part of Department reorganization
Operating	48,321	80,676	128,851	71,039	(57,812)	Decrease to properly fund costs after reorganization
Capital	0	0	0	0	0	
Total Land Use Review	**$1,516,874**	**$1,640,004**	**$1,503,167**	**$1,367,530**	**($135,637)**	
FTE - budgeted	16.00	17.00	16.00	14.00	(2.00)	Elimination of 3.0 positions, addition of 1.0 position as part of Department reorganization
Real Estate Services						
Salaries/Benefits/Pensions	$0	$499,914	$499,914	$499,914	$0	
Operating	0	48,455	48,455	48,455	0	
Capital	0	0	0	0	0	
Total Real Estate Services	**$0**	**$548,369**	**$548,369**	**$548,369**	**$0**	
FTE - budgeted	0.00	4.00	4.00	4.00	0.00	
Total Planning & Development	**$1,516,874**	**$2,188,373**	**$2,051,536**	**$1,915,899**	**($135,637)**	
FTE - budgeted	**16.00**	**21.00**	**20.00**	**18.00**	**(2.00)**	
Police						
Salaries/Benefits/Pensions	$69,739,131	$70,937,711	$70,963,411	$71,980,298	$1,016,887	**INCREASE IN SWORN PENSION, INCREASE TO OVER-HIRE TO BRING STAFFING UP TO AND MAINTAIN AUTHORIZED STRENGTH, ADD AMOUNT FOR ADDITIONAL COMMUNITY SERVICE OFFICERS FOR PATROL/CODE ENFORCEMENT**, decrease due to PSST/GF swap.
Operating	5,023,475	5,106,159	4,971,652	5,278,902	307,250	Increase to properly fund current actual costs
Capital	1,218,706	111,000	968,782	72,900	(895,882)	Remove onetime supplemental cost for HVAC and roof replacement
Total Police	**$75,981,312**	**$76,154,870**	**$76,903,845**	**$77,332,100**	**$428,255**	
FTE - budgeted	**777.50**	**770.00**	**770.00**	**771.50**	**1.50**	
FTE - actual average		**745.50**				

2013 General Fund Expenditure Summary

	2011 Actual	2012 Original Budget	2012 Amended (as of 8/30)	2013 Budget (Jan 1)	2013 Budget - 2012 Amended Budget	Main reason for change
Public Works						
City Engineering						
Salaries/Benefits/Pensions	$2,826,750	$4,561,675	$4,386,278	$4,501,309	$115,031	2.0 positions transferred in, 1.0 position transferred out as part of Public Works reorg
Operating	326,748	778,337	778,337	813,030	34,693	Increase to properly fund costs after reorganization
Capital	0	0	0	0	0	
Total City Engineering	**$3,153,498**	**$5,340,012**	**$5,164,615**	**$5,314,339**	**$149,724**	
FTE - budgeted	36.00	51.00	50.00	51.00	1.00	2.0 positions transferred in, 1.0 position transferred out as part of Public Works reorg
Streets						
Salaries/Benefits/Pensions	$6,835,922	$7,502,209	$7,502,209	$6,748,865	($753,344)	Eliminate 11.00 positions, add 3.00 positions associated with alley maintenance
Operating	1,678,834	1,925,788	2,860,788	2,880,937	20,149	Remove one-time costs for supplemental appropriation, increase for outsource of mill/overlay, chip and slurry, increase to reinstate alleyway maintenance
Capital	302,453	39,601	39,601	90,000	50,399	Increase to properly fund current actual costs
Total Streets	**$8,817,209**	**$9,467,598**	**$10,402,598**	**$9,719,802**	**($682,796)**	
FTE - budgeted	109.00	102.00	102.00	94.00	(8.00)	Eliminate 11.00 positions, add 3.00 positions associated with alley maintenance
Traffic Engineering						
Salaries/Benefits/Pensions	$2,868,573	$2,843,019	$2,959,531	$2,725,321	($234,210)	2.0 positions transferred out, 1.0 position eliminated as part of Public Works reorg
Operating	1,065,063	1,223,547	1,243,872	1,254,115	10,243	Increase to properly fund costs after reorganization
Capital	225	0	0	5,000	5,000	
Total Traffic Engineering	**$3,933,861**	**$4,066,566**	**$4,203,403**	**$3,984,436**	**($218,967)**	
FTE - budgeted	39.50	36.50	37.50	34.50	(3.00)	2.0 positions transferred out, 1.0 position eliminated as part of Public Works reorg
Transit						
Salaries/Benefits/Pensions	$561,010	$537,729	$537,729	$592,536	$54,807	1.0 position transferred from grant to GF
Operating	3,051,942	2,598,736	2,598,736	3,147,912	549,176	**$700K OF INCREASE TO REINSTATE EVENING SERVICE**, lower costs for fuel and legal services
Capital	0	0	0	0	0	
Total Transit	**$3,612,952**	**$3,136,465**	**$3,136,465**	**$3,740,448**	**$603,983**	
FTE - budgeted	8.00	7.00	7.00	8.00	1.00	1.0 position transferred from grant to GF
Total Public Works	**$19,517,520**	**$22,010,641**	**$22,907,081**	**$22,759,025**	**($148,056)**	
FTE - budgeted	**192.50**	**196.50**	**196.50**	**187.50**	**(9.00)**	

2013 General Fund Expenditure Summary

	2011 Actual	2012 Original Budget	2012 Amended (as of 8/30)	2013 Budget (Jan 1)	2013 Budget - 2012 Amended Budget	Main reason for change
General Costs						
Salaries/Benefits	$4,018,869	$1,674,000	$1,674,000	$1,950,000	$276,000	Increase in unemployment and retired employee insurance
Operating	34,477,974	16,732,400	16,972,467	18,625,637	1,653,170	**INCREASE FOR COMPENSATION SURVEY RESULTS / EMERGENCY CIP**, decrease to properly fund current actual costs
Capital	0	0	0	0	0	
Total General Costs	**$38,496,843**	**$18,406,400**	**$18,646,467**	**$20,575,637**	**$1,929,170**	
SCIP Debt Service	0	0	0	7,847,000	7,847,000	Transfer SCIP debt service from GF CIP to separate debt service line
Internal Service Charges	11,639,228	11,013,968	11,563,968	10,644,185	(919,783)	Remove one-time supplemental cost for vehicle replacement
General Fund CIP	14,247,757	13,313,280	14,448,924	5,325,133	(9,123,791)	Transfer SCIP debt service from GF CIP to separate debt service line, remove budget for Emergency CIP
General Fund CIP - Streets	0	0	0	2,000,000	2,000,000	**INCREASE FUNDING FOR STREETS**
General Fund CIP - Stormwater	0	0	0	2,000,000	2,000,000	**INCREASE FUNDING FOR STORMWATER**
Contribution to Erosion Control - PPHwy	1,000,000	0	0	0	0	
Contribution to Fund Balance	0	811,000	811,000	0	(811,000)	Eliminate contribution to fund balance
General Fund Total	**234,610,304**	**223,451,500**	**227,815,008**	**232,735,123**	**4,920,115**	
FTE	**1,632.70**	**1,634.98**	**1,640.98**	**1,639.43**	**(1.55)**	

2013 PSST Fund Expenditure Summary

	2011 Actual	2012 Original Budget	2012 Amended (as of 8/30)	2013 Budget (Jan 1)	2013 Budget - 2012 Amended Budget	Main reason for change
Public Safety Sales Tax (PSST) Fund						
Fire						
Salaries/Benefits/Pensions	$9,042,053	$9,278,047	$9,278,047	$10,546,017	$1,267,970	Eliminate 1.0 parts/supply specialist position, increase for sworn pension, properly fund current actual costs
Operating	1,143,231	1,560,279	1,560,279	1,316,270	(244,009)	Decrease to properly fund current actual costs
Capital Outlay	507,461	108,324	108,324	501,491	393,167	Increase to properly fund current actual costs
Capital Projects	662,246	500,000	1,186,700	475,000	(711,700)	Remove one-time 2012 supplemental expense
Total	**$11,354,991**	**$11,446,650**	**$12,133,350**	**$12,838,778**	**$705,428**	
FTE - actual & budgeted	87.50	86.50	86.50	85.50	(1.00)	
Police						
Salaries/Benefits/Pensions	$10,424,579	$11,552,512	$11,552,512	$12,715,652	$1,163,140	Add 2.0 civilian positions, increase salary/benefits/pensionss to properly fund current actual costs of filled positions
Operating	958,903	954,444	954,444	1,198,576	244,132	Increase to properly fund current actual costs
Capital Outlay	733,710	50,000	50,000	276,000	226,000	Increase to properly fund current actual costs
Capital Projects	0	0	0	0	0	
Total	**$12,117,192**	**$12,556,956**	**$12,556,956**	**$14,190,228**	**$1,633,272**	
FTE - actual & budgeted	114.00	115.00	115.00	117.00	2.00	
Accounts Payable						
Salaries/Benefits/Pensions	$0	$59,227	$59,227	$0	($59,227)	1.0 position transferred from PSST to GF
Operating	0	1,600	1,600	0	(1,600)	Remove operating due to PSST/GF swap
Capital	0	0	0	0	0	
Total	**$0**	**$60,827**	**$60,827**	**$0**	**($60,827)**	
FTE - budgeted	0.00	1.00	1.00	0.00	(1.00)	
Fleet Management						
Salaries/Benefits/Pensions	$97,327	$104,995	$104,995	$0	($104,995)	1.5 positions transferred from PSST to Fleet
Operating	906	2,459	2,459	0	(2,459)	Remove operating due to PSST/Fleet swap
Capital	0	2,330	2,330	0	(2,330)	Remove capital outlay due to PSST/Fleet swap
Total	**$98,233**	**$109,784**	**$109,784**	**$0**	**($109,784)**	
FTE - budgeted	1.50	1.50	1.50	0.00	(1.50)	
Human Resources						
Salaries/Benefits/Pensions	$132,768	$138,727	$138,727	$0	($138,727)	2.0 positions transferred from PSST to GF
Operating	1,326	5,475	5,475	0	(5,475)	Remove operating due to PSST/GF swap
Capital	0	0	0	0	0	
Total	**$134,094**	**$144,202**	**$144,202**	**$0**	**($144,202)**	
FTE - budgeted	2.00	2.00	2.00	0.00	(2.00)	

2013 PSST Fund Expenditure Summary

	2011 Actual	2012 Original Budget	2012 Amended (as of 8/30)	2013 Budget (Jan 1)	2013 Budget - 2012 Amended Budget	Main reason for change
Information Technology						
FTE - budgeted	10.00	10.00	10.00	0.00	(10.00)	10.0 positions transferred from PSST to GF
Procurement						
Salaries/Benefits/Pensions	$148,978	$81,875	$81,875	$0	($81,875)	1.0 position transferred from PSST to GF
Operating	0	1,500	1,500	0	(1,500)	Remove operating due to PSST/GF swap
Capital	0	0	0	0	0	
Total	**$148,978**	**$83,375**	**$83,375**	**$0**	**($83,375)**	
FTE - budgeted	2.00	1.00	1.00	0.00	(1.00)	
Fund Total	**$23,853,488**	**$24,401,794**	**$25,088,494**	**$27,029,006**	**$1,940,512**	
FTE	**217.00**	**217.00**	**217.00**	**202.50**	**(14.50)**	

2013 Enterprise Funds Expenditure Summary

	2011 Actual	2012 Original Budget	2012 Amended (as of 8/30)	2013 Budget (Jan 1)	2013 Budget - 2012 Amended Budget	Main reason for change
Enterprise Funds						
Airport						
Salaries/Benefits/Pensions	$8,273,964	$9,046,890	$9,046,890	$8,840,988	($205,902)	Eliminate 4.00 positions, add 3.00 positions
Operating	5,880,387	6,806,137	6,864,547	6,930,267	65,720	Increase to fund current actual costs
Capital	130,570	143,412	143,412	201,100	57,688	Increase to fund current actual costs
Debt Service	5,237,513	5,236,363	5,236,363	5,236,638	275	Increase to fund current actual costs
CIP Projects	14,897,413	0	10,837,572	0	(10,837,572)	Remove onetime expenses associated with 2012 supplementals
Total	**$34,419,847**	**$21,232,802**	**$32,128,784**	**$21,208,993**	**($10,919,791)**	
FTE - budgeted	121.00	122.00	122.00	121.00	(1.00)	
Cemeteries						
Salaries/Benefits/Pensions	$515,153	$510,807	$510,807	$485,419	($25,388)	Decrease salary/benefits/pensions to properly fund current actual costs of filled positions
Operating	691,865	738,814	738,814	754,324	15,510	Increase to properly fund current actual costs
Capital	0	120,000	120,000	65,059	(54,941)	Decrease to fund current actual costs
CIP Projects	0	0	0	0	0	
Total	**$1,207,018**	**$1,369,621**	**$1,369,621**	**$1,304,802**	**($64,819)**	
FTE - budgeted	6.00	6.00	6.00	6.00	0.00	
Development Review Enterprise						
Salaries/Benefits/Pensions	$786,651	$899,631	$899,631	$802,428	($97,203)	Add 4.00 positions, eliminate 5.00 positions associated with Planning reorg
Operating	345,441	398,463	398,463	392,412	(6,051)	Decrease to properly fund reorg
Capital	323	6,000	6,000	5,979	(21)	
Total	**$1,132,415**	**$1,304,094**	**$1,304,094**	**$1,200,819**	**($103,275)**	
FTE - budgeted	11.00	12.00	12.00	11.00	(1.00)	
Human Services Complex						
Salaries/Benefits/Pensions	$0	$0	$0	$0	$0	
Operating	1,016,237	0	0	0	0	
Capital	0	0	0	0	0	
Total	**$1,016,237**	**$0**	**$0**	**$0**	**$0**	
FTE - budgeted	0.00	0.00	0.00	0.00	0.00	
Parking System						
Salaries/Benefits/Pensions	$490,242	$537,400	$537,400	$462,779	($74,621)	Decrease salary/benefits/pensions to properly fund current actual costs of filled positions
Operating	1,992,565	954,594	954,594	1,121,280	166,686	Increase to properly fund current actual costs
Capital	4,990	26,610	26,610	20,000	(6,610)	Decrease to properly fund current actual costs
Debt Service	1,058,930	1,055,980	1,055,980	1,058,047	2,067	Increase to properly fund current actual costs
CIP Projects	1,576,486	860,000	860,000	2,498,000	1,638,000	Increase to fund parking structure improvements and downtown capital projects
Total	**$5,123,213**	**$3,434,584**	**$3,434,584**	**$5,160,106**	**$1,725,522**	
FTE - budgeted	7.50	7.50	7.50	7.50	0.00	

2013 Enterprise Funds Expenditure Summary

	2011 Actual	2012 Original Budget	2012 Amended (as of 8/30)	2013 Budget (Jan 1)	2013 Budget - 2012 Amended Budget	Main reason for change
Patty Jewett Golf Course						
Salaries/Benefits/Pensions	$690,988	$710,967	$710,967	$739,095	$28,128	Increase ssalary/benefits/pensions to properly fund current actual costs of filled positions
Operating	1,142,794	1,218,976	1,218,976	1,233,971	14,995	Increase to properly fund current actual costs
Capital	99,821	140,000	140,000	112,840	(27,160)	Decrease to properly fund current actual costs
CIP Projects		0		0	0	
Total	**1,933,603**	**$2,069,943**	**$2,069,943**	**$2,085,906**	**$15,963**	
FTE - budgeted	9.50	8.00	8.00	8.00	0.00	
Pikes Peak - America's Mountain						
Salaries/Benefits/Pensions	$1,240,552	$1,397,285	$1,397,285	$1,465,702	$68,417	Increase salary/benefits/pensions to properly fund current actual costs of filled positions
Operating	1,167,747	1,348,469	1,348,469	1,810,274	461,805	Increase to properly fund current actual costs
Capital	102,627	54,000	54,000	6,338	(47,662)	Decrease to properly fund current actual costs
CIP Projects	1,832,875	1,075,000	1,425,000	400,000	(1,025,000)	Remove one-time costs associated with 2012 supplemental, and due to completion of paving - now maintenance
Total	**$4,343,801**	**$3,874,754**	**$4,224,754**	**$3,682,314**	**($542,440)**	
FTE - budgeted	20.00	20.00	20.00	20.00	0.00	
Stormwater						
Salaries/Benefits/Pensions	$1,411,480	$0	$0	$0	$0	
Operating	206,430	1,500,000	1,500,000	0	(1,500,000)	Stormwater enterprise will close out at the end of 2012
Capital	0	0	0	0	0	
CIP Projects	1,890,649	0	0	0	0	
Total	**$3,508,559**	**$1,500,000**	**$1,500,000**	**$0**	**($1,500,000)**	
FTE - budgeted	17.00	0.00	0.00	0.00	0.00	
Valley Hi Golf Course						
Salaries/Benefits/Pensions	$343,718	$314,447	$314,447	$316,084	$1,637	Increase salary/benefits/pensions to properly fund current actual costs of filled positions
Operating	762,623	862,688	862,688	851,371	(11,317)	Decrease to properly fund current actual costs
Capital	0	0	0	0	0	
Total	**$1,106,341**	**$1,177,135**	**$1,177,135**	**$1,167,455**	**($9,680)**	
FTE - budgeted	5.00	3.00	3.00	3.00	0.00	

2013 Support Services Funds Expenditure Summary

	2011 Actual	2012 Original Budget	2012 Amended (as of 8/30)	2013 Budget (Jan 1)	2013 Budget - 2012 Amended Budget	Main reason for change
Support Services Fund						
Fleet Management						
Salaries/Benefits/Pensions	$4,593,294	$4,643,584	$4,643,584	$4,821,831	$178,247	1.5 positions transferred from PSST to Fleet, increase salary and benefits to properly fund current actual costs of filled positions
Operating	10,820,420	13,815,802	13,815,802	11,200,227	(2,615,575)	Decrease due to fuel savings and decrease in parts costs
Capital	297,514	500,923	500,923	208,215	(292,708)	Decrease in costs of machinery and apparatus
Total	**$15,711,228**	**$18,960,309**	**$18,960,309**	**$16,230,273**	**($2,730,036)**	
FTE - budgeted	66.50	66.50	66.50	68.00	1.50	
Real Estate Services						
Salaries/Benefits/Pensions	$333,549	$0	$0	$0	$0	
Operating	72,294	0	0	0	0	
Capital	0	0	0	0	0	
Total	**$405,843**	**$0**	**$0**	**$0**	**$0**	
FTE - budgeted	4.00	0.00	0.00	0.00	0.00	
Risk Management						
Salaries/Benefits/Pensions	$559,969	$0	$0	$0	$0	
Operating	268,502	0	0	0	0	
Capital	0	0	0	0	0	
Total	**$828,471**	**$0**	**$0**	**$0**	**$0**	
FTE - budgeted	9.50	0.00	0.00	0.00	0.00	
Fund Total	**$16,945,542**	**$18,960,309**	**$18,960,309**	**$16,230,273**	**($2,730,036)**	
FTE	**80.00**	**66.50**	**66.50**	**68.00**	**1.50**	
Office Services Fund						
Office Services						
Salaries/Benefits/Pensions	$616,362	$549,379	$549,379	$565,059	$15,680	Increase salary/benefits/pensions to properly fund current actual costs of filled positions
Operating	1,012,962	1,203,770	1,203,770	1,187,685	(16,085)	Decrease to properly fund current actual costs
Capital	0	3,291	3,291	3,291	0	
Total	**$1,629,324**	**$1,756,440**	**$1,756,440**	**$1,756,035**	**($405)**	
FTE - budgeted	12.75	9.00	9.00	9.00	0.00	
Radio Communications Fund						
Radio Communications						
Salaries/Benefits/Pensions	$665,762	$795,473	$713,894	$764,844	$50,950	Increase salary/benefits/pensions to properly fund current actual costs of filled positions
Operating	1,366,400	1,235,582	1,317,161	1,344,954	27,793	Increase to properly fund current actual costs
Capital	0	0	0	0	0	
Total	**$2,032,162**	**$2,031,055**	**$2,031,055**	**$2,109,798**	**$78,743**	
FTE - budgeted	10.00	10.00	11.00	11.00	0.00	

2013 Internal Services Funds Expenditure Summary

	2011 Actual	2012 Original Budget	2012 Amended (as of 8/30)	2013 Budget (Jan 1)	2013 Budget - 2012 Amended Budget	Main reason for change
Internal Services Funds						
Claims Reserve (502-7750)						
Salaries/Benefits/Pensions	$82,212	$292,006	$292,006	$194,958	($97,048)	Transfer 1.0 position to Workers' Compensation Fund
Operating	1,677,431	707,994	707,994	805,042	97,048	Increase to properly fund current actual costs
Capital	0	0	0	0	0	
Total	**$1,759,643**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$0**	
FTE - budgeted	1.00	3.50	3.50	2.50	(1.00)	
Employee Benefits Self-Insurance (504-9895,9896)						
Salaries/Benefits/Pensions	$219,983	$272,718	$272,718	$266,986	($5,732)	Decrease salary/benefits/pensions to properly fund current actual costs of filled positions
Operating	26,227,111	30,688,282	30,688,282	31,041,864	353,582	Increase to properly fund current actual costs
Capital	0	0	0	0	0	
Total	**$26,447,094**	**$30,961,000**	**$30,961,000**	**$31,308,850**	**$347,850**	
FTE - budgeted	4	4.30	4.30	4.30	0.00	
Workers' Compensation (503-7720, 7730, 7740)						
Salaries/Benefits/Pensions	$624,910	$555,820	$555,820	$619,323	$63,503	Transfer 1.0 position from Claims Reserve Fund, eliminate 0.13 position
Operating	6,008,028	7,129,180	7,129,180	7,065,677	(63,503)	Decrease to properly fund current actual costs
Capital	0	0	0	0	0	
Total	**$6,632,938**	**$7,685,000**	**$7,685,000**	**$7,685,000**	**$0**	
FTE - budgeted	8.75	7.05	7.05	7.92	0.87	

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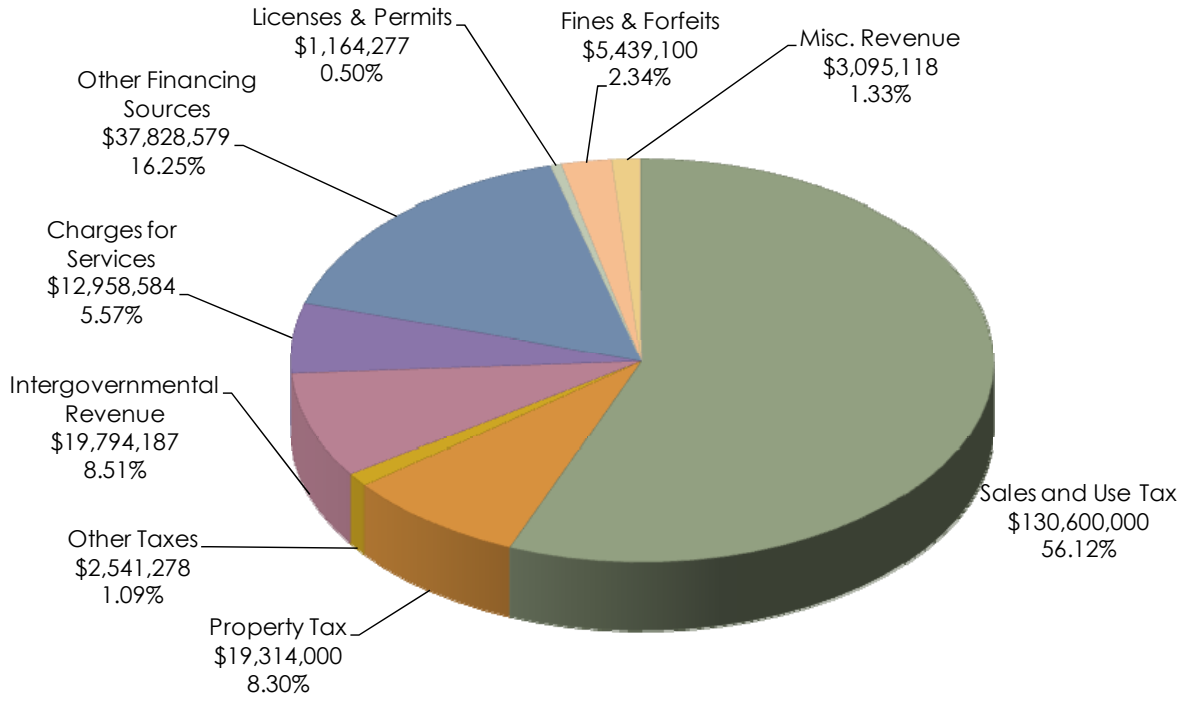
Revenue Overview

General Fund Appropriation *$232,735,123*

- Total revenue $2.27 million or 0.99% over 2012 end-of-year estimate.
- Sales and Use tax revenue $1.8 million or 1.4% over 2012 end-of-year estimate.
- All other revenue is $473,578 or 0.47% over 2012 end-of-year estimate.

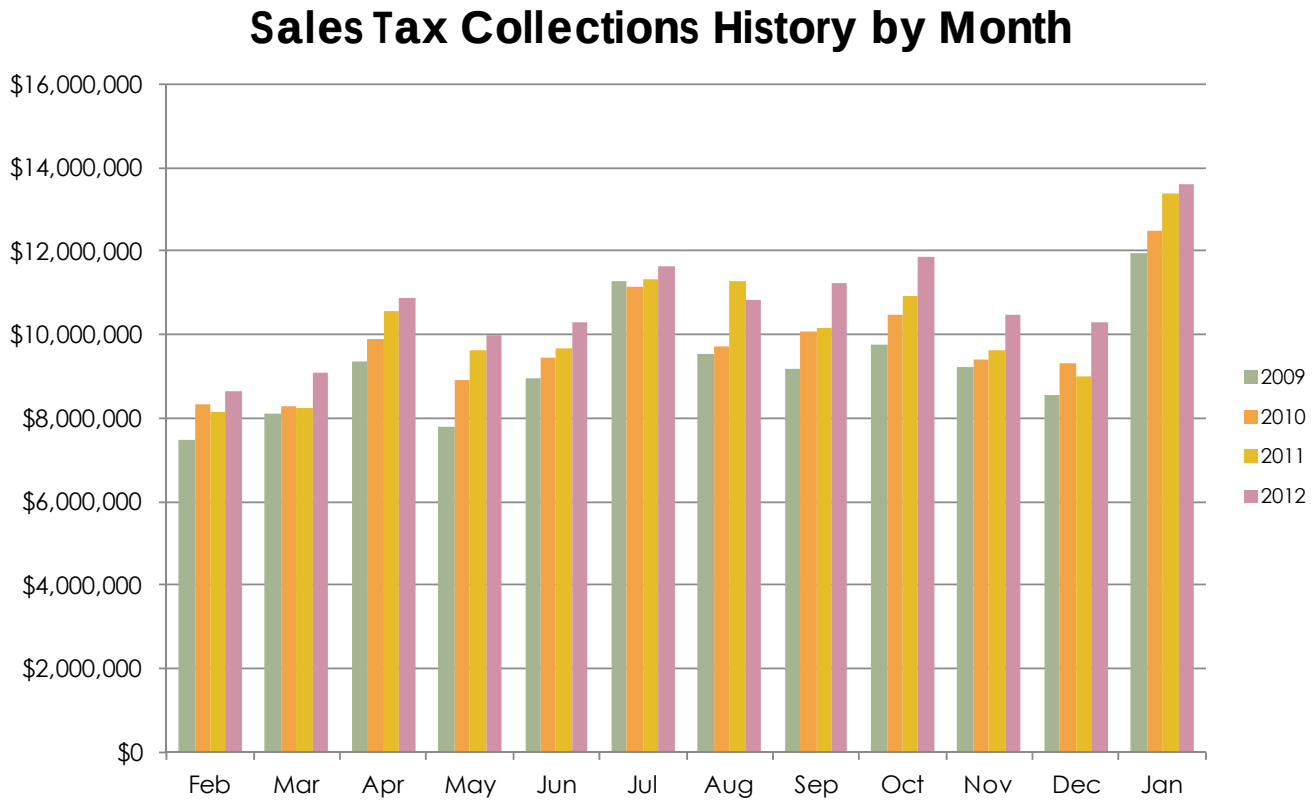
	* 2011 Actual	2012 Budget	2012 EOY Estimate	2013 Budget	2013 Budget - 2012 EOY Estimate
Sales and Use Tax	$121,249,546	$119,900,000	$128,800,000	$130,600,000	$1,800,000
Property Tax	20,658,436	19,120,535	18,915,000	19,314,000	399,000
Other Taxes	2,558,479	2,511,678	2,546,678	2,541,278	(5,400)
Licenses and Permits	870,688	943,394	955,594	1,164,277	208,683
Intergovernmental	19,921,958	20,409,019	20,295,105	19,794,187	(500,918)
Charges for Services	13,575,421	14,271,052	13,709,846	12,958,584	(751,262)
Fines and Forfeits	5,772,966	5,413,590	4,824,590	5,439,100	614,510
Miscellaneous	4,570,463	2,060,575	2,060,575	3,095,118	1,034,543
Other Financing Sources	50,970,631	38,821,657	38,354,157	37,828,579	(525,578)
Total	**$240,148,587**	**$223,451,500**	**$230,461,545**	**$232,735,123**	**$2,273,578**

* Includes $14 million from a bond refunding.



Sales Tax Revenue — *$130,600,000*

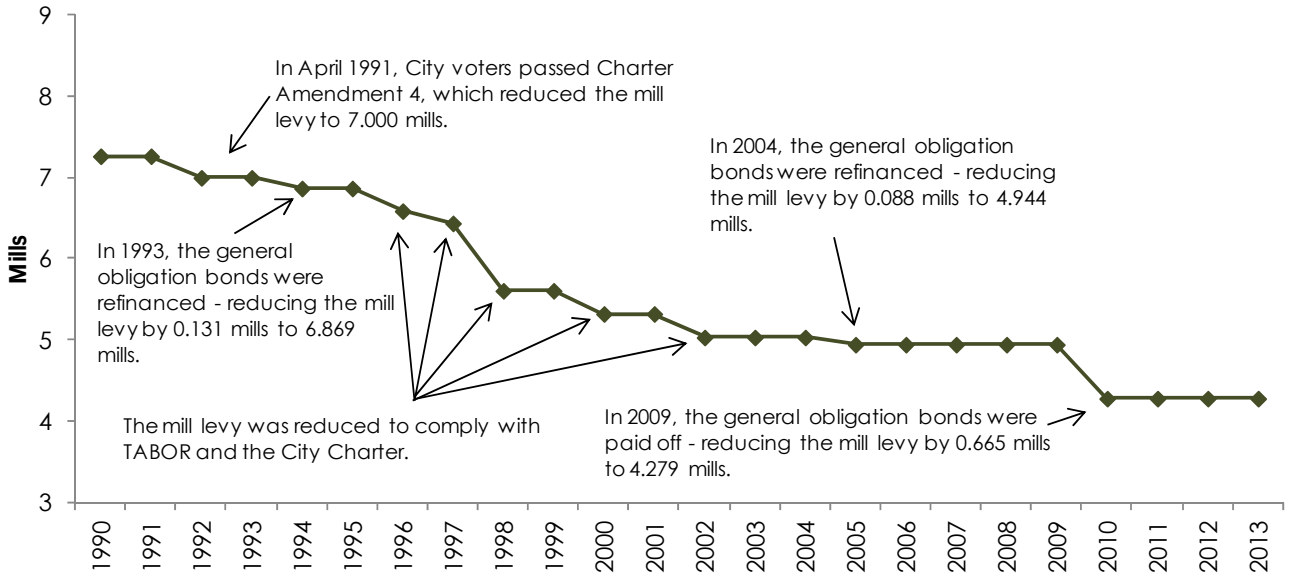
- 56.12% of total General Fund revenue.
- Up $1.8 million or 1.4% from 2012 end-of-year estimates.
- Primarily dependent upon the level of local economic activity, consumer confidence, and tourist activity.
- Through December 2012 activity – year-to-date sales tax revenue increases from nearly all industries across the board. However, due to the Waldo Canyon Fire, sales tax revenue was down for the Hotel/Motel Industry.
- 2012 sales and use tax collections are tracking higher than expected for 2012.
- 1.5 to 1 - Odds of meeting or exceeding the sales and use tax projection used for the 2013 budget.
- Slightly more optimistic approach than that which was used for the 2012 budget where the odds of meeting or exceeding the sales and use tax projection was 2 to 1.
    - We believe this approach is appropriate given the long sustained increase in collections and a recent unexpected increase in consumer confidence.
    - Three statistical models are used in developing the sales tax projections, these are: a Box-Jenkins model, a Consumer Sentiment model, and a Bayesian model.



Property Tax Revenue *$19,314,000*

- 8.3% of the total General Fund revenue.
- Tax levy of 4.279 mills.
- Since 1990, the levy has been reduced nine times, with six of those reductions the result of the revenue limitation provisions of the Taxpayer's Bill of Rights (TABOR).

City Property Tax Mill Levy History



In accordance with the provisions of TABOR and the City Charter, annual City property tax revenue growth is limited to the percentage change in the Denver/Boulder/Greeley Consumer Price Index (CPI) plus local growth for the previous calendar year. For the 2013 limit, the projected TABOR formula increase is 3.38%, which is comprised of a projected 2.41% increase in the Denver/Boulder/Greeley CPI and an anticipated 0.97% increase in local growth.

Both growth factors used in calculating the revenue limit are forecasted amounts with the actual data for each of the components not available until well after the start of the fiscal year in question. Thus, property tax revenue could exceed the TABOR limit and must either be refunded to local taxpayers or retained upon voter approval.

For budgeting purposes, estimated property tax revenue is reduced by a 1.0% El Paso County Treasurer's collection fee, a 1.0% provision for uncollectable taxes and a provision for business personal property tax credits. Business personal property tax credits of City property tax revenue are estimated to be approximately $100,000 in 2013, which is the same as 2012.

Other Taxes Revenue *$2,541,278*

- 1.09% of total General Fund revenue.
- Down $5,400 or 0.2% from the 2012 end-of-year estimate.
- The Other Taxes category of revenue includes:
    - Occupational tax on establishments selling alcoholic beverages.
    - Sales tax on motion picture theater tickets.
    - Specific ownership taxes imposed by the State on licensed motor vehicles registered in the city.

Licenses and Permits Revenue *$1,164,277*

- 0.5% of total General Fund revenue.
- Up $208,683 or 21.84% from the 2012 end-of-year estimate.
- Based upon department estimates for 2013.

Intergovernmental Revenue *$19,794,187*

- 8.51 % of total General Fund revenue.
- Down $500,918 or 2.47% from the 2012 end-of-year estimate.
- $17.9 million is Highway Users Tax Fund (HUTF).
    - State imposed excise taxes on gasoline and special fuels as well as various motor vehicle registration, title, and license fees and taxes.
    - Estimate provided yearly by the Colorado Municipal League.
- $759,262 El Paso County Road and Bridge mill levy.
    - 9.5% increase from the 2012 budget.
    - Estimate is provided by El Paso County.

Charges for Services *$12,958,584*

- 5.57% of total General Fund revenue.
- Down $751,262 or 5.48% from the 2012 end-of-year estimate.
- This is a 4.54% decrease from the 2011 Actual. This revenue category includes charges for services provided by the Police, Fire, City Clerk, Municipal Court, Planning, and Public Works.
- The main reductions in this category are a result of decreases in anticipated Pavement Degradation Fees and Streets revenue, which is due to the Pike's Peak Highway paving project being accelerated in 2011.

Fines and Forfeits Revenue *$5,439,100*

- 2.34% of total General Fund revenue.
- Up $614,510 or 12.74% from the 2012 end-of-year estimate.
- Fines and forfeits are from:
    - General violations.
    - Parking meter violations.
    - Traffic violations (and the traffic violation surcharge to fund school safety).

Miscellaneous Revenue *$3,095,118*

- 1.33% of total General Fund revenue.
- Up $1,034,543 or 50.21% from the 2012 end-of-year estimate.
    - Increase largely due to accounting changes for investment and banking fees.
- Includes:
    - Interest and investment earnings.
    - Rents and royalties.
    - Other miscellaneous revenue.

Other Financing Sources Revenue *$37,828,579*

- 16.25% of total General Fund revenue.
- Down $525,578 from the 2012 end-of-year estimate.
- $31.2 million Utilities Surplus Revenue.
- $2.7 million reimbursement revenue from Utilities for staff in the City Attorney's Office and legal services provided by staff in the City Attorney's Office.
- $934,931 reimbursement revenue from Utilities for audit services provided by the City Auditor's Office.
- $866,000 transfer from the Lodgers and Automobile Rental Tax (LART) Fund for tourist-related and special event expenses.
- $667,260 reimbursement revenue from grants and the Gift Trust Fund.

Revenue Summary Table

	2010 Actual	* 2011 Actual	2012 Budget	2012 EOY Est.	2013 Budget	2013 Budget -2012 EOY $ change	2013 Budget to 2012 EOY % change
Taxes							
General Property Taxes	$20,715,328	$20,658,436	$19,120,535	$18,915,000	$19,314,000	$399,000	2.11%
Specific Ownership Taxes	1,960,699	1,851,385	1,821,339	1,821,339	1,821,339	0	0.00%
General Sales and Use Tax	115,684,401	121,249,546	119,900,000	128,800,000	130,600,000	1,800,000	1.40%
Admissions Taxes	490,236	449,533	427,739	462,739	462,739	0	0.00%
Business Taxes	256,153	257,561	262,600	262,600	257,200	(5,400)	-2.06%
Total Taxes	**139,106,817**	**144,466,461**	**141,532,213**	**150,261,678**	**152,455,278**	**2,193,600**	**1.46%**
Total Licenses and Permits	**798,583**	**870,688**	**943,394**	**955,594**	**1,164,277**	**208,683**	**21.84%**
Intergovernmental Revenue							
State Shared Revenue	18,966,069	18,931,942	19,615,843	19,435,843	18,934,925	(500,918)	-2.58%
Other Governmental Units	930,537	990,015	793,176	859,262	859,262	0	0.00%
Total Intergovernmental	**19,896,605**	**19,921,958**	**20,409,019**	**20,295,105**	**19,794,187**	**(500,918)**	**-2.47%**
Charges for Services							
General Government	4,751,126	3,712,244	4,079,263	4,092,263	3,577,988	(514,275)	-12.57%
Public Safety	4,850,536	4,545,952	4,151,600	4,197,244	4,292,750	95,506	2.28%
Highways and Streets	5,713,471	3,087,733	3,694,820	3,394,820	3,347,406	(47,414)	-1.40%
Culture - Recreation	2,287,002	2,229,492	2,345,369	2,025,519	1,740,440	(285,079)	-14.07%
Total Charges for Services	**17,602,135**	**13,575,421**	**14,271,052**	**13,709,846**	**12,958,584**	**(751,262)**	**-5.48%**
Total Fines and Forfeits	**5,779,090**	**5,772,966**	**5,413,590**	**4,824,590**	**5,439,100**	**614,510**	**12.74%**
Miscellaneous Revenue							
Earnings on Deposits and Invest.	402,234	790,378	390,000	390,000	390,000	0	0.00%
Rents and Royalties	658,733	602,674	831,975	831,975	646,525	(185,450)	-22.29%
Miscellaneous	1,144,156	3,177,411	838,600	838,600	2,058,593	1,219,993	145.48%
Total Miscellaneous Revenue	**2,205,124**	**4,570,463**	**2,060,575**	**2,060,575**	**3,095,118**	**1,034,543**	**50.21%**
Other Financing Sources							
Payments in Lieu of Tax	36,972	29,256	24,381	24,381	19,505	(4,876)	-20.00%
Shared Services (I)	3,740,608	3,118,182	5,973,722	3,207,766	1,175,490	(2,032,276)	-63.35%
Other Transfers	32,551,901	33,026,368	32,573,554	34,872,010	36,373,584	1,501,574	4.31%
Capital Leases	1,337,000	0	0	0	0	0	0.00%
Premium on Refunding Bonds	0	563,751	0	0	0	0	0.00%
Proceeds from bond Issuance	0	13,485,000	0	0	0	0	0.00%
Sale of Capital Assets	569,678	748,075	250,000	250,000	260,000	10,000	4.00%
Total Other Financing Sources	**38,236,159**	**50,970,631**	**38,821,657**	**38,354,157**	**37,828,579**	**(525,578)**	**-1.37%**
Total General Fund Revenue	**$223,624,514**	**$240,148,587**	**$223,451,500**	**$230,461,545**	**$232,735,123**	**$2,273,578**	**0.99%**

* Includes $14 million from a bond refunding.

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Economic Overview

Economic Overview

The Mayor and City Council support proactively enhancing the local business climate, retaining existing businesses and jobs, and bringing new companies and industries to Colorado Springs. The City of Colorado Springs has a conservative 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 seven Urban Renewal Areas (URAs) in the city: North Nevada, South Central Downtown (Lowell project), Southwest Downtown, City Auditorium, Gold Hill Mesa, CityGate and Copper Ridge. All seven have a Tax Increment Financing (TIF) agreement in place for property tax sharing. Tax increment financing (TIF) 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 and adjacent intersection, roadway capacity, and pedestrian improvements, etc. Currently, only the North Nevada URA has an additional sales tax sharing agreement.

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*	2010 Actual	2011 Actual	2012 Budget	2013 Budget
City Auditorium URA	$0	$720	$1,137	$1,085
CityGate URA	0	120	369	865
Copper Ridge at Northgate URA	0	3,561	2,874	2,971
Gold Hill Mesa URA	9,007	13,474	13,704	15,433
Ivywild Neighborhood URA	0	0	0	904
North Nevada URA	16,721	55,091	60,216	62,718
South Central Downtown URA (Lowell project)	13,812	13,717	13,010	12,886
Southwest Downtown URA	0	0	0	4
Shared Sales Tax Revenue**				
North Nevada URA	$1,466,557	$2,000,000	$2,100,000	$2,750,000

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

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

Economic Development Partners

The City of Colorado Springs partners with the following four organizations to support regional economic development efforts in the arts/cultural and business environments:

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.

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.

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 Colorado Springs Regional Economic Development Corporation (EDC) is focused on the attraction, retention, and creation of quality jobs for the region. EDC 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.

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	2010 Actual	2011 Actual	2012 Budget	2013 Budget
Colorado Springs Technology Incubator (CSTI)*	$50,000	$50,000	$50,000	$25,000
Small Business Development Center (SBDC)*	50,000	50,000	50,000	50,000
Colorado Springs Regional Business Alliance (pka: Economic Development Corporation and Greater Colorado Springs Chamber of Commerce)*	70,000	70,000	70,000	70,000
COPPeR**	39,000	39,000	39,000	39,000
Colorado National Defense Support Coalition	0	0	0	20,000
Annual Expenditures	**$209,000**	**$209,000**	**$209,000**	**$204,000**

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

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

Note: For 2013, the funding for all of the above agencies is budgeted in the Lodgers and Automobile Rental Tax (LART). City payment of funds to the agencies is contingent upon each agency submitting a formal request, outline of use of funds, and necessary supporting documentation

Economic Development Programs

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

ALTERNATIVE RATE OF TAX EXEMPTION FOR MANUFACTURING EQUIPMENT

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

Alternative Tax Agreement Payments	2010 Actual	2011 Actual	2012 Budget	2013 Budget
Medical imaging manufacturing company	$769,266	$66,236	$37,200	$40,000

BUSINESS PERSONAL PROPERTY TAX AGREEMENTS

City Council reauthorized this program by Resolution No. 203-04, dated September 28, 2004. The Business Personal Property Tax (BPPT) Agreement program is only available to primary employer companies. A primary employer is a business entity that derives at least 50% of its principal source of gross annual income from the sale of products or services outside of El Paso County. In addition, the company must create at least 10 new jobs and have over $1 million in business personal property value over the term of the agreement. Businesses pay personal property taxes to the City on equipment used

to conduct business, such as large machinery, computer equipment, desks and furniture. The payments are 50% of City taxes paid on investments of $1 to $5 million and 90% on investments exceeding $5 million. The term for a standard BPPT agreement is four years and requires the company to create at least 10 new jobs in addition to the investment. If the company meets the investment criteria and creates at least 100 jobs, the company is then eligible for a 10-year agreement. A 10-year agreement may be extended an additional 5 years (for a maximum total of 15 years) if the company invests over $75 million and hires over 500 employees.

There are several companies with BPPT agreements.

Description	2010 Actual	2011 Actual	2012 Budget	2013 Budget
Amount paid to companies	$53,289	$107,980	$100,000	$100,000

PRIVATE ACTIVITY BONDS

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

Economic Development Agreements

Due to the City of Colorado Springs limited and conservative portfolio of economic development programs, some projects require economic impact analysis and separate economic development agreements (EDA). The City has several EDAs as listed below:

Shared Sales and Use Tax Revenue	2010 Actual	2011 Actual	2012 Budget	2013 Budget
Hewlett-Packard	$522,933	$0	$0	$0
Lowe's	$0	$0	$50,000	$50,000
Mining Exchange	$0	$0	$0	$27,000

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.

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

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

USOC COP Payment*	2010 Actual	2011 Budget	2012 Budget	2013 Budget
Scheduled amount	$1,538,409	$1,614,640	$1,621,675	$1,658,875

*These payments are budgeted in the General Cost section.

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;
- Minimize financial risk since the payment is strictly performance-based, and revenue is returned only after it is collected.

Utility Usage Rebates*	**2010 Actual**	**2011 Budget ****	**2012 Budget**	**2013 Budget**
Medical imaging manufacturing company	$198,060	$140,000	$200,000	$200,000
Insurance company regional headquarters	96,010	100,000	120,000	120,000
Annual Payments	**$294,070**	**$240,000**	**$320,000**	**$320,000**

* Actuals are for the previous year utility usage. These payments are budgeted in the General Cost section.

** 2011 Actuals are not available at the time of print.

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/

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All Funds Summary

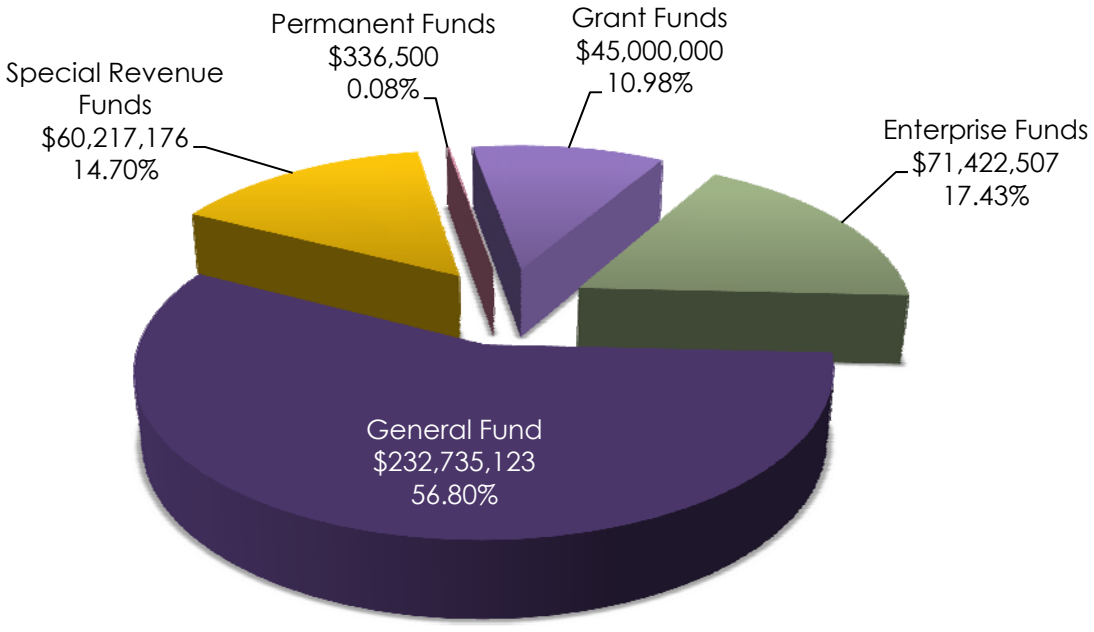
2013 All Funds Expenditures

This table identifies all City funds and the 2013 budgeted expenditures.

Fund		Amount
General Fund		$232,735,123
Special Revenue Funds		60,217,176
Enterprise Funds		71,422,507
Airport	21,208,993	
Cemeteries	1,304,802	
Development Review	1,200,819	
Memorial Health System	35,612,112	
Parking System	5,160,106	
Patty Jewett Golf Course	2,085,906	
Pikes Peak – America's Mountain	3,682,314	
Valley Hi Golf Course	1,167,455	
Permanent Funds		336,500
Grant Funds		45,000,000
All Funds Total		**$409,711,306**

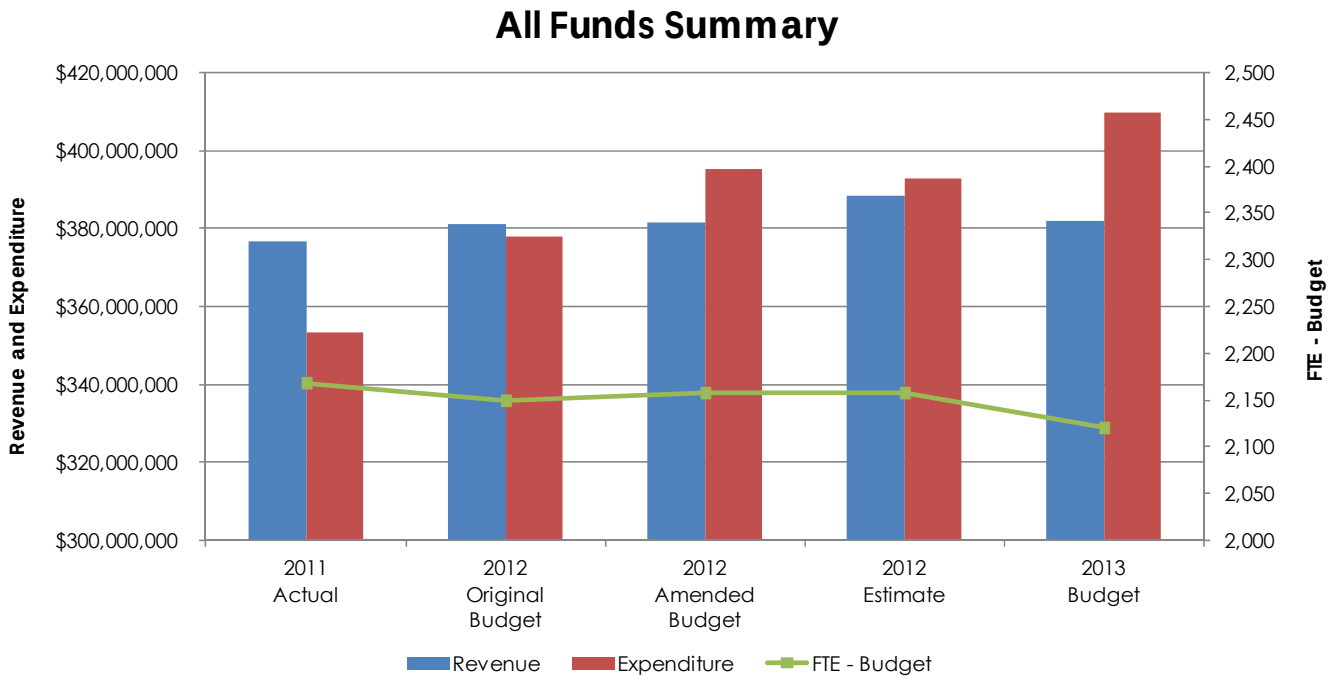
Note: The total of the Internal Services Funds is $60,089,956. A portion of this is allocated in the General Fund and Enterprise Funds.

All Funds Total
$409,711,306
(43 funds appropriated)



Beginning in 2013, the Memorial Health System Enterprise is included in the All Funds total, which adds $35,612,112.

All Funds Historical Summary



Some grant revenue is not appropriated in the original budget, but is appropriated as needed throughout the year.

Beginning in 2013, the Memorial Health System Enterprise is included in the All Funds total, which adds $35,612,112.

Fund Balance Summary

Fund	Est. Funds Available for Appropriation 1/1/12	Revenue 2012 Est.*	Expenditures 2012 Est.*	Est. Funds Available for Appropriation 1/1/13	Revenue 2013 Budget	Expenditures 2013 Budget	Est. Funds Available for Appropriation 1/1/14
GENERAL FUND	42,641,158	229,209,976	224,668,724	47,182,410	232,735,123	232,735,123	47,182,410
Funds Available for Appropriation 1/1/13 excludes TABOR emergency reserve of $7,545,241.							
SPECIAL REVENUE FUNDS							
Arterial Roadway	1,249,933	250,000	400,000	1,099,933	250,000	400,000	949,933
Ballfield CIP	249,196	100,000	120,183	229,013	100,000	100,000	229,013
Banning Lewis Ranch	607,674	225,000	4,620	828,054	145,000	2,940	970,114
Bicycle Tax	63,979	100,000	100,000	63,979	100,000	100,000	63,979
Briargate SIMD	332,768	865,582	940,583	257,767	854,643	929,643	182,767
Cable Franchise	134,374	1,118,680	1,118,680	134,374	1,006,812	1,006,812	134,374
CDBG	200,000	2,500,274	2,600,274	100,000	2,501,500	2,601,500	0
City-funded CIP	0	13,658,280	13,658,280	0	9,444,633	9,444,633	0
Conservation Trust	639,398	3,862,196	3,709,500	792,094	3,848,623	3,700,000	940,717
Emergency Shelter Act Grant	0	113,130	113,130	0	201,570	201,570	0
Gateway SIMD	85,440	3,173	6,173	82,440	3,104	8,100	77,444
Gift Trust	3,303,511	1,900,000	1,900,000	3,303,511	1,900,000	1,900,000	3,303,511
Home Investment Partnership	0	1,749,389	1,749,389	0	1,490,942	1,490,942	0
HOPE III	0	146,423	146,423	0	225,125	225,125	0
Lodgers & Auto Rental Tax	34,702	3,816,000	3,816,000	34,702	3,894,000	3,894,000	34,702
Norwood SIMD	238,180	662,428	707,428	193,180	671,328	716,625	147,883
Old Colorado City SIMD	82,133	102,907	117,907	67,133	102,387	117,895	51,625
Platte Avenue SIMD	111,809	9,406	44,406	76,809	9,204	33,550	52,463
Public Safety Sales Tax	5,510,057	25,760,000	25,088,494	6,181,563	26,264,414	27,029,008	5,416,969
Public Space & Development	2,414,772	800,000	54,100	3,160,672	800,000	0	3,960,672
Senior Programs	0	0	0	0	0	0	0
Stetson Hills SIMD	202,277	284,013	334,013	152,277	285,849	320,849	117,277
Street Tree	106,574	12,000	12,000	106,574	12,000	12,000	106,574
Subdivision Drainage	1,553,857	2,000,000	2,000,000	1,553,857	2,000,000	2,000,000	1,553,857
Therapeutic Recreation	4,228	300	0	4,528	300	0	4,828
Trails, Open Space and Parks	4,807,142	6,120,000	4,637,130	6,290,012	6,655,000	3,927,705	9,017,307
Woodstone SIMD	151,161	19,196	54,197	116,160	19,279	54,279	81,160
ENTERPRISE FUNDS							
Airport	25,088,540	21,489,188	21,291,209	25,286,519	21,500,057	21,208,993	25,577,583
Cemeteries	349,590	1,319,840	1,369,621	299,809	1,268,275	1,304,802	263,282
Development Review	389,430	1,594,117	1,559,516	424,031	1,441,635	1,200,819	664,847
Memorial Health System	0	0	0	35,000,000	5,612,112	35,612,112	0
Parking System	8,203,666	4,113,943	3,434,584	8,883,025	4,235,167	5,160,106	7,958,086
Patty Jewett Golf Course	435,393	2,071,053	2,069,943	436,503	2,071,381	2,085,906	421,978
Pikes Peak - America's Mtn	4,409,273	3,874,754	4,224,754	4,059,273	3,682,314	3,682,314	4,059,273
Stormwater Enterprise	2,258,106	0	1,500,000	758,106	0	0	758,106
Valley Hi Golf Course	360,938	1,165,743	1,177,135	349,546	1,162,759	1,167,455	344,850
INTERNAL SERVICE FUNDS							
Claims Reserve Self-Insurance	0	1,000,000	1,000,000	0	1,000,000	1,000,000	0
Employee Ben Self-Insurance	0	30,961,000	30,961,000	0	31,308,850	31,308,850	0
Office Services	0	1,756,440	1,756,440	0	1,756,035	1,756,035	0
Radio	0	2,031,055	2,031,055	0	2,109,798	2,109,798	0
Support Services/Fleet	1,035,000	18,960,309	19,995,309	0	16,230,273	16,230,273	0
Workers' Compensation	0	7,685,000	7,685,000	0	7,685,000	7,685,000	0
PERMANENT FUNDS							
C. D. Smith Trust	0	75,000	75,000	0	75,000	75,000	0
Cemetery Endowment	0	250,000	250,000	0	250,000	250,000	0
Trails, Open Space & Prk Mnt.	0	11,500	11,500	0	11,500	11,500	0
GRANT FUNDS							
Grants	0	57,000,000	57,000,000	0	45,000,000	45,000,000	0
Airport Grants	0	10,837,572	10,837,572	0	tbd	tbd	0

In most cases, the 2012 Revenue and Expenditures are equal to the 2012 Budget amount; however, in certain cases, an end-of-year estimate is used to account for revenue adjustments or supplemental appropriations.

Beginning in 2013, the Memorial Health System Enterprise is included in the All Funds total, which adds $35,612,112.

Overview of 2013 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 2013 budgets by specific fund.

The budget document focuses primarily on the General Fund because it is the largest fund. The 2013 General Fund Budget is $232,735,123, which is 56.8% of the total funds.

Another significant type of fund is the Special Revenue Funds. The 2013 Special Revenue Funds budgets total $60,217,176, which is 14.7% of the total funds.

For 2013, Enterprise Funds budgets total $71,422,507, which is 17.4% of the total funds. This is approximately twice the amount budgeted in 2012. The increase is due to the $35.6 million dollar appropriation for the Memorial Health System Enterprise.

The Grants Funds budget totals $45,000,000, which is 11.0% of the total funds for 2013. The balance of the total funds is comprised of the 2013 Permanent Funds budgets, which total $336,500.

The total of all these funds is $409,711,306.

City Services Overview

The City of Colorado Springs is a home-rule city, organized under provisions of the Colorado constitution. For 2012, the City of Colorado Springs changed from a Council-Manager form of government to a Council-Mayor form of government. As a result, a full-time mayor has replaced the City Manager. The City provides a full range of municipal government services to an estimated 2013 population of 428,000 residents. The services include:

- Economic Vitality
- Communications
- Public Safety
- Public Works
- Parks, Recreation and Cultural Services
- Planning and Development
- Municipal Court services

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

Other fund types included in the All Funds Summary are:

- Special Revenue Funds
- Internal Services Funds
- Permanent Funds
- Special Assessment District Funds
- Grant Funds

Fund Structure

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

Basis of Accounting and Accounting Structure

Types of Accounting

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

Basis of Budgeting

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

Budgetary Controls

Budgets are adopted for all funds of the City as part of the annual budget cycle. Budgetary controls are maintained for all funds of the City in conformance with the City Charter and Code to assure fiscally sound management. Funds can be transferred within an organizational unit budget; however, transfers between departments or funds require City Council action. An encumbrance accounting system is used to assist in accomplishing budgetary control.

When necessary, the Mayor may propose amendments to the budget to reflect corrections of revenue and expenditures. Amendments to the annual appropriations ordinance are transmitted to City Council for adoption. In amending the appropriations ordinance, the City Council may reduce, omit, increase, or add any item. By ordinance, the City Council may amend the annual tax levy and appropriations ordinance to reflect corrections of revenue and expenditures. Also, in the event of casualty, accident, or unforeseen contingency, the City Council may, by ordinance, approve a new or special appropriation.

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

ARTERIAL ROADWAY

2012 Budget: $400,000 **2013 Budget:** $400,000

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 for arterial roadway bridges.

BALLFIELD CAPITAL IMPROVEMENTS

2012 Budget: $120,183 **2013 Budget:** $100,000

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 (COP's) Series 1999 for the softball and recreation facility project.

BANNING LEWIS RANCH

2012 Budget: $4,620 **2013 Budget:** $2,940

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.

BICYCLE TAX

2012 Budget: $100,000 **2013 Budget:** $100,000

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.

BRIARGATE SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2012 Budget: $940,583 **2013 Budget:** $929,643

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.

CABLE FRANCHISE

Mission

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

Overview

In July of 2000, City Council approved Ordinances 00-118 and 00-119 establishing the terms, fees, compensation, conditions, and other matters of franchise between the City and 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.

CABLE FRANCHISE

Budget Summary

2013 Cable Franchise Grant	
Revenue	
Subscriber revenue	$1,006,812
Total Revenue	**$1,006,812**
Expenditures	
City information technology strategic needs	$ 409,336
Southern Colorado Educational Television Consortium(SCETC)	223,036
SpringsTV implementation equipment and staffing	374,440
Total Expenditures	**$1,006,812**

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

Expenditure Overview

City Information Technology Strategic Needs $409,336
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 $223,036
Provided for the SCETC to continue operating the network and production truck to cable cast from remote sites for increased learning/educational opportunities.

SpringsTV $374,440
Equipment maintenance, library licenses, program promotions, production contract services, professional staff and interns, basic operational supplies, an upgraded server, and the ongoing fees for a dedicated T-1 phone line. The server and phone line support video and audio streaming of live City Council sessions, Planning Commission, Utilities Board and E-Townhall meetings. This will also support encoding of video clips to be made available on SpringsGov.com. In 2013, 5.00 positions are funded by the grant. These 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.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

(See Housing Division narrative for details of this fund.)

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 $9,444,633 in 2013.

The sources of this funding include $9,280,133 from the General Fund, $54,000 in anticipated interest earnings and $110,500 in insurance damage settlement funds. This will fund $4,000,000 for Stormwater and Roads & Bridges projects, $471,472 for Information Technology projects, $984,225 in local transportation grant match funds, $534,500 for facility and infrastructure repairs, and $3,454,436 for various payments and projects. For 2013, the SCIP debt payment will be paid through General Costs instead of through a transfer to the City-Funded CIP.

A detailed list of projects is in Section 21, Capital Improvements Program (CIP).

Budget Summary	2010 Actual	2011 Actual	2012 Budget	2013 Budget
CIP Construction	$12,022,527	$10,051,173	$13,658,280	$9,444,633
Total	**$12,022,527**	**$13,768,923**	**$13,658,280**	**$9,444,633**

*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.

CONSERVATION TRUST

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 $3,848,623 is the amount of Lottery funds expected in 2013. This estimate is based upon a Lottery allocation of $3,818,623 plus $30,000 in interest earnings.

In 2013, the Conservation Trust Fund (CTF) has $3,700,000 budgeted for parks and recreation-related projects. Starting in 2013, the structure of the CTF will change 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 and Capital Improvements Program sections.

Budget Summary	2010 Actual	2011 Actual	2012 Budget	2013 Budget
Operating	$0	$0	$0	$3,650,000
Projects	4,534,513	3,244,637	3,390,000	50,000
Total	**$4,534,513**	**$3,244,637**	**$3,390,000**	**$3,700,000**

EMERGENCY SHELTER ACT GRANT

(See Housing Division narrative for details of this fund.)

GATEWAY SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2012 Budget: $6,173 **2013 Budget:** $8,100

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.

GIFT TRUST

2012 Budget: $1,900,000 **2013 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.

HOME INVESTMENT PARTNERSHIP (HOME)

(See Housing Division narrative for details of this fund.)

HOPE III

(See Housing Division narrative for details of this fund.)

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 2013 are projected at $3,894,000. This amount is based on a collaborative projection of the Colorado Springs Convention & Visitors Bureau (CVB) and the City. For 2010 only, the LART revenue allocated one-half to the CVB and one-half to the General Fund. The 2011 LART budget returned to the policy of allocating a two-thirds share of revenue to Experience Colorado Springs at Pikes Peak.

Account Category	2010 Actual	2011 Actual	2012 Budget	2013 Budget
Special Events/Tourism				
Assault on the Peak	$ 0	$ 0	$ 5,000	$ 0
COPPeR	39,000	39,000	39,000	39,000
Pikes Peak – America's Mountain /1	400,000	400,000	400,000	0
Pikes Peak International Hill Climb and Educational Museum	17,500	20,000	25,000	25,000
Pikes Peak Marathon and Ascent	8,000	8,000	8,000	8,000
Pikes Peak Cycling Hill Climb	0	0	0	5,000
Colorado Springs Philharmonic	0	0	0	90,000
Subtotal - Special Events/Tourism	*$464,500*	*$467,000*	*$477,000*	*$167,000*
Economic Development				
Small Business Development Center	0	0	0	$50,000
Colorado Springs Technology Incubator	0	0	0	25,000
Colorado Springs Regional Business Alliance (pka: Economic Development Corporation and Greater Colorado Springs Chamber of Commerce)	0	0	0	70,000
Colorado National Defense Support Coalition	0	0	0	20,000
Subtotal – Economic Development /2	*$ 0*	*$ 0*	*$ 0*	*$165,000*
Total Cash Payments to Non-City Agencies	**$464,500**	**$467,000**	**$477,000**	**$332,000**
Transfer to General Fund for Tourist-Related Expenses	$1,401,307	$991,417	$795,000	$641,000
Transfer to General Fund for Special Event - In-Kind Expenses /3	0	0	0	225,000
Total – City Share	**$1,865,807**	**$1,458,417**	**$1,272,000**	**$1,198,000**
Colorado Springs Convention & Visitors Bureau				
Two-thirds share of Total Revenue	$1,865,808	$2,496,835	$2,544,000	$2,596,000
Waldo Canyon Fire Welcome Back Campaign	0	0	0	100,000
Total Transfer to Colorado Springs Convention & Visitors Bureau	**$1,865,808**	**$2,496,835**	**$2,544,000**	**$2,696,000**
Vendor Fee	**$ 6,718**	**$ 0**	**$ 0**	**$ 0**
TOTAL	**$3,738,333**	**$3,955,252**	**$3,816,000**	**$3,894,000**

1 Because the Pikes Peak – America's Mountain highway paving project was completed in 2012, the enterprise no longer requires the $400,000 transfer from the LART Fund. Therefore, the amount is available to fund economic development agencies and special events.

2 Economic Development agency support was previously funded out of the General Fund, however, for 2013, support is funded from LART due to funds made available as a result of the completion of the Pikes Peak – America's Mountain highway paving project.

3 Special Events and projects to be funded in 2013: USA ProCycling Challenge($100,000), Olympic Downtown Celebration ($20,000), FatFondo Oktoberfest ($35,000), Food and Wine Event ($20,000), Film Festival ($5,000) and Online Application Software and Licensing ($45,000).

Expenditure Overview

The 2013 Lodgers and Automobile Rental Tax Committee met and reviewed applications for funding on August 15, 2012. The committee recommended a total of $132,000 worth of Value In-Kind services be provided by the City to four different special events in 2013. Included in the 2013 Budget is $225,000 for Value In-Kind services, or $93,000 more than what the committee recommended.

COPPeR

Funding of $39,000 is included for 2013 to assist with the web events calendar and other programming expenses.

Pikes Peak International Hill Climb and Educational Museum
Beginning in 2006, support was approved for the 85th Pikes Peak Hill Climb racing event to attract visitors to Colorado Springs and the greater Pikes Peak Region. Since then, support has been included each year for this event. For 2013, the amount of funding is $25,000 to cover the cost of City services during the event.

Pikes Peak Marathon and Ascent
Funding of $8,000 is included again in 2013 to assist with the cost of City services during the annual Pikes Peak Marathon.

Pikes Peak Cycling Hill Climb
Funding of $5,000 is included in 2013 to assist with the cost of City services during the Pikes Peak Cycling Hill Climb.

Colorado Spring Philharmonic
Funding of $90,000 is included to assist funding for the Summer Concert Series. These concerts are free to the community.

Economic Development Agencies
A total of $165,000 is allocated specifically for the purpose of promoting economic development and is designated for specific economic development agencies. City payment of funds to the agencies is contingent upon each agency submitting a formal request, outline of use of funds, and necessary supporting documentation.

In previous years, funding for these agencies was in the General Fund. For 2013, the payments will be made directly from the LART Fund.

Transfer to General Fund for Tourist-Related Expenses
The General Fund incurs significant expenses each year in providing services and infrastructure supporting local tourist activity and economic development efforts. This transfer represents reimbursement for a portion of these expenses.

Transfer to General Fund for other Special Events
The Police Department budget incurs significant expenses each year in providing services for special events that promote tourism. This amount is to partially offset the overtime expense associated with the special events.

Colorado Springs Convention and Visitors Bureau Promotion Contract
The Colorado Springs Convention and Visitors Bureau requested their current funding level of two-thirds of the total LART revenue to be increased for 2013 to 80% of the revenue, or $3,115,200. The contract amount included in the 2013 Budget is based upon the City Council directed allocation of two-thirds share of the Lodgers and Automobile Rental Tax revenue to visitor promotion, or $2,596,000. Also for 2013, an additional $100,000 has been approved for the Waldo Canyon Fire Welcome Back Campaign. For 2011 only, the contract amount was reduced by $140,000 to partially fund the $200,000 of expenses associated with the U.S. Women's Open. The contract with the CVB calls for the promotion of tourism, recreational visitors, business meetings, conventions, and other special events which attract visitors to the City and the greater Pikes Peak Region.

Vendor Fee
As of 2010, the Vendor Fee was eliminated.

NORWOOD SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2012 Budget: $707,428 **2013 Budget:** $716,625

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

2012 Budget: $117,907 **2013 Budget:** $117,895

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)

2012 Budget: $44,406 **2013 Budget:** $33,550

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 SAFETY SALES TAX (PSST)

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

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

Budget Summary	2010 Actual	2011 Actual	2012 Budget	2013 Budget
Uses of Funds				
Salaries/Benefits	$20,244,621	$19,845,705	$21,215,383	$23,261,669
Operating	1,980,997	2,104,366	2,525,757	2,514,848
Capital Outlay	255,689	1,241,171	160,654	777,491
Vendor Fee	39,438	0	0	0
CIP	0	662,246	500,000	475,000
Total	**$22,520,745**	**$23,853,488**	**$24,401,794**	**$27,029,008**
Personnel				
Uniformed FTE	148.00	147.00	148.00	148.00
Civilian FTE	70.25	70.00	69.00	54.50
Total Positions	**218.25**	**217.00**	**217.00**	**202.50**

Expenditure Overview
For 2013, $26.3 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 least16.67% is maintained. For 2013, a draw from the available fund balance of $764,594 is included, leaving the remaining available fund balance at 20.6% of revenue. Overall, there is $27.0 million available for appropriation in 2013.

For 2013, PSST funding for the Fire Department totals $12.8 million. The funding is used for uniformed and civilian staffing, operating, and equipment expenses. Two capital projects are included, the construction of Fire Station 21 in the northeast area of the city and ventilation improvements at three fire stations.

For 2013, PSST funding for the Police Department totals $14.2 million. All of the funding is used for uniformed and civilian staffing, operating, and equipment expenses. This includes projects and equipment, and other ongoing expenditures and one-time capital outlay.

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

City of Colorado Springs
Public Safety Sales Tax Fund
Ten-Year Plan 2013 - 2022

	2013 Budget	2014 Projected	2015 Projected	2016 Projected	2017 Projected	2018 Projected	2019 Projected	2020 Projected	2021 Projected	2022 Projected
FTE Employees										
Sworn	148.00	148.00	148.00	147.00	146.00	146.00	146.00	144.00	144.00	144.00
Civilian	54.50	54.50	54.50	54.50	54.50	54.50	53.50	53.50	51.50	51.50
Total FTE Employees	**202.50**	**202.50**	**202.50**	**201.50**	**200.50**	**200.50**	**199.50**	**197.50**	**195.50**	**195.50**
Beginning Fund Balance	**$6,181,563**	**$5,416,969**	**$5,503,901**	**$5,592,573**	**$5,683,018**	**$5,775,273**	**$5,869,373**	**$5,965,354**	**$6,063,255**	**$6,163,116**
Revenue										
Sales & Use Tax	$26,120,000	$26,469,387	$26,998,775	$27,538,750	$28,089,525	$28,651,316	$29,224,342	$29,808,829	$30,405,005	$31,013,106
Interest	144,414	131,705	134,339	137,026	139,766	142,561	145,413	148,321	151,287	154,313
Total Fund Revenue	**$26,264,414**	**$26,601,092**	**$27,133,113**	**$27,675,776**	**$28,229,291**	**$28,793,877**	**$29,369,755**	**$29,957,150**	**$30,556,293**	**$31,167,419**
Expenditures										
Fire										
Salaries and Benefits	$10,546,017	$9,591,894	$9,783,732	$9,979,245	$10,178,667	$10,382,078	$10,589,557	$10,801,186	$11,017,048	$11,237,226
Operating Expenses	1,316,270	2,258,739	2,303,913	2,317,881	2,332,127	2,346,659	2,361,481	2,376,600	2,392,020	2,921,947
Capital Outlay	501,491	423,597	596,969	596,969	854,298	903,657	954,004	596,969	596,969	596,969
Public Safety CIP	475,000	319,995	161,495	208,938	0	0	0	408,388	460,769	0
Fire total	**$12,838,778**	**$12,594,225**	**$12,846,109**	**$13,103,032**	**$13,365,092**	**$13,632,394**	**$13,905,042**	**$14,183,143**	**$14,466,806**	**$14,756,142**
Sworn FTE	*73.00*	*73.00*	*73.00*	*73.00*	*73.00*	*73.00*	*73.00*	*73.00*	*73.00*	*73.00*
Civilian FTE	*12.50*	*12.50*	*12.50*	*12.50*	*12.50*	*12.50*	*12.50*	*12.50*	*12.50*	*12.50*
Police										
Salaries and Benefits	$12,715,652	$12,694,667	$13,087,378	$13,386,088	$13,696,577	$13,992,016	$14,334,837	$14,579,475	$14,910,819	$15,249,820
Operating Expenses	1,198,576	1,225,267	1,110,955	1,096,210	1,075,367	1,075,367	1,033,894	1,096,630	1,078,807	1,059,600
Capital Outlay	276,000	0	0	0	0	0	0	0	0	0
Support Services CIP	0	0	0	0	0	0	0	0	0	0
Police total	**$14,190,228**	**$13,919,934**	**$14,198,333**	**$14,482,298**	**$14,771,944**	**$15,067,383**	**$15,368,731**	**$15,676,105**	**$15,989,627**	**$16,309,420**
Sworn FTE	*75.00*	*75.00*	*75.00*	*74.00*	*73.00*	*73.00*	*73.00*	*71.00*	*71.00*	*71.00*
Civilian FTE	*42.00*	*42.00*	*42.00*	*42.00*	*42.00*	*42.00*	*41.00*	*41.00*	*39.00*	*39.00*
Total Fund Expenditures	**$27,029,008**	**$26,514,159**	**$27,044,442**	**$27,585,330**	**$28,137,036**	**$28,699,777**	**$29,273,773**	**$29,859,248**	**$30,456,433**	**$31,065,562**
Fund Balance Contribution (Draw)	**($764,594)**	**$86,933**	**$88,671**	**$90,446**	**$92,255**	**$94,100**	**$95,981**	**$97,901**	**$99,860**	**$101,857**
Ending Fund Balance	**$5,416,969**	**$5,503,901**	**$5,592,573**	**$5,683,018**	**$5,775,273**	**$5,869,373**	**$5,965,354**	**$6,063,255**	**$6,163,116**	**$6,264,973**
Fund Balance %	**20.62%**	**20.79%**	**20.71%**	**20.64%**	**20.56%**	**20.49%**	**20.41%**	**20.34%**	**20.27%**	**20.20%**

STETSON HILLS SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2012 Budget: $334,013 **2013 Budget:** $320,849

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

2012 Budget: $12,000 **2013 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.

SUBDIVISION DRAINAGE

2012 Budget: $2,000,000 **2013 Budget:** $2,000,000

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 in the designated subdivision.

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 2013, TOPS revenue is projected to be $6,655,000, of which $125,000 is estimated interest; however, only $3,927,705 is appropriated for operating and specific projects. The remaining $2,727,295 million is available but cannot be spent without additional appropriation. As allowed in the TOPS ordinance, 3% of TOPS revenue is allocated for program administrative expenses. Based on voter approval at the November 2, 2010 election, up to 15% of TOPS funds could be used for Maintenance of all City owned trails, open space and parks for a period of two years. For 2013, allocation of funding for maintenance purposes reverts back to 6%. Starting in 2013, the structure of TOPS will change from Project budgeting to a combination of Operating and Projects. Because positions are paid from this fund, the accounting change was necessary to reflect actual expenditures more accurately.

Administrative and Maintenance Costs
Provisions of the ordinance allocate 3% for administrative costs and 6% for maintenance of trails, open space and parks. However, based on the November 2010 election, the City could allocate up to 15% of all revenue towards maintenance for a two year period. For 2013, allocation of funding for maintenance purposes reverts back to 6% for maintenance.

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

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

Parkland Acquisition and Development
Funding for new parkland acquisition and development will receive a maximum of 20% of revenue collected over the lifetime of the tax. The ordinance specifically states that funds may not be used for park maintenance.

Budget Summary	2010 Budget	2011 Actual	2012 Budget	2013 Budget
Operating	$0	$0	$0	$550,898
Projects	2,300,600	3,272,876	4,287,130	3,376,807
Total	**$2,300,600**	**$3,272,876**	**$4,287,130**	**$3,927,705**

WOODSTONE SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2012 Budget: $54,197 **2013 Budget:** $54,279

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.

Enterprise Funds

These funds account for the acquisition, operation, and maintenance of the City's facilities and services which 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 where noted.

Enterprise	Location in budget book
Airport	Airport
Cemeteries	Parks, Recreation and Cultural Services Department
Development Review	Planning & Development Department
Parking System	Administrative Services and Innovation Division
Patty Jewett Golf Course	Parks, Recreation and Cultural Services Department
Pikes Peak – America's Mountain	Parks, Recreation and Cultural Services Department
Valley Hi Golf Course	Parks, Recreation and Cultural Services Department

MEMORIAL HEALTH SYSTEM ENTERPRISE

2012 Budget: n/a **2013 Budget:** $35,612,112

Purpose

Provide for the leasing of the Memorial Health System to the University of Colorado Health system.

Revenue source

Lease payments from University of Colorado Health system.

Designated expenditure

Payment of lease proceeds to the City Health Foundation to address health issues in the city of Colorado Springs.

Internal Support Services 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
Support Services Fund	
Fleet Management Division	Public Works Department
Claims Reserve Self-Insurance Fund	Human Resources Department
Employee Benefits Self-Insurance Fund	Human Resources Department
Office Services Fund	Administrative Services and Innovation Division
Radio Fund	Information Technology Department
Workers' Compensation Fund	Human Resources Department

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

2012 Budget: $75,000 **2013 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 transferred quarterly to the Housing Authority for Senior Center programs.

CEMETERY ENDOWMENT FUND

2012 Budget: $250,000 **2013 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

2012 Budget: $11,500 **2013 Budget:** $11,500

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

Revenue source:
Income from endowments and interest earnings.

Designated expenditure:
Parks, Recreation and Cultural Services for maintenance.

Grant Funds

GRANTS FUND

2012 Budget: $57,000,000 **2013 Budget:** $45,000,000

Purpose:
In prior years, only the anticipated interest earned on eligible grants was budgeted here. However, for 2009, all anticipated grant revenue and interest earnings are now budgeted, which streamlines the process for accepting grants. A resolution from City Council is still required to accept some grants, but a separate appropriation is no longer necessary.

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

Designated expenditure:
Grant activities as approved by City Council, plus interest earnings for those grants eligible to earn and spend interest income.

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Debt Overview

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	Rating	Rating	Rating
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	A-	BBB+

General Obligation Debt

The City's total general obligation debt limit per the City Charter is 10% of the assessed valuation, which is $460.2 million for 2013. The total general obligation bonded indebtedness in 2013 is $0. This leaves an available debt margin of $460.2 million or 100% of the City's debt limit remains available.

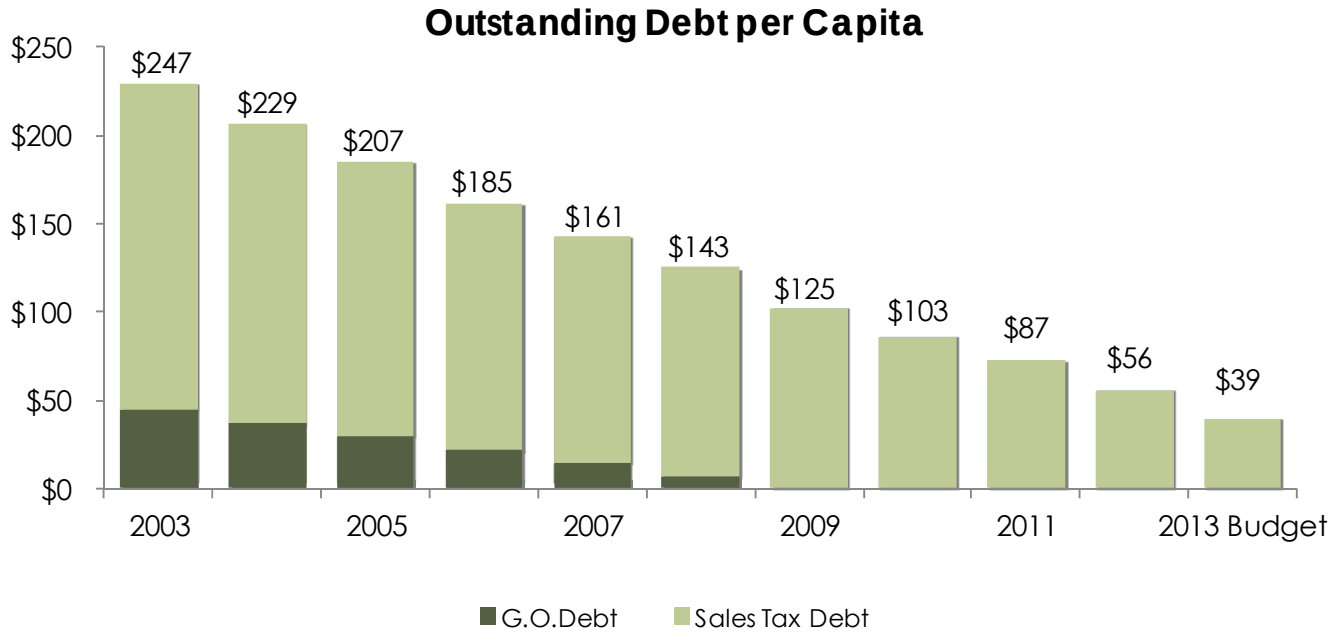
Sales Tax Revenue Bonds

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 2013 payment totals $7,847,000, of which is paid from a General Fund – General Cost account.

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

Springs Community Improvements Program (SCIP) – Combined Series 2007, Series 2009
Interest Rates on Outstanding Debt: 3.00% – 5.00%

Year	Principal	Interest	Total
2013	$6,925,000	$922,000	$7,847,000
2014	7,130,000	713,450	7,843,450
2015	7,340,000	498,750	7,838,750
2016	2,635,000	131,750	2,766,750
Total	**$24,030,000**	**$2,265,950**	**$26,295,950**



In 2009, the G.O. debt was paid off and, therefore, the G.O. debt per capita is $0. For 2013, Sales Tax debt per capita is $39.

Airport Revenue Bonds

2002 Terminal Project (previously 1992A)
Interest Rates on Outstanding Debt: 4.50% – 5.50%
The 2013 payment totals $4,266,488 and is paid through the Airport Enterprise Fund.

Year	Principal	Interest	Total
2013	2,770,000	1,496,488	4,266,488
2014	2,920,000	1,344,138	4,264,138
2015	3,055,000	1,212,738	4,267,738
2016	3,200,000	1,067,625	4,267,625
2017	3,350,000	915,625	4,265,625
2018	3,510,000	756,500	4,266,500
2019	3,685,000	581,000	4,266,000
2020	3,870,000	396,750	4,266,750
2021	4,065,000	203,250	4,268,250
Total	**$30,425,000**	**$7,974,114**	**$38,399,114**

2007A Airport System Revenue
Interest Rates on Outstanding Debt: 4.00% – 4.25%
The 2013 payment totals $348,787.50 and is paid through the Airport Enterprise Fund.

Year	Principal	Interest	Total
2013	$250,000	$98,787	$348,787
2014	260,000	88,787	348,787
2015	270,000	78,387	348,387
2016	280,000	67,587	347,587
2017	295,000	56,388	351,388
2018	305,000	44,588	349,588
2019	315,000	32,388	347,388
2020	330,000	19,788	349,788
2021	155,000	6,588	161,588
Total	**$2,460,000**	**$493,288**	**$2,953,288**

2007B Airport System Revenue
Interest Rates on Outstanding Debt: 4.00% – 4.375%
The 2013 payment totals $621,362 and is paid through the Airport Enterprise Fund.

Year	Principal	Interest	Total
2013	$330,000	$291,362	$621,362
2014	340,000	278,163	618,163
2015	355,000	264,562	619,562
2016	480,000	250,363	730,363
2017	585,000	231,163	816,163
2018	610,000	207,762	817,762
2019	635,000	182,600	817,600
2020	660,000	155,613	815,613
2021	850,000	127,562	977,562
2022	1,050,000	91,438	1,141,438
2023	1,040,000	45,500	1,085,500
Total	**$6,935,000**	**$2,126,088**	**$9,061,088**

Parking Revenue Bonds

1999 Parking System Revenue
Interest Rates on Outstanding Debt: 4.40% – 4.75%
The 2013 payment totals $709,729 and is paid through the Parking System Enterprise Fund.

Year	Principal	Interest	Total
2013	$540,000	$169,729	$709,729
2014	565,000	145,969	710,969
2015	595,000	120,544	715,544
2016	625,000	93,025	718,025
2017	655,000	63,650	718,650
2018	685,000	32,537	717,537
Total	**$3,665,000**	**$625,454**	**$4,290,454**

2006 Parking System Revenue
Interest Rates on Outstanding Debt: 3.70% – 4.40%
The 2013 payment totals $348,018 and is paid through the Parking System Enterprise Fund.

Year	Principal	Interest	Total
2013	$30,000	$318,018	$348,018
2014	30,000	316,907	346,907
2015	35,000	315,783	350,783
2016	35,000	314,426	349,426
2017	35,000	313,070	348,070
2018	35,000	311,670	346,670
2019	715,000	310,270	1,025,270
2020	740,000	281,670	1,021,670
2021	770,000	251,330	1,021,330
2022	805,000	219,568	1,024,568
2023	830,000	186,160	1,016,160
2024	865,000	150,885	1,015,885
2025	905,000	114,122	1,019,122
2026	945,000	75,207	1,020,207
2027	775,000	34,100	809,100
Total	**$7,550,000**	**$3,513,186**	**$11,063,186**

Certificates of Participation (COP)

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 2013 payment totals $1,658,875 which is paid from a General Fund – General Cost account.

USOC Project Series 2009

Interest Rates on Outstanding Debt: 2.00%– 5.00%

Year	Principal	Interest	Total
2013	$180,000	$1,478,875	$1,658,875
2014	225,000	1,475,275	1,700,275
2015	270,000	1,469,650	1,739,650
2016	320,000	1,462,225	1,782,225
2017	370,000	1,452,625	1,822,625
2018	425,000	1,440,600	1,865,600
2019	480,000	1,425,725	1,905,725
2020	540,000	1,408,925	1,948,925
2021	615,000	1,381,925	1,996,925
2022	690,000	1,351,175	2,041,175
2023	770,000	1,316,675	2,086,675
2024	850,000	1,278,175	2,128,175
2025	935,000	1,244,175	2,179,175
2026	1,025,000	1,206,775	2,231,775
2027	1,115,000	1,164,494	2,279,494
2028	1,210,000	1,118,500	2,328,500
2029	1,325,000	1,058,000	2,383,000
2030	1,445,000	991,750	2,436,750
2031	1,570,000	919,500	2,489,500
2032	1,710,000	841,000	2,551,000
2033	1,855,000	755,500	2,610,500
2034	1,950,000	662,750	2,612,750
2035	2,045,000	565,250	2,610,250
2036	2,150,000	463,000	2,613,000
2037	2,255,000	355,500	2,610,500
2038	2,370,000	242,750	2,612,750
2039	2,485,000	124,250	2,609,250
Total	**$31,180,000**	**$28,655,044**	**$59,835,044**

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: 2.0% – 5.0%

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

The 2013 payment totals $269,100 and is made from the Conservation Trust Fund and the Ballfield Capital Improvements Fund.

Year	Principal	Interest	Total
2013	$210,000	$59,100	$269,100
2014	220,000	54,900	274,900
2015	225,000	48,300	273,300
2016	235,000	39,300	274,300
2017	240,000	29,900	269,900
2018	250,000	20,300	270,300
2019	240,000	7,800	247,800
Total	**$1,620,000**	**$259,600**	**$1,879,600**

Old City Hall Project Series 2011 (2000 portion of combined 2011 series)
Interest Rates on Outstanding Debt: 2.0% – 5.0%

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

The 2013 payment totals $519,075 and is made from the General Fund – General Costs and Police Department accounts.

Year	Principal	Interest	Total
2013	$400,000	$119,075	$519,075
2014	405,000	111,075	516,075
2015	425,000	98,925	523,925
2016	440,000	81,925	521,925
2017	460,000	64,325	524,325
2018	475,000	45,925	520,925
2019	300,000	22,175	322,175
2020	205,000	7,175	212,175
Total	**$3,110,000**	**$550,600**	**$3,660,600**

Red Rock Canyon Project Series 2011 (2003 portion of combined 2011 series)
Interest Rates on Outstanding Debt: 2.0% – 5.0%

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

The 2013 payment totals $1,118,675 and is made from the Conservation Trust Fund and the Trails, Open Space and Parks Fund.

Year	Principal	Interest	Total
2013	910,000	208,675	1,118,675
2014	930,000	190,475	1,120,475
2015	955,000	162,575	1,117,575
2016	995,000	127,375	1,122,375
2017	1,030,000	93,825	1,123,825
2018	1,075,000	53,750	1,128,750
Total	**$5,895,000**	**$836,675**	**$6,731,675**

Lease Financing

In September 2007, City Council approved a bank lease-purchase agreement in the amount of $8.5 million to refinance a loan with Colorado Springs Utilities for the purchase of the City Administration Building. This is expected to generate over $600,000 in savings over the life of the agreement. The total payment for 2013 is $628,171 and is made from the General Fund – General Costs account.

City Administration Building – 2007*
Interest Rate on Outstanding Debt: 4.25%

Year	Principal	Interest	Total
2013	343,089	285,082	628,171
2014	357,921	270,250	628,171
2015	373,396	254,775	628,171
2016	389,539	238,632	628,171
2017	406,380	221,791	628,171
2018	423,950	204,221	628,171
2019	442,279	185,892	628,171
2020	461,400	166,771	628,171
2021	481,348	146,823	628,171
2022	502,159	126,012	628,171
2023	523,869	104,302	628,171
2024	546,518	81,653	628,171
2025	570,146	58,025	628,171
2026	594,795	33,376	628,171
2027	462,912	8,217	628,171
Total	**$6,879,701**	**$2,385,822**	**$9,422,565**

Lease Financing

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	1-1-13 Balance**	2013 Payment	12-31-13 Remaining
General Fund Lease-Purchase Obligations*	$9,305,292	$3,707,183	$5,598,109

Description	1-1-13 Balance**	2013 Payment	12-31-13 Remaining
Other Fund Lease-Purchase Obligations	$1,213,040	$521,587	$691,453

*The General Fund Lease Purchase Obligations shown above do not include the Lease Financing of the City Administration Building (CAB). The total Lease Purchase obligations including the CAB are $16,184,993.

**The balance is defined as all remaining financial obligations for principal from January 1, 2013, through the retirement of all lease-purchase agreement obligations represented in the figures shown above.

Personnel Summary

- **Healthcare, Pensions, Workers Compensation Costs Increasing**
  - ✓ Together these personnel costs increase $2.0 million for 2013 across all funds
- **No increase to employee medical and dental insurance plan rates**
- **Minimal change to employee medical and dental insurance plans**
  - ✓ No change to employee medical and dental insurance plan rates
  - ✓ No change to medical plan deductibles, covered services, co-pays or co-insurance
  - ✓ Eliminated cash back for employees who waive City medical and dental insurance
  - ✓ Fund transfers totaling more than $300K to the Employee Benefits Self-Insurance Fund to cover increased plan costs
- **Civilian and Sworn Salaries temporarily frozen**
  - ✓ Salaries frozen January through March 2013 (salary progressions and steps)

    On the advice of the Waters Consulting Group, engaged to complete the total compensation study, the 2013 budget assumes City Council will approve a temporary salary freeze effective January 1, 2013 through March 31, 2013 in accordance with Civilian PPM Policy #8 and Sworn PPM Policy #1.
- **Salaries adjusted during 2013 per results of Total Compensation Study**
  - ✓ $2.2M included to implement Total Compensation Study

    The 2013 Budget includes $2.2 million to fund pay adjustments based upon the results of the total compensation study; recommended and approved adjustments to pay will apply retroactively to January 1, 2013, as appropriate.
- **29 Net positions eliminated across all funds**
- **Increase Public Safety Force**
  - ✓ 15 Firefighters added through a two-year federal grant
  - ✓ Bring Fire force to authorized strength of 427 and maintain minimum daily staffing
  - ✓ Expand the Police Department's Community Service Officer (CSO) and Code Enforcement programs
  - ✓ Bring Police force to authorized strength of 635 and maintain sworn staffing of 98%
- **67% of General Fund Budget dedicated to personnel costs**
  - ✓ $155.6M Salaries, Benefits and Pensions

Healthcare Costs Increasing

- ✓ General Fund healthcare costs increasing more than $300,000

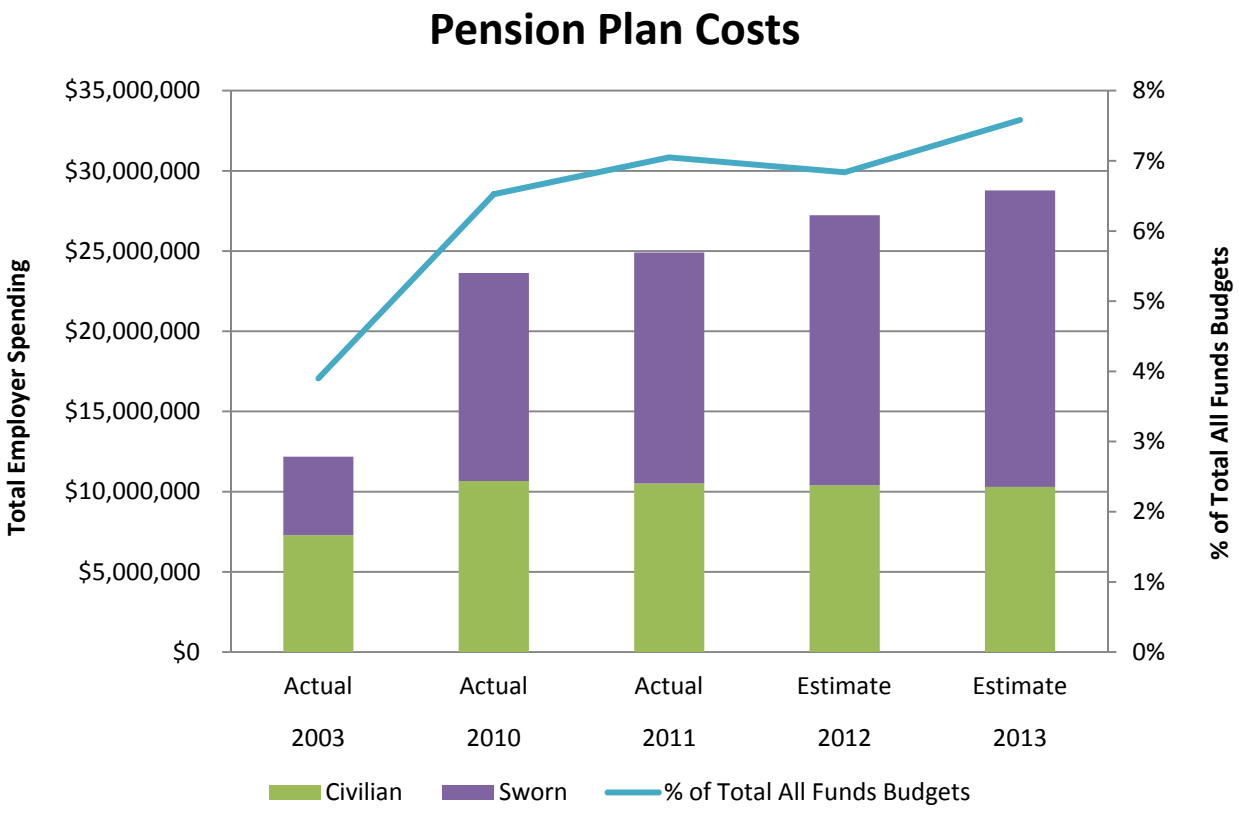
Pension Plan Costs Increasing

- ✓ General Fund Close Sworn Pension Costs increased $1.2M

  Closed Sworn pension plan costs increased $1.6 million, the General Fund share of the increase is $1.2 million

- ✓ Pension costs have nearly doubled in the last 10 year

  4% of the all funds budget in 2003 to nearly 8% for 2013



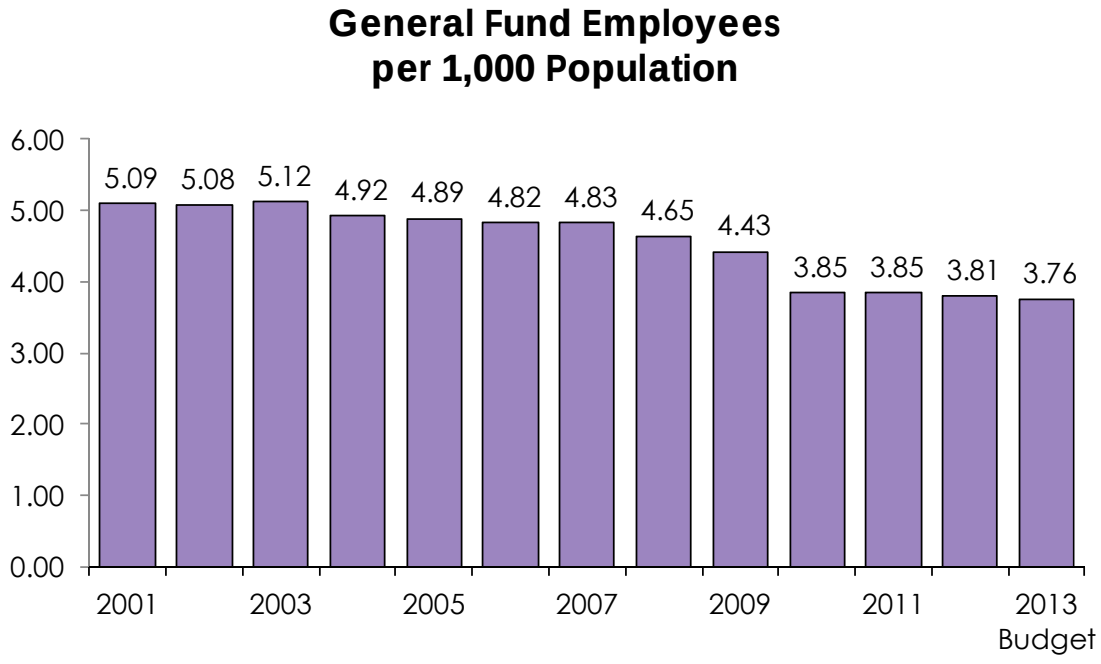
29 Net positions eliminated across all funds

	2012 Amended Budget	Transfer	Add	Eliminate	2013 Budget	Total Change
General Fund	1,640.98	15.20	17.75	(34.50)	1,639.43	(1.55)
Public Safety Sales Tax Fund	217.00	(15.50)	2.00	(1.00)	202.50	(14.50)
Enterprise Funds	178.50	0.00	4.00	(9.00)	173.50	(5.00)
Fleet Management Fund	66.50	1.50	0.00	0.00	68.00	1.50
Total Special Revenue Funds - Other	60.50	(1.20)	0.00	(2.30)	57.00	(3.50)
Grant Funds	58.50	0.00	0.00	(6.00)	52.50	(6.00)
Radio Communications Fund	11.00	0.00	0.00	0.00	11.00	0.00
Office Services Fund	9.00	0.00	0.00	0.00	9.00	0.00
Workers' Compensation Fund	7.05	1.00	0.00	(0.13)	7.92	0.87
Employee Benefits Self - Insurance Fund	4.30	0.00	0.00	0.00	4.30	0.00
Claims Reserve Self - Insurance Fund	3.50	(1.00)	0.00	0.00	2.50	(1.00)
Total All Funds	**2,256.83**	**-**	**23.75**	**(52.93)**	**2,227.65**	**(29.18)**

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

The chart above does not include the following change to Public Safety:

- ✓ Through a two-year federal SAFER grant the Fire Department will add 15 Firefighters to its ranks during 2013.



Since 2001, the General Fund employees per 1,000 population has decreased by 26%.

General Fund Position Change Details

	2012 Amended	Transfer	Add	Eliminate	2013 Budget	Change
General Fund						
Elected Officials						
City Council	4.25		0.75		5.00	0.75
Mayor's Office	6.00				6.00	0.00
Operations						
Administrative Services & Innovation						
Housing	0.00				0.00	0.00
Innovation & Sustainability	1.00		1.00		2.00	1.00
Procurement Services	1.75	1.00	0.25		3.00	1.25
City Attorney	41.00		1.00		42.00	1.00
City Auditor	17.00		1.00	(4.00)	14.00	(3.00)
City Clerk	8.00				8.00	0.00
Communications	3.30	(0.30)	1.00		4.00	0.70
Economic Vitality	5.00				5.00	0.00
Finance	34.50	1.00	0.25	(2.00)	33.75	(0.75)
Fire	372.25		1.00		373.25	1.00
Human Resources	7.75	2.00	0.25		10.00	2.25
Risk Management	4.00				4.00	0.00
Occupational Health Clinic	2.40				2.40	0.00
Information Technology	48.00	10.00		(9.00)	49.00	1.00
Municipal Court	41.28				41.28	0.00
Parks, Recreation & Cultural Services						
Cultural Services	8.50	1.25	0.25		10.00	1.50
Forestry	8.00				8.00	0.00
Parks Operations & Development	17.50				17.50	0.00
Recreation & Administration	23.00	0.25	1.00		24.25	1.25
Planning & Development						
Land Use Review	16.00		1.00	(3.00)	14.00	(2.00)
Real Estate Services	4.00				4.00	0.00
Police	770.00		6.00	(4.50)	771.50	1.50
Public Works						
City Engineering	50.00	1.00			51.00	1.00
Streets	102.00		3.00	(11.00)	94.00	(8.00)
Traffic Engineering	37.50	(2.00)		(1.00)	34.50	(3.00)
Transit	7.00	1.00			8.00	1.00
Total General Fund	**1,640.98**	**15.20**	**17.75**	**(34.50)**	**1,639.43**	**(1.55)**

Other Funds Position Change Details

	2012 Amended	Transfer	Add	Eliminate	2013 Budget	Change
Internal Services Funds						
Fleet Management Fund	66.50	1.50			68.00	1.50
Claims Reserve Self - Insurance Fund	3.50	(1.00)			2.50	(1.00)
Employee Benefits Self - Insurance Fund	4.30				4.30	0.00
Workers' Compensation Fund	7.05	1.00		(0.13)	7.92	0.87
Office Services Fund	9.00				9.00	0.00
Radio Communications Fund	11.00				11.00	0.00
Total Internal Services Funds	**101.35**	**1.50**	**0.00**	**(0.13)**	**102.72**	**1.37**
Enterprise Funds						
Airport	122.00			(3.00)	119.00	(3.00)
Cemeteries	6.00				6.00	0.00
Development Review Enterprise	12.00		4.00	(5.00)	11.00	(1.00)
Parking System	7.50				7.50	0.00
Patty Jewett Golf Course	8.00				8.00	0.00
Pikes Peak - America's Mountain	20.00			(1.00)	19.00	(1.00)
Valley Hi Golf Course	3.00				3.00	0.00
Total Enterprise Funds	**178.50**	**0.00**	**4.00**	**(9.00)**	**173.50**	**(5.00)**
Public Safety Sales Tax Fund						
Fire	86.50			(1.00)	85.50	(1.00)
Police	115.00		2.00		117.00	2.00
Accounts Payable	1.00	(1.00)			0.00	(1.00)
Fleet Management	1.50	(1.50)			0.00	(1.50)
Human Resources	2.00	(2.00)			0.00	(2.00)
Information Technology	10.00	(10.00)			0.00	(10.00)
Procurement Services	1.00	(1.00)			0.00	(1.00)
Total Public Safety Sales Tax Fund	**217.00**	**(15.50)**	**2.00**	**(1.00)**	**202.50**	**(14.50)**
Special Revenue Funds - Other						
Cable Franchise Grant Fund	6.00	0.30		(1.30)	5.00	(1.00)
Conservation Trust (Lottery)	33.00			(1.00)	32.00	(1.00)
Gift Trust/Endowment/Grants	2.25	(1.25)			1.00	(1.25)
SIMD Funds	11.00				11.00	0.00
Trails, Open Space and Parks (TOPS)	8.25	(0.25)			8.00	(0.25)
Total Special Revenue Funds - Other	**60.50**	**(1.20)**	**0.00**	**(2.30)**	**57.00**	**(3.50)**
Grant Funds						
CDBG, HOME, HOPE III and ESG	14.00				14.00	0.00
Fire	6.00				6.00	0.00
Information Technology	2.00				2.00	0.00
Innovation & Sustainability	2.00			(2.00)	0.00	(2.00)
Procurement Services	1.00				1.00	0.00
Police	17.00	1.00		(4.00)	14.00	(3.00)
Public Works - Traffic Engineering	1.50				1.50	0.00
Public Works - Transit	15.00	(1.00)			14.00	(1.00)
Total Grant Funds	**58.50**	**0.00**	**0.00**	**(6.00)**	**52.50**	**(6.00)**
Total All Funds	**2,256.83**	**(0.00)**	**23.75**	**(52.93)**	**2,227.65**	**(29.18)**

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City Council

Scott Hente, Council President
(719) 385-5986, shente@springsgov.com

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$294,643	$798,676	$798,676	$939,042	$140,366
	Total	**$294,643**	**$798,676**	**$798,676**	**$939,042**	**$140,366**
	General Fund Positions	2.50	4.00	4.25	5.00	0.75
	Total Positions	**2.50**	**4.00**	**4.25**	**5.00**	**0.75**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

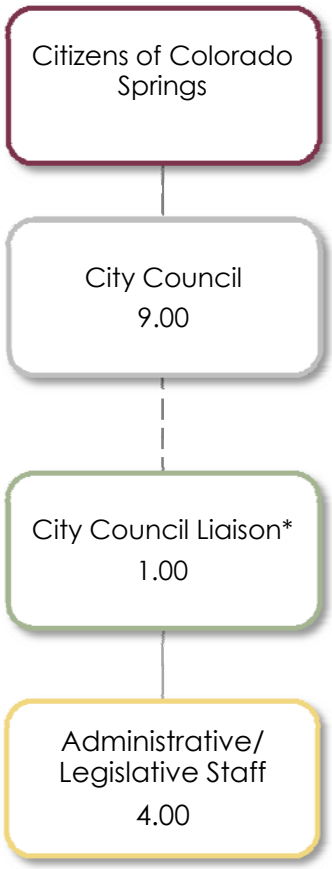
- Increase salaries to properly fund current actual costs of filled positions and to bring the communications position and legislative position to full time.
- Increase operating to fund City Council expenses including travel, training, consulting services, and cell phones.

City Council

Under the new Council-Mayor structure, the Colorado Springs City Council continues to act as the City's legislative body which includes five Council members at-large and four from the districts in which the candidates reside. 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 sets policies, approves budgets, determines tax rates, and passes ordinances and resolutions to govern the City; appoints citizen volunteers to more than 40 City advisory boards, committees, and commissions; and oversees the appointment and performance of the Utilities Director and the City Auditor.

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



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

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012 and changes occurring as part of the 2013 General Fund Budget.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$246,670	$228,373	$387,712	$387,712	$460,198	$72,486
Operating	31,926	66,270	410,964	410,964	478,844	67,880
Capital Outlay	0	0	0	0	0	0
Total	**$278,596**	**$294,643**	**$798,676**	**$798,676**	**$939,042**	**$140,366**

Position Title	2011 Budget	2012 Budget	2012 Amended	2013 Budget	2013 Budget - 2012 Amended
Administrative Technician	1.00	1.00	1.00	1.00	0.00
Assistant to the Mayor/President	1.00	1.00	1.00	1.00	0.00
Communications Specialist II	0.50	0.00	0.50	1.00	0.50
Principal Analyst Legislative Affairs	0.00	1.00	0.75	1.00	0.25
City Council Liaison	0.00	1.00	1.00	1.00	0.00
Total Positions	**2.50**	**4.00**	**4.25**	**5.00**	**0.75**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Increase salary and benefits to properly fund current acutal costs of filled positions and fund increase of 0.75 FTE	$72,486
Increase operating for new Council expenses	67,880
Total For 2013	**$140,366**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
Add 0.25 FTE, funding is within current allocation	0.25
Total During 2012	**0.25**
For 2013	**2013 Budget - * 2012 Amended Budget**
Add 0.25 FTE to bring communications position to 1.0 FTE	0.25
Add 0.50 FTE to bring legislative position to 1.0 FTE	0.50
Total For 2013	**0.75**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

City Council

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	202,573	190,038	317,339	391,557	74,218	23.39%
51210	OVERTIME	43	105	0	0	0	0.00%
51260	VACATION BUY PAY OUT	271	0	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	0	(678)	0	0	0	0.00%
51610	PERA	25,811	24,778	34,906	33,476	(1,430)	-4.10%
51615	WORKERS COMPENSATION	532	477	624	853	229	36.70%
51620	EQUITABLE LIFE INSURANCE	420	372	599	735	136	22.70%
51625	VISION CARE	153	0	0	0	0	0.00%
51640	DENTAL INSURANCE	1,022	841	1,595	1,500	(95)	-5.96%
51665	CASH BACK	(192)	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	480	560	6,360	6,600	240	3.77%
51690	MEDICARE	2,928	2,715	3,993	5,621	1,628	40.77%
51695	CITY EPO MEDICAL PLAN	12,629	9,165	22,296	19,856	(2,440)	-10.94%
Total Salaries and Benefits		**246,670**	**228,373**	**387,712**	**460,198**	**72,486**	**18.70%**
52110	OFFICE SUPPLIES	1,088	2,366	950	1,900	950	100.00%
52111	PAPER SUPPLIES	711	677	780	780	0	0.00%
52120	COMPUTER SOFTWARE	0	0	0	1,700	1,700	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	132	75	350	6,000	5,650	1614.29%
52125	GENERAL SUPPLIES	7,709	5,711	8,855	7,600	(1,255)	-14.17%
52135	POSTAGE	0	28	150	150	0	0.00%
52220	MAINT OFFICE MACHINES	3,568	3,905	4,560	100	(4,460)	-97.81%
52401	LEADERSHIP PIKES PEAK	0	0	0	6,000	6,000	0.00%
52431	CONSULTING SERVICES	632	0	0	5,000	5,000	0.00%
52575	SERVICES	303	5,178	1,750	3,350	1,600	91.43%
52605	CAR MILEAGE	617	1,620	22,600	1,000	(21,600)	-95.58%
52615	DUES AND MEMBERSHIP	35	19,120	327,970	337,986	10,016	3.05%
52625	MEETING EXPENSES IN TOWN	2,346	2,567	5,423	4,500	(923)	-17.02%
52630	TRAINING	1,840	5,081	5,000	0	(5,000)	-100.00%
52645	SUBSCRIPTIONS	307	1,298	345	350	5	1.45%
52655	TRAVEL OUT OF TOWN	6,843	7,396	21,000	80,500	59,500	283.33%
52705	COMMUNICATIONS	0	489	6,856	0	(6,856)	-100.00%
52735	TELEPHONE LONG DIST CALLS	41	137	100	100	0	0.00%
52736	CELL PHONE AIRTIME	0	105	97	1,200	1,103	1137.11%
52738	CELL PHONE BASE CHARGES	5,288	7,719	960	12,178	11,218	1168.54%
52776	PRINTER CONSOLIDATION COST	0	0	0	3,800	3,800	0.00%
52795	RENTAL OF EQUIPMENT	0	532	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	466	2,266	3,218	4,650	1,432	44.50%
Total Operating Expenses		**31,926**	**66,270**	**410,964**	**478,844**	**67,880**	**16.52%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**278,596**	**294,643**	**798,676**	**939,042**	**140,366**	**17.57%**

Totals may differ from narratives due to rounding.

Mayor

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

2013 Breakthrough Strategies

- **Lead the City in continuous improvement of customer service. Measurable outcome Annual business and citizen survey results.**
- **Lead the City in innovation and reinvention of core functions to deliver maximum community value per tax dollar spent. Measurable outcome: Executive Branch operations completed within approved budget; annual business and citizen survey results.**
- **Lead the City in celebrating and connecting community, working with other Front Range elected officials in reaching mutual goals, and achieving community partnerships to enhance City services. Measurable outcome: Annual citizen survey results.**
- **Lead Pension Reform: Lead a Pensions and Health Care Solutions Team, and propose and gain support for legislation no later than January 2013 that will result in sustainable pension plans and reduce the City's pension costs.**
- **Work with City Council in determining Colorado Springs Utilities' long-range ownership, governance and strategic plan. Complete an independent and objective review of CSU by the end of Q2 2013 by a nationally recognized expert with Community Leaders, City Council and the Mayor controlling the process.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$666,034	$623,912	$623,912	$673,912	$50,000
	Total	**$666,034**	**$623,912**	**$623,912**	**$673,912**	**$50,000**
	General Fund Positions	3.00	5.00	6.00	6.00	0.00
	Total Positions	**3.00**	**5.00**	**6.00**	**6.00**	**0.00**

* 2012 Amended Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

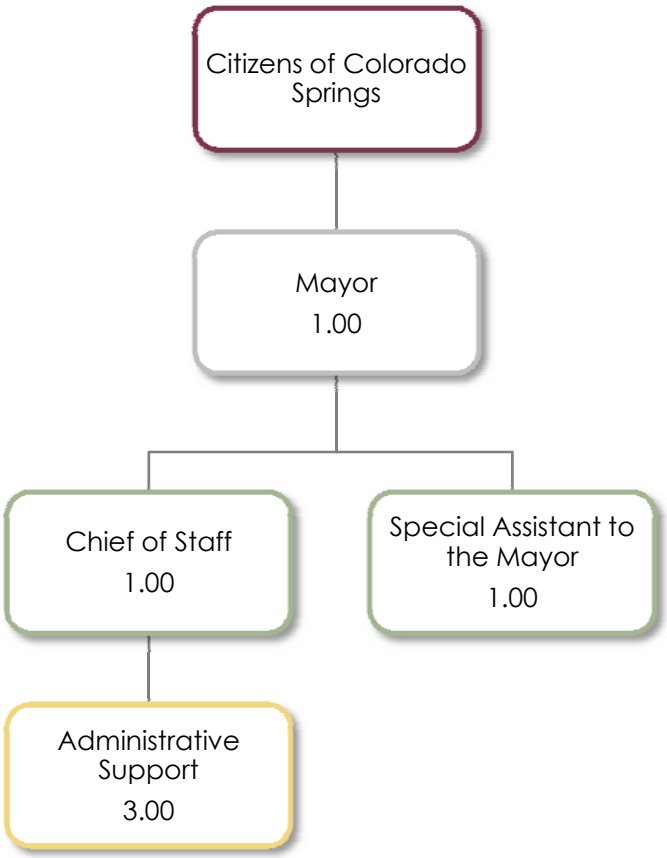
- Increase salary and benefits to properly fund current actual costs of filled positions.

Mayor

The Mayor is considered the Chief Executive Officer of the City and he leads the Executive Branch. As the Chief Executive, the Mayor enforces all laws and ordinances and has all the executive and administrative powers granted to the City by Article XX of the Constitution of the State of Colorado.

The Mayor manages the Executive Branch of the Colorado Springs municipal government and oversees implementation of the Mayor's vision, mission, goals, and strategic plan. The Mayor serves as an ex officio and non-voting member of the Board of Directors of the Colorado Springs Utilities.

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



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012 and changes occurring as part of the 2013 General Fund Budget.

General Fund

Use of Funds	** 2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$587,083	$603,502	$550,062	$550,062	$600,062	$50,000
Operating	18,222	60,429	73,850	67,630	73,850	6,220
Capital Outlay	0	2,103	0	6,220	0	(6,220)
Total	**$605,305**	**$666,034**	**$623,912**	**$623,912**	**$673,912**	**$50,000**

Position Title	2011 Budget	2012 Budget	2012 Amended	2013 Budget	2013 Budget - 2012 Amended
Administrative Technician	0.00	1.00	1.00	1.00	0.00
Assistant City Manager/Chief of Staff	1.00	1.00	1.00	1.00	0.00
Assistant to the Chief of Staff	0.00	0.00	1.00	1.00	0.00
City Manager/Mayor	1.00	1.00	1.00	1.00	0.00
Special Assistant to the Mayor	0.00	1.00	1.00	1.00	0.00
Staff Assistant	1.00	1.00	1.00	1.00	0.00
Total Positions	**3.00**	**5.00**	**6.00**	**6.00**	**0.00**

** In 2011, the City of Colorado Springs changed from a Council-City Manager to a Council-Mayor form of government. The 2010 actual expenditures are representative of the previous City Manager.

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Add funding for one administrative support position	$50,000
Total For 2013	**$50,000**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
Add one administrative support position	1.00
Total During 2012	**1.00**
For 2013	**2013 Budget - * 2012 Amended Budget**
None	0.00
Total For 2013	**0.00**

* 2012 Amended Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

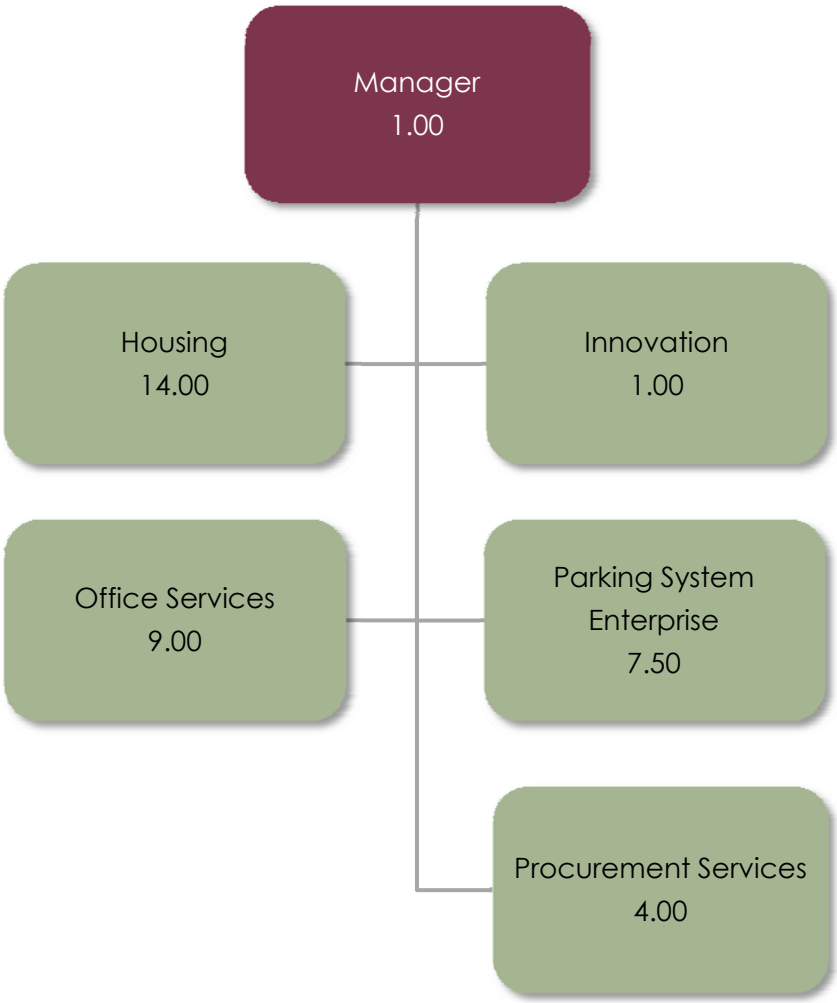
CITY MAYOR

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	329,561	314,586	446,549	470,702	24,153	5.41%
51210	OVERTIME	85	2,639	5,796	10,000	4,204	72.53%
51220	SEASONAL TEMPORARY	3,606	0	15,000	51,773	36,773	245.15%
51245	RETIREMENT TERM VACATION	17,700	0	0	0	0	0.00%
51405	UNIFORM SALARIES	98,714	145,951	0	0	0	0.00%
51430	UNIFORM SPECIAL ASSIGNMENT	24,113	34,427	0	0	0	0.00%
51445	LONGEVITY	829	1,197	0	0	0	0.00%
51455	SWORN VAC TWK	3,510	0	0	0	0	0.00%
51610	PERA	50,182	43,582	47,182	26,367	(20,815)	-44.12%
51612	RETIREMENT HEALTH SAVINGS	0	25,556	0	0	0	0.00%
51615	WORKERS COMPENSATION	6,080	7,870	7,982	1,036	(6,946)	-87.02%
51620	EQUITABLE LIFE INSURANCE	1,345	1,359	1,786	1,311	(475)	-26.60%
51625	VISION CARE	294	0	0	0	0	0.00%
51640	DENTAL INSURANCE	2,124	1,499	1,786	1,440	(346)	-19.37%
51645	NEW HIRE FIRE PENSION PLAN	9,413	(316)	0	0	0	0.00%
51665	CASH BACK	(128)	430	420	1,550	1,130	269.05%
51670	PARKING FOR EMPLOYEES	720	580	3,000	3,000	0	0.00%
51690	MEDICARE	5,042	4,685	6,475	6,825	350	5.41%
51695	CITY EPO MEDICAL PLAN	33,893	19,368	14,085	26,058	11,973	85.01%
51696	ADVANTAGE HD MED PLAN	0	79	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	10	0	0	0	0.00%
Total Salaries and Benefits		**587,083**	**603,502**	**550,061**	**600,062**	**50,001**	**9.09%**
52105	MISCELLANEOUS OPERATING	2,727	29	0	0	0	0.00%
52110	OFFICE SUPPLIES	1,145	1,691	3,000	1,500	(1,500)	-50.00%
52120	COMPUTER SOFTWARE	0	952	1,300	500	(800)	-61.54%
52122	CELL PHONES EQUIP AND SUPPLIES	113	1,495	2,000	2,500	500	25.00%
52125	GENERAL SUPPLIES	0	1,149	1,000	1,000	0	0.00%
52135	POSTAGE	541	806	750	750	0	0.00%
52220	MAINT OFFICE MACHINES	1,297	0	1,500	500	(1,000)	-66.67%
52574	LEGAL SERVICES	0	0	0	7,500	7,500	0.00%
52575	SERVICES	638	3,694	1,500	2,000	500	33.33%
52590	TEMPORARY EMPLOYMENT	0	22,328	1,500	15,000	13,500	900.00%
52605	CAR MILEAGE	0	6,180	20,400	15,400	(5,000)	-24.51%
52607	CELL PHONE ALLOWANCE	0	1,625	3,600	3,500	(100)	-2.78%
52615	DUES AND MEMBERSHIP	175	0	1,500	500	(1,000)	-66.67%
52625	MEETING EXPENSES IN TOWN	1,823	1,039	3,200	2,000	(1,200)	-37.50%
52626	COMMUNITY OR VOLUNTEER EVENT	0	0	0	1,000	1,000	0.00%
52630	TRAINING	840	895	2,000	500	(1,500)	-75.00%
52645	SUBSCRIPTIONS	0	156	350	100	(250)	-71.43%
52655	TRAVEL OUT OF TOWN	1,010	8,026	15,500	11,000	(4,500)	-29.03%
52735	TELEPHONE LONG DIST CALLS	35	39	50	100	50	100.00%
52738	CELL PHONE BASE CHARGES	1,438	2,491	1,500	3,000	1,500	100.00%
52775	MINOR EQUIPMENT	500	502	1,500	500	(1,000)	-66.67%
52776	PRINTER CONSOLIDATION COST	0	50	0	0	0	0.00%
52795	RENTAL OF EQUIPMENT	2,366	3,196	3,500	2,000	(1,500)	-42.86%
52874	OFFICE SERVICES PRINTING	2,433	2,859	3,000	500	(2,500)	-83.33%
52875	OFFICE SERVICES RECORDS	1,141	1,131	1,200	500	(700)	-58.33%
65160	RECRUITMENT	0	96	4,000	2,000	(2,000)	-50.00%
Total Operating Expenses		**18,222**	**60,429**	**73,850**	**73,850**	**0**	**0.00%**
53030	FURNITURE AND FIXTURES	0	2,103	0	0	0	0.00%
Total Capital Outlay		**0**	**2,103**	**0**	**0**	**0**	**0.00%**
Total Expenses		**605,305**	**666,034**	**623,911**	**673,912**	**50,001**	**8.01%**

Totals may differ from narratives due to rounding.

Administrative Services and Innovation

Nick Kittle, Manager
(719) 385-6609, nkittle@springsgov.com



All Funds Summary

Division	General Fund	Other Funds	Total Budget
Administrative Services and Innovation	$245,767	$0	$245,767
Housing	248,615	4,519,137	4,767,752
Office Services	0	1,756,035	1,756,035
Parking System Enterprise	0	5,160,106	5,160,106
Procurement Services	376,055	0	376,055
Total	**$870,437**	**$11,435,278**	**$12,305,715**
Positions	**5.00**	**31.50**	**36.50**

Administrative Services and Innovation

Nick Kittle, Manager
(719) 385-6609, nkittle@springsgov.com

2013 Breakthrough Strategies

- **Enact key strategies of the city's first conservation plan. Continue to pioneer the concept of "innovation value" for fiscally conservative communities. Measurable Outcome: Conduct 3 targeted value-stream improvements to internal services.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$0	$293,262	$303,262	$245,767	($57,495)
	Grants Fund	130,599	333,000	333,000	0	(333,000)
	Gift Trust Fund	10,000	0	0	0	0
	Total	**$140,599**	**$626,262**	**$636,262**	**$245,767**	**($390,495)**
	General Fund	0.00	1.00	1.00	2.00	1.00
	Grants Fund	2.00	2.00	2.00	0.00	(2.00)
	Gift Trust Fund	0.00	0.00	0.00	0.00	0.00
	Total Positions	**2.00**	**3.00**	**3.00**	**2.00**	**(1.00)**

* 2012 Amended Budget includes changes from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

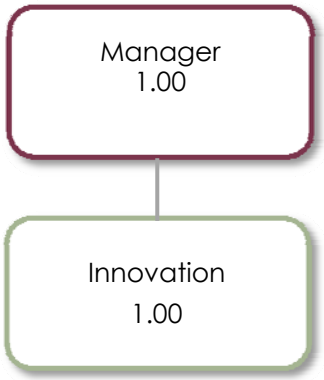
- Eliminate Grant funding for two positions and related operating expenses.
- Increase one Innovation Analyst position.

Administrative Services and Innovation

The City's Administrative Services and Innovation Department is focused on promoting the spirit of innovation in the organization and facilitating the financial and environmental sustainability of the City.

To be sustainable, innovations must support the citizens, environment and financial health of the City.

The Administrative Services and Innovation function includes sustainability efforts, and oversight of City Contracting, Parking Enterprise, and Office Service functions, as well as a comprehensive innovation effort for the entire organization. The Division seeks to improve business processes, increase efficiency, consolidate redundant services, and realize the maximum potential of new technologies. The function also seeks to reduce the impact of the municipal government on the natural environment, promote environmentally responsible policies and practices, and support partnerships in our community to foster smart growth and economic vitality for the future of Colorado Springs.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012, and changes occurring as part of the 2013 Budget for each Fund including General Fund, Grants and Gift Trust.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$0	$0	$261,495	$261,495	$211,922	($49,573)
Operating	0	0	31,767	41,767	33,845	(7,922)
Capital Outlay	0	0	0	0	0	0
Total	**$0**	**$0**	**$293,262**	**$303,262**	**$245,767**	**($57,495)**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Analyst II	0.00	0.00	0.00	1.00	1.00
Innovation Sustainability Manager	0.00	1.00	1.00	1.00	0.00
Total FTE	**0.00**	**1.00**	**1.00**	**2.00**	**1.00**
Special Positions					
Analyst II	0.00	1.00	1.00	0.00	(1.00)
Total Positions	**0.00**	**2.00**	**2.00**	**2.00**	**0.00**

* 2012 Amended Budget includes changes from Original Budget as of 8/30/2012.

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
Increase operating for contracted services	$10,000
Total During 2012	**$10,000**
For 2013	**2013 Budget - * 2012 Amended Budget**
Remove one-time operating funding	($10,000)
Eliminate support of Grant positions	(49,573)
Increase operating to properly fund actual costs	2,078
Total For 2013	**($57,495)**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	0.00
Total During 2012	**0.00**
For 2013	**2013 Budget - * 2012 Amended Budget**
Increase one Innovations Analyst due to conversion from Special to FTE	1.00
Total For 2013	**1.00**

Grant Funds

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$0	$0	$0	$0	$0	$0
Operating	130,599	130,599	333,000	333,000	0	(333,000)
Capital Outlay	0	0	0	0	0	0
Total	**$130,599**	**$130,599**	**$333,000**	**$333,000**	**$0**	**($333,000)**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Energy Efficiency Administrator	1.00	1.00	1.00	0.00	(1.00)
Sustainability Coordinator	1.00	1.00	1.00	0.00	(1.00)
Total Positions	**2.00**	**2.00**	**2.00**	**0.00**	**(2.00)**

* 2012 Amended Budget includes changes from Original Budget as of 8/30/2012.

Funding Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	$0
	Total During 2012	**$0**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Eliminate Grant funding for two positions and operating	($333,000)
	Total For 2013	**($333,000)**

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Eliminate two Grant funded positions	(2.00)
	Total For 2013	**(2.00)**

Gift Trust	Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	Salary/Benefits/ Pensions	$0	$0	$0	$0	$0	$0
	Operating	5,228	10,000	0	0	0	0
	Capital Outlay	0	0	0	0	0	0
	Total	**$5,228**	**$10,000**	**$0**	**$0**	**$0**	**$0**

Funding Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	$0
	Total During 2012	**$0**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	None	$0
	Total For 2013	**$0**

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	None	0.00
	Total For 2013	**0.00**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

INNOVATION AND SUSTAINABILITY

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	0	0	210,882	163,336	(47,546)	-22.55%
51610	PERA	0	0	22,375	20,275	(2,100)	-9.39%
51615	WORKERS COMPENSATION	0	0	359	359	0	0.00%
51620	EQUITABLE LIFE INSURANCE	0	0	653	456	(197)	-30.17%
51640	DENTAL INSURANCE	0	0	910	840	(70)	-7.69%
51670	PARKING FOR EMPLOYEES	0	0	1,000	720	(280)	-28.00%
51690	MEDICARE	0	0	2,368	2,368	0	0.00%
51695	CITY EPO MEDICAL PLAN	0	0	22,948	23,568	620	2.70%
Total Salaries and Benefits		**0**	**0**	**261,495**	**211,922**	**(49,573)**	**-18.96%**
52110	OFFICE SUPPLIES	0	0	2,467	1,234	(1,233)	-49.98%
52135	POSTAGE	0	0	0	440	440	0.00%
52427	GREEN TEAM	0	0	0	9,794	9,794	0.00%
52575	SERVICES	0	0	10,000	4,616	(5,384)	-53.84%
52590	TEMPORARY EMPLOYMENT	0	0	7,500	5,301	(2,199)	-29.32%
52607	CELL PHONE ALLOWANCE	0	0	0	960	960	0.00%
52615	DUES AND MEMBERSHIP	0	0	1,500	750	(750)	-50.00%
52625	MEETING EXPENSES IN TOWN	0	0	1,500	1,500	0	0.00%
52630	TRAINING	0	0	2,000	5,200	3,200	160.00%
52655	TRAVEL OUT OF TOWN	0	0	4,000	2,350	(1,650)	-41.25%
52738	CELL PHONE BASE CHARGES	0	0	1,800	1,200	(600)	-33.33%
65352	EMPLOYEE AWARDS PROGRAM	0	0	1,000	500	(500)	-50.00%
Total Operating Expenses		**0**	**0**	**31,767**	**33,845**	**2,078**	**6.54%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**0**	**0**	**293,262**	**245,767**	**(47,495)**	**-16.20%**

Totals may differ from narratives due to rounding.

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Housing

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2013 Breakthrough Strategies

- **Improve Economy in Three Economic Priority Zones (Southeast Colorado Springs, Downtown, UCCS/Austin Bluffs/Nevada). Measurable Outcome: Action plan developed and implemented with measurable outcomes to enhance Quality of Life, and improve appearance of Colorado Springs neighborhoods and streetscapes by end of Q2 2013.**

All Funds Summary

All Funds

Source of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Grant Revenue	$4,431,249	$4,609,216	$4,609,216	$4,519,137	($90,079)
Total	**$4,431,249**	**$4,609,216**	**$4,609,216**	**$4,519,137**	**($90,079)**
Use of Funds	**2011 Actual**	**2012 Original Budget**	*** 2012 Amended Budget**	**2013 Budget**	**2013 Budget - * 2012 Amended Budget**
General Fund	$248,276	$248,615	$248,615	$248,615	$0
Grant Fund	4,431,249	4,609,216	4,609,216	4,519,137	(90,079)
Total	**$4,679,525**	**$4,857,831**	**$4,857,831**	**$4,767,752**	**($90,079)**
General Fund	0.00	0.00	0.00	0.00	0.00
Grant Fund	14.00	14.00	14.00	14.00	0.00
Total Positions	**14.00**	**14.00**	**14.00**	**14.00**	**0.00**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

- Decrease in total grant funds due to reduction in the overall federal allocation for Housing Programs.

Housing

The mission of the Housing Division is to make strategic investments and develop partnerships that strengthen neighborhoods, ensure the availability of decent and affordable housing, and support economic opportunity for the whole community.

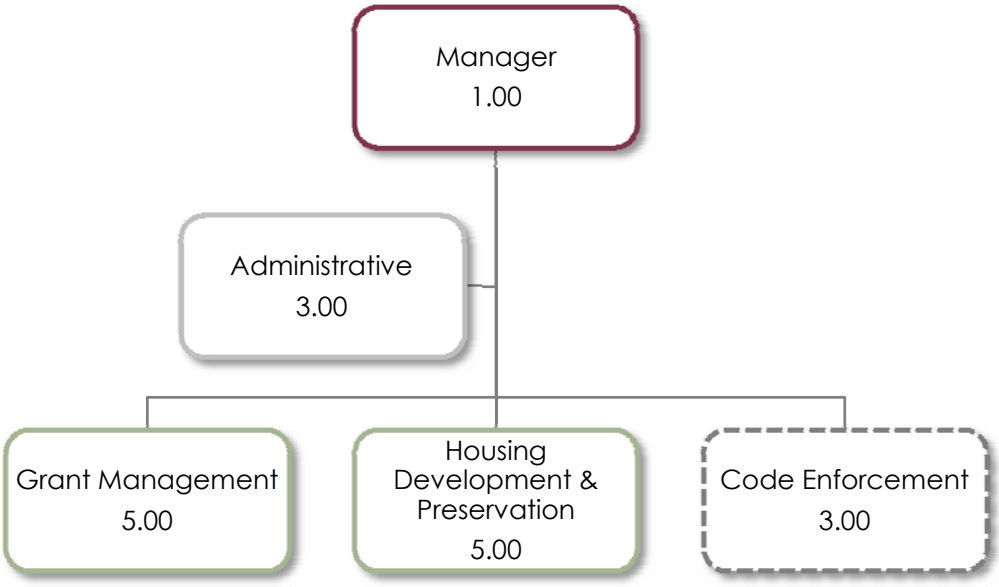
The Division provides funding for human service activities in the community that address emergency and youth services and will continue to partner with Pikes Peak United Way to manage this process. This partnership provides an opportunity to utilize over 60 volunteers to review, evaluate and make recommendations for funding. This includes a stewardship committee that is solely responsible for reviewing the financial stability of organizations submitting requests for funding. This partnership enables the City to utilize the expertise of the agency and to keep its finger on the pulse of community needs. The Division has representatives on the Community Impact Committee and the 2-1-1 Advisory Committee both housed and administered by Pikes Peak United Way.

The Division continues to create and preserve partnerships that provide the greatest opportunity to leverage scarce resources to (1) preserve older neighborhoods, (2) increase and preserve affordable housing, and (3) increase partnerships opportunities that tie into larger community initiatives. For example, the Division has entered into partnership with the Energy Resource Center to provide emergency repair services to eligible clients. This partnership enables the federal funding to be leveraged in a manner that provides costs savings on the purchase of items, such as furnaces and water heaters, while increasing opportunities to provide more energy efficiency services such as insulation, new energy star rated appliances and a complete energy audit for our clients. The Division had begun to look into offering the services listed above but found it to be more cost efficient and effective to partner with an agency that already has a proven track record in providing these services.

The Division continues to work closely with identified neighborhood strategy areas to improve infrastructure and services in these areas, while looking for opportunities that are located in low to moderate income areas.

The Division continues to work with Homeward Pikes Peak in the development of the Continuum of Care application and in developing policies and programs that meet the needs of the homeless in the community. The Division also continues to work with and apply for grants that assist in the area of homelessness as applicable and appropriate.

The Division continues to look for new partnerships that help to meet the goals identified in the mission statement above.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012, and changes occurring as part of the 2013 Budget for each Fund including General Fund and Grant Funds.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$7,590	$0	$0	$0	$0	$0
Operating	249,910	248,276	248,615	248,615	248,615	0
Capital Outlay	0	0	0	0	0	0
Total	**$257,500**	**$248,276**	**$248,615**	**$248,615**	**$248,615**	**$0**

CDBG Grant Funds

Source of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
CDBG Entitlement	$2,792,358	$2,327,667	$2,327,667	$2,327,667	$2,323,334	($4,333)
Prior Years Reprogrammed Funds	100,000	100,000	100,000	100,000	100,000	0
Program Income	172,607	182,070	172,607	172,607	178,166	5,559
Total	**$3,064,965**	**$2,609,737**	**$2,600,274**	**$2,600,274**	**$2,601,500**	**$1,226**

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$962,615	$908,045	$1,049,918	$1,049,918	$1,040,311	($9,607)
Planning Activities	17,492	19,231	21,665	21,665	22,700	1,035
Capital Improvements	479,064	142,087	547,101	547,101	548,000	899
Housing/Rehab	132,493	466,089	560,297	560,297	615,264	54,967
Contracts	403,646	375,033	375,033	375,033	375,225	192
Contingency	0	0	46,260	46,260	0	(46,260)
Total	**$1,995,310**	**$1,910,485**	**$2,600,274**	**$2,600,274**	**$2,601,500**	**$1,226**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

HOME Grant Funds

Source of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Home Entitlement	$1,699,498	$1,492,153	$1,492,153	$1,492,153	$970,237	($521,916)
Prior Yrs. Repro-grammed Funds	0	0	0	0	0	0
Program Income	257,236	562,044	257,236	257,236	520,705	263,469
Total	**$1,956,734**	**$2,054,197**	**$1,749,389**	**$1,749,389**	**$1,490,942**	**($258,447)**

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$172,752	$166,885	$164,222	$164,222	$111,075	($53,147)
Affordable Housing/Rehab	374,475	1,738,742	969,223	969,223	759,179	(210,044)
Tenant-Based Rental Assist.	202,629	82,066	317,500	317,500	322,500	5,000
CHDO Administration	82,744	74,608	74,611	74,611	74,547	(64)
CHDO Housing Development	221,992	328,316	223,833	223,833	223,641	(192)
Total	**$1,054,592**	**$2,390,617**	**$1,749,389**	**$1,749,389**	**$1,490,942**	**($258,447)**

HOPE III Grant Funds

Source of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Revenue	$200,000	$146,423	$146,423	$146,423	$225,125	$78,702
Total	**$200,000**	**$146,423**	**$146,423**	**$146,423**	**$225,125**	**$78,702**

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Acquisition/ Rehab/Resale	$53,577	$673	$146,423	$146,423	$225,125	$78,702
Total	**$53,577**	**$673**	**$146,423**	**$146,423**	**$225,125**	**$78,702**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

ESG Grant Funds

Source of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
ESG Entitlement	$111,721	$113,130	$113,130	$113,130	$201,570	$88,440
Carryover	0	16,344	0	0	0	0
Total	**$111,721**	**$129,474**	**$113,130**	**$113,130**	**$201,570**	**$88,440**

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salvation Army	$99,000	$99,000	$99,000	$99,000	$99,000	$0
Urban Peak	12,721	5,724	14,130	14,130	14,130	0
Homeless Prevention	0	0	0	0	88,440	88,440
Carryover	0	24,750	0	0	0	0
Total	**$111,721**	**$129,474**	**$113,130**	**$113,130**	**$201,570**	**$88,440**

Summary

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
CDBG	$1,995,310	$1,910,485	$2,600,274	$2,600,274	$2,601,500	$1,226
HOME	1,054,592	2,390,617	1,749,389	1,749,389	1,490,942	(258,447)
HOPE II	53,577	673	146,423	146,423	225,125	78,702
ESG	111,721	129,474	113,130	113,130	201,570	88,440
Total Grant Funds	**$3,215,200**	**$4,431,249**	**$4,609,216**	**$4,609,216**	**$4,519,137**	**($90,079)**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Administrative Technician	1.00	1.00	1.00	1.00	0.00
Analyst	5.00	5.00	5.00	5.00	0.00
CDBG Specialist	2.00	2.00	2.00	2.00	0.00
Housing Manager	1.00	1.00	1.00	1.00	0.00
Office Specialist	2.00	2.00	2.00	2.00	0.00
Redevelopment Specialist	3.00	3.00	3.00	3.00	0.00
Total Grant Positions	**14.00**	**14.00**	**14.00**	**14.00**	**0.00**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Funding Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	$0
	Total During 2012	**$0**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Slight increase in CDBG federal allocation	$1,226
	Decrease in HOME grant funds due to a reduction in the federal allocation, primarily affecting the Housing and Rehab program	(258,447)
	Increase in HOPE III due to program income received	78,702
	Increase in ESG due to federal allocation will fund Homeless Prevention efforts	88,440
	Total For 2013	**($90,079)**

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	None	0.00
	Total For 2013	**0.00**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

HOUSING

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	5,962	0	0	0	0	0.00%
51610	PERA	768	0	0	0	0	0.00%
51615	WORKERS COMPENSATION	14	0	0	0	0	0.00%
51620	EQUITABLE LIFE INSURANCE	19	0	0	0	0	0.00%
51625	VISION CARE	6	0	0	0	0	0.00%
51640	DENTAL INSURANCE	40	0	0	0	0	0.00%
51665	CASH BACK	(10)	0	0	0	0	0.00%
51690	MEDICARE	83	0	0	0	0	0.00%
51695	CITY EPO MEDICAL PLAN	708	0	0	0	0	0.00%
Total Salaries and Benefits		**7,590**	**0**	**0**	**0**	**0**	**0.00%**
52125	GENERAL SUPPLIES	0	1,503	1,500	1,500	0	0.00%
52431	CONSULTING SERVICES	5,276	0	0	0	0	0.00%
52440	HUMAN SERVICES	142,313	144,134	142,548	142,548	0	0.00%
52575	SERVICES	5	207	1,300	1,300	0	0.00%
52605	CAR MILEAGE	0	0	1,000	1,000	0	0.00%
52630	TRAINING	0	431	0	0	0	0.00%
52736	CELL PHONE AIRTIME	315	0	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	0	0	267	267	0	0.00%
65343	HOUSING AUTHORITY STAFF	102,001	102,001	102,000	102,000	0	0.00%
Total Operating Expenses		**249,910**	**248,276**	**248,615**	**248,615**	**0**	**0.00%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**257,500**	**248,276**	**248,615**	**248,615**	**0**	**0.00%**

Totals may differ from narratives due to rounding.

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Office Services

Rick Hessek, Coordinator
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2013 Breakthrough Strategies

- **Demonstrate the power of public-private partnerships by streamlining business processes. Measurable Outcome: Increase revenue by 10% without increasing staff.**

All Funds Summary

All Funds

Source of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Office Services Fund Revenue	$1,819,662	$1,756,440	$1,756,440	$1,756,035	($405)
Total	**$1,819,662**	**$1,756,440**	**$1,756,440**	**$1,756,035**	**($405)**
Use of Funds	**2011 Actual**	**2012 Original Budget**	*** 2012 Amended Budget**	**2013 Budget**	**2013 Budget - * 2012 Amended Budget**
Office Services Fund	$1,629,324	$1,756,440	$1,756,440	$1,756,035	($405)
Total	**$1,629,324**	**$1,756,440**	**$1,756,440**	**$1,756,035**	**($405)**
Office Services Fund	12.75	9.00	9.00	9.00	0.00
Total Positions	**12.75**	**9.00**	**9.00**	**9.00**	**0.00**

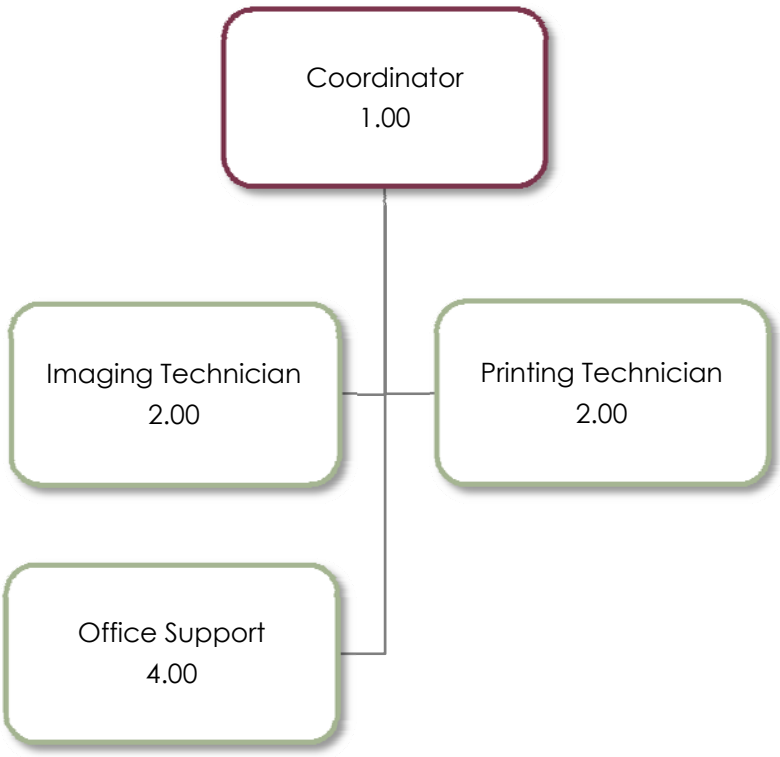
* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

- No significant financial or staff modifications.

Office Services

Office Services provides reprographics and mail processing support to all City of Colorado Springs and Colorado Springs Utilities. In addition, Office Services provides record storage and retrieval for City departments. Mail processing support includes daily pickup and delivery of 1.5 million pieces of USPS and interoffice mail to 125 City and Utilities locations annually. Printing services include design and layout from business cards to Council agendas, manuals, full-color brochures, and electronically addressing postcards and letters. Office Services will process an estimated 3,700 printing requests in 2013. Office Services is also responsible for the oversight of over 19,000 boxes of active records stored off site. This includes retrieval, storage, and destruction of the City records.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012, and changes occurring as part of the 2013 Budget for the Office Services Fund.

Support Services/Office Services Fund †

Source of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Utilities Allocation	$599,088	$523,989	$366,807	$366,807	$335,235	($31,572)
City Allocation	617,976	517,800	582,504	582,504	582,499	(5)
Postage	285,786	327,964	391,818	391,818	337,000	(54,818)
Workorders	332,259	273,802	280,253	280,253	320,444	40,191
Other	132,799	176,107	135,058	135,058	180,857	45,799
Total	**$1,967,908**	**$1,819,662**	**$1,756,440**	**$1,756,440**	**$1,756,035**	**($405)**

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$705,568	$616,362	$549,379	$549,379	$565,059	$15,680
Operating	1,104,273	1,012,962	1,203,770	1,203,770	1,187,685	(16,085)
Capital Outlay	0	0	3,291	3,291	3,291	0
Total	**$1,809,841**	**$1,629,324**	**$1,756,440**	**$1,756,440**	**$1,756,035**	**($405)**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Digital Imaging Technician	2.00	1.00	1.00	1.00	0.00
Graphics Imaging Technician	1.00	1.00	1.00	1.00	0.00
Office Services Coordinator	2.00	1.00	1.00	1.00	0.00
Office Specialist	4.75	2.00	2.00	2.00	0.00
Printing Technician I, II	2.00	2.00	2.00	2.00	0.00
Senior Office Specialist	1.00	2.00	2.00	2.00	0.00
Total Positions	**12.75**	**9.00**	**9.00**	**9.00**	**0.00**

† Prior to 2011 Office Services was included in the Support Services Fund.

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Funding Changes		
	During 2012	*** 2012 Amended - 2012 Original Budget**
	None	$0
	Total During 2012	**$0**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Increase in Salaries/Benefits/Pensions to properly fund currently filled positions	$15,680
	Decrease in operating to properly fund current actual costs	(16,085)
	Total For 2013	**($405)**

Position Changes		
	During 2012	*** 2012 Amended - 2012 Original Budget**
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	None	0.00
	Total For 2013	**0.00**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

505 OFFICE SERVICES

Office Services

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	0	448,185	402,693	414,520	11,827	2.94%
51210	OVERTIME	0	10,794	10,000	12,000	2,000	20.00%
51240	RETIREMENT TERMINATION SICK	0	5,604	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	0	6,788	0	0	0	0.00%
51260	VACATION BUY PAY OUT	0	1,031	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	0	(1,031)	0	0	0	0.00%
51610	PERA	0	61,539	55,166	52,855	(2,311)	-4.19%
51615	WORKERS COMPENSATION	0	3,435	2,381	2,554	173	7.27%
51620	EQUITABLE LIFE INSURANCE	0	1,295	1,192	1,150	(42)	-3.52%
51640	DENTAL INSURANCE	0	2,644	3,000	2,800	(200)	-6.67%
51655	RETIRED EMP MEDICAL INS	0	2,195	0	0	0	0.00%
51665	CASH BACK	0	2,013	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	0	1,680	3,000	3,000	0	0.00%
51690	MEDICARE	0	5,127	5,839	5,968	129	2.21%
51695	CITY EPO MEDICAL PLAN	0	64,375	66,108	70,212	4,104	6.21%
51696	ADVANTAGE HD MED PLAN	0	631	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	57	0	0	0	0.00%
Total Salaries and Benefits		**0**	**616,362**	**549,379**	**565,059**	**15,680**	**2.85%**
52110	OFFICE SUPPLIES	0	2,244	2,800	2,800	0	0.00%
52115	MEDICAL SUPPLIES	0	80	210	210	0	0.00%
52120	COMPUTER SOFTWARE	0	4,138	5,670	1,400	(4,270)	-75.31%
52125	GENERAL SUPPLIES	0	830	3,000	3,000	0	0.00%
52135	POSTAGE	0	(1,763)	400	400	0	0.00%
52140	WEARING APPAREL	0	428	500	550	50	10.00%
52220	MAINT OFFICE MACHINES	0	15,677	9,925	0	(9,925)	-100.00%
52235	MAINT MACHINERY AND APPARATUS	0	61	0	0	0	0.00%
52305	MAINT SOFTWARE	0	0	0	4,270	4,270	0.00%
52450	LAUNDRY AND CLEANING SERVICES	0	3,135	2,000	2,000	0	0.00%
52573	CREDIT CARD FEES	0	69	0	0	0	0.00%
52575	SERVICES	0	14,131	40,424	7,315	(33,109)	-81.90%
52590	TEMPORARY EMPLOYMENT	0	0	0	34,000	34,000	0.00%
52605	CAR MILEAGE	0	0	100	100	0	0.00%
52615	DUES AND MEMBERSHIP	0	300	750	750	0	0.00%
52625	MEETING EXPENSES IN TOWN	0	269	0	0	0	0.00%
52630	TRAINING	0	0	450	450	0	0.00%
52645	SUBSCRIPTIONS	0	0	25	25	0	0.00%
52705	COMMUNICATIONS	0	11,827	14,038	14,038	0	0.00%
52735	TELEPHONE LONG DIST CALLS	0	31	100	100	0	0.00%
52738	CELL PHONE BASE CHARGES	0	213	0	0	0	0.00%
52765	LEASE PURCHASE PAYMENTS	0	191	2,941	0	(2,941)	-100.00%
52775	MINOR EQUIPMENT	0	1,063	11,584	20,100	8,516	73.52%
52776	PRINTER CONSOLIDATION COST	0	0	127,000	127,000	0	0.00%
52795	RENTAL OF EQUIPMENT	0	173,619	0	0	0	0.00%
52805	ADMIN PRORATED CHARGES	0	170,940	162,925	167,928	5,003	3.07%
52872	MAINT FLEET VEHICLES EQP	0	8,132	13,000	13,000	0	0.00%
52874	OFFICE SERVICES PRINTING	0	237	0	0	0	0.00%
52880	PURCHASES FOR RESALE	0	233,639	320,428	406,836	86,408	26.97%
52915	PASSTHRU MAIL	0	326,620	307,000	307,000	0	0.00%
52917	PASSTHRU PRINT	0	0	100,000	0	(100,000)	-100.00%
52919	PASSTHRU RECORDS	0	46,851	78,500	74,413	(4,087)	-5.21%
Total Operating Expenses		**0**	**1,012,962**	**1,203,770**	**1,187,685**	**(16,085)**	**-1.34%**
53020	COMPUTERS NETWORKS	0	0	3,291	3,291	0	0.00%
Total Capital Outlay		**0**	**0**	**3,291**	**3,291**	**0**	**0.00%**
Total Expenses		**0**	**1,629,324**	**1,756,440**	**1,756,035**	**(405)**	**-0.02%**

Totals may differ from narratives due to rounding.

City of Colorado Springs
Budget Detail Report

501 SUPPORT SERVICES

Office Services

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	498,903	0	0	0	0	0.00%
51210	OVERTIME	7,925	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	15,711	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,031	0	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(937)	0	0	0	0	0.00%
51610	PERA	71,438	0	0	0	0	0.00%
51615	WORKERS COMPENSATION	3,746	0	0	0	0	0.00%
51620	EQUITABLE LIFE INSURANCE	1,551	0	0	0	0	0.00%
51625	VISION CARE	624	0	0	0	0	0.00%
51640	DENTAL INSURANCE	4,296	0	0	0	0	0.00%
51655	RETIRED EMP MEDICAL INS	2,214	0	0	0	0	0.00%
51665	CASH BACK	590	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	3,800	0	0	0	0	0.00%
51690	MEDICARE	6,602	0	0	0	0	0.00%
51695	CITY EPO MEDICAL PLAN	88,074	0	0	0	0	0.00%
Total Salaries and Benefits		**705,568**	**0**	**0**	**0**	**0**	**0.00%**
52110	OFFICE SUPPLIES	(194)	0	0	0	0	0.00%
52115	MEDICAL SUPPLIES	19	0	0	0	0	0.00%
52120	COMPUTER SOFTWARE	1,358	0	0	0	0	0.00%
52125	GENERAL SUPPLIES	195	0	0	0	0	0.00%
52135	POSTAGE	280	0	0	0	0	0.00%
52220	MAINT OFFICE MACHINES	4,208	0	0	0	0	0.00%
52280	MAINT ROADS AND BRIDGES	16	0	0	0	0	0.00%
52450	LAUNDRY AND CLEANING SERVICES	2,107	0	0	0	0	0.00%
52573	CREDIT CARD FEES	195	0	0	0	0	0.00%
52575	SERVICES	249	0	0	0	0	0.00%
52605	CAR MILEAGE	2	0	0	0	0	0.00%
52615	DUES AND MEMBERSHIP	300	0	0	0	0	0.00%
52645	SUBSCRIPTIONS	30	0	0	0	0	0.00%
52705	COMMUNICATIONS	12,147	0	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	20	0	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	183	0	0	0	0	0.00%
52775	MINOR EQUIPMENT	343	0	0	0	0	0.00%
52795	RENTAL OF EQUIPMENT	103,939	0	0	0	0	0.00%
52805	ADMIN PRORATED CHARGES	204,744	0	0	0	0	0.00%
52872	MAINT FLEET VEHICLES EQP	10,413	0	0	0	0	0.00%
52876	PASS THROUGH EXPENSES	416	0	0	0	0	0.00%
52880	PURCHASES FOR RESALE	472,583	0	0	0	0	0.00%
52884	PURCH FOR RESALE STOCK PARTS	(10)	0	0	0	0	0.00%
52915	PASSTHRU MAIL	239,407	0	0	0	0	0.00%
52917	PASSTHRU PRINT	3,798	0	0	0	0	0.00%
52919	PASSTHRU RECORDS	47,525	0	0	0	0	0.00%
65181	RESIDUAL EQUITY TRANSFER OUT	0	174,644	0	0	0	0.00%
Total Operating Expenses		**1,104,273**	**174,644**	**0**	**0**	**0**	**0.00%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**1,809,841**	**174,644**	**0**	**0**	**0**	**0.00%**

Totals may differ from narratives due to rounding.

Parking System Enterprise

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2013 Breakthrough Strategies

- **Support the downtown Renaissance by enhancing the streetscape throughout the downtown. Measurable Outcome: Streetscapes completed by end of Q2 2013.**

All Funds Summary

All Funds	Source of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	Parking Enterprise	$3,717,910	$4,113,943	$4,113,943	$4,235,167	$121,224
	Total	**$3,717,910**	**$4,113,943**	**$4,113,943**	**$4,235,167**	**$121,224**
	Use of Funds	**2011 Actual**	**2012 Original Budget**	*** 2012 Amended Budget**	**2013 Budget**	**2013 Budget - * 2012 Amended Budget**
	Parking Enterprise	$3,546,727	$2,574,584	$2,574,584	$2,662,106	$87,522
	CIP	1,576,486	860,000	860,000	2,498,000	1,638,000
	Total	**$5,123,213**	**$3,434,584**	**$3,434,584**	**$5,160,106**	**$1,725,522**
	Parking Enterprise	7.50	7.50	7.50	7.50	0.00
	Total Positions	**7.50**	**7.50**	**7.50**	**7.50**	**0.00**

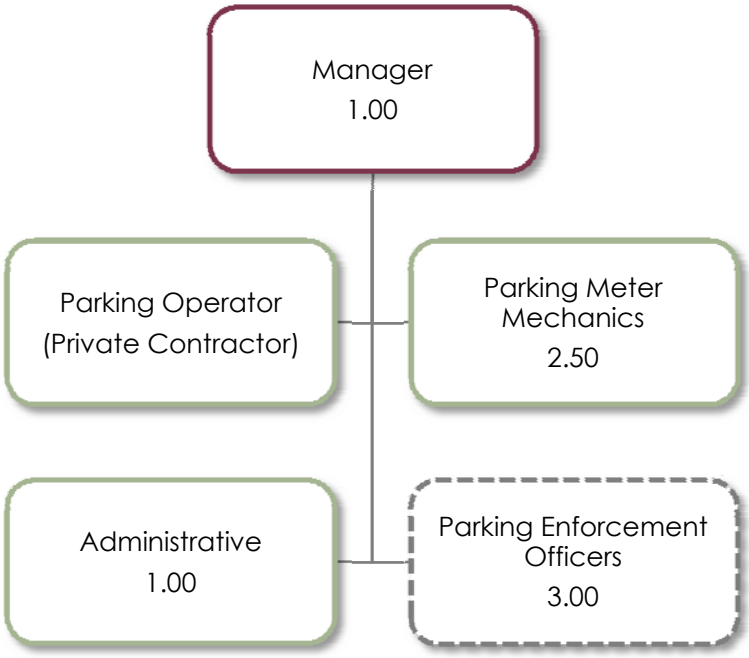
* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

- Increase operating to fund current actual costs.
- Increase funding for Capital Improvement Projects to include; replace garage lights, continue parking system maintenance, and the Downtown Streetscape Program.

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 sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012, and changes occurring as part of the 2013 Parking System Enterprise and Capital Improvement Program Budgets.

Parking Enterprise Fund

Source of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Monthly Parking	$1,528,280	$1,515,527	$1,600,980	$1,600,980	$1,630,020	$29,040
Transient Parking	301,010	303,512	335,252	335,252	400,037	64,785
Parking Meters and Hoods	1,669,137	1,641,614	1,848,391	1,848,391	1,945,258	96,867
Misc. Transit Lease	82,320	89,980	82,320	82,320	83,852	1,532
Interest	111,057	90,055	115,000	115,000	44,000	(71,000)
POC Garage Loan Payment	133,188	77,222	132,000	132,000	132,000	0
Total	**$3,824,992**	**$3,717,910**	**$4,113,943**	**$4,113,943**	**$4,235,167**	**$121,224**

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$504,844	$490,242	$537,400	$537,400	$462,779	($74,621)
Operating	992,234	1,992,565	954,594	954,594	1,121,280	166,686
Capital Outlay	61,268	4,990	26,610	26,610	20,000	(6,610)
Bond Payment - Principal	505,000	525,000	545,000	545,000	545,000	0
Bond Payment - Interest	552,195	533,930	510,980	510,980	513,047	2,067
Subtotal	**$2,615,541**	**$3,546,727**	**$2,574,584**	**$2,574,584**	**$2,662,106**	**$87,522**
CIP	$2,172,345	$1,576,486	$860,000	$860,000	$2,498,000	$1,638,000
Total	**$4,787,886**	**$5,123,213**	**$3,434,584**	**$3,434,584**	**$5,160,106**	**$1,725,522**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Administrative Technician	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	**7.50**	**7.50**	**7.50**	**7.50**	**0.00**

+ The three Parking Enforcement Officer positions report to the Police Department but are funded in the Parking Enterprise Budget.

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Funding Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	$0
	Total During 2012	**$0**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Decrease Salary/Benefits/Pensions to properly fund current actual costs of filled positions	($74,621)
	Increase in contracting services, administrative allocated charge, and other operating to properly fund current actual costs	166,686
	Decrease in capital outlay to properly fund current actual costs	(6,610)
	Increase in bond payment	2,067
	Increase to fund parking structure improvements and downtown capital projects	1,638,000
	Total For 2013	**$1,725,522**

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	None	0.00
	Total For 2013	**0.00**

CIP Program	Project Name	General Fund	Restricted Funds	Total
	Downtown Streetscape and Improvements Program	$0	$2,193,000	$2,193,000
	Garage Light Replacement	0	255,000	255,000
	Parking System Maintenance	0	50,000	50,000
	Total Capital Budget	**$0**	**$2,498,000**	**$2,498,000**
	For additional project information, see CIP section of the Budget starting on page 23-1.			

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

470 PARKING SYSTEM GROSS INCOME

Parking

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	383,553	384,502	409,235	358,164	(51,071)	-12.48%
51210	OVERTIME	2,449	3,101	16,765	7,844	(8,921)	-53.21%
51220	SEASONAL TEMPORARY	1,344	524	2,250	844	(1,406)	-62.49%
51245	RETIREMENT TERM VACATION	0	712	0	0	0	0.00%
51260	VACATION BUY PAY OUT	521	0	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(2,143)	(2,247)	0	0	0	0.00%
51610	PERA	48,459	48,634	50,690	47,187	(3,503)	-6.91%
51615	WORKERS COMPENSATION	5,781	5,756	4,211	4,163	(48)	-1.14%
51620	EQUITABLE LIFE INSURANCE	1,044	997	1,101	977	(124)	-11.26%
51625	VISION CARE	295	0	0	0	0	0.00%
51640	DENTAL INSURANCE	3,010	2,578	2,960	2,584	(376)	-12.70%
51655	RETIRED EMP MEDICAL INS	1,239	2,195	0	0	0	0.00%
51665	CASH BACK	1,324	1,857	0	0	0	0.00%
51690	MEDICARE	5,152	5,176	5,374	5,193	(181)	-3.37%
51695	CITY EPO MEDICAL PLAN	52,816	36,297	44,815	35,823	(8,992)	-20.06%
51696	ADVANTAGE HD MED PLAN	0	144	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	16	0	0	0	0.00%
Total Salaries and Benefits		**504,844**	**490,242**	**537,401**	**462,779**	**(74,622)**	**-13.89%**
52110	OFFICE SUPPLIES	785	473	500	500	0	0.00%
52125	GENERAL SUPPLIES	731	345	350	550	200	57.14%
52135	POSTAGE	225	370	2,230	350	(1,880)	-84.30%
52140	WEARING APPAREL	2,366	3,851	676	900	224	33.14%
52145	PAINT AND CHEMICAL	1,076	1,816	2,500	1,750	(750)	-30.00%
52190	JANITORIAL SUPPLIES	133	245	250	250	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	285	677	375	400	25	6.67%
52260	MAINT METERS	32,242	53,705	53,000	62,194	9,194	17.35%
52265	MAINT BUILDINGS AND STRUCTURE	16,465	6,748	18,200	25,200	7,000	38.46%
52405	ADVERTISING SERVICES	0	245	1,000	1,000	0	0.00%
52410	BUILDING SECURITY SERVICES	51,862	89,122	51,500	53,580	2,080	4.04%
52415	CONTRACTS AND SPEC PROJECTS	504,846	442,081	457,351	538,016	80,665	17.64%
52435	GARBAGE REMOVAL SERVICES	26,054	2,735	1,425	1,425	0	0.00%
52445	JANITORIAL SERVICES	28,714	0	0	0	0	0.00%
52573	CREDIT CARD FEES	1,960	7,413	6,000	0	(6,000)	-100.00%
52575	SERVICES	3,488	19,120	12,150	10,200	(1,950)	-16.05%
52615	DUES AND MEMBERSHIP	915	1,360	925	925	0	0.00%
52626	COMMUNITY OR VOLUNTEER EVENT	50	0	0	0	0	0.00%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	175	20	500	500	0	0.00%
52655	TRAVEL OUT OF TOWN	1,231	0	2,500	2,500	0	0.00%
52705	COMMUNICATIONS	14,527	17,999	14,293	14,915	622	4.35%
52735	TELEPHONE LONG DIST CALLS	118	150	225	245	20	8.89%
52736	CELL PHONE AIRTIME	613	287	264	275	11	4.17%
52738	CELL PHONE BASE CHARGES	1,360	1,767	2,244	2,250	6	0.27%
52740	GENERAL INSURANCE-CITY	16,627	16,626	20,362	20,362	0	0.00%
52746	UTILITIES ELECTRIC	155,092	168,324	183,825	200,374	16,549	9.00%
52748	UTILITIES SEWER	2,222	2,148	3,202	3,202	0	0.00%
52749	UTILITIES WATER	2,839	3,116	5,817	6,521	704	12.10%
52755	COMMUNICATIONS EQUIPMENT	1,872	0	0	0	0	0.00%
52775	MINOR EQUIPMENT	3,309	138	1,325	1,325	0	0.00%
52776	PRINTER CONSOLIDATION COST	0	0	0	3,600	3,600	0.00%
52795	RENTAL OF EQUIPMENT	0	748	3,788	0	(3,788)	-100.00%

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
52805	ADMIN PRORATED CHARGES	87,564	68,244	72,588	114,264	41,676	57.41%
52806	PAYMENT IN LIEU OF TAXES	26,784	22,956	32,556	15,307	(17,249)	-52.98%
52872	MAINT FLEET VEHICLES EQP	4,805	3,527	1,236	3,500	2,264	183.17%
52874	OFFICE SERVICES PRINTING	495	(202)	1,025	1,000	(25)	-2.44%
52875	OFFICE SERVICES RECORDS	104	137	112	150	38	33.93%
65051	ADM FEE	300	0	300	300	0	0.00%
65075	INTEREST	552,195	531,274	510,979	487,747	(23,232)	-4.55%
65175	TRANSFER TO GENERAL FUND	0	0	0	33,750	33,750	0.00%
65185	PRINCIPAL	505,000	525,000	545,000	570,000	25,000	4.59%
Total Operating Expenses		**2,049,429**	**1,992,565**	**2,010,573**	**2,179,327**	**168,754**	**8.39%**
53050	MACHINERY AND APPARATUS	61,268	4,990	26,610	20,000	(6,610)	-24.84%
Total Capital Outlay		**61,268**	**4,990**	**26,610**	**20,000**	**(6,610)**	**-24.84%**
Total Expenses		**2,615,541**	**2,487,797**	**2,574,584**	**2,662,106**	**87,522**	**3.40%**

Totals may differ from narratives due to rounding.

Procurement Services

Curt Decapite, Manager
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2013 Breakthrough Strategies

- **Engage in Managed Competition for selected city services by introducing competition as a core value of Colorado Springs service delivery and support key outsourcing efforts. Measurable outcome: At least one City service has been evaluated via this method or outsourced successfully by year-end.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$537,104	$218,119	$218,119	$376,055	$157,936
	PSST Fund	148,978	83,375	83,375	0	(83,375)
	Transit Grant Fund **	0	0	0	0	0
	Total	**$686,082**	**$301,494**	**$301,494**	**$376,055**	**$74,561**
	General Fund	5.75	1.75	1.75	3.00	1.25
	PSST Fund	2.00	1.00	1.00	0.00	(1.00)
	Transit Grant Fund	1.00	1.00	1.00	1.00	0.00
	Total Positions	**8.75**	**3.75**	**3.75**	**4.00**	**0.25**

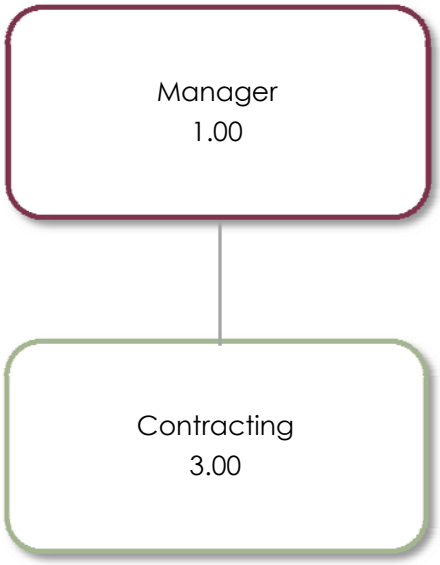
* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.
** Budget reflected in Transit.

Significant Financial and Staff Modifications vs. 2012

- Increase part-time position to full-time.
- Increase funding for contracted services.
- Transfer one position and related operating expenses from Public Safety Sales Tax Fund to General Fund.

Procurement Services

The Procurement Services Division provides services such as solicitation, negotiation, and award of purchase orders and contracts for all City departments as well as the Emergency Services Agency and the Pikes Peak Rural Transportation Authority (PPRTA), while maintaining competitiveness, innovation, and compliance with procurement laws. The Division is 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.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012, and changes occurring as part of the 2013 Budget for the General Fund and Public Safety Sales Tax.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$427,885	$440,140	$184,735	$184,735	$303,328	$118,593
Operating	95,743	96,964	33,384	33,384	72,727	39,343
Capital Outlay	0	0	0	0	0	0
Total	**$523,628**	**$537,104**	**$218,119**	**$218,119**	**$376,055**	**$157,936**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Accounting Technician	3.00	0.00	0.00	0.00	0.00
Finance Supervisor	1.00	0.00	0.00	0.00	0.00
Manager	1.00	1.00	1.00	1.00	0.00
Senior Contract Analyst	0.75	0.75	0.75	2.00	1.25
Total Positions	**5.75**	**1.75**	**1.75**	**3.00**	**1.25**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Increase Salaries/Benefits/Pensions for part-time employee converting to full-time	$33,678
Transfer of position and related operating costs from Public Safety Sales Tax Fund to General Fund	83,376
Increase funding to pay for contracted services and related operating costs	40,882
Total For 2013	**$157,936**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	0.00
Total During 2012	**0.00**
For 2013	**2013 Budget - * 2012 Amended Budget**
Increase part-time employee to full-time	0.25
Transfer of position from Public Safety Sales Tax Fund to General Fund	1.00
Total For 2013	**1.25**

PSST

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$150,317	$148,978	$81,875	$81,875	$0	($81,875)
Operating	0	0	1,500	1,500	0	(1,500)
Capital Outlay	0	0	0	0	0	0
Total	**$150,317**	**$148,978**	**$83,375**	**$83,375**	**$0**	**($83,375)**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Accounting Technician	1.00	0.00	0.00	0.00	0.00
Senior Contract Analyst	1.00	1.00	1.00	0.00	(1.00)
Total Positions	**2.00**	**1.00**	**1.00**	**0.00**	**(1.00)**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Funding Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	$0
	Total During 2012	**$0**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Transfer of position and related operating costs from Public Safety Sales Tax Fund to General Fund	($83,375)
	Total For 2013	**($83,375)**

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Transfer of position from Public Safety Sales Tax Fund to General Fund	(1.00)
	Total For 2013	**(1.00)**

Grants	Position Title	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	Contract Analyst I	1.00	1.00	1.00	0.00
	Total Positions	**1.00**	**1.00**	**1.00**	**0.00**
	This position is funded by the Transit Grant Fund.				

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

PROCUREMENT SERVICES

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	306,430	316,986	143,185	238,848	95,663	66.81%
51210	OVERTIME	105	0	0	0	0	0.00%
51220	SEASONAL TEMPORARY	16,571	19,978	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	4,037	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	0	787	0	0	0	0.00%
51610	PERA	43,948	44,447	19,616	31,319	11,703	59.66%
51615	WORKERS COMPENSATION	1,004	848	399	525	126	31.58%
51620	EQUITABLE LIFE INSURANCE	902	875	458	666	208	45.41%
51625	VISION CARE	284	0	0	0	0	0.00%
51640	DENTAL INSURANCE	2,191	2,004	735	1,260	525	71.43%
51665	CASH BACK	(324)	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	1,140	1,160	1,600	720	(880)	-55.00%
51690	MEDICARE	2,574	2,303	2,077	3,458	1,381	66.49%
51695	CITY EPO MEDICAL PLAN	49,023	50,599	16,665	26,532	9,867	59.21%
51696	ADVANTAGE HD MED PLAN	0	137	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	16	0	0	0	0.00%
Total Salaries and Benefits		**427,885**	**440,140**	**184,735**	**303,328**	**118,593**	**64.20%**
52110	OFFICE SUPPLIES	3,977	3,212	4,500	3,300	(1,200)	-26.67%
52111	PAPER SUPPLIES	(3,866)	(2,380)	0	0	0	0.00%
52125	GENERAL SUPPLIES	1,376	0	1,108	1,500	392	35.38%
52135	POSTAGE	8,953	8,183	8,800	8,800	0	0.00%
52220	MAINT OFFICE MACHINES	40	1,470	300	300	0	0.00%
52573	CREDIT CARD FEES	299	58	0	0	0	0.00%
52575	SERVICES	1,610	438	0	0	0	0.00%
52590	TEMPORARY EMPLOYMENT	65,059	71,175	0	39,917	39,917	0.00%
52605	CAR MILEAGE	84	48	300	300	0	0.00%
52615	DUES AND MEMBERSHIP	0	0	1,100	1,050	(50)	-4.55%
52625	MEETING EXPENSES IN TOWN	592	173	625	600	(25)	-4.00%
52626	COMMUNITY OR VOLUNTEER EVENT	50	0	0	0	0	0.00%
52630	TRAINING	680	0	1,400	1,200	(200)	-14.29%
52645	SUBSCRIPTIONS	62	(47)	150	0	(150)	-100.00%
52655	TRAVEL OUT OF TOWN	7,097	6,487	5,591	5,500	(91)	-1.63%
52735	TELEPHONE LONG DIST CALLS	152	157	250	250	0	0.00%
52736	CELL PHONE AIRTIME	62	0	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	651	746	0	750	750	0.00%
52776	PRINTER CONSOLIDATION COST	0	0	7,800	7,800	0	0.00%
52795	RENTAL OF EQUIPMENT	7,437	5,253	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	753	1,238	260	260	0	0.00%
52875	OFFICE SERVICES RECORDS	675	753	1,200	1,200	0	0.00%
Total Operating Expenses		**95,743**	**96,964**	**33,384**	**72,727**	**39,343**	**117.85%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**523,628**	**537,104**	**218,119**	**376,055**	**157,936**	**72.41%**

City of Colorado Springs
Budget Detail Report

171 PUBLIC SAFETY SALES TAX

PROCUREMENT SERVICES

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	114,944	114,504	62,976	0	(62,976)	-100.00%
51610	PERA	14,914	15,041	9,319	0	(9,319)	-100.00%
51615	WORKERS COMPENSATION	288	288	155	0	(155)	-100.00%
51620	EQUITABLE LIFE INSURANCE	336	324	197	0	(197)	-100.00%
51625	VISION CARE	118	0	0	0	0	0.00%
51640	DENTAL INSURANCE	903	841	420	0	(420)	-100.00%
51665	CASH BACK	(128)	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	480	480	240	0	(240)	-100.00%
51690	MEDICARE	1,599	1,613	1,022	0	(1,022)	-100.00%
51695	CITY EPO MEDICAL PLAN	16,863	15,727	7,546	0	(7,546)	-100.00%
51696	ADVANTAGE HD MED PLAN	0	144	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	16	0	0	0	0.00%
Total Salaries and Benefits		**150,317**	**148,978**	**81,875**	**0**	**(81,875)**	**-100.00%**
52110	OFFICE SUPPLIES	0	0	1,000	0	(1,000)	-100.00%
52125	GENERAL SUPPLIES	0	0	500	0	(500)	-100.00%
Total Operating Expenses		**0**	**0**	**1,500**	**0**	**(1,500)**	**-100.00%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**150,317**	**148,978**	**83,375**	**0**	**(83,375)**	**-100.00%**

Totals may differ from narratives due to rounding.

Airport

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2013 Enterprise Objectives

- **Encouraging SkyWest Airlines to convert its COS Maintenance Facility into a hub for the 70-120 seat aircraft that will be replacing its 50-seat RJ fleet.**
- **Working with Frontier Airlines and other low-cost carriers to increase the use of larger aircraft at COS through the implementation of alternative schedules (less than daily).**
- **Consideration of new business paradigms that would distinguish COS from other airports and maximize incentives for all airlines to bring new service to Colorado Springs.**

All Funds Summary

All Funds

Source of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Airport Enterprise Revenue	$20,978,554	$21,489,188	$21,489,188	$21,500,057	$10,869
Total	**$20,978,554**	**$21,489,188**	**$21,489,188**	**$21,500,057**	**$10,869**

Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Airport Enterprise Fund	$19,522,434	$21,232,799	$21,291,212	$21,208,993	($82,219)
CIP **	14,897,413	tbd	10,837,572	tbd	n/a
Total	**$34,419,847**	**$21,232,799**	**$32,128,784**	**$21,208,993**	**($82,219)**
Airport Enterprise	121.00	122.00	122.00	121.00	(1.00)
Total Positions	**121.00**	**122.00**	**122.00**	**121.00**	**(1.00)**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.
** Capital Improvement Projects are not budgeted in the original appropriation; they will be appropriated as needed.

Significant Financial and Staff Modifications vs. 2012

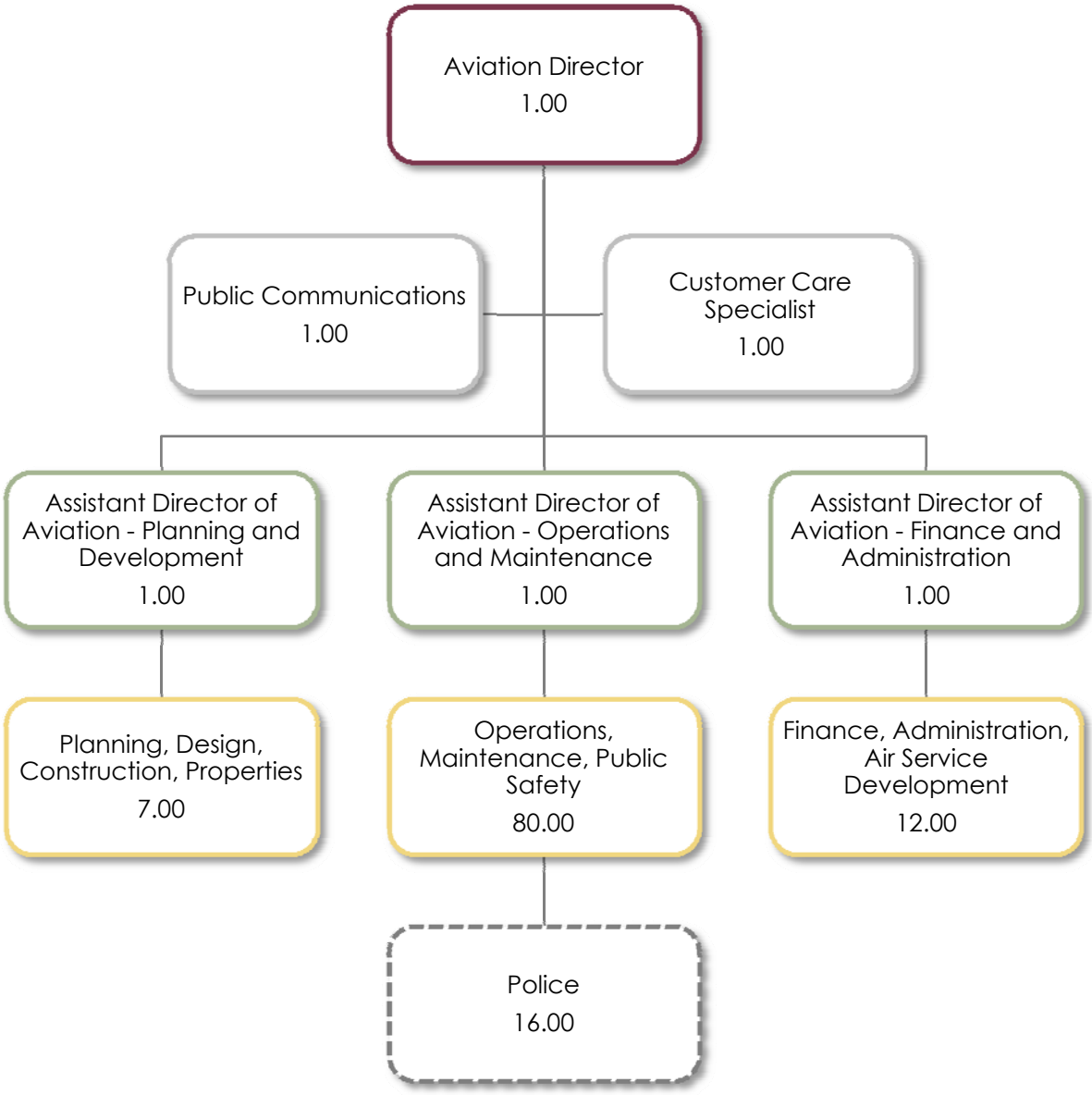
- Eliminate two Parking Enforcement Officers.
- Create three entry-level Airport Operations Agents. Operations Agents will be responsible for parking enforcement as well as ground transportation and terminal management, greatly improving operational efficiency and customer service.
- Eliminate two Police Officer positions through more efficient scheduling of law enforcement resources.
- Staffing changes will be accomplished through transfers as positions become available, or through attrition.
- Increase operating and capital outlay to fund actual costs.

Airport

The Colorado Springs Airport (COS) is a primary commercial service airport that serves most of southern Colorado as well as portions of western Kansas and northern New Mexico. Almost 2 million passengers pass through COS each year where they have access to multiple carriers offering non-stop service to 13 major cities and connecting one-stop service to virtually any major airport in the world. COS also has an active corporate and general aviation population and is host to Peterson Air Force Base, home of the U.S. Air Force Space Command, NORAD/NORTHCOM, and the Army Space and Missile Defense Command.

COS and Peterson AFB are catalysts for regional economic development, providing 19,672 direct and indirect jobs in the aviation, aerospace, and defense sectors. This economic engine generates a combined impact of over $1.6 billion each year for the region's economy ("Economic Impact of Airports in Colorado 2008"). COS has begun expanding its economic vitality efforts through its investment in Cresterra Business Center, a public-private partnership that will develop a world class trade and hospitality center on airport property.

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 2012, and changes occurring as part of the 2013 Budget for the Airport Enterprise Fund.

Note: Airport CIP projects are appropriated as needed and therefore are not budgeted. They do not appear in the "Budget" columns.

Airport Enterprise Fund

Source of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Airline Revenue	$6,688,493	$7,939,825	$8,393,011	$8,393,011	$8,692,780	$299,769
Non-Airline Revenue						
Public Parking	5,417,526	5,072,692	5,085,500	5,085,500	5,215,560	130,060
Rental Car	3,761,743	3,794,477	3,818,713	3,818,713	3,333,104	(485,609)
Terminal Concessions	923,450	858,124	859,450	859,450	960,802	101,352
Interest Income	739,532	451,363	418,670	418,670	426,235	7,565
Ground/ Building Rent	1,369,010	1,407,678	1,385,239	1,385,239	1,513,912	128,673
Other Income	1,157,471	1,454,395	1,528,605	1,528,605	1,357,664	(170,941)
Total	**$20,057,225**	**$20,978,554**	**$21,489,188**	**$21,489,188**	**$21,500,057**	**$53,137**

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$8,377,093	$8,273,964	$9,046,890	$9,046,890	$8,840,988	($205,902)
Operating	6,040,077	5,880,387	6,806,137	6,864,547	6,930,267	65,720
Capital Outlay	104,768	130,570	143,412	143,412	201,100	57,688
Debt Service	5,242,688	5,237,513	5,236,360	5,236,363	5,236,638	275
CIP **	16,482,848	14,897,413	tbd	10,837,572	tbd	n/a
Total	**$36,247,474**	**$34,419,847**	**$21,232,799**	**$32,128,784**	**$21,208,993**	**($82,219)**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.
** Capital Improvement Projects are not budgeted in the original appropriation; they will be appropriated as needed.

	Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Airport Enterprise Positions	Director of Aviation	1.00	1.00	1.00	1.00	0.00
	Accountant I	1.00	0.00	0.00	0.00	0.00
	Accounting Supervisor	1.00	1.00	1.00	1.00	0.00
	Administrative Technician	7.00	8.00	8.00	7.00	(1.00)
	Airport Maintenance Coordinator	0.00	1.00	1.00	1.00	0.00
	Airport Public Communications Specialist I/II	1.00	1.00	1.00	1.00	0.00
	Analyst I/II	0.00	1.00	1.00	2.00	1.00
	Assistant Director of Aviation	3.00	3.00	3.00	3.00	0.00
	Assistant Maintenance Manager	1.00	0.00	0.00	1.00	1.00
	Assistant Operations Manager	1.00	1.00	1.00	0.00	(1.00)
	Associate Fleet Technician	1.00	1.00	1.00	0.00	(1.00)
	Communications Center Dispatcher	5.00	5.00	5.00	5.00	0.00
	Communications Center Supervisor	0.00	1.00	1.00	1.00	0.00
	Customer Care Specialist I	0.00	1.00	1.00	1.00	0.00
	Design & Construction Manager	1.00	1.00	1.00	1.00	0.00
	Electrician/Master Electrician	1.00	1.00	1.00	1.00	0.00
	Electronic Maintenance Technician	1.00	1.00	1.00	1.00	0.00
	Electronic Specialist	2.00	2.00	2.00	2.00	0.00
	Engineering Technician II	1.00	1.00	1.00	1.00	0.00
	Environment Safety & Health Specialist	1.00	1.00	1.00	1.00	0.00
	Equipment Operator I, II, III	12.00	12.00	12.00	12.00	0.00
	Facilities Supervisor	1.00	1.00	1.00	1.00	0.00
	HR/Administration Manager	1.00	1.00	1.00	1.00	0.00
	Fleet Technician	0.00	0.00	0.00	2.00	2.00
	Information Systems Analyst II	2.00	2.00	2.00	2.00	0.00
	Maintenance Manager	1.00	1.00	1.00	1.00	0.00
	Maintenance Service Workers	18.00	18.00	18.00	18.00	0.00
	Maintenance Technician II	3.00	3.00	3.00	3.00	0.00
	Office Assistant	4.00	3.00	3.00	3.00	0.00
	Office Specialist	0.00	1.00	1.00	1.00	0.00
	Operations Agent	5.00	5.00	5.00	5.00	0.00
	Operations Coordinator	0.00	0.00	0.00	3.00	3.00
	Operations Manager	1.00	1.00	1.00	1.00	0.00

(Position Table is continued on the following page)

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Airport Enterprise Positions

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Parking Enforcement Officer (Civilian) †	2.00	2.00	2.00	0.00	(2.00)
Planning & Development Manager	1.00	1.00	1.00	1.00	0.00
Police Officer (Sworn) †	16.00	16.00	16.00	14.00	(2.00)
Police Sergeant (Sworn) †	2.00	2.00	2.00	2.00	0.00
Principal Accountant	0.00	1.00	1.00	1.00	0.00
Properties Administrator	1.00	1.00	1.00	1.00	0.00
Senior Accountant	1.00	0.00	0.00	0.00	0.00
Senior Equipment Operator	2.00	2.00	2.00	2.00	0.00
Senior Fleet Technician	1.00	1.00	1.00	0.00	(1.00)
Senior Office Specialist	4.00	3.00	3.00	3.00	0.00
Senior Operations Agent	2.00	1.00	1.00	1.00	0.00
Senior Public Communications Specialist	1.00	1.00	1.00	1.00	0.00
Senior Skilled Maintenance Technician	2.00	2.00	2.00	2.00	0.00
Skilled Maintenance Supervisor	3.00	3.00	3.00	3.00	0.00
Skilled Maintenance Technician	6.00	6.00	6.00	6.00	0.00
Total Positions	**121.00**	**122.00**	**122.00**	**121.00**	**(1.00)**

† The police personnel report to the Chief of Police, but are funded in the Airport Enterprise budget.

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
Supplemental Appropriatons for CIP projects	$10,837,572
Supplemental Appropriaton in Operating for loan principle and interest	58,410
Total During 2012	**$10,895,982**
For 2013	**2013 Budget - * 2012 Amended Budget**
Eliminate 2.00 Parking Enforcement Officer and 2.00 Police Officer positions, create 3.00 entry-level Operations Agent positions	($205,902)
Increase in operating and capital outlay to fund actual costs	123,408
Change in Debt Service payment	275
CIP projects not included in original appropriation; will be appropriated as needed	tbd
Total For 2013	**($82,219)**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Eliminate 2.00 Parking Enforcement Officer positions	(2.00)
	Eliminate 2.00 Police Officer positions	(2.00)
	Add 3.00 entry-level Operations Agent positions	3.00
	Total For 2013	**(1.00)**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

401 AIRPORT GROSS REV FUND

Airport

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	4,711,691	4,860,784	5,278,438	5,219,739	(58,699)	-1.11%
51210	OVERTIME	113,693	131,747	165,710	162,880	(2,830)	-1.71%
51220	SEASONAL TEMPORARY	50,697	40,630	50,320	50,320	0	0.00%
51225	SHIFT WORKER HOLIDAY	46,938	41,522	50,940	54,060	3,120	6.12%
51230	SHIFT DIFFERENTIAL	37,698	33,381	40,997	43,389	2,392	5.83%
51235	STANDBY	12,163	8,944	14,976	14,108	(868)	-5.80%
51240	RETIREMENT TERMINATION SICK	2,929	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	25,016	11,218	0	0	0	0.00%
51260	VACATION BUY PAY OUT	12,496	15,304	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(39,995)	(29,037)	0	0	0	0.00%
51405	UNIFORM SALARIES	1,288,380	1,168,924	1,168,378	1,101,402	(66,976)	-5.73%
51410	UNIFORM OVERTIME	79,664	85,764	97,653	97,653	0	0.00%
51425	UNIFORM SHIFT DIFFERENTIAL	7,557	6,729	12,896	7,696	(5,200)	-40.32%
51430	UNIFORM SPECIAL ASSIGNMENT	1,303	1,300	1,288	1,288	0	0.00%
51436	FLSA PAYMENT	(1)	0	0	0	0	0.00%
51445	LONGEVITY	16,493	15,462	15,600	15,676	76	0.49%
51455	SWORN VAC TWK	5,726	7,014	9,294	8,731	(563)	-6.06%
51460	UNIFORM HAZARD DUTY	3,661	3,601	3,600	3,600	0	0.00%
51465	UNIFORM COURT OVERTIME	375	1,052	577	539	(38)	-6.59%
51470	UNIFORM RETIREMENT COST	4,636	0	0	0	0	0.00%
51482	POLICE TRAINING OFFICERS	118	156	774	516	(258)	-33.33%
51610	PERA	662,410	682,008	747,728	739,167	(8,561)	-1.14%
51615	WORKERS COMPENSATION	136,798	133,089	147,234	143,691	(3,543)	-2.41%
51620	EQUITABLE LIFE INSURANCE	17,713	16,995	23,045	22,574	(471)	-2.04%
51625	VISION CARE	5,606	0	0	0	0	0.00%
51640	DENTAL INSURANCE	45,408	38,081	49,560	49,824	264	0.53%
51650	NEW HIRE POLICE PENSION PLAN	232,215	203,183	249,465	188,653	(60,812)	-24.38%
51655	RETIRED EMP MEDICAL INS	25,387	24,131	27,000	26,000	(1,000)	-3.70%
51665	CASH BACK	11,476	14,839	15,120	15,940	820	5.42%
51675	UNEMPLOYMENT INSURANCE	12,711	0	0	0	0	0.00%
51690	MEDICARE	85,581	87,288	93,482	91,661	(1,821)	-1.95%
51695	CITY EPO MEDICAL PLAN	760,550	668,833	782,812	731,149	(51,663)	-6.60%
51696	ADVANTAGE HD MED PLAN	0	927	0	45,488	45,488	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	95	0	5,250	5,250	0.00%
Total Salaries and Benefits		**8,377,093**	**8,273,964**	**9,046,887**	**8,840,994**	**(205,893)**	**-2.28%**
52105	MISCELLANEOUS OPERATING	272	158	0	0	0	0.00%
52110	OFFICE SUPPLIES	21,354	28,664	26,900	24,430	(2,470)	-9.18%
52112	AMMUNITION	1,170	0	1,183	1,439	256	21.64%
52115	MEDICAL SUPPLIES	847	1,418	1,544	1,444	(100)	-6.48%
52120	COMPUTER SOFTWARE	308	10,193	512	1,291	779	152.15%
52122	CELL PHONES EQUIP AND SUPPLIES	832	1,440	400	375	(25)	-6.25%
52125	GENERAL SUPPLIES	38,647	35,754	36,815	35,038	(1,777)	-4.83%
52126	ELECTRICAL SUPPLIES	46,389	46,304	50,558	51,301	743	1.47%
52127	CONSTRUCTION SUPPLIES	21,050	15,247	19,653	20,743	1,090	5.55%
52128	PLUMBING SUPPLIES	3,253	21,605	4,650	4,669	19	0.41%
52129	HVAC-HEAT VENTILATN AIR SUPPLI	29,321	28,542	34,247	40,084	5,837	17.04%
52130	OTHER SUPPLIES	9,925	12,354	5,923	6,667	744	12.56%
52135	POSTAGE	4,375	4,192	5,870	5,275	(595)	-10.14%
52140	WEARING APPAREL	14,998	18,960	27,022	28,315	1,293	4.78%
52145	PAINT AND CHEMICAL	50,155	105,346	151,493	133,764	(17,729)	-11.70%
52146	DEICING CHEMICALS AND MATERIAL	196,024	120,526	138,059	127,889	(10,170)	-7.37%
52150	SEED AND FERTILIZER	4,274	8,457	8,828	10,075	1,247	14.13%
52156	INVENTORY OVER SHORT	0	0	0	2,000	2,000	0.00%
52160	FUEL	160,971	225,654	251,074	259,329	8,255	3.29%
52165	LICENSES AND TAGS	3,519	682	2,412	1,092	(1,320)	-54.73%
52170	SPECIAL PHOTOGRAPHY ETC	0	0	0	1,000	1,000	0.00%
52175	SIGNS	12,752	12,307	2,803	29,395	26,592	948.70%
52180	ASPHALTIC MATERIAL	4,690	11,111	20,625	11,084	(9,541)	-46.26%
52185	AGGREGATE MATERIAL	3,507	11,131	8,775	6,300	(2,475)	-28.21%
52190	JANITORIAL SUPPLIES	105,814	86,278	112,208	98,088	(14,120)	-12.58%
52195	ENVIRONMENTAL SUPPLIES ETC	525	1,176	1,900	1,468	(432)	-22.74%

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
52205	MAINT LANDSCAPING	6,999	6,997	7,500	7,500	0	0.00%
52215	MAINT GROUNDS	23,964	22,208	17,285	20,385	3,100	17.93%
52220	MAINT OFFICE MACHINES	7,579	7,520	7,650	7,366	(284)	-3.71%
52225	MAINT COMPUTER SOFTWARE	21,293	4,327	8,000	7,246	(754)	-9.43%
52230	MAINT FURNITURE AND FIXTURES	2,928	2,038	3,695	3,145	(550)	-14.88%
52235	MAINT MACHINERY AND APPARATUS	22,533	14,159	15,038	18,729	3,691	24.54%
52236	MAINT LOADING BRIDGES	28,443	32,909	42,947	46,399	3,452	8.04%
52237	MAINT BAGGAGE	17,190	4,729	6,505	8,645	2,140	32.90%
52250	MAINT RADIOS ALLOCATION	25,433	49,821	52,918	52,919	1	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	90,771	159,308	176,828	203,637	26,809	15.16%
52275	MAINT RUNWAYS	94,091	23,034	30,381	29,748	(633)	-2.08%
52278	MAINT RNWY LIGHTING	30,511	50,359	57,897	60,054	2,157	3.73%
52280	MAINT ROADS AND BRIDGES	16,762	12,502	5,000	5,700	700	14.00%
52305	MAINT SOFTWARE	24,364	25,154	30,630	64,605	33,975	110.92%
52405	ADVERTISING SERVICES	63,527	56,098	262,230	249,880	(12,350)	-4.71%
52410	BUILDING SECURITY SERVICES	22,000	20,000	21,400	21,400	0	0.00%
52423	TELECOMMUNICATION SERVICES	28,153	26,493	29,000	0	(29,000)	-100.00%
52425	ENVIRONMENTAL SERVICES	13,347	11,319	17,625	17,355	(270)	-1.53%
52430	FINANCIAL SERVICES	24,020	0	25,000	25,000	0	0.00%
52435	GARBAGE REMOVAL SERVICES	20,903	23,293	24,843	26,222	1,379	5.55%
52565	PEST CONTROL	1,196	692	770	882	112	14.55%
52568	BANK AND INVESTMENT FEES	0	0	0	40,100	40,100	0.00%
52572	BAD DEBT EXPENSE	96,987	40,563	1,500	1,500	0	0.00%
52574	LEGAL SERVICES	24,944	27,937	40,000	45,000	5,000	12.50%
52575	SERVICES	22,861	136,029	175,502	164,545	(10,957)	-6.24%
52576	AUDIT SERVICES	60,000	60,000	60,000	60,000	0	0.00%
52590	TEMPORARY EMPLOYMENT	2,766	31,020	3,600	13,200	9,600	266.67%
52605	CAR MILEAGE	4,242	2,182	4,564	3,042	(1,522)	-33.35%
52615	DUES AND MEMBERSHIP	29,615	30,221	32,407	31,580	(827)	-2.55%
52625	MEETING EXPENSES IN TOWN	8,529	15,866	28,943	20,249	(8,694)	-30.04%
52630	TRAINING	26,296	28,563	36,563	38,555	1,992	5.45%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	6,281	5,899	18,500	4,200	(14,300)	-77.30%
52645	SUBSCRIPTIONS	92,989	107,431	127,123	94,674	(32,449)	-25.53%
52655	TRAVEL OUT OF TOWN	32,428	29,476	49,009	47,778	(1,231)	-2.51%
52705	COMMUNICATIONS	14,363	13,219	14,841	13,894	(947)	-6.38%
52706	WIRELESS COMMUNICATION	0	0	936	468	(468)	-50.00%
52735	TELEPHONE LONG DIST CALLS	1,298	1,021	1,200	1,200	0	0.00%
52736	CELL PHONE AIRTIME	127	(151)	240	240	0	0.00%
52738	CELL PHONE BASE CHARGES	13,896	17,125	16,320	17,100	780	4.78%
52740	GENERAL INSURANCE-CITY	272,638	265,610	276,464	215,925	(60,539)	-21.90%
52746	UTILITIES ELECTRIC	817,903	779,991	989,838	1,115,390	125,552	12.68%
52747	UTILITIES GAS	254,874	181,823	238,747	259,692	20,945	8.77%
52748	UTILITIES SEWER	35,699	28,706	48,740	31,600	(17,140)	-35.17%
52749	UTILITIES WATER	127,739	144,803	206,395	188,001	(18,394)	-8.91%
52755	COMMUNICATIONS EQUIPMENT	581	4,009	950	1,180	230	24.21%
52757	SECURITY SURVEILLANCE EQUIP	7,653	10,420	26,463	12,060	(14,403)	-54.43%
52775	MINOR EQUIPMENT	19,344	57,554	20,783	21,979	1,196	5.75%
52795	RENTAL OF EQUIPMENT	10,764	14,192	19,245	16,177	(3,068)	-15.94%
52805	ADMIN PRORATED CHARGES	657,072	692,148	686,415	630,804	(55,611)	-8.10%
52872	MAINT FLEET VEHICLES EQP	476,329	175,183	198,245	190,645	(7,600)	-3.83%
52874	OFFICE SERVICES PRINTING	2,018	2,469	4,120	2,720	(1,400)	-33.98%
52970	ENVIRON PROTECTION PROGRAM	0	0	4,500	3,000	(1,500)	-33.33%
60150	RESTITUTION	0	420	0	0	0	0.00%
65070	ADM FEE AIRPORT REV BONDS	11,000	9,600	4,000	10,000	6,000	150.00%
65075	INTEREST	(1)	1	0	0	0	0.00%
65160	RECRUITMENT	8,762	11,211	0	11,810	11,810	0.00%
65170	TRANSFER TO OTHER FUNDS	0	0	0	16,039	16,039	0.00%
65359	PARKING MGMT	1,579,101	1,595,387	1,713,388	1,826,549	113,161	6.60%
Total Operating Expenses		**6,040,077**	**5,880,387**	**6,806,137**	**6,930,268**	**124,131**	**1.82%**

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
53010	OFFICE MACHINES	4,967	6,221	0	0	0	0.00%
53020	COMPUTERS NETWORKS	11,591	31,235	27,000	49,754	22,754	84.27%
53030	FURNITURE AND FIXTURES	3,190	2,901	1,585	2,985	1,400	88.33%
53050	MACHINERY AND APPARATUS	80,133	33,418	24,197	32,711	8,514	35.19%
53070	VEHICLES REPLACEMENT	0	29,894	86,930	112,500	25,570	29.41%
53080	VEHICLES ADDITIONS	0	11,700	0	0	0	0.00%
53090	BUILDINGS AND STRUCTURES	0	12,107	0	0	0	0.00%
65401	RADIO FUND PURCHASES	4,887	3,094	3,700	3,150	(550)	-14.86%
Total Capital Outlay		**104,768**	**130,570**	**143,412**	**201,100**	**57,688**	**40.23%**
Total Expenses		**14,521,938**	**14,284,921**	**15,996,436**	**15,972,362**	**(24,074)**	**-0.15%**

City of Colorado Springs
Budget Detail Report

404 AIRPORT BOND FUND

Airport

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
Total Salaries and Benefits		**0**	**0**	**0**	**0**	**0**	**0.00%**
65070	ADM FEE AIRPORT REV BONDS	8,417	6,077	0	0	0	0.00%
65075	INTEREST	2,437,331	2,375,910	2,056,363	1,886,638	(169,725)	-8.25%
65185	PRINCIPAL	0	0	3,180,000	3,350,000	170,000	5.35%
Total Operating Expenses		**2,445,748**	**2,381,987**	**5,236,363**	**5,236,638**	**275**	**0.01%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**2,445,748**	**2,381,987**	**5,236,363**	**5,236,638**	**275**	**0.01%**

Totals may differ from narratives due to rounding.

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(719) 385-5909, cityatty@springsgov.com

2013 Breakthrough Strategies

- **Reduce outside counsel costs by 10%. Measurable outcome: Reduction achieved by Q4 2013.**
- **Continuously improve service to legislative and executive branches, City departments, and enterprises. Measureable outcome: Customer Satisfaction Survey.**
- **Proactively advise and educate each department and enterprise on employment law and management practices. Measureable outcome: Number of employee cases filed with the courts.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$2,946,486	$3,335,663	$3,335,663	$4,858,988	$1,523,325
	Total	**$2,946,486**	**$3,335,663**	**$3,335,663**	**$4,858,988**	**$1,523,325**
	General Fund Positions	34.00	33.00	41.00	42.00	1.00
	Total Positions	**34.00**	**33.00**	**41.00**	**42.00**	**1.00**

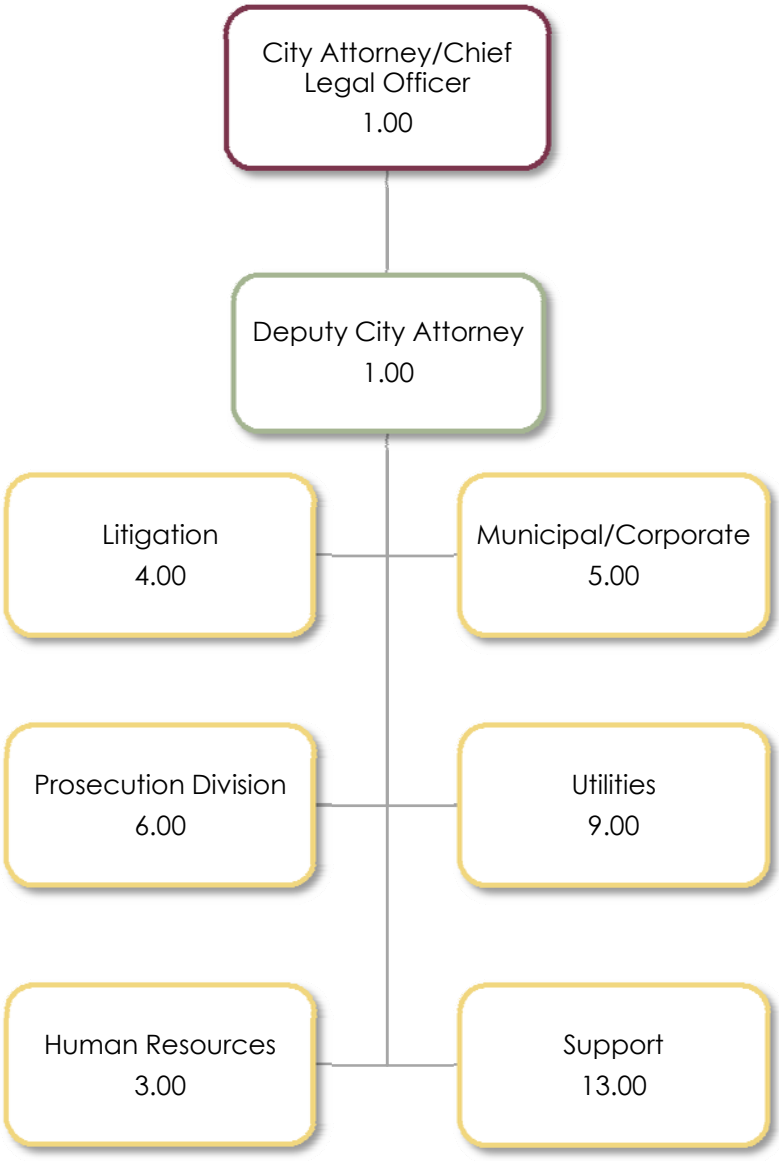
* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

- Transfer nine positions from Utilities which are funded entirely by revenue from Utilities as in the past. There are no additional monies from Utilities or General Fund that are used to fund these positions.
- Add one Paralegal to support Utilities. As with the nine positions transferred from Utilities, this position is funded by revenue from Utilities.
- The City Attorney's Office is reorganized to achieve current strategies.

City Attorney

The City Attorney's Office is the legal advisor to the Mayor, City Council, Commissions and heads of departments in relation to their duties as set forth in City Charter Art. XIII, §13-80. The City Attorney's Office represents the City in all court cases where the City has an interest and prosecutes all cases docketed into Municipal Court. The City Attorney's Office also provides legal representation to Colorado Springs Utilities and the Memorial Health System Enterprise. The City Attorney's Office also provides assistance in transaction matters, and employment matters on behalf of the City and all its enterprises, reviews, updates, and maintains the City Code and provides legal services to special district, annexation, and finance issues.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012 and changes occurring as part of the 2013 General Fund Budget.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$2,623,520	$2,850,802	$3,198,319	$3,198,319	$4,664,508	$1,466,189
Operating	102,342	95,684	137,344	137,344	194,480	57,136
Capital Outlay	0	0	0	0	0	0
Total	**$2,725,862**	**$2,946,486**	**$3,335,663**	**$3,335,663**	**$4,858,988**	**$1,523,325**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Assistant City Attorney	2.00	3.00	2.00	2.00	0.00
Attorney	3.00	4.00	11.00	7.00	(4.00)
City Attorney / Chief Legal Officer	1.00	1.00	1.00	1.00	0.00
Deputy City Attorney	3.00	2.00	2.00	1.00	(1.00)
Division Chief	0.00	0.00	0.00	5.00	5.00
Legal Administrator	1.00	1.00	1.00	1.00	0.00
Legal Assistant	5.00	5.00	6.00	7.00	1.00
Paralegal	4.00	4.00	6.00	7.00	1.00
Prosecutor	6.00	6.00	5.00	5.00	0.00
Senior Attorney	6.00	4.00	4.00	6.00	2.00
Senior Legal Assistant	1.00	1.00	1.00	0.00	(1.00)
Senior Office Specialist	1.00	1.00	1.00	0.00	(1.00)
Senior Prosecutor	1.00	1.00	1.00	0.00	(1.00)
Total Positions	**34.00**	**33.00**	**41.00**	**42.00**	**1.00**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Funding Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	$0
	Total During 2012	**$0**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Add funding for 10.00 positions from Colorado Springs Utilities (CSU), for 2013 and on will recognize offsetting revenue from Utilities	$1,554,252
	Add funding for operating costs associated with transfer of 9.00 positions from CSU	57,136
	Add funding for one Paralegal position for CORA requests	63,568
	Eliminate funding for one Prosecutor position	(89,700)
	Add funding to reclassify Assistant City Attorney position to Deputy City Attorney	46,449
	Eliminate funding for Transit Assistant City Attorney position	(108,380)
	Total For 2013	**$1,523,325**

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	Transfer positions from Colorado Springs Utilities, reimbursement to salary expense from Colorado Springs Utilities resulted in net zero impact for 2012	9.00
	Add one Paralegal position for CORA requests	1.00
	Eliminate one Prosecutor position	(1.00)
	Eliminate one Assistant City Attorney position	(1.00)
	Total During 2012	**8.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Add one additional Paralegal position for to support Colorado Springs Utilities	1.00
	Total For 2013	**1.00**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

City Attorney

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	2,028,042	2,239,383	2,540,176	3,942,602	1,402,426	55.21%
51210	OVERTIME	157	123	1,000	1,500	500	50.00%
51220	SEASONAL TEMPORARY	40,481	27,385	7,500	5,000	(2,500)	-33.33%
51245	RETIREMENT TERM VACATION	25,605	65,692	0	0	0	0.00%
51260	VACATION BUY PAY OUT	6,599	12,193	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(78,270)	(104,776)	0	0	0	0.00%
51610	PERA	279,856	303,173	331,028	357,873	26,845	8.11%
51612	RETIREMENT HEALTH SAVINGS	23,291	41,787	0	0	0	0.00%
51615	WORKERS COMPENSATION	8,535	7,860	8,738	8,954	216	2.47%
51620	EQUITABLE LIFE INSURANCE	5,975	6,191	7,664	7,550	(114)	-1.49%
51625	VISION CARE	1,414	0	0	0	0	0.00%
51640	DENTAL INSURANCE	11,144	9,579	12,235	13,075	840	6.87%
51655	RETIRED EMP MEDICAL INS	0	320	0	0	0	0.00%
51665	CASH BACK	2,061	3,541	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	4,820	4,100	7,000	15,840	8,840	126.29%
51690	MEDICARE	28,322	33,078	37,474	38,610	1,136	3.03%
51695	CITY EPO MEDICAL PLAN	235,488	201,084	245,504	273,504	28,000	11.41%
51696	ADVANTAGE HD MED PLAN	0	79	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	10	0	0	0	0.00%
Total Salaries and Benefits		**2,623,520**	**2,850,802**	**3,198,319**	**4,664,508**	**1,466,189**	**45.84%**
52105	MISCELLANEOUS OPERATING	0	10	0	0	0	0.00%
52110	OFFICE SUPPLIES	16,427	6,225	20,000	20,000	0	0.00%
52111	PAPER SUPPLIES	0	0	2,000	4,000	2,000	100.00%
52120	COMPUTER SOFTWARE	10,181	12,496	12,545	2,000	(10,545)	-84.06%
52122	CELL PHONES EQUIP AND SUPPLIES	0	730	0	2,000	2,000	0.00%
52125	GENERAL SUPPLIES	0	0	300	500	200	66.67%
52135	POSTAGE	8,076	6,472	6,993	7,400	407	5.82%
52165	LICENSES AND TAGS	(400)	(459)	100	100	0	0.00%
52220	MAINT OFFICE MACHINES	8,503	0	0	2,000	2,000	0.00%
52282	MAINT DATA COMMUNICATION	0	0	0	1,000	1,000	0.00%
52305	MAINT SOFTWARE	0	0	0	2,000	2,000	0.00%
52405	ADVERTISING SERVICES	935	227	300	300	0	0.00%
52428	HOSTED IT SERVICES	0	0	0	1,500	1,500	0.00%
52574	LEGAL SERVICES	113	0	0	0	0	0.00%
52575	SERVICES	8,439	6,497	14,300	12,000	(2,300)	-16.08%
52590	TEMPORARY EMPLOYMENT	0	0	0	2,000	2,000	0.00%
52605	CAR MILEAGE	0	1,735	500	8,500	8,000	1600.00%
52607	CELL PHONE ALLOWANCE	0	0	0	2,000	2,000	0.00%
52615	DUES AND MEMBERSHIP	9,786	11,865	14,462	14,085	(377)	-2.61%
52625	MEETING EXPENSES IN TOWN	315	574	2,000	600	(1,400)	-70.00%
52630	TRAINING	11,257	7,927	13,700	44,595	30,895	225.51%
52645	SUBSCRIPTIONS	8,456	8,478	9,500	10,000	500	5.26%
52655	TRAVEL OUT OF TOWN	7,330	5,724	7,500	12,000	4,500	60.00%
52735	TELEPHONE LONG DIST CALLS	209	341	2,000	1,500	(500)	-25.00%
52736	CELL PHONE AIRTIME	0	0	0	1,200	1,200	0.00%
52738	CELL PHONE BASE CHARGES	1,032	783	1,344	7,400	6,056	450.60%
52775	MINOR EQUIPMENT	1,014	1,023	2,500	2,000	(500)	-20.00%
52776	PRINTER CONSOLIDATION COST	0	0	0	20,000	20,000	0.00%
52795	RENTAL OF EQUIPMENT	0	16,012	17,000	0	(17,000)	-100.00%
52874	OFFICE SERVICES PRINTING	3,772	3,366	4,000	7,500	3,500	87.50%
52875	OFFICE SERVICES RECORDS	6,168	5,471	6,300	6,300	0	0.00%
65352	EMPLOYEE AWARDS PROGRAM	729	187	0	0	0	0.00%
Total Operating Expenses		**102,342**	**95,684**	**137,344**	**194,480**	**57,136**	**41.60%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**2,725,862**	**2,946,486**	**3,335,663**	**4,858,988**	**1,523,325**	**45.67%**

Totals may differ from narratives due to rounding.

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City Auditor

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

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$1,195,030	$1,602,297	$1,602,297	$1,361,070	($241,227)
	Total	**$1,195,030**	**$1,602,297**	**$1,602,297**	**$1,361,070**	**($241,227)**
	General Fund Positions	16.00	17.00	17.00	14.00	(3.00)
	Total Positions	**16.00**	**17.00**	**17.00**	**14.00**	**(3.00)**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

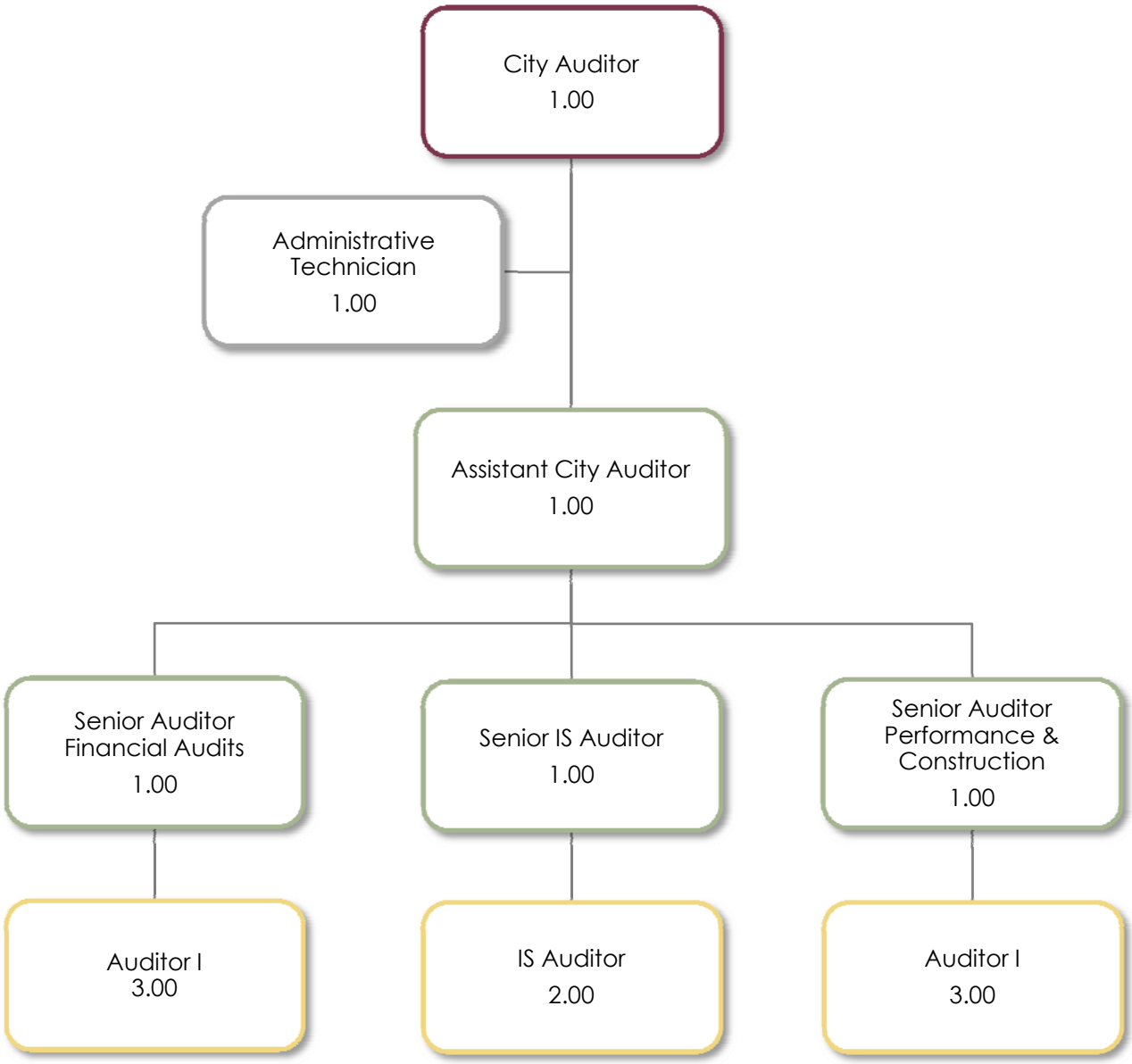
Significant Financial and Staff Modifications vs. 2012

- Eliminate three Auditor positions due to lease of Memorial Health System.

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; evaluate the adequacy of financial controls, records and organizational operations; provide the City Council, management and employees objective analyses, appraisals and recommendations for improving systems and activities; and conduct financial, regulatory, information technology, compliance, and performance audits.

Responsibilities of the Office of the City Auditor include reviewing policies, plans, procedures, laws and regulations that could have a significant impact on operations to determine whether the organizations are in overall compliance; reviewing the means to safeguard assets as well as the adequacy and effectiveness of applicable policies and practices; reviewing operations and programs to ascertain whether results are consistent with established objectives; and reviewing 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 2012 and changes occurring as part of the 2013 General Fund Budget.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$988,182	$1,073,974	$1,534,618	$1,469,618	$1,281,183	($188,435)
Operating	39,991	118,101	67,679	132,679	79,887	(52,792)
Capital Outlay	0	2,955	0	0	0	0
Total	**$1,028,173**	**$1,195,030**	**$1,602,297**	**$1,602,297**	**$1,361,070**	**($241,227)**

Position Title	2011 Budget	2012 Budget	2012 Amended	2013 Budget	2013 Budget - 2012 Amended
City Auditor	1.00	1.00	1.00	1.00	0.00
Assistant City Auditor	1.00	1.00	1.00	1.00	0.00
Auditor	1.00	1.00	1.00	1.00	0.00
Principal Auditor	2.00	2.00	2.00	1.00	(1.00)
Information Systems Auditor	2.00	2.00	2.00	2.00	0.00
Senior Auditor	1.00	1.00	1.00	1.00	0.00
Auditor I/II	8.00	8.00	8.00	6.00	(2.00)
Administrative Technician	0.00	1.00	1.00	1.00	0.00
Total Positions	**16.00**	**17.00**	**17.00**	**14.00**	**(3.00)**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
Reduce salary and benefits - transfer to operating to fund temporary employment	($65,000)
Increase operating transfer from salary and benefits to fund temporary employment	65,000
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Eliminate funding of three Auditor positions due to lease of Memorial Health System	($265,070)
Increase Salary and benefits to properly fund current actual cost of filled positions	$11,635
Increase salary and benefits - reverse transfer to operating for temporary employment in 2012	65,000
Reduce operating - reverse transfer from salary and benefits to fund temporary employment	(65,000)
Increase operating to properly fund current actual costs	12,208
Total For 2013	**($241,227)**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Eliminate Auditor positions due to lease of Memorial Health System	(3.00)
	Total For 2013	**(3.00)**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Auditor

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	780,735	836,096	1,259,565	1,054,402	(205,163)	-16.29%
51220	SEASONAL TEMPORARY	0	24,591	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	13,055	1,952	0	0	0	0.00%
51260	VACATION BUY PAY OUT	17	3,007	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	0	(7,901)	0	0	0	0.00%
51610	PERA	103,348	112,093	143,126	117,911	(25,215)	-17.62%
51615	WORKERS COMPENSATION	2,232	2,089	5,507	4,495	(1,012)	-18.38%
51620	EQUITABLE LIFE INSURANCE	2,345	2,333	3,501	2,672	(829)	-23.68%
51625	VISION CARE	399	0	0	0	0	0.00%
51640	DENTAL INSURANCE	4,038	4,202	5,759	4,870	(889)	-15.44%
51665	CASH BACK	1,831	1,499	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	2,680	2,800	3,840	3,840	0	0.00%
51690	MEDICARE	10,444	11,960	18,256	15,193	(3,063)	-16.78%
51695	CITY EPO MEDICAL PLAN	67,058	79,093	95,064	77,800	(17,264)	-18.16%
51696	ADVANTAGE HD MED PLAN	0	144	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	16	0	0	0	0.00%
Total Salaries and Benefits		**988,182**	**1,073,974**	**1,534,618**	**1,281,183**	**(253,435)**	**-16.51%**
52105	MISCELLANEOUS OPERATING	36	53	0	0	0	0.00%
52110	OFFICE SUPPLIES	4,178	4,280	4,228	3,906	(322)	-7.62%
52111	PAPER SUPPLIES	0	128	0	348	348	0.00%
52120	COMPUTER SOFTWARE	0	674	0	0	0	0.00%
52125	GENERAL SUPPLIES	540	183	1,950	1,950	0	0.00%
52135	POSTAGE	60	127	175	100	(75)	-42.86%
52165	LICENSES AND TAGS	0	0	0	59	59	0.00%
52220	MAINT OFFICE MACHINES	645	645	645	645	0	0.00%
52225	MAINT COMPUTER SOFTWARE	0	494	7,100	0	(7,100)	-100.00%
52305	MAINT SOFTWARE	3,075	1,750	900	15,031	14,131	1570.11%
52405	ADVERTISING SERVICES	336	968	550	550	0	0.00%
52415	CONTRACTS AND SPEC PROJECTS	0	40,796	0	0	0	0.00%
52465	MISCELLANEOUS SERVICES	7	0	350	350	0	0.00%
52560	PARKING SERVICES	0	0	0	600	600	0.00%
52575	SERVICES	1,632	514	150	150	0	0.00%
52590	TEMPORARY EMPLOYMENT	0	19,212	0	0	0	0.00%
52605	CAR MILEAGE	123	766	700	700	0	0.00%
52615	DUES AND MEMBERSHIP	3,474	7,072	5,380	9,361	3,981	74.00%
52625	MEETING EXPENSES IN TOWN	500	548	600	600	0	0.00%
52630	TRAINING	16,540	17,454	25,920	26,180	260	1.00%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	0	150	0	0	0	0.00%
52645	SUBSCRIPTIONS	329	(254)	1,000	417	(583)	-58.30%
52655	TRAVEL OUT OF TOWN	4,845	4,727	11,731	13,600	1,869	15.93%
52656	MOVING EXPENSES	0	717	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	41	42	150	150	0	0.00%
52738	CELL PHONE BASE CHARGES	440	906	600	660	60	10.00%
52775	MINOR EQUIPMENT	2,469	14,835	5,000	0	(5,000)	-100.00%
52776	PRINTER CONSOLIDATION COST	0	0	0	4,000	4,000	0.00%
52795	RENTAL OF EQUIPMENT	0	556	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	308	501	200	180	(20)	-10.00%
52875	OFFICE SERVICES RECORDS	413	257	350	350	0	0.00%
Total Operating Expenses		**39,991**	**118,101**	**67,679**	**79,887**	**12,208**	**18.04%**
53030	FURNITURE AND FIXTURES	0	2,955	0	0	0	0.00%
Total Capital Outlay		**0**	**2,955**	**0**	**0**	**0**	**0.00%**
Total Expenses		**1,028,173**	**1,195,030**	**1,602,297**	**1,361,070**	**(241,227)**	**-15.06%**

Totals may differ from narratives due to rounding.

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City Clerk

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

2013 Breakthrough Strategies

- **Embellish existing online services to include payment options. Measurable outcome: System implemented by Q3 2013.**
- **Implement a unified City wide document management system to ensure proper record retention. Measurable outcome: Functioning by Q4 2013.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$684,197	$688,849	$688,849	$679,231	($9,618)
	Total	**$684,197**	**$688,849**	**$688,849**	**$679,231**	**($9,618)**
	General Fund Positions	8.00	8.00	8.00	8.00	0.00
	Total Positions	**8.00**	**8.00**	**8.00**	**8.00**	**0.00**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

- Reduce operating and capital budget by 20% due to operating efficiencies.

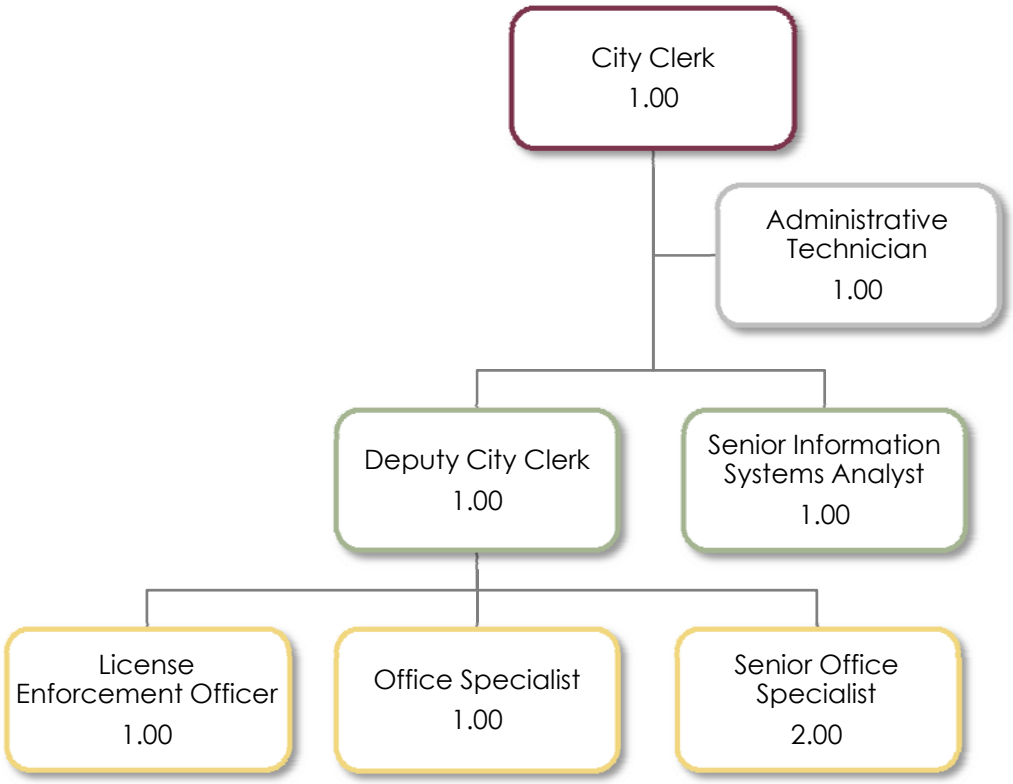
City Clerk

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. The City Clerk's Office is responsible for the recording, filing, management and safekeeping of public records; updating and maintaining the City Charter; maintaining the City seal; attesting to official documents of the City, and ensuring timely publication and posting of legal notices in compliance with the Colorado State Open Meetings Law, City Charter, and local and state laws. This office prepares the City Council agendas, attends the City Council meetings, and records and transcribes meeting actions and decisions proficiently, which is vital to the City and its operation. The Office also accepts service of summonses and subpoenas, and ensures appropriate distribution and processing on behalf of the City.

Another function of the Office is to conduct municipal elections, which requires strict adherence to the City Charter and applicable local, state and federal laws. The election process involves issuance, acceptance, and verification of citizen initiative, referendum, recall and City Council candidate petitions. While the City Clerk's Office is responsible for the administration of elections, the $450,000 budget for the April election is in General Costs. Also, it includes receiving candidate and committee campaign reports required pursuant to the Fair Campaign Practices Act; maintaining and enforcing the City Code and State Statutes, and the Fair Campaign Practices Act through coordination with candidates and committees; as well as administering all other facets of the process to include preparation, distribution, receiving and processing of ballots.

Additionally, the City Clerk's Office administers and enforces business, medical marijuana and liquor licenses in accordance with local and state laws and regulations and provides support to associated Licensing Boards and Hearing Officers. The City Clerk conducts administrative, suspension, revocation, and renewal hearings of business licenses; and ensures that all applications and documentation are accurate for consideration by applicable licensing boards.

The City Clerk's Office partners with City departments, outside agencies and citizens to accomplish goals and provide services while emphasizing quality, customer service and satisfaction.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012 and changes occurring as part of the 2013 General Fund Budget.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$569,152	$633,846	$619,868	$619,868	$624,641	$4,773
Operating	52,792	49,290	68,631	68,631	54,590	(14,041)
Capital Outlay	1,317	1,061	350	350	0	(350)
Total	**$623,261**	**$684,197**	**$688,849**	**$688,849**	**$679,231**	**($9,618)**

Position Title	2011 Budget	2012 Budget	2012 Amended	2013 Budget	2012 to 2013 Change
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
Analyst	1.00	1.00	1.00	1.00	0.00
Administrative Technician	1.00	1.00	1.00	1.00	0.00
License Enforcement Officer	1.00	1.00	1.00	1.00	0.00
Senior Office Specialist	2.00	2.00	2.00	2.00	0.00
Office Specialist	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 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Increase salary and benefits to properly fund current actual costs of filled positions	$4,773
Decrease operating and capital outlay in line with current actual costs	(14,391)
Total For 2013	**($9,618)**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	0.00
Total During 2012	**0.00**
For 2013	**2013 Budget - * 2012 Amended Budget**
None	0.00
Total For 2013	**0.00**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

City Clerk

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	452,597	429,697	478,193	500,281	22,088	4.62%
51210	OVERTIME	1,819	13,534	3,250	4,331	1,081	33.26%
51220	SEASONAL TEMPORARY	5,870	4,446	0	0	0	0.00%
51240	RETIREMENT TERMINATION SICK	0	2,886	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	0	30,450	0	0	0	0.00%
51610	PERA	61,138	65,976	71,462	54,567	(16,895)	-23.64%
51612	RETIREMENT HEALTH SAVINGS	0	25,958	0	0	0	0.00%
51615	WORKERS COMPENSATION	1,312	1,569	1,278	1,268	(10)	-0.78%
51620	EQUITABLE LIFE INSURANCE	1,312	1,197	1,554	1,077	(477)	-30.69%
51625	VISION CARE	315	0	0	0	0	0.00%
51640	DENTAL INSURANCE	2,622	2,406	3,130	2,430	(700)	-22.36%
51665	CASH BACK	1,450	841	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	1,440	1,520	1,259	1,960	701	55.68%
51690	MEDICARE	2,926	3,894	7,074	7,139	65	0.92%
51695	CITY EPO MEDICAL PLAN	36,351	49,472	52,667	51,588	(1,079)	-2.05%
Total Salaries and Benefits		**569,152**	**633,846**	**619,867**	**624,641**	**4,774**	**0.77%**
52105	MISCELLANEOUS OPERATING	(2,008)	255	775	0	(775)	-100.00%
52110	OFFICE SUPPLIES	1,842	5,321	3,131	4,000	869	27.75%
52111	PAPER SUPPLIES	870	68	200	300	100	50.00%
52120	COMPUTER SOFTWARE	180	434	500	200	(300)	-60.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	0	100	0	(100)	-100.00%
52125	GENERAL SUPPLIES	6,542	3,611	5,800	3,000	(2,800)	-48.28%
52135	POSTAGE	5,183	5,921	5,750	5,000	(750)	-13.04%
52165	LICENSES AND TAGS	15	0	100	100	0	0.00%
52220	MAINT OFFICE MACHINES	239	0	100	0	(100)	-100.00%
52225	MAINT COMPUTER SOFTWARE	2,449	1,026	2,500	860	(1,640)	-65.60%
52230	MAINT FURNITURE AND FIXTURES	0	0	100	100	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	0	0	75	0	(75)	-100.00%
52305	MAINT SOFTWARE	375	1,970	2,500	0	(2,500)	-100.00%
52405	ADVERTISING SERVICES	13,512	9,451	13,000	13,000	0	0.00%
52410	BUILDING SECURITY SERVICES	0	24	0	0	0	0.00%
52575	SERVICES	(2,290)	3,788	2,000	2,000	0	0.00%
52605	CAR MILEAGE	0	0	100	200	100	100.00%
52615	DUES AND MEMBERSHIP	535	150	600	300	(300)	-50.00%
52625	MEETING EXPENSES IN TOWN	2,451	(404)	1,250	400	(850)	-68.00%
52630	TRAINING	0	99	100	200	100	100.00%
52645	SUBSCRIPTIONS	438	0	50	0	(50)	-100.00%
52655	TRAVEL OUT OF TOWN	4,885	0	1,500	2,080	580	38.67%
52705	COMMUNICATIONS	889	815	400	0	(400)	-100.00%
52706	WIRELESS COMMUNICATION	0	50	150	0	(150)	-100.00%
52735	TELEPHONE LONG DIST CALLS	120	181	300	250	(50)	-16.67%
52736	CELL PHONE AIRTIME	0	0	75	120	45	60.00%
52738	CELL PHONE BASE CHARGES	889	545	700	1,260	560	80.00%
52765	LEASE PURCHASE PAYMENTS	4,645	3,935	6,000	2,880	(3,120)	-52.00%
52775	MINOR EQUIPMENT	0	0	200	300	100	50.00%
52795	RENTAL OF EQUIPMENT	0	798	0	0	0	0.00%
52872	MAINT FLEET VEHICLES EQP	0	0	50	0	(50)	-100.00%
52874	OFFICE SERVICES PRINTING	8,394	6,417	13,225	9,000	(4,225)	-31.95%
52875	OFFICE SERVICES RECORDS	1,819	2,847	3,300	4,000	700	21.21%
52927	TEL COM PASSTHRU LONG DIST	0	0	25	180	155	620.00%
65105	ELECTION EXPENSES	818	1,988	3,975	4,860	885	22.26%
Total Operating Expenses		**52,792**	**49,290**	**68,631**	**54,590**	**(14,041)**	**-20.46%**
53020	COMPUTERS NETWORKS	1,317	873	50	0	(50)	-100.00%
53030	FURNITURE AND FIXTURES	0	188	300	0	(300)	-100.00%
Total Capital Outlay		**1,317**	**1,061**	**350**	**0**	**(350)**	**-100.00%**
Total Expenses		**623,261**	**684,197**	**688,848**	**679,231**	**(9,617)**	**-1.40%**

Totals may differ from narratives due to rounding.

Communications

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

2013 Breakthrough Strategies

- **Lead a targeted communications outreach initiative to the citizens of Colorado Springs with quarterly Citizen Communications Forums. Measurable outcome: improved feedback regarding City communication efforts.**
- **Improve media relationships and City coverage through quarterly Media Roundtables with the seven leading news agencies. Measurable outcome: increase in positive media coverage of the City, Fire and Police.**
- **Reinvent the public information structure and resources of the City to provide easy access to City services and reach and engage more citizens.**
    - **Create user friendly website with enhanced online services by March 1.**
    - **Ensure that Springs TV and Springsgov.com are promoted and operated as service-friendly information outlets measured by April 1.**
    - **Provide opportunities for citizens who are not computer comfortable, including directions on where to go and who to see as measured by March 15. Measurable outcome: annual public surveys.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$315,391	$414,285	$414,285	$389,285	($25,000)
	Cable Franchise Grant	387,975	374,440	374,440	374,440	0
	Total	**$703,366**	**$788,725**	**$788,725**	**$763,725**	**($25,000)**
	General Fund Positions	2.30	3.30	3.30	4.00	0.70
	Cable Franchise Positions	6.00	6.00	6.00	5.00	(1.00)
	Total Positions	**8.30**	**9.30**	**9.30**	**9.00**	**0.70**

* 2012 Amended Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

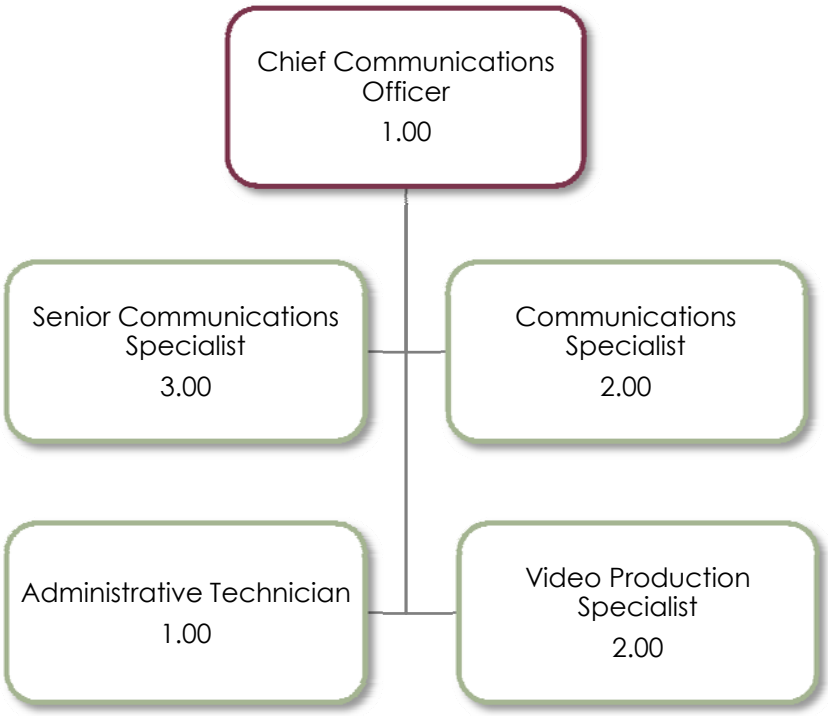
- Reduce operating expenses and capital outlay by $25,000 for one-time funding of equipment.

Communications

The City of Colorado Springs Communications Division is responsible for communication coordination between the citizens and the City employees as well as the media, providing transparency, collaboration and participation.

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.

The City of Colorado Springs Communications Division is responsible for citizen inquiries and the complaint 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 2011 and changes occurring as part of the 2012 Budget for each Fund including General Fund and Grant.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$259,658	$294,395	$315,309	$315,309	$315,309	$0
Operating	14,722	20,996	48,226	58,226	48,226	(10,000)
Capital Outlay	0	0	50,750	40,750	25,750	(15,000)
Total	**$274,380**	**$315,391**	**$414,285**	**$414,285**	**$389,285**	**($25,000)**

Position Title	2011 Budget	2012 Budget	2012 Amended	2013 Budget	2013 Budget - 2012 Amended
Administrative Technician	0.80	0.80	0.80	1.00	0.20
Chief Communications Officer	1.00	1.00	1.00	1.00	0.00
Communications Specialist I/II	0.00	1.00	1.00	1.00	0.00
Senior Communications Specialist	0.50	0.50	0.50	0.00	(0.50)
Video Production Specialist	0.00	0.00	0.00	1.00	1.00
Total Positions	**2.30**	**3.30**	**3.30**	**4.00**	**0.70**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
Transfer of $10,000 from capital outlay to operating	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Reverse transfer of $10,000 from capital outlay to operating	$0
Reduce operating expenses and capital outlay for one-time funding of equipment	(25,000)
Total For 2013	**($25,000)**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	0.00
Total During 2012	**0.00**
For 2013	**2013 Budget - * 2012 Amended Budget**
Transfer 0.5 Senior Communications Specialist to Cable Grant Fund	(0.50)
Transfer 0.2 Administrative Technician from the Cable Grant Fund to the General Fund	0.20
Add 1.0 Video Production Specialist	1.00
Total For 2013	**0.70**

* 2012 Amended Budget as of 8/30/2012.

Cable Franchise

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Operating	$293,140	$387,975	$374,440	$374,440	$374,440	$0.00
Total	**$293,140**	**$387,975**	**$374,440**	**$374,440**	**$374,440**	**$0.00**

Position Title	2011 Budget	2012 Budget	2012 Amended	2013 Budget	2013 Budget - 2012 Amended
Administrative Technician	0.20	0.20	0.20	0.00	(0.20)
Communications Specialist I/II	4.30	4.30	4.30	1.00	(3.30)
Senior Communications Specialist	1.50	1.50	1.50	3.00	1.50
Video Production Specialist	0.00	0.00	0.00	1.00	1.00
Total Positions **	**6.00**	**6.00**	**6.00**	**5.00**	**(1.00)**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
None	$0
Total For 2013	**$0**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	0.00
Total During 2012	**0.00**
For 2013	**2013 Budget - * 2012 Amended Budget**
Transfer 0.5 Senior Communications Specialist from the General Fund	0.50
Transfer 0.2 Administrative Technician from the Cable Grant Fund to the General Fund	(0.20)
One Communications Specialist reclassed to a Senior Communications Specialist	0.00
One Communications Specialist reclassed to a Video Production Specialist	0.00
Eliminate 1.3 Communications Specialists	(1.30)
Total For 2013	**(1.00)**

* 2012 Amended Budget as of 8/30/2012.
** Cable Franchise funded positions are in project budgets, therefore not shown in Salary and Operating expenditure line items.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

COMMUNICATIONS OFFICE

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	230,372	234,703	252,863	249,728	(3,135)	-1.24%
51245	RETIREMENT TERM VACATION	0	18,229	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,343	1,841	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(33,036)	(4,255)	0	0	0	0.00%
51610	PERA	26,944	25,807	36,012	32,296	(3,716)	-10.32%
51615	WORKERS COMPENSATION	698	638	579	639	60	10.36%
51620	EQUITABLE LIFE INSURANCE	603	492	1,051	558	(493)	-46.91%
51625	VISION CARE	161	0	0	0	0	0.00%
51640	DENTAL INSURANCE	1,256	717	1,274	1,200	(74)	-5.81%
51665	CASH BACK	(128)	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	500	280	1,400	1,400	0	0.00%
51690	MEDICARE	2,871	2,678	3,812	2,896	(916)	-24.03%
51695	CITY EPO MEDICAL PLAN	28,074	13,265	18,318	26,592	8,274	45.17%
Total Salaries and Benefits		**259,658**	**294,395**	**315,309**	**315,309**	**0**	**0.00%**
52105	MISCELLANEOUS OPERATING	0	506	650	650	0	0.00%
52110	OFFICE SUPPLIES	1,128	464	1,809	1,809	0	0.00%
52111	PAPER SUPPLIES	0	91	3,300	3,300	0	0.00%
52120	COMPUTER SOFTWARE	0	0	500	500	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	3	609	0	0	0	0.00%
52125	GENERAL SUPPLIES	0	183	2,764	2,764	0	0.00%
52135	POSTAGE	90	119	1,625	1,625	0	0.00%
52170	SPECIAL PHOTOGRAPHY ETC	2,846	6,553	3,735	3,735	0	0.00%
52220	MAINT OFFICE MACHINES	0	0	300	300	0	0.00%
52405	ADVERTISING SERVICES	51	1,644	8,839	8,839	0	0.00%
52431	CONSULTING SERVICES	0	1,853	0	0	0	0.00%
52575	SERVICES	219	963	1,325	1,325	0	0.00%
52605	CAR MILEAGE	0	130	1,300	1,300	0	0.00%
52615	DUES AND MEMBERSHIP	550	475	675	675	0	0.00%
52625	MEETING EXPENSES IN TOWN	210	612	400	400	0	0.00%
52630	TRAINING	50	0	3,200	3,200	0	0.00%
52645	SUBSCRIPTIONS	252	365	299	299	0	0.00%
52655	TRAVEL OUT OF TOWN	1,784	431	2,825	2,825	0	0.00%
52735	TELEPHONE LONG DIST CALLS	32	105	980	980	0	0.00%
52736	CELL PHONE AIRTIME	2	0	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	2,871	3,043	3,000	3,000	0	0.00%
52795	RENTAL OF EQUIPMENT	3,089	2,445	4,700	4,700	0	0.00%
52874	OFFICE SERVICES PRINTING	1,433	292	5,800	5,800	0	0.00%
52875	OFFICE SERVICES RECORDS	112	113	200	200	0	0.00%
Total Operating Expenses		**14,722**	**20,996**	**48,226**	**48,226**	**0**	**0.00%**
53010	OFFICE MACHINES	0	0	750	750	0	0.00%
53050	MACHINERY AND APPARATUS	0	0	50,000	25,000	(25,000)	-50.00%
Total Capital Outlay		**0**	**0**	**50,750**	**25,750**	**(25,000)**	**-49.26%**
Total Expenses		**274,380**	**315,391**	**414,285**	**389,285**	**(25,000)**	**-6.03%**

Totals may differ from narratives due to rounding.

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Economic Vitality

Steve Bach, Chief Economic Vitality Officer
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2013 Breakthrough Strategies

- **Contact 400+ primary employers quarterly to offer support of their continuing success and learn of business climate issues to be resolved. Measurable outcome: Goal is met. Feedback by business community is positive.**
- **Encourage K-12 and local college institutions to graduate job- and post-secondary ready candidates. Measurable outcome: Increased employer satisfaction as reflected in surveys.**
- **Build community through Spirit of the Springs. Measurable outcome: 2 community Spirit Rallies, 4 Mayor Townhalls, 12 Spirit Award presentations, 24 community group conversations, and 6 Spruce Up The Springs cleanups.**
- **Improve Economy in Three Economic Priority Zones (Southeast Colorado Springs, Downtown, UCCS/Austin Bluffs/Nevada). Measurable Outcome: Action plan developed and implemented with measurable outcomes to grow jobs by end of Q2 2013.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$0	$311,500	$622,200	$573,560	($48,640)
	Total	**$0**	**$311,500**	**$622,200**	**$573,560**	**($48,640)**
	General Fund	0.00	2.00	5.00	5.00	0.00
	Total Positions	**0.00**	**2.00**	**5.00**	**5.00**	**0.00**

* 2012 Amended Budget includes changes from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

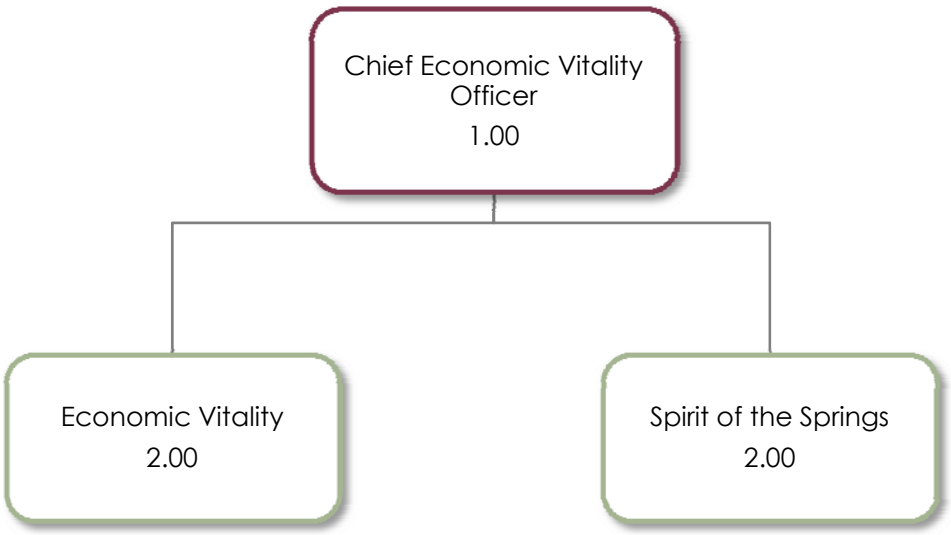
- Reduce salary and benefits for Chief Economic Vitality Officer position.
- Include funding for Events Coordinator and increase funding to properly fund current filled positions.
- Increase funding for Contract Services.

Economic Vitality

The City of Colorado Springs (the City) is committed to the economic vitality of this community. Economic vitality is defined as: a full employment, diversified economy with stable, well paying jobs in targeted industries. Economic vitality is achieved by a positive business climate followed by successful growing of primary jobs.

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

1. Rapid, courteous responses to all business requests for permits and approvals.
2. Fair regulations and requirements.
3. Reasonable fees and charges associated with conducting business.
4. Consistent, high-quality core services with limited resources.
5. Competitive utility rates.
6. Encouragement of community building and partnerships.
7. Ongoing dialogue with primary employers, entrepreneurs, and business groups to continuously improve the business climate.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012, and changes occurring as part of the 2013 General Fund Budget.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$0	$0	$234,597	$515,297	$450,829	($64,468)
Operating	0	0	76,903	106,903	122,731	15,828
Capital Outlay	0	0	0	0	0	0
Total	**$0**	**$0**	**$311,500**	**$622,200**	**$573,560**	**($48,640)**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Analyst	0.00	0.00	0.00	1.00	1.00
Business Climate Coordinator	0.00	1.00	0.00	0.00	0.00
Chief Economic Vitality Officer	0.00	0.00	1.00	1.00	0.00
Economic Vitality Specialist	0.00	1.00	1.00	1.00	0.00
Events Coordinator	0.00	0.00	1.00	1.00	0.00
Principal Analyst	0.00	0.00	1.00	1.00	0.00
Staff Assistant	0.00	0.00	1.00	0.00	(1.00)
Total Positions	**0.00**	**2.00**	**5.00**	**5.00**	**0.00**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
Transfer funding for one Chief Economic Vitality Officer position	$228,000
Transfer funding for one Staff Assistant position	65,400
Eliminate funding for one Business Climate Coordinator position	(109,600)
Transfer funding for one Principal Analyst position from the Budget Office	96,900
Transfer funding to operating for consulting services	30,000
Total During 2012	**$310,700**
For 2013	**2013 Budget - * 2012 Amended Budget**
Increase Salaries/Benefits/Pensions to include continued funding for Events Coordinator	$18,461
Decrease Chief Economic Vitality Officer position salary and benefits	(82,929)
Increase operating for consulting services	15,828
Total For 2013	**($48,640)**

* 2012 Amended Budget includes changes from Original Budget as of 8/30/2012.

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	Add one Chief Economic Vitality Officer position	1.00
	Add one Staff Assistant position	1.00
	Eliminate one Business Climate Coordinator position	(1.00)
	Add one Principal Analyst position	1.00
	Add one one Events Coordinator position	1.00
	Total During 2012	**3.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Convert Staff Assistant to Analyst	0.00
	Total For 2013	**0.00**

* 2012 Amended Budget includes changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

ECONOMIC VITALITY

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	0	0	191,915	354,929	163,014	84.94%
51210	OVERTIME	0	0	0	2,000	2,000	0.00%
51610	PERA	0	0	24,922	47,368	22,446	90.07%
51615	WORKERS COMPENSATION	0	0	400	961	561	140.25%
51620	EQUITABLE LIFE INSURANCE	0	0	728	1,220	492	67.58%
51640	DENTAL INSURANCE	0	0	910	1,980	1,070	117.58%
51670	PARKING FOR EMPLOYEES	0	0	0	1,560	1,560	0.00%
51690	MEDICARE	0	0	2,638	5,147	2,509	95.11%
51695	CITY EPO MEDICAL PLAN	0	0	13,084	35,664	22,580	172.58%
Total Salaries and Benefits		**0**	**0**	**234,597**	**450,829**	**216,232**	**92.17%**
52110	OFFICE SUPPLIES	0	0	5,000	1,200	(3,800)	-76.00%
52120	COMPUTER SOFTWARE	0	0	0	560	560	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	0	0	1,000	1,000	0.00%
52125	GENERAL SUPPLIES	0	0	0	5,238	5,238	0.00%
52135	POSTAGE	0	0	0	100	100	0.00%
52405	ADVERTISING SERVICES	0	0	12,500	8,855	(3,645)	-29.16%
52560	PARKING SERVICES	0	0	0	500	500	0.00%
52575	SERVICES	0	0	19,603	50,300	30,697	156.59%
52590	TEMPORARY EMPLOYMENT	0	0	0	6,500	6,500	0.00%
52605	CAR MILEAGE	0	0	2,000	2,640	640	32.00%
52607	CELL PHONE ALLOWANCE	0	0	0	744	744	0.00%
52615	DUES AND MEMBERSHIP	0	0	2,000	865	(1,135)	-56.75%
52625	MEETING EXPENSES IN TOWN	0	0	3,000	3,330	330	11.00%
52630	TRAINING	0	0	2,000	1,485	(515)	-25.75%
52645	SUBSCRIPTIONS	0	0	0	773	773	0.00%
52650	MARKETING EXP	0	0	24,000	8,950	(15,050)	-62.71%
52655	TRAVEL OUT OF TOWN	0	0	2,000	11,500	9,500	475.00%
52735	TELEPHONE LONG DIST CALLS	0	0	0	60	60	0.00%
52738	CELL PHONE BASE CHARGES	0	0	4,800	2,281	(2,519)	-52.48%
52775	MINOR EQUIPMENT	0	0	0	500	500	0.00%
52795	RENTAL OF EQUIPMENT	0	0	0	12,600	12,600	0.00%
52874	OFFICE SERVICES PRINTING	0	0	0	2,750	2,750	0.00%
Total Operating Expenses		**0**	**0**	**76,903**	**122,731**	**45,828**	**59.59%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**0**	**0**	**311,500**	**573,560**	**262,060**	**84.13%**

Totals may differ from narratives due to rounding.

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Finance

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

2013 Breakthrough Strategies

- **Perform a value stream improvement process on the accounting functions to identify and implement efficiencies. Measurable outcome: Reduce accounting process times by 20%.**
- **Implement Payment Plus processing for transactions to increase efficiency and increase purchasing card rebate. Measurable outcome: Project completion by Q4 2013.**
- **Implement priority-based budgeting with significant citizen input and participation. Measurable outcome: Project completion by October 1, 2013.**
- **Lead a Pensions and Health Care Solutions Team and propose and gain support for legislation that will result in sustainable pension plans and reduce the City's pension costs. Measurable outcome: Project completion no later than January 2013.**
- **Enhance employee education regarding retirement planning and the City's defined contribution retirement plans for employees. Measurable outcome: Increase employee participation in plans by 10% by Q1 2013.**
- **Offer a more business friendly process for remitting sales and use taxes by leveraging enterprise software already licensed by the City to offer online submittal and payment options. Measurable outcome: Project completion by Q1 2013.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$3,000,673	$3,353,778	$3,243,011	$2,918,583	($324,428)
	PSST	0	60,827	60,827	0	(60,827)
	Total	**$3,000,673**	**$3,414,605**	**$3,303,838**	**$2,918,583**	**($385,255)**
	General Fund	37.50	36.50	34.50	33.75	(0.75)
	PSST	0.00	1.00	1.00	0.00	(1.00)
	Total Positions	**37.50**	**37.50**	**35.50**	**33.75**	**(1.75)**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

- Transfer one position from the Public Safety Sales Tax Fund to the General Fund.
- Eliminate two Sales Tax Investigator positions.
- Reduce operating expenditures by approximately 50% through operational efficiencies.
- The Sales Tax Division will convert to a PeopleSoft remittance system and will offer online filing. With online filing, additional transaction bank and maintenance fees will be incurred.

Finance

The Finance Department provides fiscal accountability for the City and its enterprises.

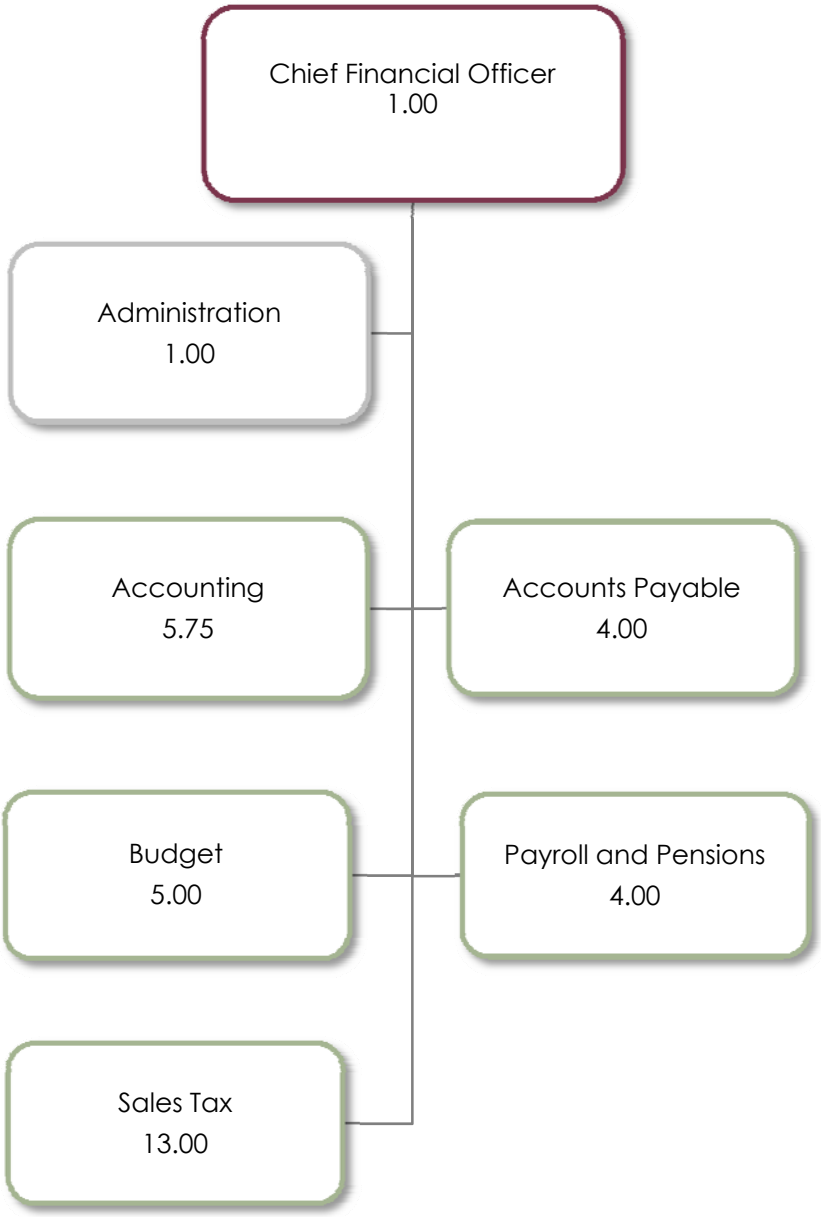
Accounting - The Accounting Division provides accounting and financial reporting services for City departments, enterprises, component units, and federal and state grants. They maintain accounting information for 75 funds, 258 departments, and $440 million in expenditures. In addition, the Division oversees the City's cash, investment, and debt activities, which include approximately $564 million in cash and investments, and $242 million in debt.

Accounts Payable - The main functions of Accounts Payable are processing 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. Accounts Payable is also responsible for disbursing payments for the Emergency Services Agency, Pikes Peak Regional Communications Network, and invoice tracking and oversight for the Pikes Peak Rural Transportation Authority (PPRTA). They process 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 - The Budget Office's mission is to maintain the City's fiscal integrity through efficient allocation of resources and present information with fiscal transparency to the Mayor, City Council, and the citizens of this community. The Division's responsibilities are to manage the annual budget process and prepare the annual budget document; provide analytical support to the Mayor, Chief of Staff, City Council and City Departments; provide fiscal review and management of special districts in the City; develop and manage the City's capital improvement program; and prepare quarterly financial reports.

Payroll and Pensions - The Payroll and Pensions Division provides all time, payroll, and pension support to all City Departments and Enterprises. This includes the administration of payroll, new hire and job action processes, processing of terminations, workers' compensation calculations, benefits processing and remittance to vendors, time administration, and many other payroll related activities.

Sales Tax - The Sales Tax Division administers sales and use taxes and accounts receivables for the City of Colorado Springs. Sales tax administration includes registering applicants for new sales and use tax licenses, collecting sales and use tax from taxpayers, interpreting and ensuring compliance with the City Code, delivering a high level of customer service to taxpayers, and conducting taxpayer education classes. The Division is also responsible for overseeing the City Accounts Receivable process.


Chief Financial Officer
1.00
Administration
1.00
Accounting
5.75
Accounts Payable
4.00
Budget
5.00
Payroll and Pensions
4.00
Sales Tax
13.00

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012, and changes occurring as part of the 2013 Budget for the General Fund and Public Safety Sales Tax.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$2,856,611	$2,817,384	$3,040,126	$2,939,359	$2,698,032	($241,327)
Operating	1,411,860	183,002	312,652	302,652	220,551	(82,101)
Capital Outlay	118	287	1,000	1,000	0	(1,000)
Total	**$4,268,589**	**$3,000,673**	**$3,353,778**	**$3,243,011**	**$2,918,583**	**($324,428)**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Accountant I	1.00	1.00	1.00	0.00	(1.00)
Accountant II	0.50	0.50	0.50	0.75	0.25
Accounting Manager	1.00	1.00	1.00	1.00	0.00
Accounting Technician	5.00	6.00	6.00	7.00	1.00
Administrative Technician	2.00	2.00	2.00	2.00	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
Finance Supervisor	1.00	2.00	2.00	2.00	0.00
Fiscal Planning Manager	1.00	1.00	0.00	0.00	0.00
Payroll Specialist	0.00	1.00	1.00	1.00	0.00
Principal Analyst	1.00	2.00	1.00	1.00	0.00
Sales Tax Auditor	6.00	4.00	4.00	4.00	0.00
Sales Tax Investigator	7.00	6.00	6.00	4.00	(2.00)
Sales Tax Manager	1.00	1.00	1.00	1.00	0.00
Sales Tax Technician	2.00	1.00	1.00	1.00	0.00
Senior Accountant	4.00	4.00	4.00	4.00	0.00
Senior Analyst	3.00	2.00	2.00	2.00	0.00
Staff Assistant	0.00	0.00	0.00	1.00	1.00
Total FTE	**37.50**	**36.50**	**34.50**	**33.75**	**(0.75)**
Special Positions					
Analyst II	1.00	0.00	0.00	0.00	0.00
Total Positions	**38.50**	**36.50**	**34.50**	**33.75**	**(0.75)**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
Transfer Salaries/Benefits/Pensions and related operating expenses for one Principal Analyst to Economic Vitality	($110,767)
Total During 2012	**($110,767)**
For 2013	**2013 Budget - * 2012 Amended Budget**
Transfer one Accounting Technician position from Public Safety Sales Tax Fund to General Fund	$60,827
Adjust Salaries/Benefits/Pensions for position changes	(302,154)
Decrease operating to properly fund actual costs	(82,101)
Eliminate capital outlay	(1,000)
Total For 2013	**($324,428)**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
Transfer one Principal Analyst position to Economic Vitality	(1.00)
Eliminate one Fiscal Planning Manager	(1.00)
Total During 2012	**(2.00)**
For 2013	**2013 Budget - * 2012 Amended Budget**
Transfer of one Accounting Technician position from Public Safety Sales Tax Fund to General Fund	1.00
Increase half-time Accountant II position to three-quarter time	0.25
Eliminate two Sales Tax Investigator positions	(2.00)
Total For 2013	**(0.75)**

PSST

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$0	$0	$59,227	$59,227	$0	($59,227)
Operating	0	0	1,600	1,600	0	(1,600)
Capital Outlay	0	0	0	0	0	0
Total	**$0**	**$0**	**$60,827**	**$60,827**	**$0**	**($60,827)**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Accounting Technician	0.00	1.00	1.00	0.00	(1.00)
Total Positions	**0.00**	**1.00**	**1.00**	**0.00**	**(1.00)**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Funding Changes		
	During 2012	*** 2012 Amended - 2012 Original Budget**
	No Changes	$0
	Total During 2012	**$0**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Transfer of one position from Public Safety Sales Tax Fund to General Fund	($60,827)
	Total For 2013	**($60,827)**

Position Changes		
	During 2012	*** 2012 Amended - 2012 Original Budget**
	No Changes	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Transfer of one position from Public Safety Sales Tax Fund to General Fund	(1.00)
	Total For 2013	**(1.00)**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND
Finance

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	2,219,898	2,202,706	2,410,225	2,171,902	(238,323)	-9.89%
51210	OVERTIME	12,283	9,237	3,000	3,000	0	0.00%
51215	ACHIEVEMENT AWARD	0	2,767	0	0	0	0.00%
51220	SEASONAL TEMPORARY	48,943	33,202	36,867	0	(36,867)	-100.00%
51245	RETIREMENT TERM VACATION	20,020	39,208	0	0	0	0.00%
51260	VACATION BUY PAY OUT	3,776	5,393	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	0	(17,487)	0	0	0	0.00%
51610	PERA	307,534	303,557	319,316	276,682	(42,634)	-13.35%
51615	WORKERS COMPENSATION	5,870	4,849	6,453	5,764	(689)	-10.68%
51620	EQUITABLE LIFE INSURANCE	6,418	6,188	7,401	5,827	(1,574)	-21.27%
51625	VISION CARE	1,272	0	0	0	0	0.00%
51640	DENTAL INSURANCE	11,034	9,817	12,474	10,925	(1,549)	-12.42%
51665	CASH BACK	10,606	9,556	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	11,500	6,930	11,997	8,868	(3,129)	-26.08%
51690	MEDICARE	32,900	32,314	33,906	31,591	(2,315)	-6.83%
51695	CITY EPO MEDICAL PLAN	164,557	168,809	198,487	183,472	(15,015)	-7.56%
51696	ADVANTAGE HD MED PLAN	0	302	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	36	0	0	0	0.00%
Total Salaries and Benefits		**2,856,611**	**2,817,384**	**3,040,126**	**2,698,031**	**(342,095)**	**-11.25%**
52105	MISCELLANEOUS OPERATING	0	(339)	0	0	0	0.00%
52110	OFFICE SUPPLIES	14,959	(5,629)	38,511	15,750	(22,761)	-59.10%
52111	PAPER SUPPLIES	108	148	5,117	750	(4,367)	-85.34%
52120	COMPUTER SOFTWARE	4,039	188	6,700	200	(6,500)	-97.01%
52122	CELL PHONES EQUIP AND SUPPLIES	132	0	250	0	(250)	-100.00%
52125	GENERAL SUPPLIES	450	84	8,363	2,400	(5,963)	-71.30%
52135	POSTAGE	40,491	42,146	60,650	50,709	(9,941)	-16.39%
52175	SIGNS	225	0	0	0	0	0.00%
52220	MAINT OFFICE MACHINES	1,302	0	5,500	850	(4,650)	-84.55%
52230	MAINT FURNITURE AND FIXTURES	0	0	500	0	(500)	-100.00%
52265	MAINT BUILDINGS AND STRUCTURE	189	0	0	0	0	0.00%
52405	ADVERTISING SERVICES	1,305	1,896	1,000	0	(1,000)	-100.00%
52418	COMPUTER SERVICES	1,956	2,079	1,000	3,795	2,795	279.50%
52560	PARKING SERVICES	0	0	3,600	3,600	0	0.00%
52568	BANK AND INVESTMENT FEES	0	0	0	17,900	17,900	0.00%
52573	CREDIT CARD FEES	1	3	0	0	0	0.00%
52575	SERVICES	24,485	23,393	16,239	10,446	(5,793)	-35.67%
52590	TEMPORARY EMPLOYMENT	33,241	49,469	50,038	34,358	(15,680)	-31.34%
52605	CAR MILEAGE	227	268	1,851	500	(1,351)	-72.99%
52615	DUES AND MEMBERSHIP	5,708	4,208	11,750	4,359	(7,391)	-62.90%
52625	MEETING EXPENSES IN TOWN	3,661	1,885	1,450	2,150	700	48.28%
52626	COMMUNITY OR VOLUNTEER EVENT	100	0	0	0	0	0.00%
52630	TRAINING	4,370	4,021	14,080	10,650	(3,430)	-24.36%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	10,818	5,248	5,200	0	(5,200)	-100.00%
52645	SUBSCRIPTIONS	2,090	1,545	2,200	1,320	(880)	-40.00%
52655	TRAVEL OUT OF TOWN	5,982	10,972	12,500	4,470	(8,030)	-64.24%
52705	COMMUNICATIONS	0	190	0	0	0	0.00%
52706	WIRELESS COMMUNICATION	480	1,440	0	1,920	1,920	0.00%
52735	TELEPHONE LONG DIST CALLS	318	664	1,493	1,255	(238)	-15.94%
52736	CELL PHONE AIRTIME	0	60	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	7,501	6,251	6,400	4,750	(1,650)	-25.78%
52775	MINOR EQUIPMENT	314	0	1,000	2,500	1,500	150.00%
52776	PRINTER CONSOLIDATION COST	0	0	15,560	12,000	(3,560)	-22.88%
52795	RENTAL OF EQUIPMENT	5,514	10,759	0	300	300	0.00%
52874	OFFICE SERVICES PRINTING	12,417	13,070	28,000	23,369	(4,631)	-16.54%
52875	OFFICE SERVICES RECORDS	8,650	8,983	13,700	10,250	(3,450)	-25.18%
65170	TRANSFER TO OTHER FUNDS	1,220,000	0	0	0	0	0.00%
65352	EMPLOYEE AWARDS PROGRAM	827	0	0	0	0	0.00%
Total Operating Expenses		**1,411,860**	**183,002**	**312,652**	**220,551**	**(92,101)**	**-29.46%**
53020	COMPUTERS NETWORKS	0	287	0	0	0	0.00%
53030	FURNITURE AND FIXTURES	118	0	1,000	0	(1,000)	-100.00%
Total Capital Outlay		**118**	**287**	**1,000**	**0**	**(1,000)**	**-100.00%**
Total Expenses		**4,268,589**	**3,000,673**	**3,353,778**	**2,918,582**	**(435,196)**	**-12.98%**

Totals may differ from narratives due to rounding.

City of Colorado Springs
Budget Detail Report

171 PUBLIC SAFETY SALES TAX

Finance

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	0	0	44,031	0	(44,031)	-100.00%
51610	PERA	0	0	6,032	0	(6,032)	-100.00%
51615	WORKERS COMPENSATION	0	0	97	0	(97)	-100.00%
51620	EQUITABLE LIFE INSURANCE	0	0	176	0	(176)	-100.00%
51640	DENTAL INSURANCE	0	0	455	0	(455)	-100.00%
51690	MEDICARE	0	0	639	0	(639)	-100.00%
51695	CITY EPO MEDICAL PLAN	0	0	7,798	0	(7,798)	-100.00%
Total Salaries and Benefits		**0**	**0**	**59,228**	**0**	**(59,228)**	**-100.00%**
52110	OFFICE SUPPLIES	0	0	600	0	(600)	-100.00%
52125	GENERAL SUPPLIES	0	0	1,000	0	(1,000)	-100.00%
Total Operating Expenses		**0**	**0**	**1,600**	**0**	**(1,600)**	**-100.00%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**0**	**0**	**60,828**	**0**	**(60,828)**	**-100.00%**

Totals may differ from narratives due to rounding.

Fire

Richard Brown, Fire Chief
(719) 385-7201, rkbrown@springsgov.com

2013 Breakthrough Strategies

- **Open and staff Station 21 with 15 additional fire fighters through a 2-year Federal Grant. Measurable outcome: Station open by June 2013.**
- **Bring fire force to authorized strength of 427 and maintain minimum daily staffing of 119 FTEs. Measurable outcome: Average daily count of 98% or better.**
- **Improve Community Health. Measurable outcome: Host two monthly neighborhood health clinics in the southern, southeastern and central portions of the City, in partnership with community health organizations.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$40,632,967	$42,182,807	$42,087,807	$41,590,324	($497,483)
	CIP - General Fund	109,551	87,500	1,182,500	587,500	(595,000)
	PSST	11,354,991	11,446,650	12,133,350	12,838,778	705,428
	Grants Fund	3,063,908	1,845,629	1,845,629	2,686,430	840,801
	Total	**$55,161,417**	**$55,562,586**	**$57,249,286**	**$57,703,032**	**$453,746**
	General Fund Positions	378.25	372.75	372.25	373.25	1.00
	PSST Positions	87.50	86.50	85.50	85.50	0.00
	Grants Fund Positions **	5.00	6.00	4.50	19.50	15.00
	Total Positions	**470.75**	**465.25**	**462.25**	**478.25**	**16.00**

* 2012 Amended Budget as of 8/30/2012.
** The 15.00 firefighters added are funded by a two-year federal grant and are not included in the Personnel Summary section.

Significant Financial and Staff Modifications vs. 2012

- Addition of $0.9 million in 2013 (and a planned $1 million in 2014) for fifteen new fire fighter positions funded through a two-year grant from the Staffing for Adequate Fire and Emergency Response Grant (SAFER).
- Increase of $0.7 million in PSST funding due to increased revenue projections and the transfer of Internal Support positions into the General Fund.

Fire Department

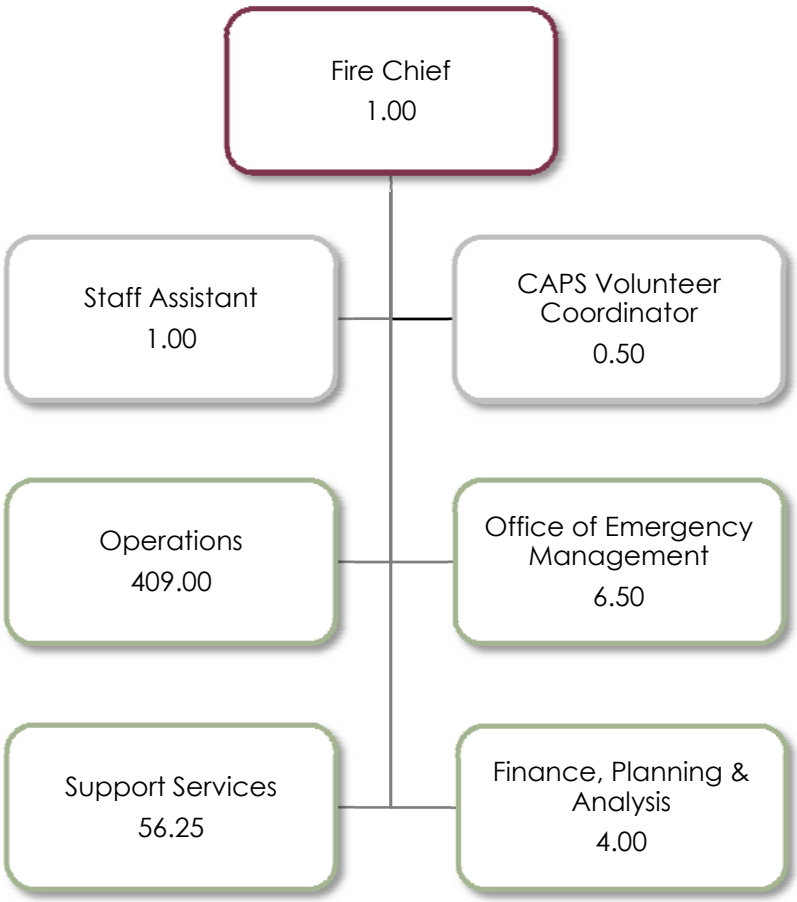
The mission of the Colorado Springs Fire Department (CSFD) is "Providing the highest quality problem solving and emergency service to our community since 1894." A variety of Fire Department programs—including fire code enforcement, community education, emergency management, and emergency response—provide 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 Operations Division protects life and property through the effective delivery of emergency response, prevention, and public educational services. 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.

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

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 manmade, 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 Finance, Planning, and Analysis Division develops and monitors the budget, coordinates purchasing, assists with grant applications, ensures compliance with grant requirements, provides data analysis and 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 Information Technology Department to implement any necessary upgrades, modifications, and changes.



The following sections provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012 and changes occurring as part of the 2013 Budget for each Fund including General Fund, PSST, Grants and CIP.

General Fund	Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	Salary/Benefits/ Pensions	$36,548,067	$37,802,256	$38,845,488	$38,845,488	$38,361,718	($483,770)
	Operating	1,707,078	2,186,227	2,291,004	2,290,004	2,197,721	(92,283)
	Capital Outlay	606,920	644,484	1,046,315	952,315	1,030,885	78,570
	Total	**$38,862,065**	**$40,632,967**	**$42,182,807**	**$42,087,807**	**$41,590,324**	**($497,483)**
	Total Civilian		35.25	32.75	33.25	34.25	1.00
	Total Sworn		343.00	340.00	339.00	339.00	0.00
	Total Positions		**378.25**	**372.75**	**372.25**	**373.25**	**1.00**

* 2012 Amended Budget as of 8/30/2012.

General Fund Positions	Civilian Positions	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	Administrative Technician	2.00	2.00	2.00	2.00	0.00
	Analyst I/II	3.00	1.00	1.00	1.00	0.00
	City Facility Administrator	0.00	1.00	1.00	1.00	0.00
	City Administration Maintenance Technician	0.00	0.00	0.00	1.00	1.00
	Deputy Fire Marshal	1.00	1.00	1.00	1.00	0.00
	Emergency Management	1.00	1.00	1.00	1.00	0.00
	Fire Admin Services Manager	0.50	1.00	1.00	1.00	0.00
	Fire and Life Safety Educator	2.75	1.75	1.75	1.75	0.00
	Fire Code Inspector I/II	6.00	6.00	5.00	5.00	0.00
	Fire Facilities Coordinator	1.00	0.00	0.00	0.00	0.00
	Fire Marshal	1.00	1.00	1.00	1.00	0.00
	Coordinator	2.00	0.00	0.00	0.00	0.00
	Fire Medical Training Specialist	0.00	2.00	2.00	2.00	0.00
	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 Technician	1.00	1.00	1.00	1.00	0.00
	Human Resources Manager	0.50	0.50	1.00	1.00	0.00
	Maintenance Services Worker	0.50	0.50	0.50	0.50	0.00
	Maintenance Technician II	1.00	1.00	1.00	1.00	0.00
	OEM Manager	1.00	1.00	1.00	1.00	0.00
	Principal Analyst	1.00	1.00	2.00	2.00	0.00
	Principal Info Systems Analyst	1.00	0.00	0.00	0.00	0.00
	Administrator	0.50	0.50	0.50	0.50	0.00
	Senior Analyst	1.00	2.00	2.00	2.00	0.00
	Senior Fleet Technician	1.00	1.00	1.00	1.00	0.00
	Senior Office Specialist	3.50	3.50	3.50	3.50	0.00
	Staff Assistant	1.00	1.00	1.00	1.00	0.00
	Total Civilian	**35.25**	**32.75**	**33.25**	**34.25**	**1.00**

(Position table continued on the following page)

* 2012 Amended Budget as of 8/30/2012.

General Fund Positions

Sworn Positions	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 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	8.00	7.00	6.00	6.00	0.00
Fire Captain	23.00	22.00	22.00	22.00	0.00
Fire Lieutenant	62.00	57.00	55.00	55.00	0.00
Fire Paramedic	68.00	68.00	68.00	68.00	0.00
Fire Driver Engineer	76.00	75.00	75.00	75.00	0.00
Firefighter	103.00	108.00	110.00	110.00	0.00
Total Sworn	**343.00**	**340.00**	**339.00**	**339.00**	**0.00**
Total Positions	**378.25**	**372.75**	**372.25**	**373.25**	**1.00**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
Operating efficiencies	($1,000)
Transfer General Fund capital outlay to Station 21 project	(94,000)
Total During 2012	**($95,000)**
For 2013	**2013 Budget - * 2012 Amended Budget**
Decrease funding due to transfer of support services positions from the PSST fund to the General Fund	($483,770)
Efficiencies	(92,283)
Increase capital outlay needs	78,570
Total For 2013	**($497,483)**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
Remove 1.00 Fire Code Inspector	(1.00)
Add 0.50 Human Resources Manager	0.50
Reclassify one sworn Lieutenant to a Principal Analyst	0.00
Total During 2012	**(0.50)**
For 2013	**2013 Budget - * 2012 Amended Budget**
Add City Administration Building Maintenance Technician	1.00
Total For 2013	**1.00**

* 2012 Amended Budget as of 8/30/2012.

PSST

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$9,169,791	$9,042,053	$9,278,047	$9,278,047	$10,546,017	$1,267,970
Operating	962,530	1,143,231	1,560,279	1,560,279	1,316,270	(244,009)
Capital Outlay	248,403	507,461	108,324	108,324	501,491	393,167
Capital Projects	299,755	662,246	500,000	1,186,700	475,000	(711,700)
Total	**$10,680,479**	**$11,354,991**	**$11,446,650**	**$12,133,350**	**$12,838,778**	**$705,428**
Total Civilian		14.50	13.50	12.50	12.50	0.00
Total Sworn		73.00	73.00	73.00	73.00	0.00
Total Positions		**87.50**	**86.50**	**85.50**	**85.50**	**0.00**

PSST Positions

Civilian Positions	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Administrative Technician	1.00	2.00	1.00	1.00	0.00
Analyst II	1.00	0.00	0.00	0.00	0.00
Fire and Life Safety Educator	1.00	1.00	1.00	1.00	0.00
Fire Code Inspector	1.00	1.00	1.00	1.00	0.00
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	1.00	1.00	0.00
Maintenance Services Worker	0.50	0.50	0.50	0.50	0.00
Office Specialist	1.00	1.00	1.00	1.00	0.00
Parts/Supply Specialist	1.00	1.00	0.00	0.00	0.00
Principal Analyst	0.00	0.00	1.00	1.00	0.00
Program Coordinator	1.00	1.00	1.00	1.00	0.00
Public Safety Program Administrator	0.00	1.00	1.00	1.00	0.00
Senior Analyst	1.00	0.00	0.00	0.00	0.00
Senior Office Specialist	2.00	1.00	1.00	1.00	0.00
Total Civilian	**14.50**	**13.50**	**12.50**	**12.50**	**0.00**

(Position table continued on the following page)

* 2012 Amended Budget as of 8/30/2012.

PSST Positions

Sworn Positions	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Battalion Chief	5.00	5.00	5.00	5.00	0.00
Fire Captain	4.00	4.00	4.00	5.00	1.00
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	21.00	21.00	21.00	20.00	(1.00)
Total Sworn	**73.00**	**73.00**	**73.00**	**73.00**	**0.00**
Total Positions	**87.50**	**86.50**	**85.50**	**85.50**	**0.00**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
Additional appropriation from the PSST for Station 21 construction	$686,700
Total During 2012	**$686,700**
For 2013	**2013 Budget - * 2012 Amended Budget**
Additional funding for overtime	$1,267,970
Operating efficiencies	(244,009)
Increase funding primarily for mobile data terminals and heating, ventilation, and air conditioning	393,167
Remove one time funding for 2012	(711,700)
Total For 2013	**$705,428**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
Remove Parts Supply Specialist	(1.00)
Remove Administrative Technician	(1.00)
Add Principal Analyst	1.00
Total During 2012	**(1.00)**
For 2013	**2013 Budget - * 2012 Amended Budget**
None	0.00
Total For 2013	**0.00**

* 2012 Amended Budget as of 8/30/2012.

Grants Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefit/ Pensions/ Operating	$2,399,764	$3,063,908	$1,845,629	$1,845,629	$2,686,430	$840,801
Total	**$2,399,764**	**$3,063,908**	**$1,845,629**	**$1,845,629**	**$2,686,430**	**$840,801**

Civilian Positions	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Accountant II	0.50	0.50	0.50	0.50	0.00
Adminsitrative Technician	1.00	1.00	0.00	0.00	0.00
Maintenance Technician II	0.00	1.00	1.00	1.00	0.00
Program Coordinator	1.00	1.00	1.00	1.00	0.00
Senior Analyst/Principal Analyst	2.00	2.00	1.00	1.00	0.00
Senior Office Specialist	0.50	0.50	1.00	1.00	0.00
Total Civilian	**5.00**	**6.00**	**4.50**	**4.50**	**0.00**

Sworn Positions	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Firefighter**	0.00	0.00	0.00	15.00	15.00
Total Sworn	**0.00**	**0.00**	**0.00**	**15.00**	**15.00**
Total Positions	**5.00**	**6.00**	**4.50**	**19.50**	**15.00**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**

For 2013	2013 Budget - * 2012 Amended Budget
Increase to fund first of two years for 15.00 new fire fighters to staff Station 21	$840,801
Total For 2013	**$840,801**

* 2012 Amended Budget as of 8/30/2012.
** The 15.00 firefighters added are funded by a two-year federal grant and are not included in the Personnel Summary section.

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	Removed Administrative Technician in OEM	(1.00)
	Removed Principal Analyst in OEM	(1.00)
	Add Senior Office Sepcialist in Fire Prevention	0.50
	Total During 2012	**(1.50)**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Add 15 new firefighters to staff Station 21	15.00
	Total For 2013	**15.00**

CIP Program	Project Name	General Fund	Restricted Funds	Total
	Facility Repairs	$87,500	$0	$87,500
	Fire Station 21	0	300,000	300,000
	Ventilation Improvements	0	175,000	175,000
	Self-Contained Breathing Apparatus (SCBA) purchase	500,000	0	500,000
	Total Capital Budget	**$587,500**	**$475,000**	**$1,062,500**
	The funding for Fire Station 21,the Ventilation Improvements, and the SCBA is accounted for in the PSST budget on pages 14-1 and 14-4. For additional project information, see CIP section of the Budget starting on page 23-1.			

* 2012 Amended Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Fire_All_Departments

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	1,847,454	2,002,813	2,105,901	2,159,583	53,682	2.55%
51210	OVERTIME	13,204	29,317	31,945	37,185	5,240	16.40%
51220	SEASONAL TEMPORARY	1,980	0	4,000	2,000	(2,000)	-50.00%
51235	STANDBY	17,073	25,138	23,574	9,251	(14,323)	-60.76%
51240	RETIREMENT TERMINATION SICK	15,390	26,790	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	5,963	40,876	0	0	0	0.00%
51247	VAR PROGRAM	(5,065)	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	10,726	19,559	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(46,543)	(84,214)	0	0	0	0.00%
51405	UNIFORM SALARIES	22,757,778	22,159,995	23,168,342	22,658,698	(509,644)	-2.20%
51410	UNIFORM OVERTIME	1,274,262	2,299,847	1,777,899	1,156,212	(621,687)	-34.97%
51420	UNIFORM SCHEDULED OVERTIME	606,385	572,383	613,064	599,143	(13,921)	-2.27%
51425	UNIFORM SHIFT DIFFERENTIAL	0	0	187	0	(187)	-100.00%
51430	UNIFORM SPECIAL ASSIGNMENT	69,209	80,345	65,487	60,615	(4,872)	-7.44%
51435	EXTRA DUTY EXPENDITURE	2,801	2,708	6,000	4,000	(2,000)	-33.33%
51440	LEAVE PAY OFF	468,380	459,512	488,946	480,012	(8,934)	-1.83%
51445	LONGEVITY	196,314	194,346	200,928	196,560	(4,368)	-2.17%
51455	SWORN VAC TWK	243,566	242,553	276,092	262,178	(13,914)	-5.04%
51470	UNIFORM RETIREMENT COST	82,649	118,986	167,000	75,000	(92,000)	-55.09%
51490	PARAMEDIC PRO PAY	70,646	54,159	58,118	59,717	1,599	2.75%
51610	PERA	252,626	266,088	288,507	287,527	(980)	-0.34%
51612	RETIREMENT HEALTH SAVINGS	173,171	284,358	0	150,000	150,000	0.00%
51615	WORKERS COMPENSATION	1,140,144	935,162	986,333	941,986	(44,347)	-4.50%
51620	EQUITABLE LIFE INSURANCE	71,764	67,310	75,824	74,406	(1,418)	-1.87%
51625	VISION CARE	16,865	0	0	0	0	0.00%
51640	DENTAL INSURANCE	153,380	132,516	150,420	153,900	3,480	2.31%
51645	NEW HIRE FIRE PENSION PLAN	3,110,586	2,909,668	3,261,235	2,850,856	(410,379)	-12.58%
51646	OLD HIRE FIRE PENSION	360,266	1,570,446	1,491,283	1,467,740	(23,543)	-1.58%
51647	STATEWIDE FIRE PENSION	0	0	0	1,139,792	1,139,792	0.00%
51665	CASH BACK	21,816	23,044	840	0	(840)	-100.00%
51690	MEDICARE	315,267	334,797	346,007	348,391	2,384	0.69%
51695	CITY EPO MEDICAL PLAN	3,301,172	3,027,653	3,257,556	3,186,966	(70,590)	-2.17%
51696	ADVANTAGE HD MED PLAN	0	6,249	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	577	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	(1,162)	(725)	0	0	0	0.00%
Total Salaries and Benefits		**36,548,067**	**37,802,256**	**38,845,488**	**38,361,718**	**(483,770)**	**-1.25%**
52105	MISCELLANEOUS OPERATING	2,388	1,463	0	0	0	0.00%
52110	OFFICE SUPPLIES	21,484	19,346	33,360	29,444	(3,916)	-11.74%
52111	PAPER SUPPLIES	3,085	5,254	7,394	9,004	1,610	21.77%
52115	MEDICAL SUPPLIES	38,377	68,483	45,768	55,329	9,561	20.89%
52120	COMPUTER SOFTWARE	14,536	8,545	13,669	25,398	11,729	85.81%
52122	CELL PHONES EQUIP AND SUPPLIES	968	2,974	1,940	1,635	(305)	-15.72%
52125	GENERAL SUPPLIES	79,202	46,485	72,760	64,455	(8,305)	-11.41%
52126	ELECTRICAL SUPPLIES	0	21	0	0	0	0.00%
52127	CONSTRUCTION SUPPLIES	561	149	0	2,398	2,398	0.00%
52128	PLUMBING SUPPLIES	90	0	100	0	(100)	-100.00%
52130	OTHER SUPPLIES	22	35,652	30,000	37,500	7,500	25.00%
52135	POSTAGE	6,285	6,527	8,760	8,167	(593)	-6.77%
52140	WEARING APPAREL	277,133	442,991	328,861	314,675	(14,186)	-4.31%
52145	PAINT AND CHEMICAL	4,677	7,895	7,401	13,441	6,040	81.61%
52155	AUTOMOTIVE	7,788	11,613	11,000	11,548	548	4.98%
52160	FUEL	10,629	429	1,400	600	(800)	-57.14%
52165	LICENSES AND TAGS	12,350	17,306	17,432	20,086	2,654	15.22%
52190	JANITORIAL SUPPLIES	46,739	39,474	42,617	44,852	2,235	5.24%
52210	MAINT TREES	0	166	0	0	0	0.00%
52220	MAINT OFFICE MACHINES	546	0	2,200	0	(2,200)	-100.00%
52225	MAINT COMPUTER SOFTWARE	0	1,200	0	0	0	0.00%
52230	MAINT FURNITURE AND FIXTURES	0	0	0	175	175	0.00%
52235	MAINT MACHINERY AND APPARATUS	10,677	3,793	24,831	19,435	(5,396)	-21.73%
52240	MAINT NONFLEET VEHICLES EQP	152,899	209,789	200,000	210,650	10,650	5.33%
52265	MAINT BUILDINGS AND STRUCTURE	56,581	64,816	55,458	54,059	(1,399)	-2.52%

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
52305	MAINT SOFTWARE	2,439	1,715	2,635	6,905	4,270	162.05%
52405	ADVERTISING SERVICES	218	1,006	2,500	22,625	20,125	805.00%
52420	EMPLOYEE SERVICES	1,607	13,796	2,400	2,800	400	16.67%
52421	CIVIL SERVICE TESTING	24,820	54,580	51,800	59,700	7,900	15.25%
52425	ENVIRONMENTAL SERVICES	0	520	0	14,940	14,940	0.00%
52431	CONSULTING SERVICES	0	666	12,000	280	(11,720)	-97.67%
52434	TOWING SERVICES	3,341	2,582	2,100	2,100	0	0.00%
52435	GARBAGE REMOVAL SERVICES	3,779	5,574	6,360	6,360	0	0.00%
52450	LAUNDRY AND CLEANING SERVICES	1,350	288	20,100	20,000	(100)	-0.50%
52455	LAWN MAINTENANCE SERVICE	13,390	8,283	6,000	8,283	2,283	38.05%
52465	MISCELLANEOUS SERVICES	480	0	2,000	0	(2,000)	-100.00%
52560	PARKING SERVICES	120	47	50	125	75	150.00%
52565	PEST CONTROL	4,900	4,900	4,900	4,900	0	0.00%
52573	CREDIT CARD FEES	796	1,080	900	1,348	448	49.78%
52574	LEGAL SERVICES	98	0	0	0	0	0.00%
52575	SERVICES	53,643	66,174	85,857	136,535	50,678	59.03%
52578	INTERPRETING SERVICES	7	0	0	0	0	0.00%
52605	CAR MILEAGE	415	520	650	1,105	455	70.00%
52607	CELL PHONE ALLOWANCE	0	0	0	960	960	0.00%
52615	DUES AND MEMBERSHIP	6,831	13,393	8,976	15,173	6,197	69.04%
52625	MEETING EXPENSES IN TOWN	4,610	19,054	27,729	38,040	10,311	37.18%
52630	TRAINING	33,762	69,698	144,531	90,893	(53,638)	-37.11%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	12,843	34,050	35,702	69,917	34,215	95.83%
52645	SUBSCRIPTIONS	7,438	6,468	7,050	8,961	1,911	27.11%
52655	TRAVEL OUT OF TOWN	42,543	32,897	65,674	56,369	(9,305)	-14.17%
52705	COMMUNICATIONS	19,238	12,591	16,800	15,243	(1,557)	-9.27%
52706	WIRELESS COMMUNICATION	4,799	6,293	6,908	5,718	(1,190)	-17.23%
52725	RENTAL OF PROPERTY	0	1,125	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	918	1,545	2,860	1,532	(1,328)	-46.43%
52736	CELL PHONE AIRTIME	(509)	17	359	195	(164)	-45.68%
52738	CELL PHONE BASE CHARGES	40,110	37,890	47,228	45,895	(1,333)	-2.82%
52740	GENERAL INSURANCE-CITY	114,499	100,765	119,528	121,733	2,205	1.84%
52745	UTILITIES	0	(41)	0	0	0	0.00%
52746	UTILITIES ELECTRIC	138,923	153,244	173,403	146,524	(26,879)	-15.50%
52747	UTILITIES GAS	95,571	90,827	170,683	87,599	(83,084)	-48.68%
52748	UTILITIES SEWER	27,137	24,157	33,282	22,805	(10,477)	-31.48%
52749	UTILITIES WATER	38,281	41,651	49,557	38,811	(10,746)	-21.68%
52765	LEASE PURCHASE PAYMENTS	54,444	54,444	54,445	0	(54,445)	-100.00%
52775	MINOR EQUIPMENT	168,710	292,809	170,105	170,502	397	0.23%
52776	PRINTER CONSOLIDATION COST	0	0	0	31,492	31,492	0.00%
52795	RENTAL OF EQUIPMENT	28,203	28,885	35,454	1,394	(34,060)	-96.07%
52874	OFFICE SERVICES PRINTING	9,765	7,130	14,823	16,406	1,583	10.68%
52875	OFFICE SERVICES RECORDS	542	708	704	702	(2)	-0.28%
65356	RETIREMENT AWARDS	0	225	0	0	0	0.00%
65365	HEALTH PROGRAMS	0	300	0	0	0	0.00%
Total Operating Expenses		**1,707,078**	**2,186,227**	**2,291,004**	**2,197,721**	**(93,283)**	**-4.07%**
53010	OFFICE MACHINES	402	2,052	2,000	9,798	7,798	389.90%
53020	COMPUTERS NETWORKS	1,964	553	1,300	5,750	4,450	342.31%
53030	FURNITURE AND FIXTURES	0	1,464	9,320	26,637	17,317	185.80%
53050	MACHINERY AND APPARATUS	118,145	315,042	60,569	110,700	50,131	82.77%
53070	VEHICLES REPLACEMENT	481,105	303,931	877,793	878,000	207	0.02%
53080	VEHICLES ADDITIONS	0	5,311	0	0	0	0.00%
53090	BUILDINGS AND STRUCTURES	5,304	16,131	95,333	0	(95,333)	-100.00%
Total Capital Outlay		**606,920**	**644,484**	**1,046,315**	**1,030,885**	**(15,430)**	**-1.47%**
Total Expenses		**38,862,065**	**40,632,967**	**42,182,807**	**41,590,324**	**(592,483)**	**-1.40%**

Totals may differ from narratives due to rounding.

City of Colorado Springs
Budget Detail Report

171 PUBLIC SAFETY SALES TAX

Fire_All_Departments

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	959,285	938,116	1,033,734	745,047	(288,687)	-27.93%
51210	OVERTIME	4,014	6,775	7,450	20,923	13,473	180.85%
51220	SEASONAL TEMPORARY	34,541	36,062	10,500	60,136	49,636	472.72%
51230	SHIFT DIFFERENTIAL	712	6	0	0	0	0.00%
51235	STANDBY	12,480	9,035	16,640	9,208	(7,432)	-44.66%
51245	RETIREMENT TERM VACATION	0	8,133	0	0	0	0.00%
51260	VACATION BUY PAY OUT	4,229	8,208	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(42,241)	(21,593)	0	0	0	0.00%
51405	UNIFORM SALARIES	5,151,154	4,994,671	5,143,981	5,294,820	150,839	2.93%
51410	UNIFORM OVERTIME	550,726	766,040	609,620	1,842,237	1,232,617	202.19%
51420	UNIFORM SCHEDULED OVERTIME	128,172	117,721	120,312	123,871	3,559	2.96%
51430	UNIFORM SPECIAL ASSIGNMENT	14,626	13,718	13,731	13,731	0	0.00%
51440	LEAVE PAY OFF	101,563	97,847	98,606	94,900	(3,706)	-3.76%
51445	LONGEVITY	49,130	50,043	52,560	54,672	2,112	4.02%
51455	SWORN VAC TWK	70,331	62,287	71,586	68,979	(2,607)	-3.64%
51470	UNIFORM RETIREMENT COST	25,439	10,986	0	0	0	0.00%
51490	PARAMEDIC PRO PAY	13,755	19,942	21,412	21,412	0	0.00%
51610	PERA	134,571	134,307	141,649	104,376	(37,273)	-26.31%
51612	RETIREMENT HEALTH SAVINGS	79,481	21,177	0	0	0	0.00%
51615	WORKERS COMPENSATION	223,331	216,024	221,641	216,925	(4,716)	-2.13%
51620	EQUITABLE LIFE INSURANCE	17,808	16,537	18,534	17,750	(784)	-4.23%
51625	VISION CARE	4,380	0	0	0	0	0.00%
51640	DENTAL INSURANCE	38,346	34,476	37,440	35,400	(2,040)	-5.45%
51645	NEW HIRE FIRE PENSION PLAN	710,383	644,940	730,248	794,568	64,320	8.81%
51647	STATEWIDE FIRE PENSION	0	0	0	181,892	181,892	0.00%
51665	CASH BACK	6,006	3,665	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	180	240	240	0	(240)	-100.00%
51690	MEDICARE	78,316	75,192	89,207	68,990	(20,217)	-22.66%
51695	CITY EPO MEDICAL PLAN	800,218	776,366	838,956	776,180	(62,776)	-7.48%
51696	ADVANTAGE HD MED PLAN	0	1,261	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	105	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	(1,145)	(234)	0	0	0	0.00%
Total Salaries and Benefits		**9,169,791**	**9,042,053**	**9,278,047**	**10,546,017**	**1,267,970**	**13.67%**
52105	MISCELLANEOUS OPERATING	8,734	0	0	0	0	0.00%
52110	OFFICE SUPPLIES	5,141	4,762	13,813	11,207	(2,606)	-18.87%
52111	PAPER SUPPLIES	1,317	360	3,180	1,126	(2,054)	-64.59%
52115	MEDICAL SUPPLIES	33,934	39,995	27,742	39,215	11,473	41.36%
52120	COMPUTER SOFTWARE	1,493	770	13,724	2,150	(11,574)	-84.33%
52122	CELL PHONES EQUIP AND SUPPLIES	0	0	1,026	0	(1,026)	-100.00%
52125	GENERAL SUPPLIES	27,193	29,415	40,903	47,976	7,073	17.29%
52127	CONSTRUCTION SUPPLIES	461	4,195	3,350	4,765	1,415	42.24%
52130	OTHER SUPPLIES	0	0	0	930	930	0.00%
52135	POSTAGE	1,473	711	3,271	3,180	(91)	-2.78%
52140	WEARING APPAREL	152,570	174,646	204,335	204,000	(335)	-0.16%
52145	PAINT AND CHEMICAL	2,100	626	1,398	2,275	877	62.73%
52150	SEED AND FERTILIZER	0	0	0	300	300	0.00%
52160	FUEL	31,514	45,646	58,000	56,400	(1,600)	-2.76%
52165	LICENSES AND TAGS	780	1,713	10,157	10,085	(72)	-0.71%
52190	JANITORIAL SUPPLIES	1,638	2,940	12,282	14,182	1,900	15.47%
52220	MAINT OFFICE MACHINES	20	0	477	0	(477)	-100.00%
52225	MAINT COMPUTER SOFTWARE	2,695	3,775	5,800	0	(5,800)	-100.00%
52235	MAINT MACHINERY AND APPARATUS	34,870	70,328	71,070	69,093	(1,977)	-2.78%
52240	MAINT NONFLEET VEHICLES EQP	35,398	43,371	20,000	21,050	1,050	5.25%
52265	MAINT BUILDINGS AND STRUCTURE	53,899	93,756	61,933	61,624	(309)	-0.50%
52275	MAINT RUNWAYS	131	0	0	0	0	0.00%
52305	MAINT SOFTWARE	0	0	0	8,370	8,370	0.00%
52405	ADVERTISING SERVICES	4,226	1,324	8,472	10,850	2,378	28.07%
52410	BUILDING SECURITY SERVICES	8,683	9,252	3,500	8,656	5,156	147.31%
52420	EMPLOYEE SERVICES	2,068	0	4,891	4,891	0	0.00%
52435	GARBAGE REMOVAL SERVICES	1,086	1,086	1,086	1,086	0	0.00%
52450	LAUNDRY AND CLEANING SERVICES	0	0	457	0	(457)	-100.00%

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
52465	MISCELLANEOUS SERVICES	3,161	6,265	9,999	7,999	(2,000)	-20.00%
52565	PEST CONTROL	1,571	1,114	1,114	1,114	0	0.00%
52568	BANK AND INVESTMENT FEES	0	0	0	4,920	4,920	0.00%
52575	SERVICES	57,569	85,991	167,119	79,593	(87,526)	-52.37%
52605	CAR MILEAGE	793	279	4,000	1,107	(2,893)	-72.33%
52615	DUES AND MEMBERSHIP	3,477	3,638	4,362	4,322	(40)	-0.92%
52625	MEETING EXPENSES IN TOWN	701	1,258	2,114	1,340	(774)	-36.61%
52630	TRAINING	22,108	36,351	97,635	41,812	(55,823)	-57.18%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	23,413	31,562	22,764	18,603	(4,161)	-18.28%
52645	SUBSCRIPTIONS	2,290	1,109	3,297	7,708	4,411	133.79%
52655	TRAVEL OUT OF TOWN	14,677	22,267	43,759	35,821	(7,938)	-18.14%
52705	COMMUNICATIONS	82,797	43,566	146,857	39,282	(107,575)	-73.25%
52706	WIRELESS COMMUNICATION	3,242	5,351	5,700	30,180	24,480	429.47%
52735	TELEPHONE LONG DIST CALLS	80	117	200	100	(100)	-50.00%
52736	CELL PHONE AIRTIME	1,922	1,313	880	1,071	191	21.70%
52738	CELL PHONE BASE CHARGES	7,242	10,245	16,137	8,693	(7,444)	-46.13%
52740	GENERAL INSURANCE-CITY	56,847	55,680	75,292	74,992	(300)	-0.40%
52746	UTILITIES ELECTRIC	45,160	49,451	60,263	57,714	(2,549)	-4.23%
52747	UTILITIES GAS	44,525	38,308	68,991	63,251	(5,740)	-8.32%
52748	UTILITIES SEWER	5,613	5,147	11,994	10,868	(1,126)	-9.39%
52749	UTILITIES WATER	12,653	14,475	22,176	19,349	(2,827)	-12.75%
52755	COMMUNICATIONS EQUIPMENT	0	175	0	0	0	0.00%
52775	MINOR EQUIPMENT	151,630	178,529	196,255	199,515	3,260	1.66%
52776	PRINTER CONSOLIDATION COST	0	0	0	18,328	18,328	0.00%
52795	RENTAL OF EQUIPMENT	1,225	16,042	18,300	0	(18,300)	-100.00%
52874	OFFICE SERVICES PRINTING	8,410	6,327	10,204	5,177	(5,027)	-49.26%
Total Operating Expenses		**962,530**	**1,143,231**	**1,560,279**	**1,316,270**	**(244,009)**	**-15.64%**
53020	COMPUTERS NETWORKS	12,130	11,765	20,141	420,971	400,830	1990.12%
53030	FURNITURE AND FIXTURES	859	29,885	8,901	9,175	274	3.08%
53050	MACHINERY AND APPARATUS	107,683	252,836	70,736	69,045	(1,691)	-2.39%
53070	VEHICLES REPLACEMENT	53,123	111,592	0	0	0	0.00%
53090	BUILDINGS AND STRUCTURES	74,608	101,383	8,546	2,300	(6,246)	-73.09%
Total Capital Outlay		**248,403**	**507,461**	**108,324**	**501,491**	**393,167**	**362.95%**
Total Expenses		**10,380,724**	**10,692,745**	**10,946,650**	**12,363,778**	**1,417,128**	**12.95%**

Totals may differ from narratives 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 common to multiple programs or cannot be identified with a specific program.

Budget Summary

	2010 Actual	2011 Actual	2012 Budget	2013 Budget
FLSA Payments	$2,021,642	$2,020,884	$0	$0
Retired Employees Insurance	1,751,606	1,738,455	1,624,000	1,800,000
Unemployment Insurance	419,200	259,530	50,000	150,000
VAR Program	918,601	0	0	0
Total Salaries and Benefits	**$5,111,049**	**$4,018,869**	**$1,674,000**	**$1,950,000**
Allocations and Internal Services Charges				
Barricading	$172,656	$172,656	$172,652	$172,656
Employee Benefit Self Insurance Fund	0	0	0	292,998
Environmental Protection Program	101,976	60,405	60,405	60,405
Fleet Management	6,503,852	6,941,992	7,105,723	6,437,516
Fleet Vehicle Lease-Purchase	1,087,733	1,071,050	1,130,561	1,302,860
Machine/Weld Shop	16,680	16,680	16,680	16,680
Office Services	617,976	517,800	582,499	582,381
Property Disposal - City share	44,244	44,244	44,244	0
Radio Communications	1,118,844	1,010,196	1,004,204	1,082,947
Real Estate Services	125,868	111,204	0	0
Risk Management	387,156	472,032	0	0
Workers Compensation Fund	0	350,000	0	0
Animal Control Contract	1,214,390	1,209,861	1,280,879	1,040,000
Annual Financial Audit	190,260	169,400	159,500	170,000
Capital Lease Purchase	1,337,000	0	0	0
City Admin Building (CAB) - Security/Utilities/Janitorial	529,845	489,072	630,351	633,880
City Building Security Contract	0	91,980	0	91,740
City Hall - Security/Utilities/Janitorial	252,011	225,708	311,207	311,370
City Hall and Police Training Academy COP Payment	478,250	372,423	387,468	384,567
Compensation Study results implementation/ Emergency CIP	0	0	0	2,200,000
Debt Refinancing/Refunding	0	16,450,865	0	0
Dues and Memberships	334,948	324,815	42,916	42,916

Budget Summary

	2010 Actual	2011 Actual	2012 Budget	2013 Budget
Economic Development				
Colorado Springs Technology Incubator (CSTI)	50,000	50,000	50,000	0
Economic Development Corporation (EDC)	70,000	70,000	70,000	0
Tax Increment Financing / Shared Revenue Agreements	1,823,579	4,218,695	4,520,000	3,700,000
Small Business Development Center (SBDC)	62,500	50,000	50,000	0
USOC COP Payment	1,538,409	1,614,640	1,621,675	1,658,875
Election Expenses	230,229	707,683	0	450,000
Employee Awards Program	111,010	70,628	76,000	76,000
Facilities Maintenance Contract with El Paso County	927,980	870,969	897,000	897,000
Firefighter Memorial Event	0	0	5,000	0
General Insurance - contribution to Self-Insurance Fund	500,004	500,000	500,000	500,000
General Insurance - insurance premiums	485,025	396,361	350,000	400,000
Health Programs	105,750	100,573	45,000	45,000
Homeward Pikes Peak	50,000	80,000	80,000	60,000
Lease-Purchase Costs – City Admin Building (CAB)	625,171	625,171	628,171	628,171
Legal Defense Reserve	115,692	194,733	680,000	680,000
Rental and CAM Costs – Pikes Peak Regional Development Center	101,591	120,777	130,000	130,000
Retirement Awards	16,591	10,777	10,000	10,000
Sales Tax Vendor Fee Reimbursement	197,192	0	0	0
SCIP – Debt Service Payment	0	0	0	7,847,000
Services	(50,008)	896,149	607,545	674,281
Special Events In Kind Services	0	0	0	535,000
Streetlight Program	3,561,588	4,437,663	4,496,687	4,002,579
Transfer to Other Funds - Pikes Peak-America's Mountain - Erosion Control	0	1,000,000	0	0
Total Operating Expenses	**$25,035,992**	**$46,117,202**	**$27,746,367**	**$37,116,822**
General Fund contribution to CIP	$4,988,042	$5,457,924	$5,468,930	$5,325,133
General Fund contribution to CIP - Streets	0	0	0	2,000,000
General Fund contribution to CIP - Stormwater	0	0	0	2,000,000
SCIP – Debt Service Payment	7,846,650	7,851,000	7,844,350	0
Total CIP	**$12,834,692**	**$13,308,924**	**$13,313,280**	**$9,325,133**
Organization Total	**$42,981,733**	**$63,444,995**	**$42,733,647**	**$48,391,955**

* For 2013, the total unrestricted Capital Improvements Program totals $9,444,633 which includes $54,000 in anticipated interest earnings and $110,500 in anticipated insurance damage settlements.

Expenditure Detail

SALARY AND BENEFITS EXPENDITURES

Fair Labor Standards Act (FLSA) Payment – The last of the three payments related to the October, 2008 United States District Court settlement was made in 2011.

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

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

VAR Program – The City used a Voluntary Attrition Retirement Program (VAR) as a method to reduce the overall budget in 2010.

OPERATING EXPENDITURES

Allocation and Internal Support Charges – These funds allow for detailed accounting of charges and allocations, which fund various Internal Services supporting General Fund programs. The Internal Services programs include Fleet Management, Office Services and Radio Services. Additionally, Colorado Springs Utilities is paid for the environmental protection program and barricading functions.

- **Employee Benefit Self Insurance Fund** – General Fund share of increased medical plan costs for 2013
- **Fleet – Vehicle Lease-Purchase** – This payment is for the lease-purchase of vehicles and equipment.
- **Fleet – Vehicle Replacement** – These funds are used for cash purchases of vehicles and equipment, which are not part of the City's lease purchase contract.
- **Workers' Compensation Insurance** – Supplemental payment to the City's Workers' Compensation fund to maintain adequate funding for payment of claims.

Animal Control Contract – The City's cost for the annual contract for animal control services within the Colorado Springs city limits. The 2013 contract amount is $1.04 million, which includes a decrease of $240,879 primarily due to the General Fund no longer receiving revenue associated with dog licensing.

Annual Financial Audit – Annually, the City contracts with a private firm to provide a comprehensive financial audit.

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

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

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

City Hall and the Police Training Academy COP Payments – The lease-purchase payment on certificates of participation (COPs) used to finance the renovation of City Hall and the acquisition of the Police Training Academy and Police Impound Lot. This is part of a combined refinancing of series 1999, 2000, 2003 that occurred in 2011, reducing the payment significantly. For 2013, the payment amount is $387,468. Funding of $134,507 for a portion of the COP payment for the Police Impound Lot and Training Academy is budgeted in the Police Department's budget.

Compensation Study results implementation/Emergency CIP – Funding in the amount of $2.2 million dollars is reserved to implement the results of the Compensation Study. If, after implementing the changes derived from the Compensation Study, there are funds remaining, they will be used to fund emergency Capital Improvement needs.

Debt Refinancing/Refunding – Cost of issuing or refinancing a portion of outstanding debt to create net present value savings for the City.

Dues and Memberships – This is the City's share of membership costs for Council-approved organizations deemed beneficial to the interests of the City. These costs are shared with Colorado Springs Utilities. Examples include the Pikes Peak Area Council of Governments (PPACG), Colorado Municipal League (CML), International City/County Management Association (ICMA), National League of Cities (NLC), Sister Cities International, and U.S. Conference of Mayors. In 2010, the National League of Cities (NLC) and the Sister Cities International membership and dues costs were transferred to the City Council budget. In 2012, Colorado Municipal League (CML) and Pikes Peak Area Council of Governments (PPACG) were transferred to the City Council Budget.

Economic Development – Prior to 2013, funding for economic development efforts including the Colorado Springs Technology Incubator (CSTI), Economic Development Corporation (EDC), Business Retention and Expansion Visitation (BREV) Program, and the Small Business Development Center (SBDC) was paid from the General Fund. For 2013, the payments will be made directly from the Lodgers and Auto Rental Tax (LART). The City also has agreements relating to shared revenue and economic stimulus arrangements including the revitalization of North Nevada.

Election Expenses – Funding for municipal elections. For 2013, funding for municipal elections in the amount of $450,000 is included.

Employee Awards – As part of the employee salary system, funds are provided for individuals who perform in an exemplary manner over and above the normal performance pay criteria. Two award components receive funding: Service Awards for $36,000 and Employee Recognition Awards for $40,000.

Facilities Maintenance Contract – El Paso County – El Paso County is paid for facilities management.

Firefighter Memorial Event – The annual event to honor fallen firefighters.

General Insurance – contribution to Self-Insurance Fund – For liability insurance costs for the General Fund for the contribution to the Self-Insurance Fund.

General Insurance – insurance premiums – For liability premium costs for the General Fund.

Health Programs – This is the City's share of the Employee Assistance Program (EAP), Health Plan Communication/Printing, and medical claims administration audits as necessary. The Drug Testing and Counseling Programs are provided by the City's Occupational Health Clinic.

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.

Lease-Purchase Costs for City Administration Building (CAB) – During 2003, the City entered into a lease-purchase agreement with Colorado Springs Utilities to acquire the CAB, and in 2007, the City refinanced the remaining portion of the agreement with a bank lease-purchase to achieve financial savings.

Legal Defense Reserve – This is the appropriation established by City Council annually or as required to pay for costs not covered by self-insurance for specialized legal services and expenses associated with legal actions against the City.

Rental Costs – Pikes Peak Regional Development Center (PPRDC) – 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. These annual payments are subject to change based on the details of the PPRDC COPs.

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

Sales Tax Vendor Fee Reimbursement – Due to an accounting change, this reimbursement for sales tax collections was budgeted for the first time in 2006. This expenditure increased or decreased as the sales and use tax revenue changed. The vendor fee compensated businesses for collecting the sales tax for the City. For 2010, as part of the budget balancing measures, the Sales Tax Vendor Fee Reimbursement was eliminated. The Sales Tax Vendor Fee Reimbursement elimination was due to sunset in March 2012, however, in early 2012, City Council approved the permanent elimination of the Sales Tax Vendor Fee reimbursement.

SCIP Debt Service Payment - In October 2007, approximately $10.4 million of the outstanding debt was refinanced to obtain a better interest rate and generate savings to the City of approximately $4.0 million. In May 2009, the remaining $34,460,000 outstanding debt was refinanced at a better interest rate and generated savings of approximately $2.0 million. While the debt was originally scheduled to be retired in 2015, the refinancing extends a portion of the debt by one year, to 2016. The majority of the debt will be retired in 2015. For 2013, payment of $7,847,000, is paid from the General Cost section and is no longer included in the transfer to CIP.

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 updating, financial consulting, lobbying, West Nile Virus payments to El Paso County, and other miscellaneous services.

Special Events – This funding is for in-kind services provided by City departments during special events. For 2013, funding in the amount of $535,000 was transferred to General Costs including $30,000 from fire, $280,000 from Police and $225,000 from Lodgers and Auto Rental Tax (LART).

Streetlight Program – In 2006, the Streetlight Program was transferred from Colorado Springs Utilities to the General Fund. In 2010, one-third of the streetlights (approximately 8,000) were turned off to save energy and replacement costs. This effort saved the City $1,245,000 in the General Fund budget. For 2011, residential streetlights were restored. For 2013, the remaining 3,500 streetlights will be restored. However, one-time funding for 2012 is removed. This will result in an overall decrease of $270,000.

Transfer to Other Funds – Pikes Peak-America's Mountain – Erosion Control – For 2011, funding of $1,000,000 was included to assist the Pikes Peak Highway in completing the sediment and erosion control project by 2012, which is required by consent decree. Also, in 2010, funding of $1,000,000 was provided from the General Fund, but was budgeted in the CIP appropriation. This project was completed in 2012.

CAPITAL OUTLAY EXPENDITURES

City CIP Construction Fund – For 2012, the total unrestricted Capital Improvements Program totals $9,444,633, which includes $54,000 in anticipated interest earnings and $110,500 in anticipated insurance damage settlements. These projects are for the payment on the Citywide Data Center, City matching funds for the Safe, Accountable, Flexible, Efficient Transportation Equity Act-Legacy for Users (SAFETEA-LU)federal transportation grants, ongoing City facility repairs, the payment for repairs made to the City Administration Building, Sertich Ice Center, and Municipal Court building.

General Fund Contribution to CIP – Streets – Includes funding to repair, maintain, rebuild or install roads, bridges and other major infrastructure throughout the City.

General Fund Contribution to CIP – Stormwater – Includes funding to repair, maintain, rebuild or install stormwater and drainage infrastructure throughout the City. Two planned projects include the Mirage Channel Replacement and Cottonwood Creek Drop Structure Repair – Academy, East to La Madrina.

Human Resources

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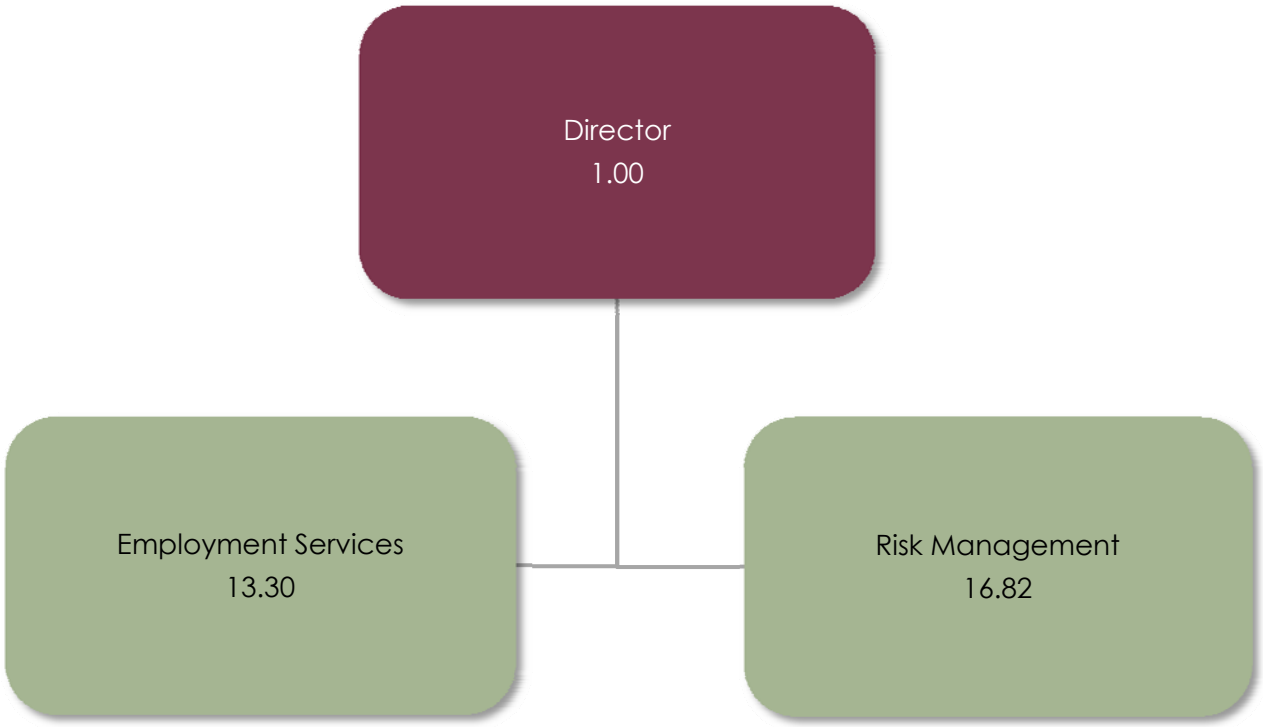


All Funds Summary

Division	General Fund	Other Funds	Total Budget
Employment Services	$1,035,314	$31,308,850	$32,344,164
Risk Management	619,728	8,685,000	9,304,728
Total	**$1,655,042**	**$39,993,850**	**$41,648,892**
Positions	**16.40**	**14.72**	**31.12**

Employment Services

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

2013 Breakthrough Strategies

- **Implement best practice total compensation recommendations from the most complete compensation review the City has done in over 15 years. Measurable outcome: Bring our pay practices in line with long-term fiscal sustainability by end of 1st quarter 2013.**
- **Develop and implement a paid internship program citywide. Measurable outcome: Program established by Q1 2013 and 10 or more interns employed by year-end.**
- **Expand our community outreach efforts to increase the diversity of our applicant pools. Measurable outcome: 10% increase by year end.**
- **Provide customer service training for every employee, implement comprehensive organization-wide performance objectives in all performance reviews, and establish a new and creative employee reward and recognition program to enhance the service culture of the City. Measurable Outcome: All achieved by Q4 2013.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$790,693	$871,111	$871,111	$1,035,314	$164,203
	PSST	134,094	144,202	144,202	0	(144,202)
	Employee Benefits Self-Insurance Fund	26,447,094	30,961,000	30,961,000	31,308,850	347,850
	Total	**$27,371,881**	**$31,976,313**	**$31,976,313**	**$32,344,164**	**$367,851**
	General Fund	6.75	7.75	7.75	10.00	2.25
	PSST	2.00	2.00	2.00	0.00	(2.00)
	Employee Benefits Self-Insurance Fund	4.00	4.30	4.30	4.30	0.00
	Total Positions	**12.75**	**14.05**	**14.05**	**14.30**	**0.25**

*2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

- Transfer two positions from Public Safety Sales Tax fund to General Fund.

Human Resources

Employment Services - General Fund

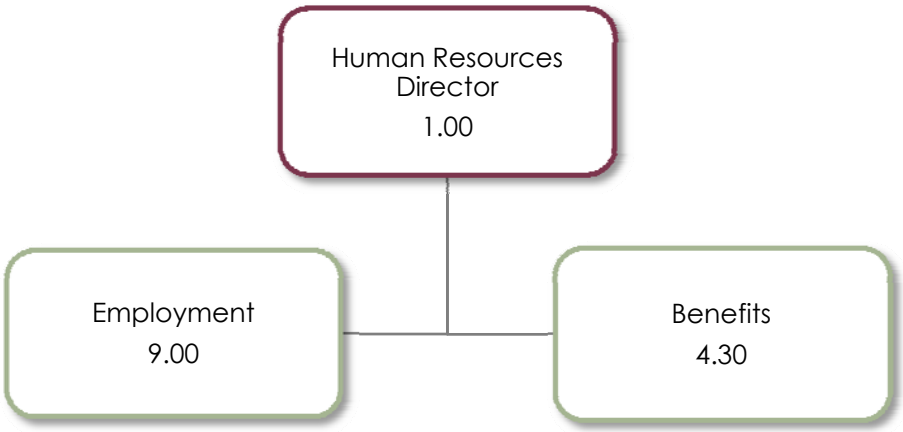
The Employment Division provides services to the entire organization including candidate selection, employee training, and professional development. The Employment Division oversees a variety of functions including: employment law and regulations compliance enforcement; position classification and compensation; 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 2012 and changes occurring as part of the 2013 Budget for each Fund including General Fund, PSST, and Employee Benefits Self Insurance Fund.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$691,159	$743,444	$807,067	$807,067	$962,739	$155,672
Operating	34,094	46,912	63,544	63,544	72,075	8,531
Capital Outlay	0	337	500	500	500	0
Total	**$725,253**	**$790,693**	**$871,111**	**$871,111**	**$1,035,314**	**$164,203**

Position Title	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Administrative Technician	2.00	2.00	2.00	3.00	1.00
Analyst	0.75	1.75	1.75	2.00	0.25
Human Resources Director	1.00	1.00	1.00	1.00	0.00
Manager	3.00	2.00	2.00	3.00	1.00
Supervisor	0.00	1.00	1.00	1.00	0.00
Total Positions	**6.75**	**7.75**	**7.75**	**10.00**	**2.25**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Increase one Analyst II to a full-time position	$20,000
Transfer Salaries/Benefits/Pensions and operating expenses for two positions from the Public Safety Sales Tax (PSST) Fund to the General Fund	144,203
Total For 2013	**$164,203**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	0.00
Total During 2012	**0.00**
For 2013	**2013 Budget - * 2012 Amended Budget**
Increase 0.75 Analyst to 1.00 FTE and reclass one Analyst to a Manager	0.25
Transfer of 2.00 positions from Public Safety Sales Tax (PSST) Fund to the General Fund	2.00
Total For 2013	**2.25**

*2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

PSST

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$129,177	$132,768	$138,727	$138,727	$0	($138,727)
Operating	2,177	1,326	5,475	5,475	0	(5,475)
Capital Outlay	0	0	0	0	0	0
Total	**$131,354**	**$134,094**	**$144,202**	**$144,202**	**$0**	**($144,202)**

Positions	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Administrative Technician	1.00	1.00	1.00	0.00	(1.00)
Analyst	1.00	1.00	1.00	0.00	(1.00)
Total Positions	**2.00**	**2.00**	**2.00**	**0.00**	**(2.00)**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Transfer of Salaries/Benefits/Pensions and operating expenses for two positions from Public Safety Sales Tax (PSST) Fund to General Fund	($144,202)
Total For 2013	**($144,202)**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	0.00
Total During 2012	**0.00**
For 2013	**2013 Budget - * 2012 Amended Budget**
Transfer of 2.00 positions from Public Safety Sales Tax (PSST) Fund to the General Fund	(2.00)
Total For 2013	**(2.00)**

*2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Employee Benefits Self-Insurance Fund

Source of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Retirees Insurance	$362,940	$0	$0	$0	$0	$0
Premiums	26,784,065	0	0	0	0	0
Clinical Co Pay	30,030	77,576	0	0	0	0
Interest/Other	229,431	0	50,000	50,000	50,000	0
Other Funds	0	24,747,404	30,911,000	30,911,000	31,258,850	347,850
Total	**$27,406,466**	**$24,824,980**	**$30,961,000**	**$30,961,000**	**$31,308,850**	**$347,850**

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$231,188	$219,983	$272,718	$272,718	$266,986	($5,732)
Operating	26,285,757	26,227,111	30,688,282	30,688,282	31,041,864	353,582
Capital Outlay	0	0	0	0	0	0
Total	**$26,516,945**	**$26,447,094**	**$30,961,000**	**$30,961,000**	**$31,308,850**	**$347,850**

Positions

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Analyst II	1.00	1.00	1.00	1.00	0.00
Office Assistant	1.00	1.00	1.00	1.00	0.00
Medical Assistant	1.00	1.00	1.00	1.00	0.00
Risk Supervisor	0.00	0.30	0.30	0.30	0.00
Senior Office Specialist	1.00	1.00	1.00	1.00	0.00
Total Positions	**4.00**	**4.30**	**4.30**	**4.30**	**0.00**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Reduce Salaries/Benefits/Pensions to reflect 2013 actuals	($5,732)
Increase operating due to medical plan cost increases	353,582
Total For 2013	**$347,850**

*2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Position Changes		
	During 2012	*** 2012 Amended - 2012 Original Budget**
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	None	0.00
	Total For 2013	**0.00**

*2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

EMPLOYMENT SERVICES

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	548,066	582,668	641,672	759,886	118,214	18.42%
51210	OVERTIME	97	488	500	500	0	0.00%
51220	SEASONAL TEMPORARY	7,310	9,252	1,500	1,500	0	0.00%
51245	RETIREMENT TERM VACATION	0	6,261	0	0	0	0.00%
51260	VACATION BUY PAY OUT	568	1,884	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	0	(3,661)	0	0	0	0.00%
51610	PERA	75,715	78,195	92,984	101,767	8,783	9.45%
51612	RETIREMENT HEALTH SAVINGS	0	12,502	0	0	0	0.00%
51615	WORKERS COMPENSATION	1,637	1,505	2,160	1,692	(468)	-21.67%
51620	EQUITABLE LIFE INSURANCE	1,642	1,605	2,291	2,160	(131)	-5.72%
51625	VISION CARE	307	0	0	0	0	0.00%
51640	DENTAL INSURANCE	2,783	2,393	3,205	4,140	935	29.17%
51665	CASH BACK	342	1,128	1,000	0	(1,000)	-100.00%
51670	PARKING FOR EMPLOYEES	1,420	1,550	1,500	2,400	900	60.00%
51690	MEDICARE	8,001	8,622	8,807	10,787	1,980	22.48%
51695	CITY EPO MEDICAL PLAN	43,271	38,963	51,448	77,907	26,459	51.43%
51696	ADVANTAGE HD MED PLAN	0	79	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	10	0	0	0	0.00%
Total Salaries and Benefits		**691,159**	**743,444**	**807,067**	**962,739**	**155,672**	**19.29%**
52105	MISCELLANEOUS OPERATING	45	774	0	0	0	0.00%
52110	OFFICE SUPPLIES	1,350	2,202	4,750	5,200	450	9.47%
52111	PAPER SUPPLIES	0	158	1,000	1,100	100	10.00%
52120	COMPUTER SOFTWARE	193	5,000	18,000	20,000	2,000	11.11%
52122	CELL PHONES EQUIP AND SUPPLIES	0	0	0	1,500	1,500	0.00%
52125	GENERAL SUPPLIES	185	(54)	1,200	1,200	0	0.00%
52135	POSTAGE	410	543	600	700	100	16.67%
52220	MAINT OFFICE MACHINES	0	0	200	300	100	50.00%
52230	MAINT FURNITURE AND FIXTURES	0	0	150	150	0	0.00%
52575	SERVICES	2,381	11,837	1,500	1,650	150	10.00%
52590	TEMPORARY EMPLOYMENT	0	0	2,000	2,000	0	0.00%
52605	CAR MILEAGE	71	0	500	200	(300)	-60.00%
52615	DUES AND MEMBERSHIP	535	515	500	675	175	35.00%
52625	MEETING EXPENSES IN TOWN	1,081	(956)	4,250	4,350	100	2.35%
52630	TRAINING	2,103	6,917	4,750	5,050	300	6.32%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	0	0	494	600	106	21.46%
52645	SUBSCRIPTIONS	5,424	(147)	2,500	2,500	0	0.00%
52655	TRAVEL OUT OF TOWN	2,848	4,117	2,000	2,000	0	0.00%
52705	COMMUNICATIONS	0	0	0	2,500	2,500	0.00%
52735	TELEPHONE LONG DIST CALLS	77	116	400	500	100	25.00%
52775	MINOR EQUIPMENT	0	1,080	250	350	100	40.00%
52776	PRINTER CONSOLIDATION COST	0	0	0	4,000	4,000	0.00%
52795	RENTAL OF EQUIPMENT	5,400	3,578	4,000	50	(3,950)	-98.75%
52874	OFFICE SERVICES PRINTING	(165)	159	1,500	1,500	0	0.00%
52875	OFFICE SERVICES RECORDS	880	853	2,000	2,000	0	0.00%
65160	RECRUITMENT	5,377	7,227	5,000	5,000	0	0.00%
65353	DIVERSITY TRAINING	65	0	1,000	1,000	0	0.00%
65358	LRC & LEADERSHIP DEV	5,834	2,993	5,000	6,000	1,000	20.00%
Total Operating Expenses		**34,094**	**46,912**	**63,544**	**72,075**	**8,531**	**13.43%**
53010	OFFICE MACHINES	0	190	200	0	(200)	-100.00%
53030	FURNITURE AND FIXTURES	0	147	300	500	200	66.67%
Total Capital Outlay		**0**	**337**	**500**	**500**	**0**	**0.00%**
Total Expenses		**725,253**	**790,693**	**871,111**	**1,035,314**	**164,203**	**18.85%**

Totals may differ from narratives due to rounding.

City of Colorado Springs
Budget Detail Report

171 PUBLIC SAFETY SALES TAX

EMPLOYMENT SERVICES

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	96,709	101,063	106,328	0	(106,328)	-100.00%
51210	OVERTIME	295	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	2,081	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	886	937	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(2,746)	(1,894)	0	0	0	0.00%
51610	PERA	12,754	13,481	15,000	0	(15,000)	-100.00%
51615	WORKERS COMPENSATION	247	257	300	0	(300)	-100.00%
51620	EQUITABLE LIFE INSURANCE	283	285	325	0	(325)	-100.00%
51625	VISION CARE	76	0	0	0	0	0.00%
51640	DENTAL INSURANCE	890	841	950	0	(950)	-100.00%
51665	CASH BACK	(93)	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	440	480	480	0	(480)	-100.00%
51690	MEDICARE	1,465	1,431	1,500	0	(1,500)	-100.00%
51695	CITY EPO MEDICAL PLAN	15,890	15,727	13,844	0	(13,844)	-100.00%
51696	ADVANTAGE HD MED PLAN	0	144	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	16	0	0	0	0.00%
Total Salaries and Benefits		**129,177**	**132,768**	**138,727**	**0**	**(138,727)**	**-100.00%**
52110	OFFICE SUPPLIES	443	67	500	0	(500)	-100.00%
52111	PAPER SUPPLIES	0	0	200	0	(200)	-100.00%
52135	POSTAGE	0	0	200	0	(200)	-100.00%
52575	SERVICES	0	0	250	0	(250)	-100.00%
52615	DUES AND MEMBERSHIP	0	0	175	0	(175)	-100.00%
52625	MEETING EXPENSES IN TOWN	0	0	200	0	(200)	-100.00%
52630	TRAINING	0	0	500	0	(500)	-100.00%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	0	0	200	0	(200)	-100.00%
52705	COMMUNICATIONS	1,251	1,250	2,500	0	(2,500)	-100.00%
52735	TELEPHONE LONG DIST CALLS	0	0	100	0	(100)	-100.00%
52775	MINOR EQUIPMENT	0	0	100	0	(100)	-100.00%
52795	RENTAL OF EQUIPMENT	0	0	50	0	(50)	-100.00%
52874	OFFICE SERVICES PRINTING	483	9	500	0	(500)	-100.00%
Total Operating Expenses		**2,177**	**1,326**	**5,475**	**0**	**(5,475)**	**-100.00%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**131,354**	**134,094**	**144,202**	**0**	**(144,202)**	**-100.00%**

Totals may differ from narratives due to rounding.

City of Colorado Springs
Budget Detail Report

504 HEALTH INSURANCE FUND

Risk Emp Ben

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	178,825	167,235	206,896	202,612	(4,284)	-2.07%
51210	OVERTIME	22	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	0	1,377	0	0	0	0.00%
51260	VACATION BUY PAY OUT	0	1,303	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(2,227)	(3,220)	0	0	0	0.00%
51610	PERA	23,403	21,704	27,035	25,070	(1,965)	-7.27%
51615	WORKERS COMPENSATION	450	427	464	445	(19)	-4.09%
51620	EQUITABLE LIFE INSURANCE	516	464	703	559	(144)	-20.48%
51625	VISION CARE	59	0	0	0	0	0.00%
51640	DENTAL INSURANCE	1,299	1,130	1,789	1,346	(443)	-24.76%
51665	CASH BACK	407	361	1,170	0	(1,170)	-100.00%
51670	PARKING FOR EMPLOYEES	1,410	900	1,167	1,060	(107)	-9.17%
51690	MEDICARE	2,501	2,303	2,981	2,937	(44)	-1.48%
51695	CITY EPO MEDICAL PLAN	24,523	25,839	30,513	32,956	2,443	8.01%
51696	ADVANTAGE HD MED PLAN	0	144	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	16	0	0	0	0.00%
Total Salaries and Benefits		**231,188**	**219,983**	**272,718**	**266,985**	**(5,733)**	**-2.10%**
52110	OFFICE SUPPLIES	1,096	2,068	6,500	1,600	(4,900)	-75.38%
52111	PAPER SUPPLIES	0	0	0	720	720	0.00%
52115	MEDICAL SUPPLIES	4,319	3,550	36,000	5,500	(30,500)	-84.72%
52116	PHARMACEUTICALS	16,259	11,484	2,500	17,380	14,880	595.20%
52120	COMPUTER SOFTWARE	30,126	33,067	36,000	0	(36,000)	-100.00%
52125	GENERAL SUPPLIES	912	758	3,500	1,150	(2,350)	-67.14%
52135	POSTAGE	7,810	4,612	2,600	5,080	2,480	95.38%
52165	LICENSES AND TAGS	0	0	0	50	50	0.00%
52220	MAINT OFFICE MACHINES	0	232	0	0	0	0.00%
52305	MAINT SOFTWARE	0	0	0	33,200	33,200	0.00%
52445	JANITORIAL SERVICES	561	0	0	0	0	0.00%
52460	MEDICAL SERVICE	0	0	0	303,000	303,000	0.00%
52560	PARKING SERVICES	3,050	3,250	5,000	4,500	(500)	-10.00%
52573	CREDIT CARD FEES	705	517	0	750	750	0.00%
52575	SERVICES	530,766	501,974	553,876	249,300	(304,576)	-54.99%
52590	TEMPORARY EMPLOYMENT	0	6,125	0	0	0	0.00%
52615	DUES AND MEMBERSHIP	5,679	5,380	5,700	5,580	(120)	-2.11%
52630	TRAINING	1,043	1,062	1,500	1,500	0	0.00%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	0	0	0	1,500	1,500	0.00%
52645	SUBSCRIPTIONS	139	0	500	100	(400)	-80.00%
52655	TRAVEL OUT OF TOWN	322	511	0	0	0	0.00%
52705	COMMUNICATIONS	4,533	4,534	5,000	4,800	(200)	-4.00%
52735	TELEPHONE LONG DIST CALLS	27	37	0	50	50	0.00%
52738	CELL PHONE BASE CHARGES	0	0	0	500	500	0.00%
52740	GENERAL INSURANCE-CITY	6,854	4,911	6,700	5,500	(1,200)	-17.91%
52775	MINOR EQUIPMENT	0	50	500	1,000	500	100.00%
52776	PRINTER CONSOLIDATION COST	0	0	0	4,700	4,700	0.00%
52795	RENTAL OF EQUIPMENT	6,438	5,376	6,925	0	(6,925)	-100.00%
52874	OFFICE SERVICES PRINTING	9,308	4,798	12,000	5,200	(6,800)	-56.67%
52875	OFFICE SERVICES RECORDS	0	5,149	15,000	0	(15,000)	-100.00%
60139	VISION CLAIM EXPENSES	412,225	496,436	0	490,000	490,000	0.00%
60140	MEDICAL CLAIMS EXPENSES	17,313,090	17,571,502	0	21,566,704	21,566,704	0.00%
60170	HRA BENEFIT EXPENSE	2,692	5,899	0	143,000	143,000	0.00%
60171	WELLNESS PROGRAM	0	4,386	0	20,000	20,000	0.00%
60231	CLAIMS INCURRED NOT REPORT	(15,993)	456,603	0	700,000	700,000	0.00%
60238	PRESCRIPTION ADMIN FEES	167,101	165,021	170,000	170,000	0	0.00%
60239	PRESCRIPTION CLAIM EXPENSES	4,451,714	3,961,263	0	3,900,000	3,900,000	0.00%
60240	DENTAL ADMINISTRATIVE FEES	109,589	107,498	100,000	108,000	8,000	8.00%
60241	DENTAL CLAIM EXPENSES	1,892,124	1,964,904	0	2,100,000	2,100,000	0.00%
60242	VISION ADMINISTRATIVE FEES	42,910	0	50,000	0	(50,000)	-100.00%
60243	DIABETES TEN CITY CHALLENGE	59,696	55,660	0	60,000	60,000	0.00%

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
60244	MEDICAL ADMINISTRATIVE FEES	499,261	467,572	504,644	477,000	(27,644)	-5.48%
60245	BRIDGES TO EXCELLENCE	8,469	10,885	0	40,000	40,000	0.00%
60286	UTILIZATION MGMT	195,175	158,892	0	164,500	164,500	0.00%
60413	DENTAL DRB EXPENSES	106,586	3,074	0	0	0	0.00%
65040	MISCELLANEOUS	1,571	969	8,000	0	(8,000)	-100.00%
65145	CITY HEALTH MISC MEDICAL	0	0	28,477,630	0	(28,477,630)	-100.00%
65220	REINSURANCE COSTS	212,512	228,451	190,000	250,000	60,000	31.58%
65365	HEALTH PROGRAMS	394,955	137,828	488,207	200,000	(288,207)	-59.03%
Total Operating Expenses		**26,483,624**	**26,396,288**	**30,688,282**	**31,041,864**	**353,582**	**1.15%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**26,714,812**	**26,616,271**	**30,961,000**	**31,308,850**	**347,849**	**1.12%**

Totals may differ from narratives due to rounding.

Risk Management

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

2013 Breakthrough Strategies

- **Perform a comprehensive assessment of safety issues by individual department, develop action plan, and provide targeted training to reduce workplace injuries, damage to City property and damage to other-owned property. Measurable outcome: 10% decrease in all three categories by year-end.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$0	$551,104	$551,104	$619,728	$68,624
	Claims Reserve Fund	1,759,643	1,000,000	1,000,000	1,000,000	0
	Workers' Comp Fund	6,632,938	7,685,000	7,685,000	7,685,000	0
	Support Service	828,471	0	0	0	0
	Total	**$9,221,052**	**$9,236,104**	**$9,236,104**	**$9,304,728**	**$68,624**
	General Fund	0.00	6.40	6.40	6.40	0.00
	Claims Reserve Fund	1.00	3.50	3.50	2.50	(1.00)
	Workers' Comp Fund	8.75	7.05	7.05	7.92	0.87
	Support Service	9.50	0.00	0.00	0.00	0.00
	Total Positions	**19.25**	**16.95**	**16.95**	**16.82**	**(0.13)**

*2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

- Increase in operating expenditures due to accounting change in Occupational Clinic.

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 and 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 that receive services 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 administer 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, occupational therapy are budgeted in this fund.

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

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

Physical Therapy Clinic – Workers' Compensation Fund

The Physical Therapy Clinic falls under the Workers' Compensation section. The Physical Therapy Clinic provides services to both City and Colorado Springs Utilities employees with work related injuries. The Physical Therapy Clinic has three specialized therapists, two of which are part-time. Each therapist has a specialty, including a therapist certified in manual therapy and needling, an orthopedic therapist, and a physical therapist licensed in massage therapy. This clinic is located in the City Administration Building which makes it convenient for most City and Utilities employees. By comparing the services with the Colorado fee schedule, a cost savings of $200,000 was realized in 2011 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.

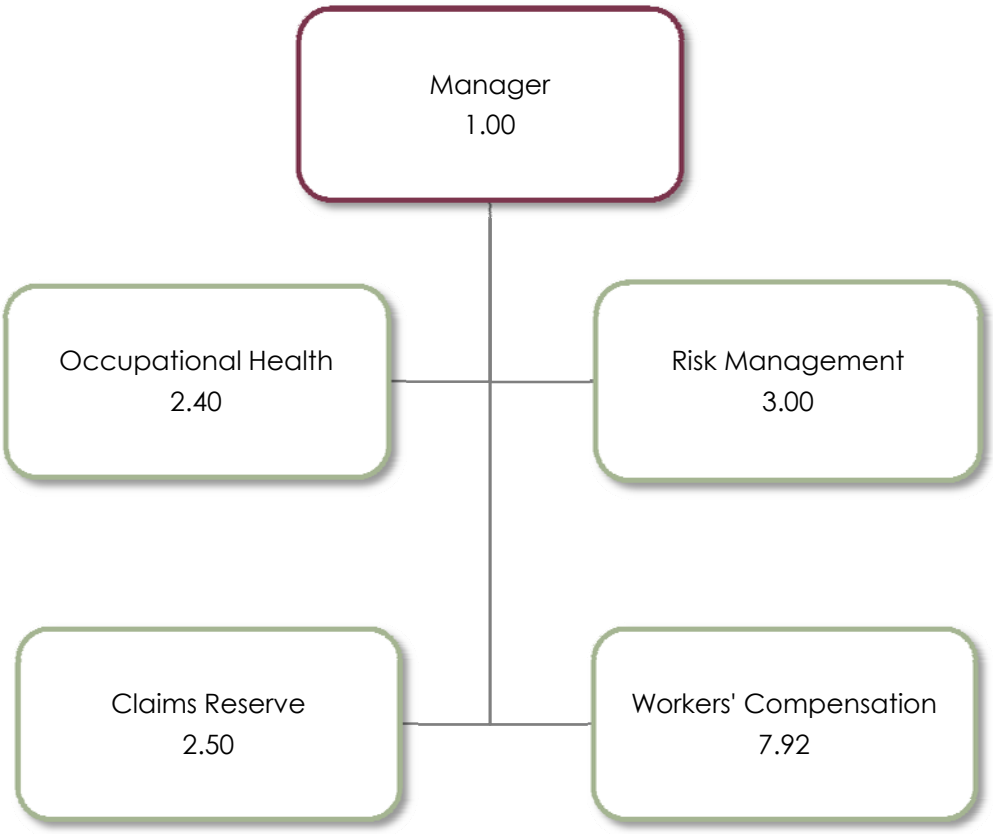
Occupational Health Clinic – General Fund

The City owns and operates an Occupational Health Clinic.

The Occupational Health Clinic's primary function is to provide high quality medical care to employees injured on the job. Services provided at the clinic for work related injuries are 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 Heath Clinic services for Workers' Compensation related injuries pay an allocated charge for those services.

Occupational Health Clinic – Workers Compensation Fund

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 Heath Clinic services pay an allocated charge for Occupational Heath 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 2012 and changes occurring as part of the 2013 Budget for each Fund including General Fund, Claims Reserve Fund, and Workers' Compensation Fund.

General Fund – Risk

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$0	$0	$325,142	$240,142	$329,203	$89,061
Operating	0	0	40,008	125,008	43,458	(81,550)
Capital Outlay	0	0	0	0	0	0
Total	**$0**	**$0**	**$365,150**	**$365,150**	**$372,661**	**$7,511**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Analyst I	0.00	1.00	1.00	1.00	0.00
Manager	0.00	1.00	1.00	1.00	0.00
Risk Supervisor/Principal Analyst	0.00	1.00	1.00	1.00	0.00
Senior Office Specialist	0.00	1.00	1.00	1.00	0.00
Total Positions	**0.00**	**4.00**	**4.00**	**4.00**	**0.00**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Increase Salaries/Benefits/Pensions to properly fund current actual costs of filled positions	$7,511
Total For 2013	**$7,511**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	0.00
Total During 2012	**0.00**
For 2013	**2013 Budget - * 2012 Amended Budget**
None	0.00
Total For 2013	**0.00**

*2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

General Fund – Occupational Health Clinic

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$0	$0	$162,224	$162,224	$179,852	$17,628
Operating	0	0	23,730	23,730	67,215	43,485
Capital Outlay	0	0	0	0	0	0
Total	**$0**	**$0**	**$185,954**	**$185,954**	**$247,067**	**$61,113**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Licensed Practical Nurse	0.00	0.60	0.60	0.00	(0.60)
Medical Office Specialist	0.00	1.00	1.00	1.60	0.60
Occupational Nurse Practitioner/Physicians Assistant	0.00	0.60	0.60	0.60	0.00
Risk Supervisor	0.00	0.20	0.20	0.20	0.00
Total Positions	**0.00**	**2.40**	**2.40**	**2.40**	**0.00**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Increase Salaries/Benefits/Pensions to properly fund current actual costs of filled positions	$17,628
Increase in operating accounting methodology will be offset by an equal increase in revenue	43,485
Total For 2013	**$61,113**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	0.00
Total During 2012	**0.00**
For 2013	*** 2012 Amended - 2012 Original Budget**
None	0.00
Total For 2013	**0.00**

*2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Claims Reserve Fund

Source of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Enterprise Contributions	$91,500	$90,903	$0	$0	$0	$0
Insurance	0	0	0	0	0	0
General Fund	500,004	500,004	1,000,000	1,000,000	1,000,000	0
Interest/Other	37,587	23,387	0	0	0	0
Total	**$629,091**	**$614,294**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$0**

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$82,861	$82,212	$292,006	$292,006	$194,958	($97,048)
Operating	128,694	1,677,431	707,994	707,994	805,042	97,048
Capital Outlay	0	0	0	0	0	0
Total	**$211,555**	**$1,759,643**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$0**

Claims Positions

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Administrative Technician	0.00	1.00	1.00	0.00	(1.00)
Claims Adjuster I	0.00	1.00	1.00	0.00	(1.00)
Claims Adjuster II	1.00	1.00	1.00	2.00	1.00
Risk Supervisor	0.00	0.25	0.25	0.25	0.00
Senior Office Specialist	0.00	0.25	0.25	0.25	0.00
Total Positions	**1.00**	**3.50**	**3.50**	**2.50**	**(1.00)**

Funding Changes

During 2012	*** 2012 Amended - 2012 Original Budget**
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Reduce Salaries/Benefits/Pensions for one position and to reflect 2013 actuals for other positions	($97,048)
Increase in operating expenses	97,048
Total For 2013	**$0**

*2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Eliminate one Administrative Technician	(1.00)
	Total For 2013	**(1.00)**

Workers' Compensation Fund	Source of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	Physical Therapy Clinic	$0	$0	$76,000	$76,000	$76,000	$0
	WC Payroll Chgs	6,207,262	7,379,924	7,484,000	7,484,000	7,484,000	0
	Interest/Other	46,504	98,408	125,000	125,000	125,000	0
	Total	**$6,253,766**	**$7,478,332**	**$7,685,000**	**$7,685,000**	**$7,685,000**	**$0**
	Use of Funds	**2010 Actual**	**2011 Actual**	**2012 Original Budget**	*** 2012 Amended Budget**	**2013 Budget**	**2013 Budget - * 2012 Amended Budget**
	Salary/Benefits/ Pensions	$638,352	$624,910	$555,820	$555,820	$619,323	$63,503
	Operating	5,493,574	6,008,028	7,129,180	7,129,180	7,065,677	(63,503)
	Capital Outlay	0	0	0	0	0	0
	Total	**$6,131,926**	**$6,632,938**	**$7,685,000**	**$7,685,000**	**$7,685,000**	**$0**

Positions	Position Title	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	Administrative Technician	0.00	0.00	0.00	1.00	1.00
	Claims Adjuster I	1.00	1.00	1.00	0.00	-1.00
	Claims Adjuster II	0.00	0.00	0.00	1.00	1.00
	Licensed Practical Nurse	1.00	0.40	0.40	0.00	-0.40
	Medical Office Specialist	2.00	1.00	1.00	1.40	0.40
	Occupational Medical Physician	0.00	0.00	0.00	0.00	0.00
	Occupational Nurse Practitioner/Physicians Asst	1.00	0.40	0.40	0.40	0.00
	Physical Therapist II	2.25	2.25	2.25	2.12	-0.13
	Risk Supervisor	1.00	1.25	1.25	1.25	0.00
	Senior Office Specialist	0.50	0.75	0.75	0.75	0.00
	Total Positions	**8.75**	**7.05**	**7.05**	**7.92**	**0.87**

*2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Funding Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	$0
	Total During 2012	**$0**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Increase Salaries/Benefits/Pensions for 0.87 position	$63,503
	Reduce operating expenses	(63,503)
	Total For 2013	**$0**

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Add one Administrative Technician	1.00
	Reduce Physical Therapist Position	(0.13)
	Total For 2013	**0.87**

*2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Support Services - Risk

Source of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Utilities Allocation	$667,692	$303,601	$0	$0	$0	$0
City Allocation	387,156	472,058	0	0	0	0
Total	**$1,054,848**	**$775,659**	**$0**	**$0**	**$0**	**$0**

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$901,953	$559,969	$0	$0	$0	$0
Operating	299,094	268,502	0	0	0	0
Capital Outlay	0	0	0	0	0	0
Total	**$1,201,047**	**$828,471**	**$0**	**$0**	**$0**	**$0**

Support Services - Risk

Position Title	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Administrative Technician	2.00	0.00	0.00	0.00	0.00
Analyst I	1.00	0.00	0.00	0.00	0.00
Claims Adjuster I	1.00	0.00	0.00	0.00	0.00
Manager	1.00	0.00	0.00	0.00	0.00
Risk Supervisor	4.00	0.00	0.00	0.00	0.00
Senior Office Specialist	0.50	0.00	0.00	0.00	0.00
Total Positions	**9.50**	**0.00**	**0.00**	**0.00**	**0.00**

*2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Claims

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	0	0	261,757	257,576	(4,181)	-1.60%
51610	PERA	0	0	34,401	34,809	408	1.19%
51615	WORKERS COMPENSATION	0	0	688	567	(121)	-17.59%
51620	EQUITABLE LIFE INSURANCE	0	0	722	909	187	25.90%
51640	DENTAL INSURANCE	0	0	1,891	1,630	(261)	-13.80%
51665	CASH BACK	0	0	312	0	(312)	-100.00%
51670	PARKING FOR EMPLOYEES	0	0	1,157	960	(197)	-17.03%
51690	MEDICARE	0	0	3,727	3,735	8	0.21%
51695	CITY EPO MEDICAL PLAN	0	0	20,487	29,018	8,531	41.64%
Total Salaries and Benefits		**0**	**0**	**325,142**	**329,204**	**4,062**	**1.25%**
52110	OFFICE SUPPLIES	0	0	4,200	200	(4,000)	-95.24%
52111	PAPER SUPPLIES	0	0	0	200	200	0.00%
52120	COMPUTER SOFTWARE	0	0	2,171	0	(2,171)	-100.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	0	0	200	200	0.00%
52125	GENERAL SUPPLIES	0	0	1,585	200	(1,385)	-87.38%
52135	POSTAGE	0	0	2,000	3,500	1,500	75.00%
52165	LICENSES AND TAGS	0	0	150	0	(150)	-100.00%
52220	MAINT OFFICE MACHINES	0	0	750	0	(750)	-100.00%
52225	MAINT COMPUTER SOFTWARE	0	0	600	0	(600)	-100.00%
52240	MAINT NONFLEET VEHICLES EQP	0	0	50	90	40	80.00%
52575	SERVICES	0	0	1,800	1,900	100	5.56%
52615	DUES AND MEMBERSHIP	0	0	2,000	1,175	(825)	-41.25%
52625	MEETING EXPENSES IN TOWN	0	0	2,000	500	(1,500)	-75.00%
52630	TRAINING	0	0	3,590	0	(3,590)	-100.00%
52645	SUBSCRIPTIONS	0	0	500	200	(300)	-60.00%
52705	COMMUNICATIONS	0	0	0	24,000	24,000	0.00%
52735	TELEPHONE LONG DIST CALLS	0	0	500	500	0	0.00%
52736	CELL PHONE AIRTIME	0	0	175	10	(165)	-94.29%
52738	CELL PHONE BASE CHARGES	0	0	4,737	4,038	(699)	-14.76%
52775	MINOR EQUIPMENT	0	0	2,000	250	(1,750)	-87.50%
52776	PRINTER CONSOLIDATION COST	0	0	0	2,745	2,745	0.00%
52795	RENTAL OF EQUIPMENT	0	0	6,000	0	(6,000)	-100.00%
52874	OFFICE SERVICES PRINTING	0	0	2,200	650	(1,550)	-70.45%
52875	OFFICE SERVICES RECORDS	0	0	3,000	3,100	100	3.33%
Total Operating Expenses		**0**	**0**	**40,008**	**43,458**	**3,450**	**8.62%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**0**	**0**	**365,150**	**372,662**	**7,512**	**2.06%**

Totals may differ from narratives due to rounding.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Occupational Health Clinic

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	0	0	129,337	137,722	8,385	6.48%
51610	PERA	0	0	17,139	17,022	(117)	-0.68%
51615	WORKERS COMPENSATION	0	0	336	314	(22)	-6.55%
51620	EQUITABLE LIFE INSURANCE	0	0	415	382	(33)	-7.95%
51640	DENTAL INSURANCE	0	0	912	981	69	7.57%
51670	PARKING FOR EMPLOYEES	0	0	515	580	65	12.62%
51690	MEDICARE	0	0	1,760	1,959	199	11.31%
51695	CITY EPO MEDICAL PLAN	0	0	11,810	20,892	9,082	76.90%
Total Salaries and Benefits		**0**	**0**	**162,224**	**179,852**	**17,628**	**10.87%**
52110	OFFICE SUPPLIES	0	0	0	1,043	1,043	0.00%
52111	PAPER SUPPLIES	0	0	0	150	150	0.00%
52115	MEDICAL SUPPLIES	0	0	5,000	14,150	9,150	183.00%
52116	PHARMACEUTICALS	0	0	5,000	10,500	5,500	110.00%
52125	GENERAL SUPPLIES	0	0	0	400	400	0.00%
52135	POSTAGE	0	0	0	25	25	0.00%
52165	LICENSES AND TAGS	0	0	0	30	30	0.00%
52240	MAINT NONFLEET VEHICLES EQP	0	0	0	90	90	0.00%
52305	MAINT SOFTWARE	0	0	0	9,500	9,500	0.00%
52460	MEDICAL SERVICE	0	0	0	15,592	15,592	0.00%
52575	SERVICES	0	0	0	3,900	3,900	0.00%
52590	TEMPORARY EMPLOYMENT	0	0	13,000	0	(13,000)	-100.00%
52615	DUES AND MEMBERSHIP	0	0	0	200	200	0.00%
52630	TRAINING	0	0	0	700	700	0.00%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	0	0	0	1,500	1,500	0.00%
52655	TRAVEL OUT OF TOWN	0	0	0	650	650	0.00%
52705	COMMUNICATIONS	0	0	0	1,500	1,500	0.00%
52735	TELEPHONE LONG DIST CALLS	0	0	0	50	50	0.00%
52736	CELL PHONE AIRTIME	0	0	0	10	10	0.00%
52738	CELL PHONE BASE CHARGES	0	0	0	275	275	0.00%
52740	GENERAL INSURANCE-CITY	0	0	0	3,500	3,500	0.00%
52775	MINOR EQUIPMENT	0	0	0	1,000	1,000	0.00%
52776	PRINTER CONSOLIDATION COST	0	0	0	1,000	1,000	0.00%
52795	RENTAL OF EQUIPMENT	0	0	730	0	(730)	-100.00%
52872	MAINT FLEET VEHICLES EQP	0	0	0	1,200	1,200	0.00%
52874	OFFICE SERVICES PRINTING	0	0	0	200	200	0.00%
65135	CLINIC REHAB OPERATING	0	0	0	50	50	0.00%
Total Operating Expenses		**0**	**0**	**23,730**	**67,215**	**43,485**	**183.25%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**0**	**0**	**185,954**	**247,067**	**61,113**	**32.86%**

Totals may differ from narratives due to rounding.

City of Colorado Springs
Budget Detail Report

502 CLAIMS RESERVE FUND-LIABILITY

Claims Reserve Fund

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	60,329	60,098	229,042	150,372	(78,670)	-34.35%
51610	PERA	7,989	8,182	30,885	20,297	(10,588)	-34.28%
51615	WORKERS COMPENSATION	783	778	824	836	12	1.46%
51620	EQUITABLE LIFE INSURANCE	180	168	714	419	(295)	-41.32%
51625	VISION CARE	59	0	0	0	0	0.00%
51640	DENTAL INSURANCE	422	420	1,654	969	(685)	-41.41%
51665	CASH BACK	0	0	161	0	(161)	-100.00%
51670	PARKING FOR EMPLOYEES	240	240	599	600	1	0.17%
51690	MEDICARE	855	870	3,345	2,180	(1,165)	-34.83%
51695	CITY EPO MEDICAL PLAN	12,004	11,456	24,782	19,284	(5,498)	-22.19%
Total Salaries and Benefits		**82,861**	**82,212**	**292,006**	**194,957**	**(97,049)**	**-33.24%**
52110	OFFICE SUPPLIES	0	0	0	350	350	0.00%
52111	PAPER SUPPLIES	0	0	0	400	400	0.00%
52120	COMPUTER SOFTWARE	0	0	1,000	0	(1,000)	-100.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	0	50	0	(50)	-100.00%
52125	GENERAL SUPPLIES	0	0	500	350	(150)	-30.00%
52240	MAINT NONFLEET VEHICLES EQP	0	0	0	50	50	0.00%
52305	MAINT SOFTWARE	0	0	0	12,240	12,240	0.00%
52575	SERVICES	0	0	400	1,400	1,000	250.00%
52615	DUES AND MEMBERSHIP	0	0	500	0	(500)	-100.00%
52625	MEETING EXPENSES IN TOWN	0	0	250	100	(150)	-60.00%
52630	TRAINING	0	0	750	240	(510)	-68.00%
52645	SUBSCRIPTIONS	0	0	200	200	0	0.00%
52705	COMMUNICATIONS	0	0	3,600	0	(3,600)	-100.00%
52735	TELEPHONE LONG DIST CALLS	0	0	200	0	(200)	-100.00%
52736	CELL PHONE AIRTIME	0	0	50	0	(50)	-100.00%
52738	CELL PHONE BASE CHARGES	0	0	500	480	(20)	-4.00%
52776	PRINTER CONSOLIDATION COST	0	0	0	400	400	0.00%
52795	RENTAL OF EQUIPMENT	0	0	2,169	0	(2,169)	-100.00%
52872	MAINT FLEET VEHICLES EQP	0	0	500	0	(500)	-100.00%
52874	OFFICE SERVICES PRINTING	0	0	200	0	(200)	-100.00%
52875	OFFICE SERVICES RECORDS	0	0	1,000	0	(1,000)	-100.00%
60071	CLAIMS PAID VALLEY HI	0	35,000	0	0	0	0.00%
60076	CLAIMS PAID POLICE	224,440	603,730	0	0	0	0.00%
60077	CLAIMS PAID SUPPORT SERVICE	6,469	11,130	0	0	0	0.00%
60079	LEGAL AND ADMIN POLICE	12,889	12	0	0	0	0.00%
60221	CLAIMS PAID FIRE	6,210	1,748	0	0	0	0.00%
60222	CLAIMS PAID PUBLIC WORKS	86,730	104,053	0	0	0	0.00%
60223	CLAIMS PAID TRANSIT	0	80	0	0	0	0.00%
60224	CLAIMS PAID GENERAL COST	123	455	696,125	788,832	92,707	13.32%
60226	CLAIMS PAID CEMETERY	0	1,000	0	0	0	0.00%
60227	CLAIMS PAID PATTY JEWETT	15,498	0	0	0	0	0.00%
60228	CLAIMS PAID PARK AND REC	14,222	8,274	0	0	0	0.00%
65181	RESIDUAL EQUITY TRANSFER OUT	0	530,704	0	0	0	0.00%
65210	ADJUST RESERVE	(594,150)	306,250	0	0	0	0.00%
65230	LEGAL AND ADMIN FIRE	158,902	0	0	0	0	0.00%
65235	LEGAL AND ADMIN PUBLIC WORK	47,782	2,920	0	0	0	0.00%
65240	LEGAL AND ADMIN PARK AND REC	5,332	0	0	0	0	0.00%
65250	LEGAL AND ADMIN GEN COSTS	3,293	72,020	0	0	0	0.00%
65252	LEGAL AND ADMIN PPHWY	5,356	0	0	0	0	0.00%
65253	LEGAL AND ADMIN HSG AUTH	135,598	0	0	0	0	0.00%
65261	LEGAL AND ADMIN SUPPORT SER	0	55	0	0	0	0.00%
Total Operating Expenses		**128,694**	**1,677,431**	**707,994**	**805,042**	**97,048**	**13.71%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**211,555**	**1,759,643**	**1,000,000**	**999,999**	**(1)**	**0.00%**

Totals may differ from narratives due to rounding

City of Colorado Springs
Budget Detail Report

503 SELF INSURANCE WORK COMP
Risk - Workers Comp

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	468,176	473,547	443,922	489,505	45,583	10.27%
51220	SEASONAL TEMPORARY	37,327	15,724	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	1,225	1,630	0	0	0	0.00%
51260	VACATION BUY PAY OUT	624	1,654	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(4,242)	(4,544)	0	0	0	0.00%
51610	PERA	63,713	61,354	58,859	59,605	746	1.27%
51615	WORKERS COMPENSATION	1,791	1,823	1,146	1,090	(56)	-4.89%
51620	EQUITABLE LIFE INSURANCE	1,309	1,266	1,408	1,283	(125)	-8.88%
51625	VISION CARE	323	0	0	0	0	0.00%
51640	DENTAL INSURANCE	3,000	2,486	3,119	3,049	(70)	-2.24%
51665	CASH BACK	634	601	87	0	(87)	-100.00%
51670	PARKING FOR EMPLOYEES	1,580	1,560	1,721	1,800	79	4.59%
51690	MEDICARE	6,779	6,528	6,108	6,953	845	13.83%
51695	CITY EPO MEDICAL PLAN	46,430	51,870	39,450	56,038	16,588	42.05%
51699	BENEFITS REIMBURSEMENT	9,683	9,411	0	0	0	0.00%
Total Salaries and Benefits		**638,352**	**624,910**	**555,820**	**619,323**	**63,503**	**11.43%**
52110	OFFICE SUPPLIES	3,267	3,263	6,652	3,340	(3,312)	-49.79%
52111	PAPER SUPPLIES	0	0	0	2,650	2,650	0.00%
52115	MEDICAL SUPPLIES	20,365	16,963	34,624	33,730	(894)	-2.58%
52116	PHARMACEUTICALS	4,233	8,547	6,000	610	(5,390)	-89.83%
52120	COMPUTER SOFTWARE	22,704	63,446	48,000	0	(48,000)	-100.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	367	0	0	0	0.00%
52125	GENERAL SUPPLIES	798	504	2,100	3,270	1,170	55.71%
52135	POSTAGE	229	155	596	400	(196)	-32.89%
52165	LICENSES AND TAGS	219	50	200	80	(120)	-60.00%
52220	MAINT OFFICE MACHINES	0	0	500	0	(500)	-100.00%
52265	MAINT BUILDINGS AND STRUCTURE	0	3,518	0	0	0	0.00%
52305	MAINT SOFTWARE	0	0	0	42,900	42,900	0.00%
52460	MEDICAL SERVICE	0	0	0	57,600	57,600	0.00%
52560	PARKING SERVICES	600	0	0	0	0	0.00%
52575	SERVICES	231,105	265,716	130,500	237,300	106,800	81.84%
52590	TEMPORARY EMPLOYMENT	0	41,661	13,000	0	(13,000)	-100.00%
52615	DUES AND MEMBERSHIP	200	374	1,100	800	(300)	-27.27%
52625	MEETING EXPENSES IN TOWN	0	0	150	150	0	0.00%
52630	TRAINING	2,705	882	7,500	6,000	(1,500)	-20.00%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	0	0	2,750	0	(2,750)	-100.00%
52645	SUBSCRIPTIONS	40	510	760	575	(185)	-24.34%
52655	TRAVEL OUT OF TOWN	120	425	4,850	4,300	(550)	-11.34%
52705	COMMUNICATIONS	1,401	1,402	3,150	1,875	(1,275)	-40.48%
52735	TELEPHONE LONG DIST CALLS	18	9	130	50	(80)	-61.54%
52736	CELL PHONE AIRTIME	0	0	10	10	0	0.00%
52738	CELL PHONE BASE CHARGES	629	752	240	500	260	108.33%
52740	GENERAL INSURANCE-CITY	347,562	302,498	362,800	312,640	(50,160)	-13.83%
52775	MINOR EQUIPMENT	0	187	2,000	4,500	2,500	125.00%
52776	PRINTER CONSOLIDATION COST	0	0	0	8,000	8,000	0.00%
52795	RENTAL OF EQUIPMENT	1,467	4,131	2,770	0	(2,770)	-100.00%
52872	MAINT FLEET VEHICLES EQP	0	816	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	1,114	849	950	850	(100)	-10.53%
60705	WC STATE MANDATED SALARY	0	0	0	305,547	305,547	0.00%
60707	WC BENEFIT SALARY	0	0	200,000	250,000	50,000	25.00%
65100	CLAIMS AND DAMAGES CITY	3,059,145	3,450,914	3,146,001	3,785,000	638,999	20.31%
65125	CLAIMS AND DAMAGES UTILITIES	1,284,904	1,286,867	3,150,597	1,500,000	(1,650,597)	-52.39%
65135	CLINIC REHAB OPERATING	2,294	1,981	1,250	3,000	1,750	140.00%
65210	ADJUST RESERVE	508,455	551,241	0	500,000	500,000	0.00%
Total Operating Expenses		**5,493,574**	**6,008,028**	**7,129,180**	**7,065,677**	**(63,503)**	**-0.89%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**6,131,926**	**6,632,938**	**7,685,000**	**7,685,000**	**0**	**0.00%**

Totals may differ from narratives due to rounding.

City of Colorado Springs
Budget Detail Report

501 SUPPORT SERVICES

Claims

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	611,396	420,429	0	0	0	0.00%
51210	OVERTIME	0	37	0	0	0	0.00%
51220	SEASONAL TEMPORARY	125	0	0	0	0	0.00%
51240	RETIREMENT TERMINATION SICK	15,883	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	55,292	7,595	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,079	125	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(1,995)	(809)	0	0	0	0.00%
51610	PERA	93,244	59,975	0	0	0	0.00%
51612	RETIREMENT HEALTH SAVINGS	23,925	0	0	0	0	0.00%
51615	WORKERS COMPENSATION	2,939	1,662	0	0	0	0.00%
51620	EQUITABLE LIFE INSURANCE	1,873	1,284	0	0	0	0.00%
51625	VISION CARE	546	0	0	0	0	0.00%
51640	DENTAL INSURANCE	5,060	2,962	0	0	0	0.00%
51655	RETIRED EMP MEDICAL INS	5,530	6,125	0	0	0	0.00%
51665	CASH BACK	147	230	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	1,980	1,520	0	0	0	0.00%
51690	MEDICARE	7,567	6,378	0	0	0	0.00%
51695	CITY EPO MEDICAL PLAN	87,045	60,994	0	0	0	0.00%
51696	ADVANTAGE HD MED PLAN	0	795	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	78	0	0	0	0.00%
51699	BENEFITS REIMBURSEMENT	(9,683)	(9,411)	0	0	0	0.00%
Total Salaries and Benefits		**901,953**	**559,969**	**0**	**0**	**0**	**0.00%**
52110	OFFICE SUPPLIES	4,470	3,600	0	0	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	4	0	0	0	0.00%
52125	GENERAL SUPPLIES	426	598	0	0	0	0.00%
52135	POSTAGE	2,937	3,273	0	0	0	0.00%
52140	WEARING APPAREL	62	0	0	0	0	0.00%
52165	LICENSES AND TAGS	100	100	0	0	0	0.00%
52220	MAINT OFFICE MACHINES	220	0	0	0	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	27	27	0	0	0	0.00%
52575	SERVICES	2,477	1,906	0	0	0	0.00%
52590	TEMPORARY EMPLOYMENT	0	35,022	0	0	0	0.00%
52615	DUES AND MEMBERSHIP	1,759	2,240	0	0	0	0.00%
52625	MEETING EXPENSES IN TOWN	43	30	0	0	0	0.00%
52630	TRAINING	1,176	1,369	0	0	0	0.00%
52645	SUBSCRIPTIONS	161	199	0	0	0	0.00%
52655	TRAVEL OUT OF TOWN	13	281	0	0	0	0.00%
52705	COMMUNICATIONS	22,830	22,142	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	325	324	0	0	0	0.00%
52736	CELL PHONE AIRTIME	20	0	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	3,237	1,661	0	0	0	0.00%
52775	MINOR EQUIPMENT	0	331	0	0	0	0.00%
52776	PRINTER CONSOLIDATION COST	0	50	0	0	0	0.00%
52795	RENTAL OF EQUIPMENT	8,586	6,398	0	0	0	0.00%
52805	ADMIN PRORATED CHARGES	241,716	184,476	0	0	0	0.00%
52872	MAINT FLEET VEHICLES EQP	3,924	1,293	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	1,355	434	0	0	0	0.00%
52875	OFFICE SERVICES RECORDS	3,230	2,744	0	0	0	0.00%
Total Operating Expenses		**299,094**	**268,502**	**0**	**0**	**0**	**0.00%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**1,201,047**	**828,471**	**0**	**0**	**0**	**0.00%**

Totals may differ from narratives due to rounding.

Information Technology

Joe Palmer, Chief Information Officer
(719) 385-5715, jpalmer@springsgov.com

2013 Breakthrough Strategies

- **Reorganize the IT Department to create staffing efficiencies and prioritized projects. Measurable outcome: $900K savings from 2012 to 2013.**
- **Align IT resources to meet department technology goals, leveraging technology to gain efficiencies and increase business and citizen satisfaction. Measurable Outcome: Complete 80% of projects on time and within budget and 80% satisfactory rating gathered from post project surveys.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$6,525,232	$8,412,136	$8,626,025	$8,759,966	$133,941
	PSST Fund **	0	0	0	0	0
	Radio Fund	2,032,162	2,031,055	2,031,055	2,109,798	78,743
	Cable Franchise Fund	932,595	744,240	744,240	632,372	(111,868)
	CIP - General Fund	2,999,273	3,138,806	3,138,806	2,618,163	(520,643)
	Total	**$12,489,262**	**$14,326,237**	**$14,540,126**	**$14,120,299**	**$212,684**
	General Fund	49.00	49.00	48.00	49.00	1.00
	PSST Fund	10.00	10.00	10.00	0.00	(10.00)
	Radio Fund	10.00	10.00	11.00	11.00	0.00
	Grants Fund	2.00	2.00	2.00	2.00	0.00
	Total Positions	**71.00**	**71.00**	**71.00**	**62.00**	**(9.00)**

* 2012 Amended Budget includes changes from Original Budget as of 8/30/2012.
** For IT, PSST positions were funded in Police and Fire departments for 2011 and 2012. For 2013 the positions are funded in the General Fund.

Significant Financial and Staff Modifications vs. 2012

- Eliminate 9.00 vacant positions and $860,000 from the General Fund.
- Increase operating expenditures to fund the use of consulting services.
- Transfer 10.00 positions from the Public Safety Sales Tax Fund to the General Fund.

Information Technology

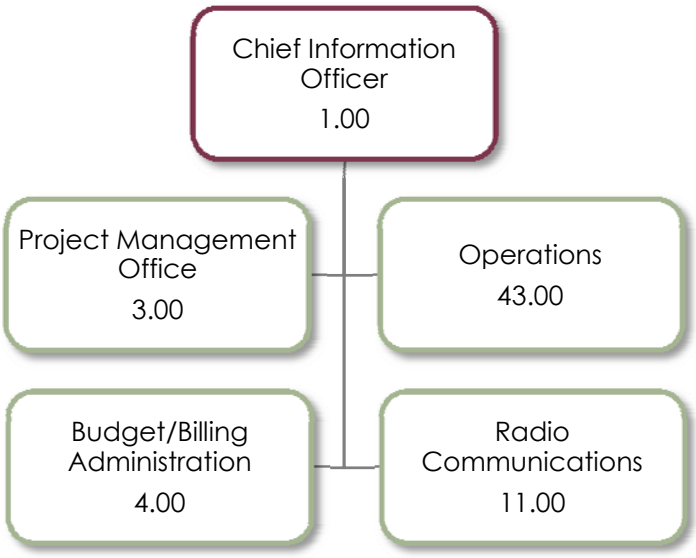
The mission of the Information Technology (IT) Department is to provide cost effective, sustainable and centrally managed IT services that facilitate the needs of our constituents, City leaders and internal departments. The IT Department provides and maintains the network infrastructure, telecommunications (voice, data, and radio), general office applications, and support for business specific as well as enterprise applications. Other significant roles include end-user support and training, electronic information security, business continuity, and emergency planning.

The Department provides the following services:

- Application Services
- Budget/Billing Administration
- GIS Services
- Help Desk Support
- Network & Systems Support
- Project Management
- Radio Communications

The Department is continually focused on providing superior IT service delivery, program effectiveness, customer satisfaction, and fiscal discipline. The following concepts are keys to success in these areas and in positioning the City for the future:

- Leveraging technology to improve operational efficiency, service delivery, and cost-effectiveness.
- Implementing a robust IT strategic planning process to anticipate the future technology needs of the organization.
- Continual review of sourcing technology strategies to include cloud services, shared services with other agencies and outsourcing.
- Utilize project portfolio management principles for all technology related projects with clear, quantifiable performance measures.
- Requiring completion of a business case and Return on Investment (ROI) analysis as a part of IT decision making.
- Manage a citywide Application Portfolio to guide application procurement and consolidation strategies.
- Adhering to IT Guiding Principles (Best Practices)



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012, and changes occurring as part of the 2013 Budget for each Fund including the General Fund, Radio Fund, and Support Services Fund.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$4,469,715	$3,890,007	$4,790,000	$4,307,044	$4,887,830	$580,786
Operating	1,789,716	2,437,897	2,201,493	2,735,313	2,451,493	(283,820)
Capital Outlay	41,699	197,328	1,420,643	1,583,668	1,420,643	(163,025)
Total	**$6,301,130**	**$6,525,232**	**$8,412,136**	**$8,626,025**	**$8,759,966**	**$133,941**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Administrative Technician	1.00	1.00	1.00	1.00	0.00
Analyst I	0.00	1.00	1.00	1.00	0.00
Chief Information Officer	1.00	1.00	1.00	1.00	0.00
Communications System Field Engineer	1.00	1.00	0.00	0.00	0.00
GIS Analyst	2.00	3.00	3.00	3.00	0.00
Information Systems Analyst I, II, III	8.00	8.00	8.00	11.00	3.00
Information Systems Manager	3.00	3.00	3.00	2.00	(1.00)
Information Systems Supervisor	1.00	1.00	1.00	2.00	1.00
Information Systems Technician	2.00	1.00	1.00	1.00	0.00
Network Engineer	1.00	1.00	1.00	0.00	(1.00)
Office Specialist	3.00	3.00	3.00	3.00	0.00
Principal Information Systems Analyst	11.00	11.00	11.00	10.00	(1.00)
Senior GIS Analyst	3.00	1.00	1.00	1.00	0.00
Senior Information Systems Analyst	7.00	8.00	8.00	8.00	0.00
Senior Network Engineer	5.00	5.00	5.00	5.00	0.00
Total Positions	**49.00**	**49.00**	**48.00**	**49.00**	**1.00**

* 2012 Amended Budget includes changes from Original Budget as of 8/30/2012.

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
Increase in Operating and Capital Outlay for Downtown Safety Project	$188,025
Increase Operating for City of Fountain IT support for Police Department's RMS project	25,864
Transfer salary savings in the amount of $482,956 to operating to fund contract staff	0
Total During 2012	**$213,889**
For 2013	**2013 Budget - * 2012 Amended Budget**
Replace 2012 salary savings of $482,956 to Salary/Benefits/Pensions line from operating	$0
Eliminate one-time project expenditures	(213,889)
Increase in operating expenditures for consulting services	250,000
Eliminate 9.00 vacant positions	(860,000)
Increase funding due to the transfer of positions from the Public Safety Sales Tax (PSST) Fund to the General Fund	957,830
Total For 2013	**$133,941**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
Transfer 1.00 Communications System Field Engineer position to Radio Fund	(1.00)
Total During 2012	**(1.00)**
For 2013	**2013 Budget - * 2012 Amended Budget**
Eliminate 9.00 vacant positions	(9.00)
Transfer 10.00 positions from Public Safety Sales Tax Fund to General Fund	10.00
Total For 2013	**1.00**

PSST Fund

Position Title	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Senior GIS Analyst	1.00	1.00	1.00	0.00	(1.00)
Information Systems Analyst I, II, III	4.00	4.00	4.00	0.00	(4.00)
Information Systems Supervisor	1.00	1.00	1.00	0.00	(1.00)
Principal Information Systems Analyst	1.00	1.00	1.00	0.00	(1.00)
Senior Information Systems Analyst	2.00	2.00	2.00	0.00	(2.00)
Senior Network Engineer	1.00	1.00	1.00	0.00	(1.00)
Total Positions	**10.00**	**10.00**	**10.00**	**0.00**	**(10.00)**
These positions were funded from the Public Safety Sales Tax Fund before 2013; but transfer to the General Fund for 2013.					

* 2012 Amended Budget includes changes from Original Budget as of 8/30/2012.

Support Services/Radio Fund †

Source of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Utilities Allocation	$9,996	$10,000	$10,000	$10,000	$10,000	$0
City Allocation	1,118,844	1,010,190	1,006,260	1,006,260	1,085,003	78,743
PPRCN	394,010	494,010	494,010	494,010	494,010	0
Other Revenue	246,336	298,038	298,038	298,038	298,038	0
Site Leases	213,491	222,747	222,747	222,747	222,747	0
Total	**$1,982,677**	**$2,034,985**	**$2,031,055**	**$2,031,055**	**$2,109,798**	**$78,743**

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$625,827	$665,762	$795,473	$713,894	$764,844	$50,950
Operating	1,208,315	1,366,400	1,235,582	1,317,161	1,344,954	27,793
Capital Outlay	0	0	0	0	0	0
Total	**$1,834,142**	**$2,032,162**	**$2,031,055**	**$2,031,055**	**$2,109,798**	**$78,743**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Administrative Technician	1.00	1.00	1.00	1.00	0.00
Communications Installer	1.00	1.00	1.00	1.00	0.00
Communications Manager	1.00	1.00	1.00	1.00	0.00
Communications Specialist	4.00	4.00	4.00	4.00	0.00
Communications System Field Engineer	0.00	0.00	1.00	1.00	0.00
Communications Technician	3.00	3.00	3.00	3.00	0.00
Total Positions	**10.00**	**10.00**	**11.00**	**11.00**	**0.00**

† Prior to 2011 Radio was included in the Support Services Fund.

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
Transfer salary savings in the amount of $81,579 to operating to fund contract staff	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Replace 2012 salary savings of $81,579 to Salary/Benefits/Pensions line from operating	$0
Increase Salary/Benefits/Pensions for one position transfer from General Fund to Radio Fund	50,950
Increase in overall operating expenses	27,793
Total For 2013	**$78,743**

* 2012 Amended Budget includes changes from Original Budget as of 8/30/2012.

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	Transfer 1.00 Communications System Field Engineer position from General Fund to Radio Fund	1.00
	Total During 2012	**1.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	None	0.00
	Total For 2013	**0.00**

Cable Franchise	Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	Operating	$870,750	932,595	744,240	744,240	632,372	(111,868)
	Total	**$870,750**	**$932,595**	**$744,240**	**$744,240**	**$632,372**	**(111,868)**

Funding Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	$0
	Total During 2012	**$0**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Expenditures are reduced due to a reduction in revenue. Revenue is based on the number of subscribers to the Cable companies participating in the franchise agreement	($111,868)
	Total For 2013	**($111,868)**

Grants Fund	Position Title	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	IS Analyst	1.00	1.00	1.00	1.00	0.00
	Senior IS Analyst	1.00	1.00	1.00	1.00	0.00
	Total Positions	**2.00**	**2.00**	**2.00**	**2.00**	**0.00**
	The funding for these positions is provided by a Federal Transit Administration Grant and accounted for in the Transit budget.					

CIP Program	Project Name	General Fund	Restricted Funds	Total
	Wahsatch Data Center Payment	$1,225,246	$0	$1,225,246
	Electronic Document Management	283,472	0	283,472
	POC Upgrades Payment	408,186	0	408,186
	Information Technology Maintenance	701,259	0	701,259
	Total Capital Budget	**$2,618,163**	**$0**	**$2,618,163**
	For additional project information, see CIP section of the Budget.			

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Information Technology

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	3,464,128	3,056,668	3,800,000	3,844,386	44,386	1.17%
51210	OVERTIME	3	33	0	0	0	0.00%
51215	ACHIEVEMENT AWARD	0	2,100	0	0	0	0.00%
51220	SEASONAL TEMPORARY	27,274	17,431	0	0	0	0.00%
51235	STANDBY	17,323	17,303	20,000	25,014	5,014	25.07%
51240	RETIREMENT TERMINATION SICK	5,673	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	23,376	13,690	0	0	0	0.00%
51260	VACATION BUY PAY OUT	9,020	9,383	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	0	(25,021)	0	0	0	0.00%
51610	PERA	465,792	414,748	500,000	515,164	15,164	3.03%
51615	WORKERS COMPENSATION	11,462	8,230	10,000	9,200	(800)	-8.00%
51620	EQUITABLE LIFE INSURANCE	10,139	8,682	12,000	11,535	(465)	-3.88%
51625	VISION CARE	2,200	0	0	0	0	0.00%
51640	DENTAL INSURANCE	17,906	14,597	19,000	18,564	(436)	-2.29%
51655	RETIRED EMP MEDICAL INS	1,102	1,093	5,000	1,100	(3,900)	-78.00%
51665	CASH BACK	5,274	5,255	7,500	0	(7,500)	-100.00%
51670	PARKING FOR EMPLOYEES	5,440	4,780	6,500	6,240	(260)	-4.00%
51690	MEDICARE	49,675	44,169	60,000	59,678	(322)	-0.54%
51695	CITY EPO MEDICAL PLAN	353,928	296,080	350,000	396,949	46,949	13.41%
51696	ADVANTAGE HD MED PLAN	0	718	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	68	0	0	0	0.00%
Total Salaries and Benefits		**4,469,715**	**3,890,007**	**4,790,000**	**4,887,830**	**97,830**	**2.04%**
52105	MISCELLANEOUS OPERATING	104	1,050	0	0	0	0.00%
52110	OFFICE SUPPLIES	5,586	5,342	3,000	5,500	2,500	83.33%
52111	PAPER SUPPLIES	398	1,154	1,000	1,000	0	0.00%
52120	COMPUTER SOFTWARE	132,490	239,328	22,500	7,500	(15,000)	-66.67%
52122	CELL PHONES EQUIP AND SUPPLIES	2,943	5,775	300	2,000	1,700	566.67%
52125	GENERAL SUPPLIES	677	62,814	80,000	3,000	(77,000)	-96.25%
52129	HVAC-HEAT VENTILATN AIR SUPPLI	33,763	0	0	0	0	0.00%
52135	POSTAGE	174	234	200	250	50	25.00%
52140	WEARING APPAREL	360	0	0	0	0	0.00%
52175	SIGNS	100	0	0	0	0	0.00%
52220	MAINT OFFICE MACHINES	170	0	0	10,000	10,000	0.00%
52225	MAINT COMPUTER SOFTWARE	71,980	115,305	80,000	0	(80,000)	-100.00%
52235	MAINT MACHINERY AND APPARATUS	22,502	8,459	0	0	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	63,066	3,579	0	2,000	2,000	0.00%
52282	MAINT DATA COMMUNICATION	57,708	58,271	166,750	252,000	85,250	51.12%
52305	MAINT SOFTWARE	346,106	429,052	1,030,505	974,926	(55,579)	-5.39%
52405	ADVERTISING SERVICES	1,928	1,110	0	0	0	0.00%
52410	BUILDING SECURITY SERVICES	6,431	3,146	0	600	600	0.00%
52418	COMPUTER SERVICES	1,262	1,473	1,500	0	(1,500)	-100.00%
52420	EMPLOYEE SERVICES	11	0	0	0	0	0.00%
52421	CIVIL SERVICE TESTING	228	0	0	0	0	0.00%
52423	TELECOMMUNICATION SERVICES	420,037	352,757	363,000	359,560	(3,440)	-0.95%
52428	HOSTED IT SERVICES	0	0	0	30,000	30,000	0.00%
52431	CONSULTING SERVICES	0	22,997	0	0	0	0.00%
52435	GARBAGE REMOVAL SERVICES	97	0	0	0	0	0.00%
52445	JANITORIAL SERVICES	473	1,667	0	7,200	7,200	0.00%
52465	MISCELLANEOUS SERVICES	0	82,634	60,000	0	(60,000)	-100.00%
52560	PARKING SERVICES	600	0	0	1,400	1,400	0.00%
52575	SERVICES	30,387	26,134	15,000	32,000	17,000	113.33%
52590	TEMPORARY EMPLOYMENT	158,197	551,040	60,500	461,287	400,787	662.46%
52605	CAR MILEAGE	0	329	500	300	(200)	-40.00%
52607	CELL PHONE ALLOWANCE	0	360	0	1,000	1,000	0.00%
52615	DUES AND MEMBERSHIP	0	129	2,500	2,790	290	11.60%
52625	MEETING EXPENSES IN TOWN	930	1,547	500	1,000	500	100.00%
52630	TRAINING	29,712	27,469	60,000	34,000	(26,000)	-43.33%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	0	3,473	0	22,000	22,000	0.00%
52645	SUBSCRIPTIONS	340	15	100	0	(100)	-100.00%
52655	TRAVEL OUT OF TOWN	6,730	8,272	4,000	5,000	1,000	25.00%
52725	RENTAL OF PROPERTY	14,930	0	0	0	0	0.00%

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
52735	TELEPHONE LONG DIST CALLS	6,839	446	450	800	350	77.78%
52736	CELL PHONE AIRTIME	350	46	150	300	150	100.00%
52738	CELL PHONE BASE CHARGES	15,166	20,377	32,000	27,300	(4,700)	-14.69%
52745	UTILITIES	4,756	4,661	5,100	0	(5,100)	-100.00%
52746	UTILITIES ELECTRIC	2,919	2,771	0	7,500	7,500	0.00%
52747	UTILITIES GAS	2,348	558	0	5,640	5,640	0.00%
52748	UTILITIES SEWER	88	22	0	360	360	0.00%
52749	UTILITIES WATER	111	37	0	480	480	0.00%
52755	COMMUNICATIONS EQUIPMENT	31,891	0	0	0	0	0.00%
52775	MINOR EQUIPMENT	74,923	180,588	21,238	20,000	(1,238)	-5.83%
52776	PRINTER CONSOLIDATION COST	0	118,417	175,000	172,000	(3,000)	-1.71%
52795	RENTAL OF EQUIPMENT	6,236	10,819	15,000	0	(15,000)	-100.00%
52840	TELECOM PROJECTS	79,153	59,325	0	0	0	0.00%
52872	MAINT FLEET VEHICLES EQP	5,162	8,478	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	119	108	400	425	25	6.25%
52875	OFFICE SERVICES RECORDS	280	327	300	375	75	25.00%
52927	TEL COM PASSTHRU LONG DIST	19,378	20,005	0	0	0	0.00%
65160	RECRUITMENT	(207)	0	0	0	0	0.00%
65352	EMPLOYEE AWARDS PROGRAM	1,571	501	0	0	0	0.00%
70295	SPECIAL PROJECTS PROGRAMS	128,213	(4,504)	0	0	0	0.00%
Total Operating Expenses		**1,789,716**	**2,437,897**	**2,201,493**	**2,451,493**	**250,000**	**11.36%**
53020	COMPUTERS NETWORKS	20,655	197,328	1,420,643	1,420,643	0	0.00%
53030	FURNITURE AND FIXTURES	3,574	0	0	0	0	0.00%
53040	MACHINERY AND APPARATUS	17,470	0	0	0	0	0.00%
Total Capital Outlay		**41,699**	**197,328**	**1,420,643**	**1,420,643**	**0**	**0.00%**
Total Expenses		**6,301,130**	**6,525,232**	**8,412,136**	**8,759,966**	**347,830**	**4.13%**

Totals may differ from narratives due to rounding.

City of Colorado Springs
Budget Detail Report

506 RADIO
Radio Communications

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	0	445,757	539,569	563,501	23,932	4.44%
51210	OVERTIME	0	4,275	2,894	5,354	2,460	85.00%
51220	SEASONAL TEMPORARY	0	19,473	49,579	0	(49,579)	-100.00%
51235	STANDBY	0	26,218	20,394	25,680	5,286	25.92%
51240	RETIREMENT TERMINATION SICK	0	4,622	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	0	6,750	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	0	(339)	0	0	0	0.00%
51610	PERA	0	66,382	74,256	74,254	(2)	0.00%
51615	WORKERS COMPENSATION	0	13,757	14,243	13,258	(985)	-6.92%
51620	EQUITABLE LIFE INSURANCE	0	1,269	1,832	1,676	(156)	-8.52%
51640	DENTAL INSURANCE	0	3,099	4,277	3,598	(679)	-15.88%
51655	RETIRED EMP MEDICAL INS	0	2,195	0	0	0	0.00%
51665	CASH BACK	0	848	0	0	0	0.00%
51690	MEDICARE	0	5,919	7,824	8,171	347	4.44%
51695	CITY EPO MEDICAL PLAN	0	65,225	80,605	69,352	(11,253)	-13.96%
51696	ADVANTAGE HD MED PLAN	0	286	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	26	0	0	0	0.00%
Total Salaries and Benefits		**0**	**665,762**	**795,473**	**764,844**	**(30,629)**	**-3.85%**
52110	OFFICE SUPPLIES	0	803	1,050	785	(265)	-25.24%
52111	PAPER SUPPLIES	0	29	100	30	(70)	-70.00%
52120	COMPUTER SOFTWARE	0	4,530	889	1,841	952	107.09%
52122	CELL PHONES EQUIP AND SUPPLIES	0	20	0	0	0	0.00%
52125	GENERAL SUPPLIES	0	514	600	600	0	0.00%
52135	POSTAGE	0	83	2,232	100	(2,132)	-95.52%
52140	WEARING APPAREL	0	399	500	500	0	0.00%
52145	PAINT AND CHEMICAL	0	436	451	400	(51)	-11.31%
52155	AUTOMOTIVE	0	353	0	200	200	0.00%
52165	LICENSES AND TAGS	0	0	2,750	1,350	(1,400)	-50.91%
52190	JANITORIAL SUPPLIES	0	475	400	500	100	25.00%
52225	MAINT COMPUTER SOFTWARE	0	254	571	400	(171)	-29.95%
52235	MAINT MACHINERY AND APPARATUS	0	1,864	2,557	3,472	915	35.78%
52250	MAINT RADIOS ALLOCATION	0	342,750	386,355	388,212	1,857	0.48%
52265	MAINT BUILDINGS AND STRUCTURE	0	2,132	20,697	20,697	0	0.00%
52445	JANITORIAL SERVICES	0	2,145	1,800	2,170	370	20.56%
52573	CREDIT CARD FEES	0	2	0	0	0	0.00%
52575	SERVICES	0	1,278	0	0	0	0.00%
52577	ADMINISTRATIVE SERVICES	0	0	0	44,192	44,192	0.00%
52590	TEMPORARY EMPLOYMENT	0	0	28,287	72,580	44,293	156.58%
52630	TRAINING	0	250	0	0	0	0.00%
52705	COMMUNICATIONS	0	7,527	6,192	0	(6,192)	-100.00%
52725	RENTAL OF PROPERTY	0	37,586	33,926	33,926	0	0.00%
52735	TELEPHONE LONG DIST CALLS	0	68	166	66	(100)	-60.24%
52736	CELL PHONE AIRTIME	0	606	448	548	100	22.32%
52746	UTILITIES ELECTRIC	0	14,286	18,222	14,287	(3,935)	-21.59%
52747	UTILITIES GAS	0	2,289	5,680	2,747	(2,933)	-51.64%
52748	UTILITIES SEWER	0	573	308	573	265	86.04%
52749	UTILITIES WATER	0	628	365	629	264	72.33%
52775	MINOR EQUIPMENT	0	3,484	4,831	5,121	290	6.00%
52785	RADIO REPLACEMENT	0	613,122	154,464	181,623	27,159	17.58%
52795	RENTAL OF EQUIPMENT	0	1,437	1,260	0	(1,260)	-100.00%
52805	ADMIN PRORATED CHARGES	0	51,408	43,368	50,292	6,924	15.97%
52872	MAINT FLEET VEHICLES EQP	0	22,687	19,798	19,798	0	0.00%
52874	OFFICE SERVICES PRINTING	0	29	0	0	0	0.00%
52880	PURCHASES FOR RESALE	0	74,084	96,671	96,671	0	0.00%
52882	PURCH FOR RESALE COMMERCIAL	0	3,214	29,372	29,372	0	0.00%
52883	PURCH FOR RESALE NON STCK PART	0	29,605	9,628	9,628	0	0.00%
52886	RADIO MAINTENANCE MISC	0	41,476	163,277	163,277	0	0.00%
52888	RADIO MAINTENANCE PPRCN	0	103,974	198,367	198,367	0	0.00%
Total Operating Expenses		**0**	**1,366,400**	**1,235,582**	**1,344,954**	**109,372**	**8.85%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**0**	**2,032,162**	**2,031,055**	**2,109,798**	**78,743**	**3.88%**

2011 Radio Communications Budget is in the Support Services Fund but shown here for year-to-year comparison.
Totals may differ from narratives due to rounding.

City of Colorado Springs
Budget Detail Report

501 SUPPORT SERVICES

Radio Communications

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	418,217	0	0	0	0	0.00%
51210	OVERTIME	5,260	0	0	0	0	0.00%
51220	SEASONAL TEMPORARY	18,466	0	0	0	0	0.00%
51235	STANDBY	26,636	0	0	0	0	0.00%
51610	PERA	61,649	0	0	0	0	0.00%
51615	WORKERS COMPENSATION	14,011	0	0	0	0	0.00%
51620	EQUITABLE LIFE INSURANCE	1,237	0	0	0	0	0.00%
51625	VISION CARE	239	0	0	0	0	0.00%
51640	DENTAL INSURANCE	3,053	0	0	0	0	0.00%
51655	RETIRED EMP MEDICAL INS	1,148	0	0	0	0	0.00%
51665	CASH BACK	1,064	0	0	0	0	0.00%
51690	MEDICARE	5,381	0	0	0	0	0.00%
51695	CITY EPO MEDICAL PLAN	69,466	0	0	0	0	0.00%
Total Salaries and Benefits		**625,827**	**0**	**0**	**0**	**0**	**0.00%**
52110	OFFICE SUPPLIES	606	0	0	0	0	0.00%
52120	COMPUTER SOFTWARE	393	0	0	0	0	0.00%
52125	GENERAL SUPPLIES	608	0	0	0	0	0.00%
52135	POSTAGE	96	0	0	0	0	0.00%
52140	WEARING APPAREL	3,711	0	0	0	0	0.00%
52145	PAINT AND CHEMICAL	322	0	0	0	0	0.00%
52155	AUTOMOTIVE	38	0	0	0	0	0.00%
52165	LICENSES AND TAGS	1,350	0	0	0	0	0.00%
52190	JANITORIAL SUPPLIES	504	0	0	0	0	0.00%
52225	MAINT COMPUTER SOFTWARE	213	0	0	0	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	1,441	0	0	0	0	0.00%
52250	MAINT RADIOS ALLOCATION	346,629	0	0	0	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	10,272	0	0	0	0	0.00%
52445	JANITORIAL SERVICES	2,330	0	0	0	0	0.00%
52575	SERVICES	863	0	0	0	0	0.00%
52705	COMMUNICATIONS	7,928	0	0	0	0	0.00%
52725	RENTAL OF PROPERTY	31,096	0	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	57	0	0	0	0	0.00%
52736	CELL PHONE AIRTIME	36	0	0	0	0	0.00%
52745	UTILITIES	532	0	0	0	0	0.00%
52746	UTILITIES ELECTRIC	12,190	0	0	0	0	0.00%
52747	UTILITIES GAS	2,849	0	0	0	0	0.00%
52748	UTILITIES SEWER	551	0	0	0	0	0.00%
52749	UTILITIES WATER	545	0	0	0	0	0.00%
52775	MINOR EQUIPMENT	4,348	0	0	0	0	0.00%
52785	RADIO REPLACEMENT	451,674	0	0	0	0	0.00%
52795	RENTAL OF EQUIPMENT	1,158	0	0	0	0	0.00%
52805	ADMIN PRORATED CHARGES	67,920	0	0	0	0	0.00%
52872	MAINT FLEET VEHICLES EQP	16,078	0	0	0	0	0.00%
52876	PASS THROUGH EXPENSES	291	0	0	0	0	0.00%
52880	PURCHASES FOR RESALE	40,569	0	0	0	0	0.00%
52882	PURCH FOR RESALE COMMERCIAL	804	0	0	0	0	0.00%
52883	PURCH FOR RESALE NON STCK PART	8,014	0	0	0	0	0.00%
52886	RADIO MAINTENANCE MISC	55,391	0	0	0	0	0.00%
52888	RADIO MAINTENANCE PPRCN	136,908	0	0	0	0	0.00%
65181	RESIDUAL EQUITY TRANSFER OUT	0	203,106	0	0	0	0.00%
Total Operating Expenses		**1,208,315**	**203,106**	**0**	**0**	**0**	**0.00%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**1,834,142**	**203,106**	**0**	**0**	**0**	**0.00%**

Totals may differ from narratives due to rounding.

Municipal Court

HayDen Kane II, Presiding Judge
Rick Lewis, Court Administrator
(719) 385-6301, rlewis@springsgov.com

2013 Breakthrough Strategies

- **Determine IT solution and secure funding to replace Court's Justice Information System. Measurable outcome: define solution by Q4 2013.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$3,302,904	$3,532,511	$3,532,511	$3,590,415	$57,904
	Total	**$3,302,904**	**$3,532,511**	**$3,532,511**	**$3,590,415**	**$57,904**
	General Fund Positions	42.50	41.28	41.28	41.28	0.00
	Total Positions	**42.50**	**41.28**	**41.28**	**41.28**	**0.00**

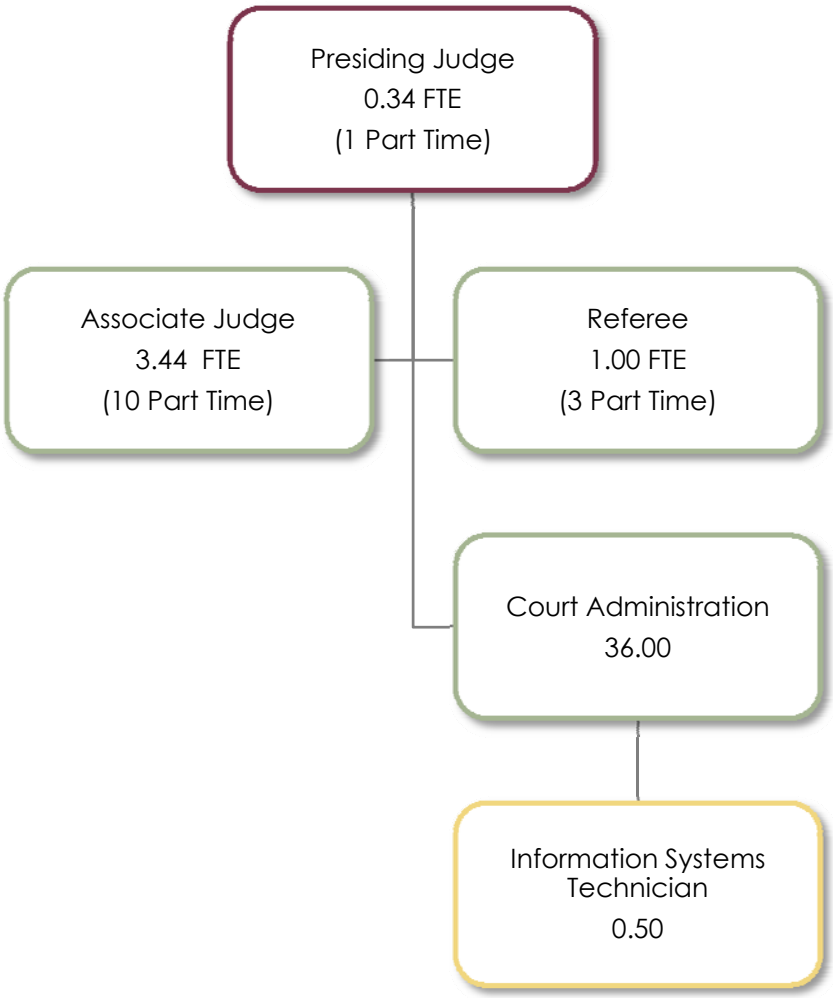
* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

- Add $75,000 for IT consulting services to maintain and support the JIS system.
- Reduce operating costs by $17,096 due to:
  - ✓ reduction in credit card fees due to lower number of traffic violations, and
  - ✓ lower utility costs resulting from energy efficient retrofits throughout the building.

Municipal Court

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



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012 and changes occurring as part of the 2013 Budget for the General Fund.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$2,758,944	$2,629,938	$2,832,915	$2,832,915	$2,832,915	$0
Operating	630,236	672,966	699,596	699,596	757,500	57,904
Capital Outlay	0	0	0	0	0	0
Total	**$3,389,180**	**$3,302,904**	**$3,532,511**	**$3,532,511**	**$3,590,415**	**$57,904**

Position Title	2011 Budget	2012 Budget	2012 Amended	2013 Budget	2012 to 2013 Change
Presiding Judge	0.45	0.34	0.34	0.34	0.00
Associate Judge	4.55	3.44	3.44	3.44	0.00
Court Administrator	1.00	1.00	1.00	1.00	0.00
Clerk of Court	1.00	1.00	1.00	1.00	0.00
Chief Probation Officer	1.00	1.00	1.00	1.00	0.00
Analyst	1.00	1.00	1.00	1.00	0.00
Information Systems Technician	0.50	0.50	0.50	0.50	0.00
Court Operations Supervisor	1.00	1.00	1.00	1.00	0.00
Officer/Probation Officer	3.00	3.00	3.00	3.00	0.00
Technician/Probation	5.50	5.50	5.50	5.50	0.00
Administrative Technician	1.00	1.00	1.00	1.00	0.00
Senior Courtroom Assistant	1.00	1.00	1.00	1.00	0.00
Courtroom Assistant	9.00	9.00	9.00	9.00	0.00
Senior Municipal Court Clerk	1.00	1.00	1.00	1.00	0.00
Municipal Court Clerk	10.50	10.50	10.50	10.50	0.00
Court Referee	1.00	1.00	1.00	1.00	0.00
Total Positions	**42.50**	**41.28**	**41.28**	**41.28**	**0.00**

Funding Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	$0
	Total During 2012	**$0**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	IT consulting services to maintain/support JIS	$75,000
	Reduction in credit card fees and utilities (electricity)	(17,096)
	Total For 2013	**$57,904**

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	None	0.00
	Total For 2013	**0.00**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND
Municipal Court

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	1,543,176	1,576,186	1,756,065	1,768,440	12,375	0.70%
51210	OVERTIME	225	1,174	0	0	0	0.00%
51220	SEASONAL TEMPORARY	55,812	47,274	60,600	60,567	(33)	-0.05%
51222	JUDICIAL COMPENSATION	596,569	484,732	471,700	471,673	(27)	-0.01%
51245	RETIREMENT TERM VACATION	7,738	5,674	0	0	0	0.00%
51260	VACATION BUY PAY OUT	5,411	5,820	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(2,413)	(12,883)	0	0	0	0.00%
51610	PERA	297,554	279,423	300,000	269,432	(30,568)	-10.19%
51615	WORKERS COMPENSATION	6,593	5,326	5,000	3,808	(1,192)	-23.84%
51620	EQUITABLE LIFE INSURANCE	4,631	4,363	4,800	4,847	47	0.98%
51625	VISION CARE	1,505	0	0	0	0	0.00%
51640	DENTAL INSURANCE	10,866	9,803	10,000	11,072	1,072	10.72%
51655	RETIRED EMP MEDICAL INS	273	0	0	0	0	0.00%
51665	CASH BACK	7,632	6,095	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	760	740	750	0	(750)	-100.00%
51690	MEDICARE	30,938	28,962	29,000	25,097	(3,903)	-13.46%
51695	CITY EPO MEDICAL PLAN	191,674	186,866	195,000	217,979	22,979	11.78%
51696	ADVANTAGE HD MED PLAN	0	352	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	31	0	0	0	0.00%
Total Salaries and Benefits		**2,758,944**	**2,629,938**	**2,832,915**	**2,832,915**	**0**	**0.00%**
52001	BUDGET TRANSFERS WITHIN ORG	0	773	0	0	0	0.00%
52105	MISCELLANEOUS OPERATING	0	1,047	0	0	0	0.00%
52110	OFFICE SUPPLIES	20,716	7,573	18,000	24,900	6,900	38.33%
52111	PAPER SUPPLIES	4,264	7,088	5,500	5,500	0	0.00%
52135	POSTAGE	25,727	22,312	22,500	22,500	0	0.00%
52140	WEARING APPAREL	0	7,781	0	0	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	12,466	23,304	25,000	25,000	0	0.00%
52275	MAINT RUNWAYS	14,354	0	0	0	0	0.00%
52410	BUILDING SECURITY SERVICES	92,547	84,876	93,000	93,000	0	0.00%
52419	CRIMINAL JUSTICE INFO SYSTEM	0	0	12,600	12,600	0	0.00%
52440	HUMAN SERVICES	3,339	3,565	2,500	5,600	3,100	124.00%
52445	JANITORIAL SERVICES	27,642	27,600	36,500	37,700	1,200	3.29%
52565	PEST CONTROL	696	580	700	700	0	0.00%
52573	CREDIT CARD FEES	49,741	48,237	43,000	26,900	(16,100)	-37.44%
52575	SERVICES	198,792	227,517	220,000	213,800	(6,200)	-2.82%
52578	INTERPRETING SERVICES	24,972	26,392	32,000	32,000	0	0.00%
52590	TEMPORARY EMPLOYMENT	0	5,425	0	75,000	75,000	0.00%
52605	CAR MILEAGE	608	579	600	500	(100)	-16.67%
52615	DUES AND MEMBERSHIP	445	0	450	600	150	33.33%
52625	MEETING EXPENSES IN TOWN	142	0	50	0	(50)	-100.00%
52630	TRAINING	350	1,325	3,000	7,200	4,200	140.00%
52655	TRAVEL OUT OF TOWN	206	2,087	1,200	1,200	0	0.00%
52735	TELEPHONE LONG DIST CALLS	243	383	300	350	50	16.67%
52738	CELL PHONE BASE CHARGES	756	468	500	250	(250)	-50.00%
52746	UTILITIES ELECTRIC	98,538	104,092	107,946	90,000	(17,946)	-16.62%
52747	UTILITIES GAS	27,131	25,937	27,000	27,000	0	0.00%
52748	UTILITIES SEWER	1,674	1,487	1,500	1,500	0	0.00%
52749	UTILITIES WATER	2,639	4,105	2,400	2,400	0	0.00%
52775	MINOR EQUIPMENT	6,717	11,610	9,000	15,100	6,100	67.78%
52795	RENTAL OF EQUIPMENT	7,371	10,533	10,000	9,900	(100)	-1.00%
52873	PRINTING OUTSOURCE	0	9,148	16,000	14,600	(1,400)	-8.75%
52874	OFFICE SERVICES PRINTING	2,094	1,954	2,500	2,500	0	0.00%
65165	JURY FEES AND EXPENSES	5,819	5,188	5,400	9,200	3,800	70.37%
65352	EMPLOYEE AWARDS PROGRAM	247	0	450	0	(450)	-100.00%
Total Operating Expenses		**630,236**	**672,966**	**699,596**	**757,500**	**57,904**	**8.28%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**3,389,180**	**3,302,904**	**3,532,511**	**3,590,415**	**57,904**	**1.64%**

Totals may differ from narratives due to rounding.

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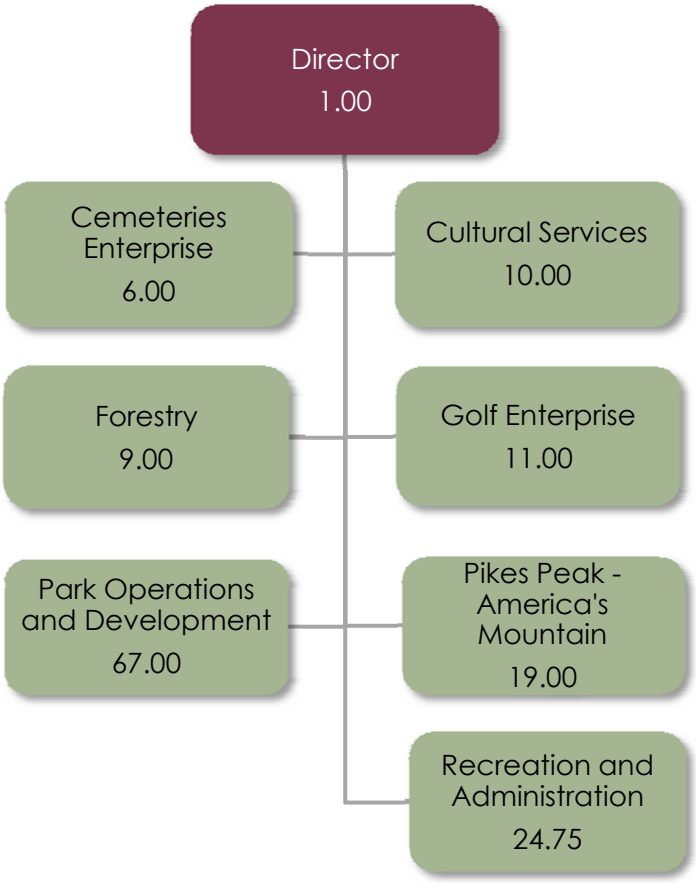
Parks, Recreation and Cultural Services

Karen Palus, Parks Director
(719) 385-5457, kpalus@springsgov.com



All Funds Summary

Division	General Fund	Other Funds	Total Budget
Cemeteries Enterprise	$0	$1,304,802	$1,304,802
Cultural Services	1,640,496	247,500	1,887,996
Forestry	929,539	0	929,539
Golf Enterprise	0	3,253,361	3,253,361
Park Operations and Development	5,552,261	9,852,646	15,404,907
Pikes Peak - America's Mountain Enterprise	0	3,682,314	3,682,314
Recreation and Administration	5,353,994	1,000,000	6,353,994
Total	**$13,476,290**	**$19,340,623**	**$32,816,913**
Positions	**59.75**	**88.00**	**147.75**

Cemeteries Enterprise

Will DeBoer, Cemetery Operations Administrator
(719) 385-6251, wdeboer@springsgov.com

2013 Enterprise Objectives

- **To increase the Cemetery Enterprise's market share in the community. Measurable outcome: percent of market share.**
- **To provide the optimal number of burial services as possible within El Paso County. Measurable outcome: number of burial services.**
- **To stabilize the maintenance cost per grave at the two City Cemeteries. Measurable outcome: maintenance cost per grave.**

All Funds Summary

All Funds

Source of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Cemetery Enterprise Fund	$1,318,849	$1,319,840	$1,319,840	$1,268,275	($51,565)
Use of Funds	**2011 Actual**	**2012 Original Budget**	*** 2012 Amended Budget**	**2013 Budget**	**2013 Budget - * 2012 Amended Budget**
Cemetery Enterprise Fund	$1,207,018	$1,369,621	$1,369,621	$1,304,802	($64,819)
Cemetery Enterprise Fund	6.00	6.00	6.00	6.00	0.00
Total Positions	**6.00**	**6.00**	**6.00**	**6.00**	**0.00**

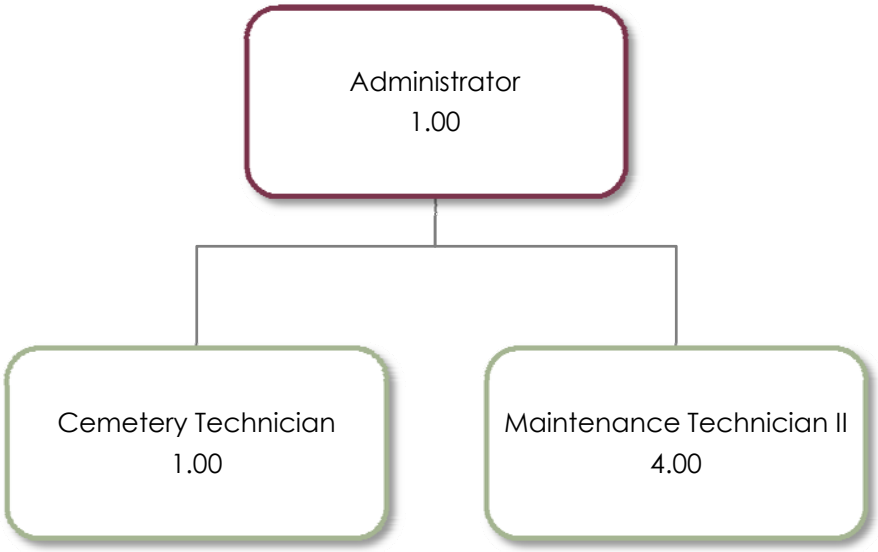
* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

- Decrease Salary/Benefits/Pensions to properly fund current actual costs of filled positions.
- Reduce capital outlay from 2012. Increase funding in 2013 to purchase a new utility truck or vehicle and construct a columbarium.

Cemeteries Enterprise

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 Cemetery 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. In addition to its primary purpose of providing burial services, the Cemeteries Enterprise also cares for the grounds of both sites, which includes mowing, watering, and fertilizing gravesites. With a rich past, both cemeteries also provide unique ties to the Colorado Springs community, sharing the history of the region with citizens and visitors alike. Such notable historical figures as Winfield Scott Stratton, General William Jackson Palmer, and Helen Hunt Jackson are buried at the Evergreen Cemetery.



The sections on the following pages provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012, and changes occurring as part of the 2013 Cemeteries Enterprise Budget.

Cemeteries Enterprise Funds

Source of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Interments and Removals	$457,629	$457,660	$465,940	$465,940	$463,447	($2,493)
Sales of Lots	349,562	354,463	392,750	392,750	373,028	(19,722)
Interest - Endowment/Other	193,901	355,848	257,000	257,000	252,500	(4,500)
Burial Vaults & Bronze Markers	123,156	108,144	129,450	129,450	112,000	(17,450)
Miscellaneous	67,864	42,734	74,700	74,700	67,300	(7,400)
Total	**$1,192,112**	**$1,318,849**	**$1,319,840**	**$1,319,840**	**$1,268,275**	**($51,565)**

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$494,692	$515,153	$510,807	$510,807	$485,419	($25,388)
Operating	688,918	691,865	738,814	738,814	754,324	15,510
Capital Outlay	0	0	120,000	120,000	65,059	(54,941)
Total	**$1,183,610**	**$1,207,018**	**$1,369,621**	**$1,369,621**	**$1,304,802**	**($64,819)**

Positions

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Administrator	1.00	1.00	1.00	1.00	0.00
Cemetery Technician	1.00	1.00	1.00	1.00	0.00
Maintenance Technician II	4.00	4.00	4.00	4.00	0.00
Total Positions	**6.00**	**6.00**	**6.00**	**6.00**	**0.00**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Decrease Salary/Benefits/Pensions to properly fund current actual costs of filled positions	($25,388)
Increase in utility rates and decrease in capital outlay	(39,431)
Total For 2013	**($64,819)**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	None	0.00
	Total For 2013	**0.00**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

475 CEMETERY FUND

Cemetery

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	328,419	322,273	330,658	313,977	(16,681)	-5.04%
51210	OVERTIME	24,847	30,739	25,645	31,000	5,355	20.88%
51220	SEASONAL TEMPORARY	17,872	26,288	27,000	22,880	(4,120)	-15.26%
51240	RETIREMENT TERMINATION SICK	0	1,458	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	0	6,370	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(937)	0	0	0	0	0.00%
51610	PERA	49,322	51,515	49,454	49,305	(149)	-0.30%
51615	WORKERS COMPENSATION	7,025	7,436	7,200	6,922	(278)	-3.86%
51620	EQUITABLE LIFE INSURANCE	987	930	1,000	916	(84)	-8.40%
51625	VISION CARE	355	0	0	0	0	0.00%
51640	DENTAL INSURANCE	2,693	1,964	3,000	2,188	(812)	-27.07%
51655	RETIRED EMP MEDICAL INS	9,781	11,355	10,500	0	(10,500)	-100.00%
51665	CASH BACK	1,611	848	1,750	0	(1,750)	-100.00%
51690	MEDICARE	4,501	4,729	4,500	4,553	53	1.18%
51695	CITY EPO MEDICAL PLAN	48,216	49,248	50,100	53,678	3,578	7.14%
Total Salaries and Benefits		**494,692**	**515,153**	**510,807**	**485,419**	**(25,388)**	**-4.97%**
52110	OFFICE SUPPLIES	2,535	344	2,600	1,000	(1,600)	-61.54%
52115	MEDICAL SUPPLIES	27	7	150	100	(50)	-33.33%
52120	COMPUTER SOFTWARE	0	0	100	100	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	10	0	100	100	0	0.00%
52125	GENERAL SUPPLIES	885	1,385	1,600	1,750	150	9.38%
52135	POSTAGE	447	422	600	650	50	8.33%
52140	WEARING APPAREL	259	481	300	500	200	66.67%
52145	PAINT AND CHEMICAL	0	0	200	100	(100)	-50.00%
52150	SEED AND FERTILIZER	7,958	19,593	15,000	20,000	5,000	33.33%
52165	LICENSES AND TAGS	0	0	50	50	0	0.00%
52175	SIGNS	150	43	150	100	(50)	-33.33%
52190	JANITORIAL SUPPLIES	363	548	500	650	150	30.00%
52205	MAINT LANDSCAPING	0	0	300	300	0	0.00%
52210	MAINT TREES	862	430	14,000	16,000	2,000	14.29%
52215	MAINT GROUNDS	7,480	7,993	10,000	11,000	1,000	10.00%
52220	MAINT OFFICE MACHINES	0	205	150	210	60	40.00%
52225	MAINT COMPUTER SOFTWARE	0	0	100	100	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	3,057	2,272	3,500	1,250	(2,250)	-64.29%
52240	MAINT NONFLEET VEHICLES EQP	157	524	600	300	(300)	-50.00%
52250	MAINT RADIOS ALLOCATION	0	0	25	25	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	74	303	2,500	2,000	(500)	-20.00%
52270	MAINT WELLS AND RESERVOIRS	4,655	4,192	8,000	8,250	250	3.13%
52405	ADVERTISING SERVICES	15,641	20,780	18,000	17,750	(250)	-1.39%
52410	BUILDING SECURITY SERVICES	5,065	5,082	4,300	5,200	900	20.93%
52450	LAUNDRY AND CLEANING SERVICES	0	0	50	50	0	0.00%
52455	LAWN MAINTENANCE SERVICE	159,565	168,663	185,000	181,165	(3,835)	-2.07%
52573	CREDIT CARD FEES	4,783	4,459	5,000	5,100	100	2.00%
52575	SERVICES	62,077	43,836	65,000	65,150	150	0.23%
52578	INTERPRETING SERVICES	0	0	100	100	0	0.00%
52605	CAR MILEAGE	0	0	100	100	0	0.00%
52615	DUES AND MEMBERSHIP	795	2,100	2,200	2,200	0	0.00%
52625	MEETING EXPENSES IN TOWN	5	73	250	250	0	0.00%
52630	TRAINING	115	35	250	250	0	0.00%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	0	0	100	100	0	0.00%
52645	SUBSCRIPTIONS	243	236	250	250	0	0.00%
52655	TRAVEL OUT OF TOWN	616	1,949	1,500	2,175	675	45.00%
52705	COMMUNICATIONS	3,289	3,243	4,000	0	(4,000)	-100.00%
52735	TELEPHONE LONG DIST CALLS	37	0	150	150	0	0.00%
52736	CELL PHONE AIRTIME	661	408	500	500	0	0.00%
52738	CELL PHONE BASE CHARGES	1,448	900	1,200	1,200	0	0.00%
52740	GENERAL INSURANCE-CITY	1,362	1,362	1,400	1,450	50	3.57%
52746	UTILITIES ELECTRIC	4,383	5,286	6,000	6,000	0	0.00%
52747	UTILITIES GAS	4,358	5,305	6,000	6,000	0	0.00%
52748	UTILITIES SEWER	3,454	1,011	3,500	3,500	0	0.00%
52749	UTILITIES WATER	223,896	254,416	236,700	256,000	19,300	8.15%

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
52775	MINOR EQUIPMENT	4,120	8,830	2,100	4,000	1,900	90.48%
52795	RENTAL OF EQUIPMENT	629	884	750	900	150	20.00%
52805	ADMIN PRORATED CHARGES	77,856	57,384	51,444	49,524	(1,920)	-3.73%
52806	PAYMENT IN LIEU OF TAXES	2,892	2,484	2,750	2,500	(250)	-9.09%
52872	MAINT FLEET VEHICLES EQP	35,941	34,965	33,000	35,000	2,000	6.06%
52874	OFFICE SERVICES PRINTING	1,604	777	1,200	1,000	(200)	-16.67%
52875	OFFICE SERVICES RECORDS	114	148	120	150	30	25.00%
52880	PURCHASES FOR RESALE	43,046	28,207	45,000	40,000	(5,000)	-11.11%
52893	RENTAL OF FLEET VEHICLES	0	0	75	75	0	0.00%
52970	ENVIRON PROTECTION PROGRAM	2,004	300	300	2,000	1,700	566.67%
Total Operating Expenses		**688,918**	**691,865**	**738,814**	**754,324**	**15,510**	**2.10%**
53050	MACHINERY AND APPARATUS	0	0	30,000	30,000	0	0.00%
53090	BUILDINGS AND STRUCTURES	0	0	90,000	35,059	(54,941)	-61.05%
Total Capital Outlay		**0**	**0**	**120,000**	**65,059**	**(54,941)**	**-45.78%**
Total Expenses		**1,183,610**	**1,207,018**	**1,369,621**	**1,304,802**	**(64,819)**	**-4.73%**

Totals may differ from narratives due to rounding.

Cultural Services

Matt Mayberry, Manager
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2013 Breakthrough Strategies

- **Create a major new exhibit and related programming to commemorate the first anniversary of the Waldo Canyon Fire. Measurable outcome: Open by June 1, 2013.**
- **Seek funding and complete an exhibition exchange program with our sister institution in Fujiyoshida, Japan. Measurable outcome: By year-end.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$1,057,278	$1,038,361	$1,038,361	$1,640,496	$602,135
	Gift Trust Fund	873,285	715,186	715,186	247,500	(467,686)
	All Funds Total	**$1,930,563**	**$1,753,547**	**$1,753,547**	**$1,887,996**	**$134,449**
	General Fund	7.50	8.50	8.50	10.00	1.50
	Gift Trust Fund	1.25	1.25	1.25	0.00	(1.25)
	Total Positions	**8.75**	**9.75**	**9.75**	**10.00**	**0.25**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

- Change in accounting procedures eliminates salary reimbursements.
- Transfer 1.25 positions from Gift Trust Fund to General Fund as a result of accounting procedure change.
- Increase in General Fund support for Cultural Service Programs to offset decreased funding commitments from grants and donations.
- Increase part-time Program Coordinator position for Garden of the Gods to full-time.

Cultural Services

The Cultural Services Division 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 as well as maintaining Colorado Springs' identity as a "Distinctive Destination" for out-of-state visitors.

Cultural Services staff cares for 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. 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. 637 volunteers provide more than 35,700 hours annually to support mission-essential activities.

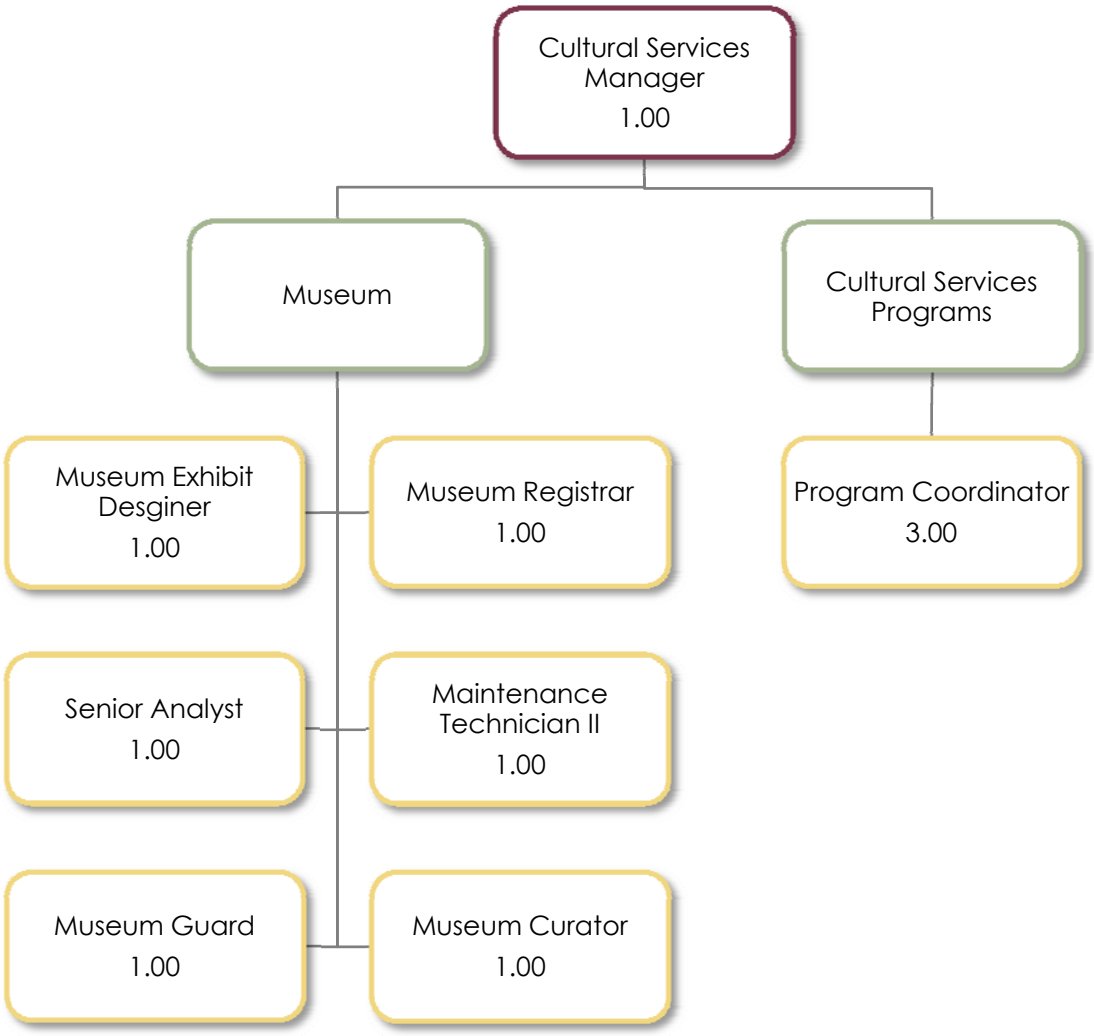
The Colorado Springs Pioneers Museum (CSPM) maintains a collection of over 75,000 artifacts, 80,000 historic photographs, and 6,100-cubic-feet of archival materials. The 1903 El Paso County Courthouse, 1874 Rock Ledge House, and North Cheyenne Cañon Park are all listed on the National Register of Historic Places.

In 2013, the Museum continues to implement its sustainable business plan. The plan was developed in 2010 using grant funding and an extensive public process. The plan assumes that there will still be City funding at some significant level but below what the Museum has received in the past. This transitional period still requires expenditure of reserve funds held by the Museum's Friends and Foundation organizations, along with much higher levels of fundraising activity, earned income generation, and partnership development. Toward this end, Museum support groups have partially funded the creation of the institution's first full-time Development Coordinator. 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. Board recruitment is ongoing and officers have been elected. The new organization has received 501(c)3 status from the IRS.

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

Cultural Services Program Budgets	**2010 Actual ***	**2011 Actual**	**2012 Budget**	**2013 Budget**
Rock Ledge Ranch	$80,796	$145,335	$150,485	$238,748
North Cheyenne Cañon	39,173	129,000	109,994	145,740
Garden of the Gods	11,213	0	35,253	152,533
Pioneer Museum	452,695	705,979	742,629	1,103,475
Total Cultural Services Program Budgets	**$583,877**	**$1,057,258**	**$1,038,361**	**$1,640,496**

* Because of the significant downturn in the economy during 2009 and 2010, the General Fund was unable to support these programs at previous levels. Grant and unrestricted gift trust funding was necessary to maintain Cultural Service programs.



The sections on the following pages provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012, and changes occurring as part of the 2013 Budget for each Fund including the General Fund and the Gift Trust Fund.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$473,571	$811,690	$807,974	$807,974	$1,132,912	$324,938
Operating	110,306	245,588	230,387	230,387	507,584	277,197
Capital Outlay	0	0	0	0	0	0
Total	**$583,877**	**$1,057,278**	**$1,038,361**	**$1,038,361**	**$1,640,496**	**$602,135**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Cultural Services Manager	1.00	1.00	1.00	1.00	0.00
Maintenance Technician II	1.00	1.00	1.00	1.00	0.00
Museum Archivist	1.00	0.00	0.00	0.00	0.00
Museum Curator	0.00	1.00	1.00	1.00	0.00
Museum Exhibit Designer	0.00	1.00	1.00	1.00	0.00
Museum Guard	1.00	1.00	1.00	1.00	0.00
Museum Registrar	1.00	1.00	1.00	1.00	0.00
Program Coordinator	2.00	2.00	2.00	3.00	1.00
Senior Analyst	0.50	0.50	0.50	1.00	0.50
Total FTE	**7.50**	**8.50**	**8.50**	**10.00**	**1.50**
Special Position					
Administrative Technician	1.00	0.00	0.00	0.00	0.00
Total Positions	**8.50**	**8.50**	**8.50**	**10.00**	**1.50**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Increase part-time Program Coordinator to full-time	$19,531
Change in accounting procedures eliminates salary reimbursements	305,407
Increase in funding for programs to offset decreased funding commitments from grants and donations	277,197
Total For 2013	**$602,135**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Increase part-time Program Coordinator to full-time	0.25
	Transfer 1.25 positions from Gift Trust Fund to General Fund	1.25
	Total For 2013	**1.50**

Gift Trust Fund	Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	Salary/Benefits/ Pensions	$0	$0	$0	$0	$0	$0
	Operating	1,535,995	873,285	715,186	715,186	247,500	(467,686)
	Capital Outlay	0		0	0	0	0
	Total	**$1,535,995**	**$873,285**	**$715,186**	**$715,186**	**$247,500**	**($467,686)**

	Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	Senior Analyst	0.50	0.50	0.50	0.00	(0.50)
	Program Coordinator	0.75	0.75	0.75	0.00	(0.75)
	Total Positions	**1.25**	**1.25**	**1.25**	**0.00**	**(1.25)**
	Posistions were paid from project accounts and therefore the Salaries, Benefits and Pensions are included in Operating					

Funding Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	$0
	Total During 2012	**$0**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Reduction anticipated in donations	($467,686)
	Total For 2013	**($467,686)**

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Transfer 1.25 positions from Gift Trust Fund to General Fund	(1.25)
	Total For 2013	**(1.25)**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Parks - Cultural Services

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	459,541	547,420	570,140	582,127	11,987	2.10%
51210	OVERTIME	3,372	3,663	0	0	0	0.00%
51220	SEASONAL TEMPORARY	183,946	213,021	254,453	313,351	58,898	23.15%
51245	RETIREMENT TERM VACATION	566	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,165	2,938	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(380,590)	(161,060)	(213,186)	0	213,186	-100.00%
51610	PERA	88,602	100,526	90,641	124,414	33,773	37.26%
51615	WORKERS COMPENSATION	13,334	11,111	11,986	4,825	(7,161)	-59.74%
51620	EQUITABLE LIFE INSURANCE	1,411	1,519	1,505	1,573	68	4.52%
51625	VISION CARE	451	0	0	0	0	0.00%
51640	DENTAL INSURANCE	4,550	3,960	3,930	4,080	150	3.82%
51665	CASH BACK	879	960	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	720	960	1,800	960	(840)	-46.67%
51690	MEDICARE	9,612	10,656	10,030	7,964	(2,066)	-20.60%
51695	CITY EPO MEDICAL PLAN	86,012	75,792	76,675	82,908	6,233	8.13%
51696	ADVANTAGE HD MED PLAN	0	208	0	9,960	9,960	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	16	0	750	750	0.00%
Total Salaries and Benefits		**473,571**	**811,690**	**807,974**	**1,132,912**	**324,938**	**40.22%**
52002	OPERATING REIMBURSEMENT	(96,037)	(30)	(2,800)	0	2,800	-100.00%
52105	MISCELLANEOUS OPERATING	17,505	3,738	0	0	0	0.00%
52110	OFFICE SUPPLIES	2,035	4,150	4,000	3,728	(272)	-6.80%
52111	PAPER SUPPLIES	0	0	0	530	530	0.00%
52120	COMPUTER SOFTWARE	0	122	0	0	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	0	50	90	40	80.00%
52125	GENERAL SUPPLIES	11,399	33,879	22,600	85,746	63,146	279.41%
52129	HVAC-HEAT VENTILATN AIR SUPPLI	0	0	0	2,310	2,310	0.00%
52135	POSTAGE	4,379	4,569	4,500	6,790	2,290	50.89%
52140	WEARING APPAREL	380	432	1,250	3,221	1,971	157.68%
52145	PAINT AND CHEMICAL	5,095	1,717	1,800	2,690	890	49.44%
52150	SEED AND FERTILIZER	0	132	500	600	100	20.00%
52175	SIGNS	150	0	525	2,157	1,632	310.86%
52190	JANITORIAL SUPPLIES	3,514	3,148	3,500	5,547	2,047	58.49%
52215	MAINT GROUNDS	79	959	1,000	1,200	200	20.00%
52220	MAINT OFFICE MACHINES	395	0	50	0	(50)	-100.00%
52230	MAINT FURNITURE AND FIXTURES	0	2,125	150	0	(150)	-100.00%
52235	MAINT MACHINERY AND APPARATUS	73	926	2,950	4,023	1,073	36.37%
52245	MAINT SIGNALS	0	36	0	0	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	17,789	9,870	15,750	16,850	1,100	6.98%
52305	MAINT SOFTWARE	0	0	0	4,247	4,247	0.00%
52405	ADVERTISING SERVICES	424	8,836	3,600	47,200	43,600	1211.11%
52410	BUILDING SECURITY SERVICES	15,739	14,474	12,668	14,428	1,760	13.89%
52418	COMPUTER SERVICES	0	0	0	14,000	14,000	0.00%
52435	GARBAGE REMOVAL SERVICES	402	474	350	853	503	143.71%
52445	JANITORIAL SERVICES	229	0	0	0	0	0.00%
52450	LAUNDRY AND CLEANING SERVICES	728	396	907	820	(87)	-9.59%
52560	PARKING SERVICES	0	0	0	600	600	0.00%
52575	SERVICES	16,311	18,397	22,786	100,534	77,748	341.21%
52590	TEMPORARY EMPLOYMENT	0	32,222	0	0	0	0.00%
52605	CAR MILEAGE	216	977	775	594	(181)	-23.35%
52615	DUES AND MEMBERSHIP	1,747	2,311	2,085	2,544	459	22.01%
52625	MEETING EXPENSES IN TOWN	1,371	1,159	0	27,340	27,340	0.00%
52630	TRAINING	5	380	1,000	4,309	3,309	330.90%
52645	SUBSCRIPTIONS	277	110	100	13	(87)	-87.00%
52655	TRAVEL OUT OF TOWN	67	822	0	9,410	9,410	0.00%
52736	CELL PHONE AIRTIME	295	388	375	342	(33)	-8.80%
52738	CELL PHONE BASE CHARGES	3,746	2,985	3,250	2,381	(869)	-26.74%
52746	UTILITIES ELECTRIC	58,297	52,474	66,807	72,820	6,013	9.00%
52747	UTILITIES GAS	30,166	22,290	42,486	44,185	1,699	4.00%
52748	UTILITIES SEWER	1,747	1,518	965	965	0	0.00%
52749	UTILITIES WATER	2,328	2,061	1,483	1,661	178	12.00%
52775	MINOR EQUIPMENT	1,252	2,278	2,850	5,423	2,573	90.28%

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
52795	RENTAL OF EQUIPMENT	3,591	5,686	831	1,450	619	74.49%
52872	MAINT FLEET VEHICLES EQP	4	0	0	1,863	1,863	0.00%
52874	OFFICE SERVICES PRINTING	4,573	7,923	6,000	6,439	439	7.32%
52893	RENTAL OF FLEET VEHICLES	35	0	0	0	0	0.00%
60042	MUSEUM	0	1,654	0	0	0	0.00%
Total Operating Expenses		**110,306**	**245,588**	**230,387**	**507,584**	**277,197**	**120.32%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**583,877**	**1,057,278**	**1,038,361**	**1,640,496**	**602,135**	**57.99%**

Totals may differ from narratives due to rounding.

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Forestry

Paul Smith, City Forester
(719) 385-6548, psmith@springsgov.com

2013 Breakthrough Strategies

- **Restore, stabilize, and monitor burn areas in park open space sites. Measurable outcome: Issue condition report by Q4 2013.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$670,028	$696,018	$696,018	$929,539	$233,521
	General Fund	8.00	8.00	8.00	8.00	0.00
	Conservation Trust Fund	1.00	1.00	1.00	1.00	0.00
	Total Positions	**9.00**	**9.00**	**9.00**	**9.00**	**0.00**

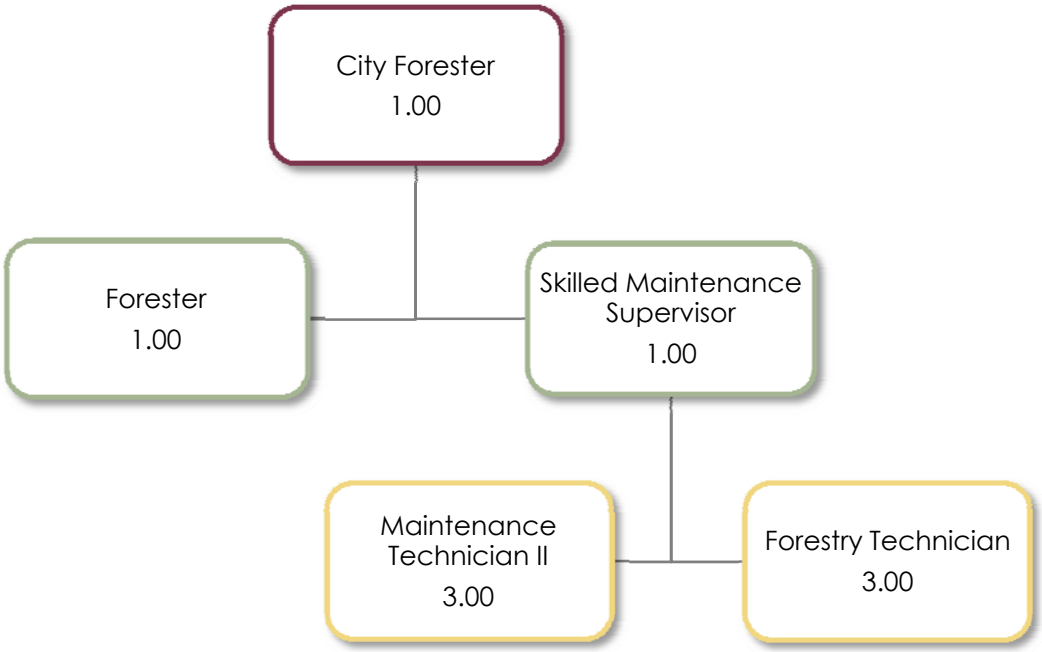
* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

- Increase funding for contract service agreement for urban forest management and to rehabilitate areas impacted by the Waldo Canyon Fire.

Forestry

The Forestry Division 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. Tree maintenance includes pruning to maintain and enhance the health, vigor and aesthetic value of each individual tree. Forestry removes diseased, dead and dying trees for the safety and health of the urban forest. Forestry crews provide for and enhance 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. Forestry staff is responsible for the mowing of City rights-of-way and native medians. Forestry staff also provides Private Tree Service Business License competency testing administered through the City Clerk's Office.



The sections on the following pages provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012, and changes occurring as part of the 2013 Budget for each Fund including the General Fund and Conservation Trust Fund.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$434,008	$588,045	$621,087	$621,087	$641,840	$20,753
Operating	15,487	81,983	74,931	74,931	287,699	212,768
Capital Outlay	0	0	0	0	0	0
Total	**$449,495**	**$670,028**	**$696,018**	**$696,018**	**$929,539**	**$233,521**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 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	3.00	2.00	2.00	2.00	0.00
Maintenance Technician II	3.00	3.00	3.00	3.00	0.00
Skilled Maintenance Supervisor	0.00	1.00	1.00	1.00	0.00
Total Positions	**8.00**	**8.00**	**8.00**	**8.00**	**0.00**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Increase Salary/Benefits/Pensions to properly fund current actual costs of filled positions	$20,753
Increase funding for contract service agreement for urban forest management	212,768
Total For 2013	**$233,521**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	0.00
Total During 2012	**0.00**
For 2013	**2013 Budget - * 2012 Amended Budget**
None	0.00
Total For 2013	**0.00**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

CTF Fund	Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	Forestry Technician	1.00	1.00	1.00	1.00	0.00
	Total Positions	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**
	This position reports to the Parks Department, but funding is in the Conservation Trust Fund account budgeted in the CIP section, starting on page 23-1.					

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Parks - Forestry

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	296,261	402,291	432,474	434,526	2,052	0.47%
51210	OVERTIME	210	257	0	0	0	0.00%
51220	SEASONAL TEMPORARY	2,635	31,933	37,500	40,000	2,500	6.67%
51245	RETIREMENT TERM VACATION	1,525	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,544	3,635	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	0	(3,658)	0	0	0	0.00%
51610	PERA	36,580	57,867	56,144	58,298	2,154	3.84%
51615	WORKERS COMPENSATION	38,755	38,313	34,579	39,847	5,268	15.23%
51620	EQUITABLE LIFE INSURANCE	777	1,098	1,198	1,205	7	0.58%
51625	VISION CARE	378	0	0	0	0	0.00%
51640	DENTAL INSURANCE	2,554	2,847	2,880	3,180	300	10.42%
51665	CASH BACK	272	480	0	0	0	0.00%
51690	MEDICARE	2,643	4,861	4,671	4,866	195	4.17%
51695	CITY EPO MEDICAL PLAN	49,874	48,032	51,641	47,976	(3,665)	-7.10%
51696	ADVANTAGE HD MED PLAN	0	79	0	10,692	10,692	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	10	0	1,250	1,250	0.00%
Total Salaries and Benefits		**434,008**	**588,045**	**621,087**	**641,840**	**20,753**	**3.34%**
52105	MISCELLANEOUS OPERATING	105	74	0	0	0	0.00%
52110	OFFICE SUPPLIES	98	145	400	250	(150)	-37.50%
52120	COMPUTER SOFTWARE	0	0	2,781	0	(2,781)	-100.00%
52125	GENERAL SUPPLIES	831	10,006	3,500	2,500	(1,000)	-28.57%
52140	WEARING APPAREL	366	2,162	3,225	2,120	(1,105)	-34.26%
52145	PAINT AND CHEMICAL	139	249	4,300	6,798	2,498	58.09%
52204	TREE REPLACEMENT	9,658	7,103	0	16,000	16,000	0.00%
52210	MAINT TREES	0	53,585	50,000	242,944	192,944	385.89%
52240	MAINT NONFLEET VEHICLES EQP	0	1,012	1,000	1,000	0	0.00%
52305	MAINT SOFTWARE	0	0	0	3,015	3,015	0.00%
52575	SERVICES	587	443	800	480	(320)	-40.00%
52615	DUES AND MEMBERSHIP	662	877	1,000	400	(600)	-60.00%
52630	TRAINING	1,524	2,349	3,000	3,325	325	10.83%
52736	CELL PHONE AIRTIME	134	189	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	972	1,793	2,000	4,057	2,057	102.85%
52775	MINOR EQUIPMENT	379	1,996	2,925	4,810	1,885	64.44%
52874	OFFICE SERVICES PRINTING	32	0	0	0	0	0.00%
Total Operating Expenses		**15,487**	**81,983**	**74,931**	**287,699**	**212,768**	**283.95%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**449,495**	**670,028**	**696,018**	**929,539**	**233,521**	**33.55%**

Totals may differ from narratives due to rounding.

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Golf Enterprise

Dal Lockwood, Manager
(719) 385-6931, dlockwood@springsgov.com

2013 Enterprise Objectives

- **To attract golfers to play a 9-hole and 18-hole round of golf at Patty Jewett and Valley Hi Golf Courses. Measurable outcome: increased number of rounds played.**
- **To be a self-sustaining enterprise and still provide quality, affordable golf services to the residents and visitors of the City of Colorado Springs. Measurable outcome: average green fee per 9-hole round.**
- **To provide a high quality golf experience to the City of Colorado Springs at a sustainable, self supporting level. Measurable outcome: decreased maintenance cost per hole.**

All Funds Summary

All Funds

Source of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Patty Jewett Golf Course	$1,939,724	$2,071,053	$2,071,053	$2,071,381	$328
Valley Hi Golf Course	1,138,504	1,165,743	1,165,743	1,162,759	(2,984)
Total Enterprise Funds	**$3,078,228**	**$3,236,796**	**$3,236,796**	**$3,234,140**	**($2,656)**
Use of Funds	**2011 Actual**	**2012 Original Budget**	*** 2012 Amended Budget**	**2013 Budget**	**2013 Budget - * 2012 Amended Budget**
Patty Jewett Golf Course	$1,933,603	$2,069,943	$2,069,943	$2,085,906	$15,963
Valley Hi Golf Course	1,106,341	1,177,135	1,177,135	1,167,455	(9,680)
Total Enterprise Funds	**$3,039,944**	**$3,247,078**	**$3,247,078**	**$3,253,361**	**$6,283**
Patty Jewett Golf Course	9.50	8.00	8.00	8.00	0.00
Valley Hi Golf Course	5.00	3.00	3.00	3.00	0.00
Total Positions	**14.50**	**11.00**	**11.00**	**11.00**	**0.00**

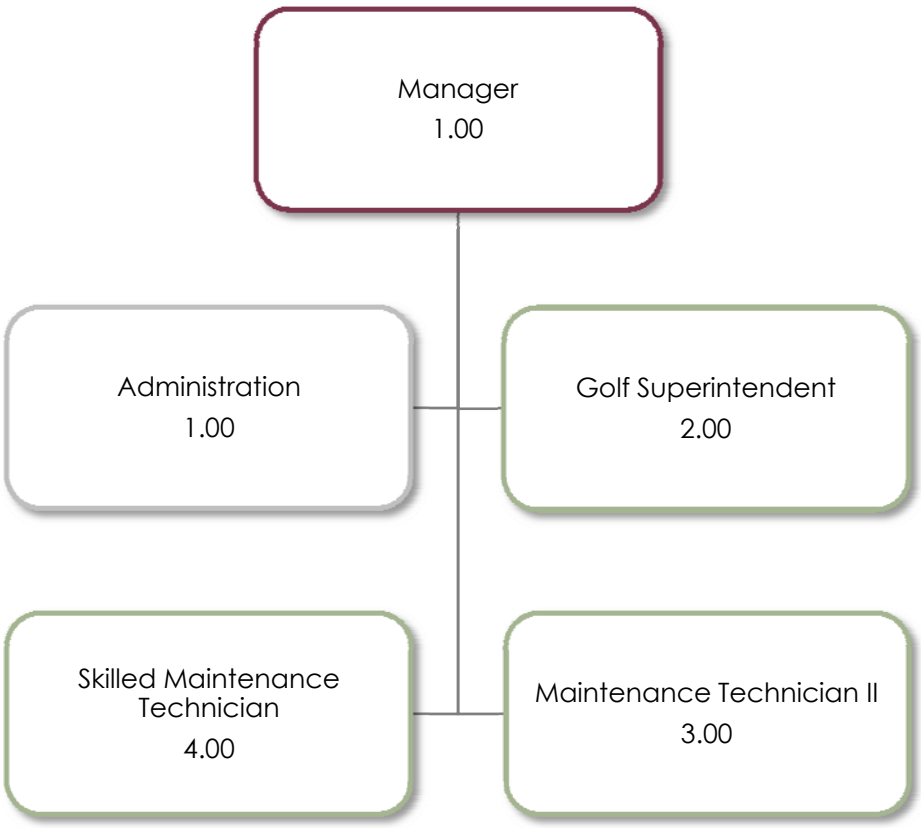
* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

- There are no significant financial or staff modifications for 2013 at either golf course.

Golf Enterprise

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 serve players of all abilities as well as 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 2012, and changes occurring as part of the 2013 Golf Enterprise Budget.

Patty Jewett Funds

Source of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Fees	$73,525	$69,253	$77,450	$77,450	$79,548	$2,098
Daily 9 and 18 Hole Green Fees	1,283,197	1,284,167	1,293,001	1,293,001	1,364,527	71,526
Cart Fees	241,879	214,588	236,025	236,025	236,025	0
Concessions	153,284	156,679	145,306	145,306	154,982	9,676
Operating Fee Daily	205,089	200,194	296,310	296,310	216,762	(79,548)
Miscellaneous	86,781	8,194	9,563	9,563	9,513	(50)
Interest	13,399	6,649	13,398	13,398	10,024	(3,374)
Total	**$2,057,154**	**$1,939,724**	**$2,071,053**	**$2,071,053**	**$2,071,381**	**$328**
Use of Funds	**2010 Actual**	**2011 Actual**	**2012 Original Budget**	*** 2012 Amended Budget**	**2013 Budget**	**2013 Budget - * 2012 Amended Budget**
Salary/Benefits/ Pensions	$747,767	$690,988	$710,967	$710,967	$739,095	$28,128
Operating	1,211,580	1,142,794	1,218,976	1,218,976	1,233,971	14,995
Capital Outlay	774,368	99,821	140,000	140,000	112,840	(27,160)
Total	**$2,733,715**	**$1,933,603**	**$2,069,943**	**$2,069,943**	**$2,085,906**	**$15,963**

Patty Jewett Positions

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Golf Course Division Manager	1.00	1.00	1.00	1.00	0.00
Golf Course Superintendent	1.00	1.00	1.00	1.00	0.00
Maintenance Technician II	4.00	3.00	3.00	3.00	0.00
Skilled Maintenance Technician	2.00	2.00	2.00	2.00	0.00
Senior Office Specialist	1.00	1.00	1.00	1.00	0.00
Public Communications Specialist	0.50	0.00	0.00	0.00	0.00
Total Positions	**9.50**	**8.00**	**8.00**	**8.00**	**0.00**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Funding Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	$0
	Total During 2012	**$0**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Increase Salary/Benefits/Pensions to properly fund current actual costs of filled positions	$28,128
	Increase in operating	14,995
	Reduce capital outlay for purchase of two mowers, two greens rollers, and a stump grinder	(27,160)
	Total For 2013	**$15,963**

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	None	0.00
	Total For 2013	**0.00**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Valley Hi Funds

Source of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Fees	$48,275	$81,900	$50,576	$50,576	$90,035	$39,459
Daily 9 and 18 Hole Green Fees	651,576	675,429	682,343	682,343	682,343	0
Cart Fees	189,890	208,587	191,775	191,775	195,363	3,588
Concessions	42,900	42,900	42,900	42,900	42,900	0
Operating Fee Daily	133,610	113,820	184,521	184,521	140,211	(44,310)
Miscellaneous	50,856	11,340	4,088	4,088	4,873	785
Interest	9,541	4,528	9,540	9,540	7,034	(2,506)
Total	**$1,126,648**	**$1,138,504**	**$1,165,743**	**$1,165,743**	**$1,162,759**	**($2,984)**

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$341,205	$343,718	$314,447	$314,447	$316,084	$1,637
Operating	859,490	762,623	862,688	862,688	851,371	(11,317)
Capital Outlay	0	0	0	0	0	0
Total	**$1,200,695**	**$1,106,341**	**$1,177,135**	**$1,177,135**	**$1,167,455**	**($9,680)**

Valley Hi Positions

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Golf Course Superintendent	1.00	1.00	1.00	1.00	0.00
Maintenance Technician II	1.00	0.00	0.00	0.00	0.00
Skilled Maintenance Technician	2.00	2.00	2.00	2.00	0.00
Office Specialist	1.00	0.00	0.00	0.00	0.00
Total Positions	**5.00**	**3.00**	**3.00**	**3.00**	**0.00**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Funding Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	$0
	Total During 2012	**$0**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Increase Salary/Benefits/Pensions to properly fund current actual costs of filled positions	$1,637
	Decrease in operating	(11,317)
	Total For 2013	**($9,680)**

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	None	0.00
	Total For 2013	**0.00**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

451 GOLF PATTY JEWETT

Golf - Patty Jewett

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	436,362	423,306	437,462	452,918	15,456	3.53%
51210	OVERTIME	18,764	19,567	15,000	15,000	0	0.00%
51220	SEASONAL TEMPORARY	106,812	81,764	110,000	110,000	0	0.00%
51235	STANDBY	2,799	3,062	1,000	1,000	0	0.00%
51260	VACATION BUY PAY OUT	2,672	1,193	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(2,849)	(1,929)	0	0	0	0.00%
51610	PERA	74,505	69,629	59,669	70,860	11,191	18.76%
51615	WORKERS COMPENSATION	13,704	12,624	10,123	14,139	4,016	39.67%
51620	EQUITABLE LIFE INSURANCE	1,284	1,205	1,151	1,261	110	9.56%
51625	VISION CARE	472	0	0	0	0	0.00%
51640	DENTAL INSURANCE	3,570	3,059	3,180	3,240	60	1.89%
51655	RETIRED EMP MEDICAL INS	4,427	4,391	4,162	4,000	(162)	-3.89%
51665	CASH BACK	(246)	480	0	0	0	0.00%
51675	UNEMPLOYMENT INSURANCE	4,284	7,856	0	0	0	0.00%
51690	MEDICARE	7,910	7,379	6,323	6,567	244	3.86%
51695	CITY EPO MEDICAL PLAN	73,297	57,313	62,897	60,109	(2,788)	-4.43%
51696	ADVANTAGE HD MED PLAN	0	79	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	10	0	0	0	0.00%
Total Salaries and Benefits		**747,767**	**690,988**	**710,967**	**739,094**	**28,127**	**3.96%**
52105	MISCELLANEOUS OPERATING	1	0	0	0	0	0.00%
52110	OFFICE SUPPLIES	1,505	864	2,000	2,000	0	0.00%
52115	MEDICAL SUPPLIES	398	859	1,025	1,025	0	0.00%
52120	COMPUTER SOFTWARE	0	395	500	500	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	47	150	0	0	0	0.00%
52125	GENERAL SUPPLIES	14,133	13,463	19,000	11,000	(8,000)	-42.11%
52135	POSTAGE	9	7	0	0	0	0.00%
52140	WEARING APPAREL	5,636	4,343	4,500	4,500	0	0.00%
52145	PAINT AND CHEMICAL	225	0	1,500	1,500	0	0.00%
52150	SEED AND FERTILIZER	98,257	113,424	105,000	105,000	0	0.00%
52155	AUTOMOTIVE	2,303	540	2,500	2,500	0	0.00%
52175	SIGNS	525	32	2,000	2,000	0	0.00%
52190	JANITORIAL SUPPLIES	5,702	6,722	6,000	6,750	750	12.50%
52205	MAINT LANDSCAPING	4,121	3,615	8,000	8,000	0	0.00%
52210	MAINT TREES	11,075	10,746	14,000	14,000	0	0.00%
52215	MAINT GROUNDS	35,760	24,828	26,000	28,000	2,000	7.69%
52220	MAINT OFFICE MACHINES	0	0	700	700	0	0.00%
52230	MAINT FURNITURE AND FIXTURES	280	0	1,250	0	(1,250)	-100.00%
52235	MAINT MACHINERY AND APPARATUS	36,154	44,844	41,000	43,000	2,000	4.88%
52240	MAINT NONFLEET VEHICLES EQP	205	0	500	500	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	14,051	5,983	21,000	16,000	(5,000)	-23.81%
52270	MAINT WELLS AND RESERVOIRS	33,272	22,191	35,000	35,000	0	0.00%
52280	MAINT ROADS AND BRIDGES	0	2,120	7,000	7,000	0	0.00%
52405	ADVERTISING SERVICES	7,709	4,341	10,000	6,000	(4,000)	-40.00%
52410	BUILDING SECURITY SERVICES	3,590	3,591	0	3,500	3,500	0.00%
52423	TELECOMMUNICATION SERVICES	0	472	0	0	0	0.00%
52450	LAUNDRY AND CLEANING SERVICES	1,364	1,467	2,000	2,000	0	0.00%
52568	BANK AND INVESTMENT FEES	0	0	0	500	500	0.00%
52575	SERVICES	348,735	308,364	331,104	326,604	(4,500)	-1.36%
52605	CAR MILEAGE	106	267	400	400	0	0.00%
52615	DUES AND MEMBERSHIP	2,290	2,175	2,800	2,800	0	0.00%
52625	MEETING EXPENSES IN TOWN	232	214	1,225	475	(750)	-61.22%
52630	TRAINING	659	2,098	3,200	3,200	0	0.00%
52645	SUBSCRIPTIONS	130	0	300	300	0	0.00%
52655	TRAVEL OUT OF TOWN	3,488	662	3,950	3,950	0	0.00%
52705	COMMUNICATIONS	12,814	13,257	12,442	0	(12,442)	-100.00%
52735	TELEPHONE LONG DIST CALLS	80	59	600	600	0	0.00%
52736	CELL PHONE AIRTIME	76	7	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	3,940	4,263	6,360	4,860	(1,500)	-23.58%
52740	GENERAL INSURANCE-CITY	7,247	6,886	4,162	4,162	0	0.00%
52745	UTILITIES	(11,464)	(11,942)	0	0	0	0.00%
52746	UTILITIES ELECTRIC	58,872	62,800	58,000	58,000	0	0.00%

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
52747	UTILITIES GAS	21,448	20,014	22,000	22,000	0	0.00%
52748	UTILITIES SEWER	10,159	10,694	8,156	8,156	0	0.00%
52749	UTILITIES WATER	268,215	274,904	225,835	255,835	30,000	13.28%
52765	LEASE PURCHASE PAYMENTS	62,571	62,571	88,135	90,015	1,880	2.13%
52775	MINOR EQUIPMENT	3,101	7,336	7,000	8,616	1,616	23.09%
52795	RENTAL OF EQUIPMENT	1,986	2,019	2,000	2,000	0	0.00%
52805	ADMIN PRORATED CHARGES	112,692	77,700	97,932	98,148	216	0.22%
52872	MAINT FLEET VEHICLES EQP	26,824	30,355	31,650	31,650	0	0.00%
52874	OFFICE SERVICES PRINTING	301	412	500	500	0	0.00%
52970	ENVIRON PROTECTION PROGRAM	756	2,682	10,725	10,725	0	0.00%
Total Operating Expenses		**1,211,580**	**1,142,794**	**1,228,951**	**1,233,971**	**5,020**	**0.41%**
53050	MACHINERY AND APPARATUS	111,257	99,821	130,025	112,840	(17,185)	-13.22%
53090	BUILDINGS AND STRUCTURES	663,111	0	0	0	0	0.00%
Total Capital Outlay		**774,368**	**99,821**	**130,025**	**112,840**	**(17,185)**	**-13.22%**
Total Expenses		**2,733,715**	**1,933,603**	**2,069,943**	**2,085,905**	**15,962**	**0.77%**

Totals may differ from narratives due to rounding.

City of Colorado Springs
Budget Detail Report

455 GOLF VALLEY HI

Golf - Valley Hi

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	171,935	180,764	169,647	160,566	(9,081)	-5.35%
51210	OVERTIME	8,296	2,264	3,000	3,000	0	0.00%
51220	SEASONAL TEMPORARY	80,574	69,924	78,540	82,540	4,000	5.09%
51235	STANDBY	0	2,038	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	0	9,328	0	0	0	0.00%
51260	VACATION BUY PAY OUT	110	906	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(1,509)	(906)	0	0	0	0.00%
51610	PERA	34,820	34,870	22,986	31,577	8,591	37.37%
51615	WORKERS COMPENSATION	6,634	6,924	3,999	7,165	3,166	79.17%
51620	EQUITABLE LIFE INSURANCE	504	415	405	511	106	26.17%
51625	VISION CARE	118	0	0	0	0	0.00%
51640	DENTAL INSURANCE	1,442	1,068	1,260	1,295	35	2.78%
51655	RETIRED EMP MEDICAL INS	1,102	1,093	1,000	1,000	0	0.00%
51665	CASH BACK	59	0	0	0	0	0.00%
51675	UNEMPLOYMENT INSURANCE	1,160	7,210	0	0	0	0.00%
51690	MEDICARE	3,691	3,693	2,435	2,328	(107)	-4.39%
51695	CITY EPO MEDICAL PLAN	32,269	24,127	31,175	26,102	(5,073)	-16.27%
Total Salaries and Benefits		**341,205**	**343,718**	**314,447**	**316,084**	**1,637**	**0.52%**
52110	OFFICE SUPPLIES	1,567	984	961	961	0	0.00%
52115	MEDICAL SUPPLIES	0	194	425	425	0	0.00%
52125	GENERAL SUPPLIES	4,975	7,285	8,920	6,920	(2,000)	-22.42%
52135	POSTAGE	0	36	0	0	0	0.00%
52140	WEARING APPAREL	3,905	2,898	2,550	2,550	0	0.00%
52145	PAINT AND CHEMICAL	322	241	850	850	0	0.00%
52150	SEED AND FERTILIZER	69,376	54,929	69,603	72,603	3,000	4.31%
52155	AUTOMOTIVE	1,060	936	1,764	1,764	0	0.00%
52165	LICENSES AND TAGS	0	0	170	170	0	0.00%
52175	SIGNS	1,246	54	850	850	0	0.00%
52190	JANITORIAL SUPPLIES	2,912	3,090	2,550	3,550	1,000	39.22%
52205	MAINT LANDSCAPING	2,955	472	2,890	2,890	0	0.00%
52210	MAINT TREES	5,100	2,750	4,675	4,675	0	0.00%
52215	MAINT GROUNDS	28,902	14,451	26,605	21,605	(5,000)	-18.79%
52220	MAINT OFFICE MACHINES	0	0	425	425	0	0.00%
52225	MAINT COMPUTER SOFTWARE	0	0	149	149	0	0.00%
52230	MAINT FURNITURE AND FIXTURES	845	801	850	850	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	37,547	32,736	30,600	32,600	2,000	6.54%
52240	MAINT NONFLEET VEHICLES EQP	720	703	1,561	811	(750)	-48.05%
52265	MAINT BUILDINGS AND STRUCTURE	15,757	12,138	20,540	20,540	0	0.00%
52270	MAINT WELLS AND RESERVOIRS	25,475	20,826	25,500	25,500	0	0.00%
52280	MAINT ROADS AND BRIDGES	17	2,748	4,250	4,250	0	0.00%
52405	ADVERTISING SERVICES	7,257	2,573	7,650	4,650	(3,000)	-39.22%
52410	BUILDING SECURITY SERVICES	1,672	1,672	0	1,670	1,670	0.00%
52423	TELECOMMUNICATION SERVICES	0	472	0	0	0	0.00%
52450	LAUNDRY AND CLEANING SERVICES	1,466	1,422	1,275	1,575	300	23.53%
52568	BANK AND INVESTMENT FEES	0	0	0	350	350	0.00%
52575	SERVICES	202,746	193,385	208,000	203,000	(5,000)	-2.40%
52605	CAR MILEAGE	0	0	255	255	0	0.00%
52615	DUES AND MEMBERSHIP	1,580	1,729	1,488	1,488	0	0.00%
52625	MEETING EXPENSES IN TOWN	132	0	153	153	0	0.00%
52630	TRAINING	868	1,584	1,700	1,700	0	0.00%
52645	SUBSCRIPTIONS	0	0	170	170	0	0.00%
52655	TRAVEL OUT OF TOWN	424	0	850	1,350	500	58.82%
52705	COMMUNICATIONS	8,763	9,878	8,768	0	(8,768)	-100.00%
52735	TELEPHONE LONG DIST CALLS	54	(17)	150	150	0	0.00%
52736	CELL PHONE AIRTIME	90	22	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	3,249	3,431	3,750	3,500	(250)	-6.67%
52740	GENERAL INSURANCE-CITY	7,553	8,693	7,951	7,951	0	0.00%
52745	UTILITIES	(2,400)	(2,400)	0	0	0	0.00%
52746	UTILITIES ELECTRIC	40,007	40,800	41,947	41,947	0	0.00%
52747	UTILITIES GAS	16,182	15,416	25,762	15,762	(10,000)	-38.82%
52748	UTILITIES SEWER	3,882	3,936	4,775	4,775	0	0.00%

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
52749	UTILITIES WATER	174,293	158,029	154,258	164,258	10,000	6.48%
52765	LEASE PURCHASE PAYMENTS	69,651	86,066	89,085	89,085	0	0.00%
52775	MINOR EQUIPMENT	7,369	2,705	5,100	6,000	900	17.65%
52795	RENTAL OF EQUIPMENT	133	552	2,295	1,295	(1,000)	-43.57%
52805	ADMIN PRORATED CHARGES	75,624	44,064	51,804	56,952	5,148	9.94%
52806	PAYMENT IN LIEU OF TAXES	4,452	3,816	3,339	2,922	(417)	-12.49%
52872	MAINT FLEET VEHICLES EQP	27,053	23,893	32,500	32,500	0	0.00%
52874	OFFICE SERVICES PRINTING	221	80	425	425	0	0.00%
52970	ENVIRON PROTECTION PROGRAM	4,488	2,550	2,550	2,550	0	0.00%
Total Operating Expenses		**859,490**	**762,623**	**862,688**	**851,371**	**(11,317)**	**-1.31%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**1,200,695**	**1,106,341**	**1,177,135**	**1,167,455**	**(9,680)**	**-0.82%**

Totals may differ from narratives due to rounding.

Park Operations and Development

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

2013 Breakthrough Strategies

- **Implement Parks Solutions Team's recommendations: Diligently pursue competitive municipal government water rate; reduce acres of irrigated turf by 10%; prioritize delivery of maintenance services to parks with greatest use and revenue generation. Measurable outcome: All completed by year-end.**
- **Develop a definitive plan to continue outsourcing and implement community partnerships to provide park maintenance services by Q1 2013.**
- **Improve image of COS in three or more targeted Gateway or Gem areas of our City. Measurable outcome: Action plan developed and is implemented through public process with measurable outcomes by end of Q2 2013.**

All Funds Summary

	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
All Funds	General Fund	$5,054,198	$5,657,191	$5,657,191	$5,552,261	($104,930)
	Trails, Parks, and Open Space (TOPS)	3,627,240	4,287,130	4,287,130	3,927,705	(359,425)
	Conservation Trust Fund (CTF)	3,319,011	3,390,000	3,390,000	3,700,000	310,000
	Special Improvement Maintenance Districts (SIMD)	1,928,307	2,204,707	2,204,707	2,180,941	(23,766)
	CIP - General Fund	71,308	44,000	44,000	44,000	0
	All Funds Total	**$14,000,064**	**$15,583,028**	**$15,583,028**	**$15,404,907**	**($178,121)**
	General Fund	15.90	16.50	17.50	17.50	0.00
	TOPS Fund	8.50	7.50	7.50	7.50	0.00
	Conservation Trust Fund	34.00	32.00	32.00	31.00	(1.00)
	SIMD Funds	11.60	11.00	11.00	11.00	0.00
	Colorado Springs Utilities	1.00	1.00	0.00	0.00	0.00
	Total Positions	**71.00**	**68.00**	**68.00**	**67.00**	**(1.00)**

* 2012 Amended Budget includes no change from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

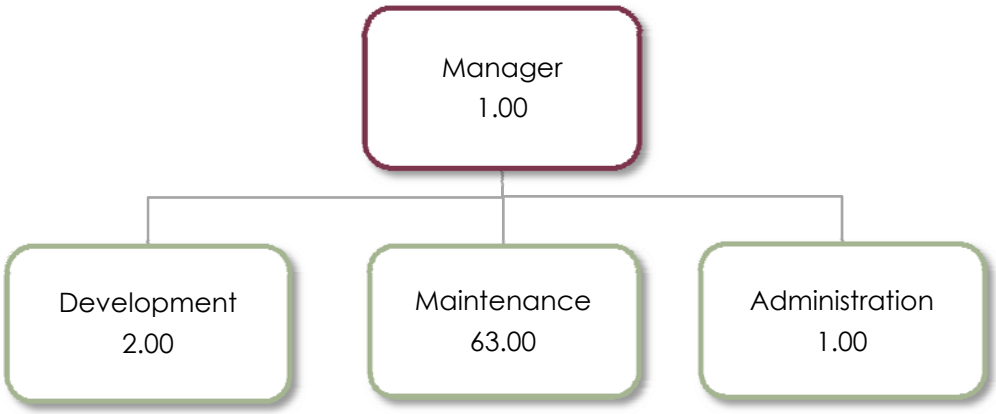
- Decrease water utilities budget assuming Colorado Springs Utilities will offer a municipal government rate.
- Change in accounting results in transfer from Capital Improvement Projects to operating lines.
- Reduce maintenance funding from TOPS revenue from 15% to 6%.

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 crews manage contracted services, direct volunteer projects, maintain athletic fields, coordinate and manage turf cultural programs, monitor, repair and renovate irrigation systems, and maintain playground structures and equipment. Maintenance staff also implement and manage the Springs in Bloom program. Construction crews erect, renovate and maintain buildings, playground structures, walkways, curbing, parking lots and fences. All are supported by a staff skilled in the irrigation, plumbing, electrical and equipment maintenance trades. Park Maintenance is responsible for graffiti removal and vandalism repair. Staff inspect trails surfacing and trail bridge systems for hazards and make necessary repairs. Open space areas are managed to promote long-term sustainability of our natural resources while encouraging public access. Activities include mitigating noxious weeds, building and maintaining natural surface trails, removing and restoring rogue trails, and restoring wildlife habitat. Seven Special Improvement Maintenance Districts (SIMDs) that maintain select medians and rights-of-way are also managed by the Division 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 through the Trails, Open Space and Parks (TOPS) Program. Staff landscape architects and construction managers design and build neighborhood parks, community parks, and sports complexes, including recreation facilities such as spraygrounds, playgrounds, skate parks, pavilions, and ball fields throughout the community. In addition to new park construction, the Division oversees renovation and restoration projects. Primary services include:

- Providing complete cost efficient construction drawings and specifications.
- Providing technical support for development of trails in accordance with the Multi-Use Trails Master Plan.
- Ensuring that new and renovated park development projects are completed in a safe and financially responsible manner according to current construction standards.
- Monitoring actual construction costs with staff cost estimates for all new capital improvement projects and renovations.
- Reviewing incoming open space applications and determining which properties will present the best overall value to the citizens of Colorado Springs. Subsequently continuing 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 2012, and changes occurring as part of the 2013 Budget for each Fund including the General Fund; Trails, Open Space and Parks (TOPS); Conservation Trust Fund (CTF); Gift Trust; Special Improvement Maintenance Districts (SIMDs); and Capital Improvement Program (CIP).

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$959,682	$1,120,300	$1,265,023	$1,265,023	$1,399,970	$134,947
Operating	1,539,969	3,915,014	4,382,168	4,382,168	4,152,291	(229,877)
Capital Outlay	0	18,884	10,000	10,000	0	(10,000)
Total	**$2,499,651**	**$5,054,198**	**$5,657,191**	**$5,657,191**	**$5,552,261**	**($104,930)**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Parks Maintenance, Trails and Open Space Manager	0.20	0.50	0.50	0.50	0.00
City Horticulturist	1.00	1.00	1.00	1.00	0.00
Equipment Operator II	1.00	1.00	1.00	1.00	0.00
Maintenance Technician II	2.00	2.00	2.00	2.00	0.00
Landscape Architect I/II	0.25	0.25	0.25	0.25	0.00
Construction Project Specialist	0.25	0.00	0.00	0.00	0.00
Senior Analyst	0.00	0.25	0.25	0.25	0.00
Senior Office Specialist	0.20	0.00	0.00	0.00	0.00
Senior Skilled Maintenance Technician	1.00	3.00	3.00	3.00	0.00
Skilled Maintenance Supervisor	2.00	2.00	2.00	2.00	0.00
Skilled Maintenance Technician	8.00	6.00	7.00	7.00	0.00
Administrative Technician	0.00	0.50	0.50	0.50	0.00
Total Positions	**15.90**	**16.50**	**17.50**	**17.50**	**0.00**
Colorado Springs Utilities funds one of the Senior Maintenance Technician for Mesa Springs.					

* 2012 Amended Budget includes no change from Original Budget as of 8/30/2012.

Funding Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	$0
	Total During 2012	**$0**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Increase Salary/Benefits/Pensions to properly fund current actual costs of filled positions.	$134,947
	Decrease water utilities assuming Colorado Springs Utilities will offer a municipal government rate and fund current actual costs.	(229,877)
	Eliminate capital outlay expenditures	(10,000)
	Total For 2013	**($104,930)**

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	One Senior Maintenance Technician for Mesa Springs is now accounted for in the General Fund and is funded by Colorado Springs Utilities.	1.00
	Total During 2012	**1.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	None	0.00
	Total For 2013	**0.00**

* 2012 Amended Budget includes no change from Original Budget as of 8/30/2012.

TOPS Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions		$0	$0	$0	$533,614	$533,614
Operating		0	0	0	17,284	17,284
Capital Outlay		0	0	0	0	0
CIP		3,272,876	4,287,130	4,287,130	3,376,807	(910,323)
Total	**$0**	**$3,272,876**	**$4,287,130**	**$4,287,130**	**$3,927,705**	**($359,425)**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Park, Planning, and TOPS Manage	1.00	0.00	0.00	0.00	0.00
Maintenance Technician II	5.00	5.00	5.00	5.00	0.00
Landscape Architect I/II	0.75	0.75	0.75	0.75	0.00
Construction Project Specialist	0.75	0.00	0.00	0.00	0.00
Senior Analyst	0.00	0.75	0.75	0.75	0.00
Senior Maintenance Technician	1.00	1.00	1.00	1.00	0.00
Total Positions **	**8.50**	**7.50**	**7.50**	**7.50**	**0.00**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Decrease in Capital Improvement Projects	($359,425)
Transfer of $579,226 from CIP to Salaries/Benefits/Pensions and related operating due to accounting change	0
Total For 2013	**($359,425)**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	0.00
Total During 2012	**0.00**
For 2013	**2013 Budget - * 2012 Amended Budget**
None	0.00
Total For 2013	**0.00**

* 2012 Amended Budget includes no change from Original Budget as of 8/30/2012.
** TOPS and CTF funded positions were in project budgets prior to 2013 so expenditures were not shown in Salary and Operating line items.

Conservation Trust Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$0	$0	$0	$0	$2,034,818	$2,034,818
Operating	0	0	0	0	1,615,182	1,615,182
Capital Outlay	0	0	0	0	0	0
CIP	0	3,319,011	3,390,000	3,390,000	50,000	(3,340,000)
Total	**$0**	**$3,319,011**	**$3,390,000**	**$3,390,000**	**$3,700,000**	**$310,000**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Parks Maintenance, Trails and Open Space Manager	0.80	0.50	0.50	0.50	0.00
Maintenance Technician II	10.00	8.00	8.00	7.00	(1.00)
Skilled Maintenance Supervisor	5.00	5.00	5.00	5.00	0.00
Senior Maintenance Technician	15.00	14.00	14.00	14.00	0.00
SIMD Unit Administrator	0.20	0.50	0.50	0.50	0.00
Skilled Maintenance Technician	1.00	1.00	1.00	1.00	0.00
Park Ranger	2.00	3.00	3.00	3.00	0.00
Total Positions **	**34.00**	**32.00**	**32.00**	**31.00**	**(1.00)**

Funding Changes

During 2012	*** 2012 Amended - 2012 Original Budget**
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Increase Salary/Benefits/Pensions and related operating to properly fund current actual costs of filled positions.	$310,000
Transfer of $3,340,000 from CIP to Salaries/Benefits/Pensions and related operating due to accounting change	0
Total For 2013	**$310,000**

Position Changes

During 2012	*** 2012 Amended - 2012 Original Budget**
None	0.00
Total During 2012	**0.00**
For 2013	**2013 Budget - * 2012 Amended Budget**
One Maintenance Technician II position is eliminated	(1.00)
Total For 2013	**(1.00)**

* 2012 Amended Budget includes no change from Original Budget as of 8/30/2012.
** TOPS and CTF funded positions were in project budgets prior to 2013 so expenditures were not shown in Salary and Operating line items.

SIMD Funds

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$1,022,885	$964,668	$947,886	$947,886	$897,570	($50,316)
Operating	806,432	941,413	1,205,021	1,205,021	1,239,371	34,350
Capital Outlay	56,840	22,226	51,800	51,800	44,000	(7,800)
Total	**$1,886,157**	**$1,928,307**	**$2,204,707**	**$2,204,707**	**$2,180,941**	**($23,766)**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Senior Maintenance Technician	9.00	9.00	9.00	9.00	0.00
Senior Office Specialist	0.80	0.00	0.00	0.00	0.00
Administrative Technician	0.00	0.50	0.50	0.50	0.00
SIMD Unit Administrator	0.80	0.50	0.50	0.50	0.00
Skilled Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00
Total Positions	**11.60**	**11.00**	**11.00**	**11.00**	**0.00**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Reduced seasonal/temporary employment needs and increased operating expenses	($23,766)
Total For 2013	**($23,766)**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	0.00
Total During 2012	**0.00**
For 2013	**2013 Budget - * 2012 Amended Budget**
None	0.00
Total For 2013	**0.00**

* 2012 Amended Budget includes no change from Original Budget as of 8/30/2012.

CIP Program	Project Name	General Fund	Restricted Funds	Total
	Cottonwood Trail	$0	$625,000	$625,000
	Milton Proby Trail Extension	0	75,000	75,000
	Mount Manitou Incline	0	130,000	130,000
	Sand Creek Trail - Airport Road Underpass	0	125,000	125,000
	Sand Creek Trail - Constitution to Palmer Park	0	962,228	962,228
	Sand Creek Trail - Hancock Expressway Crossing	0	395,000	395,000
	Sand Creek Trail - Stetson Hills to Dublin	0	405,000	405,000
	Red Rock Canyon Purchase Payment	0	1,118,675	1,118,675
	TOPS Land Acquisition Costs	0	50,000	50,000
	Skyline Trail and Union Blvd	0	140,000	140,000
	Facilities Maintenance	44,000	0	44,000
	Total Capital Budget	**$44,000**	**$4,025,903**	**$4,069,903**
	Restricted Funds includes TOPS, CTF and Grant Funds. For additional project information, see CIP section of the Budget starting on page 23-1.			

* 2012 Amended Budget includes no change from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND
Parks - Park Operations

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	719,978	896,519	978,020	970,734	(7,286)	-0.74%
51210	OVERTIME	2,934	4,274	5,500	10,700	5,200	94.55%
51220	SEASONAL TEMPORARY	64,736	48,486	56,358	114,000	57,642	102.28%
51230	SHIFT DIFFERENTIAL	4	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	833	1,171	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(115,800)	(120,854)	(46,230)	0	46,230	-100.00%
51610	PERA	108,846	125,363	120,515	131,878	11,363	9.43%
51615	WORKERS COMPENSATION	30,804	32,203	32,874	30,896	(1,978)	-6.02%
51620	EQUITABLE LIFE INSURANCE	2,167	2,391	2,573	2,701	128	4.97%
51625	VISION CARE	804	0	0	0	0	0.00%
51640	DENTAL INSURANCE	6,515	5,250	5,610	6,075	465	8.29%
51665	CASH BACK	(161)	2,224	2,016	0	(2,016)	-100.00%
51690	MEDICARE	10,622	12,384	11,558	12,986	1,428	12.36%
51695	CITY EPO MEDICAL PLAN	127,400	110,889	116,218	120,000	3,782	3.25%
51699	BENEFITS REIMBURSEMENT	0	0	(19,989)	0	19,989	-100.00%
Total Salaries and Benefits		**959,682**	**1,120,300**	**1,265,023**	**1,399,970**	**134,947**	**10.67%**
52105	MISCELLANEOUS OPERATING	14	0	0	0	0	0.00%
52115	MEDICAL SUPPLIES	770	0	0	0	0	0.00%
52120	COMPUTER SOFTWARE	0	4,999	0	0	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	103	0	0	0	0.00%
52125	GENERAL SUPPLIES	53,130	161,651	101,563	63,200	(38,363)	-37.77%
52140	WEARING APPAREL	4,631	7,307	0	12,000	12,000	0.00%
52145	PAINT AND CHEMICAL	6,125	8,203	8,500	7,500	(1,000)	-11.76%
52150	SEED AND FERTILIZER	360	420,434	10,000	3,800	(6,200)	-62.00%
52165	LICENSES AND TAGS	492	487	720	900	180	25.00%
52170	SPECIAL PHOTOGRAPHY ETC	0	191	250	0	(250)	-100.00%
52175	SIGNS	10,005	13,755	12,500	13,000	500	4.00%
52185	AGGREGATE MATERIAL	15,104	14,813	10,000	11,000	1,000	10.00%
52190	JANITORIAL SUPPLIES	2,763	2,265	0	25,000	25,000	0.00%
52235	MAINT MACHINERY AND APPARATUS	402	0	0	0	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	38,088	39,956	42,500	42,320	(180)	-0.42%
52265	MAINT BUILDINGS AND STRUCTURE	24,575	25,607	198,500	23,500	(175,000)	-88.16%
52270	MAINT WELLS AND RESERVOIRS	7,458	65,428	33,517	34,000	483	1.44%
52275	MAINT RUNWAYS	4,000	0	0	0	0	0.00%
52280	MAINT ROADS AND BRIDGES	6,285	5,647	6,500	3,500	(3,000)	-46.15%
52410	BUILDING SECURITY SERVICES	2,501	2,252	0	6,800	6,800	0.00%
52435	GARBAGE REMOVAL SERVICES	54,839	67,108	89,000	72,000	(17,000)	-19.10%
52575	SERVICES	82,575	788,886	1,061,803	1,082,600	20,797	1.96%
52586	MESA SPGS SERVICES	(24,517)	(23,547)	0	0	0	0.00%
52615	DUES AND MEMBERSHIP	0	15	0	0	0	0.00%
52625	MEETING EXPENSES IN TOWN	0	320	250	400	150	60.00%
52630	TRAINING	0	112	5,500	7,550	2,050	37.27%
52655	TRAVEL OUT OF TOWN	15	0	0	0	0	0.00%
52705	COMMUNICATIONS	1,993	1,958	0	0	0	0.00%
52716	RENTAL EXPENSE	3,386	24,478	20,000	0	(20,000)	-100.00%
52735	TELEPHONE LONG DIST CALLS	309	399	0	0	0	0.00%
52736	CELL PHONE AIRTIME	164	1,142	400	250	(150)	-37.50%
52738	CELL PHONE BASE CHARGES	2,832	15,220	4,832	18,988	14,156	292.96%
52745	UTILITIES	2,583	(4,068)	0	0	0	0.00%
52746	UTILITIES ELECTRIC	286,706	259,318	266,000	283,400	17,400	6.54%
52747	UTILITIES GAS	92,396	76,412	82,000	80,080	(1,920)	-2.34%
52748	UTILITIES SEWER	84,947	46,368	60,000	48,000	(12,000)	-20.00%
52749	UTILITIES WATER	764,772	1,870,432	2,343,833	2,286,703	(57,130)	-2.44%
52775	MINOR EQUIPMENT	3,854	7,485	4,000	2,000	(2,000)	-50.00%
52776	PRINTER CONSOLIDATION COST	0	0	0	1,600	1,600	0.00%
52795	RENTAL OF EQUIPMENT	331	244	7,500	9,700	2,200	29.33%
65339	NORTH SLOPE	6,081	9,574	12,500	12,500	0	0.00%
65365	HEALTH PROGRAMS	0	60	0	0	0	0.00%
Total Operating Expenses		**1,539,969**	**3,915,014**	**4,382,168**	**4,152,291**	**(229,877)**	**-5.25%**
53050	MACHINERY AND APPARATUS	0	18,884	10,000	0	(10,000)	-100.00%
Total Capital Outlay		**0**	**18,884**	**10,000**	**0**	**(10,000)**	**-100.00%**
Total Expenses		**2,499,651**	**5,054,198**	**5,657,191**	**5,552,261**	**(104,930)**	**-1.85%**

Totals may differ from narratives due to rounding.

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Pikes Peak - America's Mountain

Jack Glavan, Manager
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2013 Enterprise Objectives

- **Explore public and private funding opportunities for the design, development and construction of a new Summit House. Measurable outcome: Plan established by Q4 2013.**

All Funds Summary

All Funds	Source of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	Pikes Peak - America's Mountain Enterprise Fund	$5,414,977	$3,874,754	$3,874,754	$3,682,314	($192,440)
	Use of Funds	**2011 Actual**	**2012 Original Budget**	*** 2012 Amended Budget**	**2013 Budget**	**2013 Budget - * 2012 Amended Budget**
	Pikes Peak - America's Mountain Enterprise Fund	$2,510,926	$2,799,754	$2,799,754	$3,282,314	$482,560
	CIP	1,832,875	1,075,000	1,425,000	400,000	(1,025,000)
	Total Enterprise Funds	**$4,343,801**	**$3,874,754**	**$4,224,754**	**$3,682,314**	**($542,440)**
	Pikes Peak - America's Mountain Enterprise Fund	20.00	20.00	20.00	19.00	(1.00)
	Total Positions	**20.00**	**20.00**	**20.00**	**19.00**	**(1.00)**

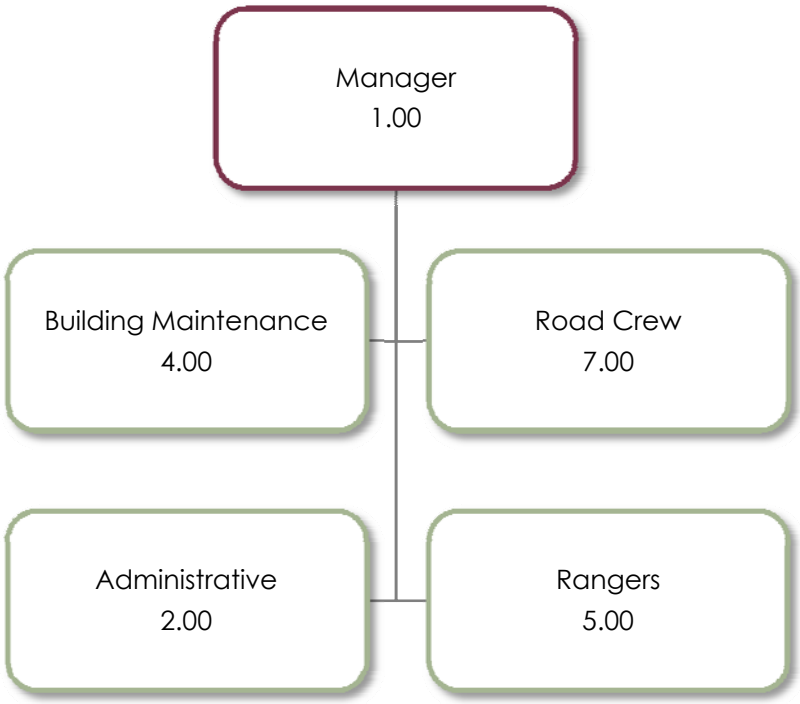
* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

- Increase in maintenance services and overall operating adjustments for the newly paved Highway.
- Reduce CIP due to completion of erosion and sedimentation control project.

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 tollgate 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 below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012, and changes occurring as part of the 2013 Pikes Peak – America's Mountain Enterprise Budget.

Enterprise Funds

Source of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Tollgate Entry Fees	$2,454,963	$2,347,627	$2,116,557	$2,116,557	$2,116,557	$0
ARAMARK Concessions	1,242,865	1,242,857	1,242,857	1,242,857	1,242,857	0
Tower Optical Viewers	1,004	1,102	840	840	900	60
Miscellaneous **	393,936	340,281	64,500	64,500	272,000	207,500
Transfer from Other Funds	425,500	1,427,996	428,000	428,000	28,000	(400,000)
Interest	80,753	55,114	22,000	22,000	22,000	0
Total	**$4,599,021**	**$5,414,977**	**$3,874,754**	**$3,874,754**	**$3,682,314**	**($192,440)**

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$1,245,838	$1,240,552	$1,397,285	$1,397,285	$1,465,702	$68,417
Operating	1,173,692	1,167,747	1,348,469	1,348,469	1,810,274	461,805
Capital Outlay	41,849	102,627	54,000	54,000	6,338	(47,662)
CIP	2,209,020	1,832,875	1,075,000	1,425,000	400,000	(1,025,000)
Total	**$4,670,399**	**$4,343,801**	**$3,874,754**	**$4,224,754**	**$3,682,314**	**($542,440)**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.
** Increase in revenue is from Aramark reimbursable account. Based on two-year average of services/expenditures the Pikes Peak Highway pays for the concessionaire.

Enterprise Positions	Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	Pikes Peak - America's Mountain Manager	1.00	1.00	1.00	1.00	0.00
	Equipment Operator I	0.00	1.00	1.00	1.00	0.00
	Equipment Operator II	2.00	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	0.00	0.00	0.00	0.00
	Office Specialist	1.00	1.00	1.00	1.00	0.00
	Officers (Rangers)	4.00	4.00	4.00	4.00	0.00
	Ranger Supervisor	1.00	1.00	1.00	1.00	0.00
	Senior Analyst	1.00	1.00	1.00	1.00	0.00
	Senior Civil Engineer	1.00	1.00	1.00	1.00	0.00
	Senior Equipm,ent Operator	3.00	3.00	3.00	3.00	0.00
	Senior Fleet Technician	1.00	1.00	1.00	1.00	0.00
	Senior Maintenance Technician	2.00	2.00	2.00	2.00	0.00
	Senior Office Specialist	1.00	1.00	1.00	0.00	(1.00)
	Skilled Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00
	Total Positions	**20.00**	**20.00**	**20.00**	**19.00**	**(1.00)**

Funding Changes	**During 2012**	*** 2012 Amended - 2012 Original Budget**
	Increase for Gateway and Tollgate facilities	$350,000
	Total During 2012	**$350,000**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Increase in Salaries/Benefits/Pensions to reflect 2013 actuals and costs associated with anticipated retirements	$68,417
	Increase in maintenance services and overall operating adjustments	461,805
	Replace fewer vehicles and other capital items	(47,662)
	Reduce CIP due to completion of erosion and sedimentation control project	(1,025,000)
	Total For 2013	**($542,440)**

Position Changes	**During 2012**	*** 2012 Amended - 2012 Original Budget**
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	One Senior Office Specialist position is eliminated	(1.00)
	Total For 2013	**(1.00)**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.
** Increase in revenue is from Aramark reimbursable account. Based on two-year average of services/expenditures the Pikes Peak Highway pays for the concessionaire.

CIP Program	Project Name	General Fund	Restricted Funds	Total
	Gateway Canopy and Business Office Renovations	$0	$400,000	$400,000
	Total Capital Budget	**$0**	**$400,000**	**$400,000**
	For additional project information, see CIP section of the Budget starting on page 23-1.			

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

460 PIKES PEAK AMERICAS MTN

PIKES PEAK AMERICAS MTN

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	782,484	804,190	902,595	960,797	58,202	6.45%
51210	OVERTIME	18,401	14,950	20,000	17,000	(3,000)	-15.00%
51220	SEASONAL TEMPORARY	117,764	106,737	128,000	118,000	(10,000)	-7.81%
51240	RETIREMENT TERMINATION SICK	4,349	0	6,685	13,000	6,315	94.47%
51245	RETIREMENT TERM VACATION	7,556	284	6,685	13,000	6,315	94.47%
51260	VACATION BUY PAY OUT	0	834	1,000	1,000	0	0.00%
51299	SALARIES REIMBURSEMENTS	(2,270)	(3,098)	0	0	0	0.00%
51610	PERA	120,352	124,363	123,656	131,629	7,973	6.45%
51612	RETIREMENT HEALTH SAVINGS	0	274	500	500	0	0.00%
51615	WORKERS COMPENSATION	38,383	39,618	40,000	40,000	0	0.00%
51620	EQUITABLE LIFE INSURANCE	2,342	2,280	2,750	2,750	0	0.00%
51625	VISION CARE	917	0	0	0	0	0.00%
51640	DENTAL INSURANCE	7,105	5,833	7,200	7,340	140	1.94%
51655	RETIRED EMP MEDICAL INS	9,681	16,955	15,000	11,100	(3,900)	-26.00%
51665	CASH BACK	372	1,927	2,520	0	(2,520)	-100.00%
51670	PARKING FOR EMPLOYEES	0	0	50	50	0	0.00%
51675	UNEMPLOYMENT INSURANCE	874	2,336	3,644	3,650	6	0.16%
51690	MEDICARE	12,521	12,961	13,000	13,932	932	7.17%
51695	CITY EPO MEDICAL PLAN	125,007	109,929	124,000	123,104	(896)	-0.72%
51696	ADVANTAGE HD MED PLAN	0	158	0	7,850	7,850	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	21	0	1,000	1,000	0.00%
Total Salaries and Benefits		**1,245,838**	**1,240,552**	**1,397,285**	**1,465,702**	**68,417**	**4.90%**
52105	MISCELLANEOUS OPERATING	0	7	0	0	0	0.00%
52110	OFFICE SUPPLIES	2,126	2,966	2,936	3,000	64	2.18%
52111	PAPER SUPPLIES	0	94	300	0	(300)	-100.00%
52115	MEDICAL SUPPLIES	1,732	1,764	1,800	1,800	0	0.00%
52120	COMPUTER SOFTWARE	180	6,581	5,000	14,000	9,000	180.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	97	100	100	0	0.00%
52125	GENERAL SUPPLIES	1,997	3,800	6,500	4,400	(2,100)	-32.31%
52126	ELECTRICAL SUPPLIES	359	607	2,500	1,400	(1,100)	-44.00%
52127	CONSTRUCTION SUPPLIES	413	3,331	3,000	2,500	(500)	-16.67%
52128	PLUMBING SUPPLIES	632	200	2,500	2,500	0	0.00%
52129	HVAC-HEAT VENTILATN AIR SUPPLI	1,984	3,979	3,000	3,500	500	16.67%
52135	POSTAGE	364	430	400	400	0	0.00%
52140	WEARING APPAREL	3,519	9,669	3,500	3,000	(500)	-14.29%
52145	PAINT AND CHEMICAL	108	642	3,500	4,000	500	14.29%
52155	AUTOMOTIVE	3,453	4,058	4,500	4,000	(500)	-11.11%
52165	LICENSES AND TAGS	1,525	1,359	900	1,500	600	66.67%
52175	SIGNS	1,189	1,257	4,000	10,000	6,000	150.00%
52190	JANITORIAL SUPPLIES	2,956	2,029	4,340	2,500	(1,840)	-42.40%
52215	MAINT GROUNDS	246	287	300	300	0	0.00%
52220	MAINT OFFICE MACHINES	729	219	800	200	(600)	-75.00%
52235	MAINT MACHINERY AND APPARATUS	2,585	837	1,200	2,200	1,000	83.33%
52240	MAINT NONFLEET VEHICLES EQP	165,271	202,128	180,000	180,000	0	0.00%
52250	MAINT RADIOS ALLOCATION	7,780	17,380	18,200	18,200	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	33,153	21,143	39,300	59,182	19,882	50.59%
52280	MAINT ROADS AND BRIDGES	53,356	79,403	101,300	286,996	185,696	183.31%
52305	MAINT SOFTWARE	0	0	0	2,000	2,000	0.00%
52403	PIKES PEAK MARKETING	49,042	25,542	60,000	55,000	(5,000)	-8.33%
52405	ADVERTISING SERVICES	0	15	0	0	0	0.00%
52410	BUILDING SECURITY SERVICES	3,014	3,037	4,000	3,500	(500)	-12.50%
52425	ENVIRONMENTAL SERVICES	125	2,618	2,300	15,000	12,700	552.17%
52435	GARBAGE REMOVAL SERVICES	5,415	4,283	5,560	5,500	(60)	-1.08%
52450	LAUNDRY AND CLEANING SERVICES	5,626	5,675	6,100	6,100	0	0.00%
52460	MEDICAL SERVICE	0	0	340	340	0	0.00%
52465	MISCELLANEOUS SERVICES	11	160	150	150	0	0.00%
52565	PEST CONTROL	240	300	450	450	0	0.00%
52568	BANK AND INVESTMENT FEES	0	0	0	8,065	8,065	0.00%
52570	REIMBURSABLE SERVICES	107,382	131,126	0	225,000	225,000	0.00%
52573	CREDIT CARD FEES	16,985	17,269	11,000	18,000	7,000	63.64%
52575	SERVICES	13,596	10,614	30,000	25,000	(5,000)	-16.67%

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
52578	INTERPRETING SERVICES	0	0	0	10,000	10,000	0.00%
52579	INSPECTIONS	444	1,290	16,000	15,000	(1,000)	-6.25%
52590	TEMPORARY EMPLOYMENT	7,472	4,731	4,000	4,000	0	0.00%
52605	CAR MILEAGE	0	0	100	50	(50)	-50.00%
52615	DUES AND MEMBERSHIP	600	661	1,000	0	(1,000)	-100.00%
52625	MEETING EXPENSES IN TOWN	753	297	725	500	(225)	-31.03%
52630	TRAINING	270	3,037	3,000	2,500	(500)	-16.67%
52645	SUBSCRIPTIONS	0	149	50	0	(50)	-100.00%
52655	TRAVEL OUT OF TOWN	0	211	1,000	500	(500)	-50.00%
52705	COMMUNICATIONS	19,778	18,864	22,000	0	(22,000)	-100.00%
52735	TELEPHONE LONG DIST CALLS	3,165	2,338	1,600	1,000	(600)	-37.50%
52736	CELL PHONE AIRTIME	189	233	400	400	0	0.00%
52738	CELL PHONE BASE CHARGES	958	941	1,000	1,000	0	0.00%
52740	GENERAL INSURANCE-CITY	8,811	8,642	13,000	9,000	(4,000)	-30.77%
52746	UTILITIES ELECTRIC	11,589	11,722	12,000	12,000	0	0.00%
52747	UTILITIES GAS	0	31,790	30,000	32,000	2,000	6.67%
52749	UTILITIES WATER	2,660	2,560	2,000	2,400	400	20.00%
52765	LEASE PURCHASE PAYMENTS	181,793	176,794	238,000	265,000	27,000	11.34%
52775	MINOR EQUIPMENT	18,763	11,358	14,300	14,000	(300)	-2.10%
52776	PRINTER CONSOLIDATION COST	0	0	4,864	4,800	(64)	-1.32%
52785	RADIO REPLACEMENT	0	1,815	11,102	7,500	(3,602)	-32.44%
52795	RENTAL OF EQUIPMENT	7,224	2,110	3,500	0	(3,500)	-100.00%
52805	ADMIN PRORATED CHARGES	149,700	78,432	112,764	108,552	(4,212)	-3.74%
52874	OFFICE SERVICES PRINTING	6,523	1,674	3,000	10,000	7,000	233.33%
52875	OFFICE SERVICES RECORDS	310	115	150	150	0	0.00%
52880	PURCHASES FOR RESALE	11,746	1,751	12,000	10,000	(2,000)	-16.67%
52881	PURCH FOR RESALE FUEL	127,378	114,074	212,500	212,500	0	0.00%
52882	PURCH FOR RESALE COMMERCIAL	0	2,700	2,000	2,000	0	0.00%
52883	PURCH FOR RESALE NON STCK PART	38,037	41,881	28,000	34,000	6,000	21.43%
52884	PURCH FOR RESALE STOCK PARTS	0	134	500	0	(500)	-100.00%
52885	RADIO MAINTENANCE FIRE	(6)	0	0	0	0	0.00%
52970	ENVIRON PROTECTION PROGRAM	6,804	900	6,500	0	(6,500)	-100.00%
65075	INTEREST	28,304	26,148	23,907	21,575	(2,332)	-9.75%
65185	PRINCIPAL	53,334	55,489	57,731	60,064	2,333	4.04%
Total Operating Expenses		**1,173,692**	**1,167,747**	**1,348,469**	**1,810,274**	**461,805**	**34.25%**
53010	OFFICE MACHINES	0	0	1,000	0	(1,000)	-100.00%
53020	COMPUTERS NETWORKS	0	9,427	4,500	5,138	638	14.18%
53030	FURNITURE AND FIXTURES	374	0	1,500	1,200	(300)	-20.00%
53070	VEHICLES REPLACEMENT	41,475	93,200	47,000	0	(47,000)	-100.00%
Total Capital Outlay		**41,849**	**102,627**	**54,000**	**6,338**	**(47,662)**	**-88.26%**
Total Expenses		**2,461,379**	**2,510,926**	**2,799,754**	**3,282,314**	**482,560**	**17.24%**

Totals may differ from narratives due to rounding.

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Recreation and Administration

Kim King, Manager
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2013 Breakthrough Strategies

- **Increase Volunteerism: Measurable outcome: Increase park volunteer hours from 140,000 to over 200,000 in 2013.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$4,289,636	$4,722,774	$5,323,171	$5,353,994	$30,823
	Grants Fund	750,000	750,000	750,000	1,000,000	250,000
	All Funds Total	**$5,039,636**	**$5,472,774**	**$6,073,171**	**$6,353,994**	**$280,823**
	General Fund	29.75	25.75	23.00	24.25	1.25
	TOPS Fund	0.75	0.75	0.75	0.50	(0.25)
	Gift Trust Fund	0.00	1.00	1.00	1.00	0.00
	Total Positions	**30.50**	**27.50**	**24.75**	**25.75**	**1.00**

* 2012 Amended Budget includes changes from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

- Change in accounting procedures eliminates salary reimbursements.
- Increase operating to fund YMCA/Pool contract.
- Increase Salaries/Benefits/Pensions to fund one Volunteer Coordinator position.
- Increase funding for pool maintenance.

Recreation and Administration

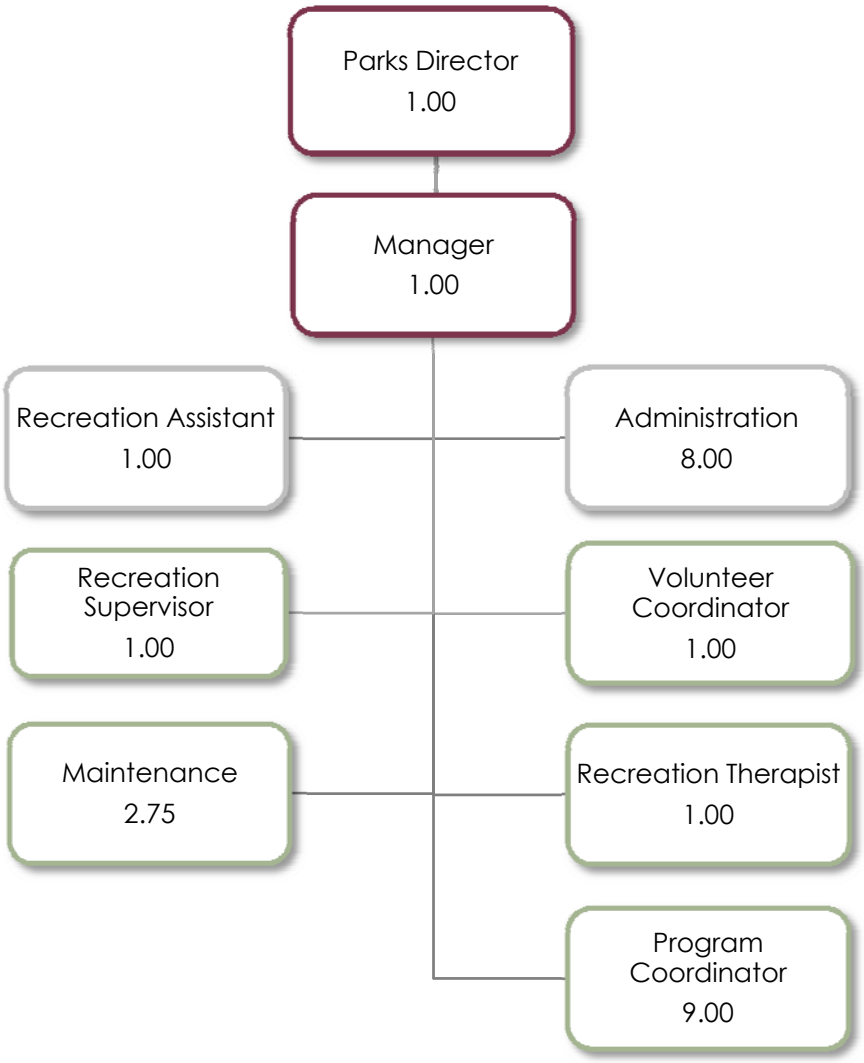
The Recreation and Administration Division provides a myriad of recreational programs, human services and special events to citizens and visitors alike. The Division is responsible for the Sertich Ice Center and all ice-related programs; the Historic City Auditorium; Deerfield Hills, Hillside and Meadows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

The Administration portion of the division provides centralized support to the various operating divisions as well as manages multiple internal and external programs. General services include accounts payable, clerical support, and personnel staffing in coordination with the Human Resources Department. Administration is also the primary interface between the public and the Department. Staff processes reservations for the Department's rental facilities, coordinates close to 200 special events, recruits and manages almost 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 *	**2010 Actual**	**2011 Actual**	**2012 Budget**	**2013 Budget**
Deerfield Community Center	$225,604	$256,383	$258,999	$303,341
Westside Community Center	85,219	75,000	75,000	75,000
Meadows Park Community Center	261,023	242,500	256,625	268,594
Hillside Community Center	339,394	330,251	352,974	394,924
Therapeutic Recreation	179,344	344,873	332,790	411,919
Community Programs	128,239	103,121	83,552	104,387
City Auditorium	132,729	358,749	284,780	180,352
Youth Sports	713,518	640,149	640,149	599,839
Adult Sports	363,350	428,743	428,002	356,091
Aquatics	996,924	682,079	682,079	1,070,964
Sertich Ice Center	671,753	708,778	689,778	651,239
Total Recreation Programs	**$4,097,097**	**$4,170,626**	**$4,084,728**	**$4,416,650**

* The Administration budget is not listed here therefore the total will not match the General Fund totals found on the next page.



The sections on the following pages provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012, and changes occurring as part of the 2013 Budget for each fund including General Fund, TOPS Fund, Grant Fund, and Gift Trust Fund.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$3,274,696	$3,041,645	$3,061,778	$3,237,175	$2,836,089	($401,086)
Operating	1,430,058	1,247,991	1,660,996	2,085,996	2,487,405	401,409
Capital Outlay	0	0	0	0	30,500	30,500
Total	**$4,704,754**	**$4,289,636**	**$4,722,774**	**$5,323,171**	**$5,353,994**	**$30,823**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Administrative Technician	2.75	4.75	4.75	3.75	(1.00)
Maintenance Services Worker	1.75	1.75	1.75	1.75	0.00
Maintenance Technician II	2.00	0.00	0.00	0.00	0.00
Office Specialist	2.00	2.00	2.00	1.00	(1.00)
Parks Administration Manager	1.00	1.00	1.00	1.00	0.00
Parks, Recreation and Cultural Services Director	1.00	0.00	0.00	1.00	1.00
Program Coordinator	7.00	8.00	8.00	8.00	0.00
Public Communications Specialist II	1.00	1.00	1.00	1.00	0.00
Recreation Assistant	3.00	2.00	1.00	1.00	0.00
Recreation Services Manager	1.00	0.00	0.00	0.00	0.00
Recreation Supervisor	1.00	1.00	1.00	1.00	0.00
Recreation Therapist	1.00	1.00	1.00	1.00	0.00
Senior Analyst	0.50	0.50	0.50	0.75	0.25
Senior Office Specialist	3.75	1.75	1.00	1.00	0.00
Skilled Maintenance Technician	1.00	1.00	0.00	1.00	1.00
Volunteer Coordinator	0.00	0.00	0.00	1.00	1.00
Total Positions	**29.75**	**25.75**	**23.00**	**24.25**	**1.25**

* 2012 Amended Budget includes changes from Original Budget as of 8/30/2012.

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
Transfer of Salaries/Benefits/Pensions for Planning, Parks, Public Works Director from City Engineering	$175,397
Increase in operating for YMCA/Pools contract	425,000
Total During 2012	**$600,397**
For 2013	**2013 Budget - * 2012 Amended Budget**
Eliminate one-time project expenditures	($600,397)
Increase Salaries/Benefits/Pension for one Volunteer Coordinator position	78,125
Reduce Salaries/Benefits/Pensions to fund current actual costs of filled positions	(56,441)
Increase for YMCA/Pool contract	579,036
Increase to maintenance associated with pools	30,500
Total For 2013	**$30,823**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	0.00
Total During 2012	**0.00**
For 2013	**2013 Budget - * 2012 Amended Budget**
Add one Volunteer Coordinator position	1.00
Transfer 0.25 of a Senior Analyst from the TOPS Fund to the General Fund	0.25
Total For 2013	**1.25**

TOPS Fund

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Senior Analyst	0.50	0.50	0.50	0.25	-0.25
Administrative Technician	0.25	0.25	0.25	0.25	0.00
Total Positions	**0.75**	**0.75**	**0.75**	**0.50**	**-0.25**
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.					

Grant Funds

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$0	$0	$0	$0	$0	$0
Operating	0	750,000	750,000	750,000	1,000,000	250,000
Capital Outlay	0	0	0	0	0	0
Total	**$0**	**$750,000**	**$750,000**	**$750,000**	**$1,000,000**	**$250,000**

Gift Trust

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Total Positions	**0.00**	**1.00**	**1.00**	**1.00**	**0.00**

* 2012 Amended Budget includes changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Parks - Recreation and Admin

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	1,474,160	1,392,431	1,344,442	1,466,222	121,780	9.06%
51210	OVERTIME	4,725	1,763	5,600	3,480	(2,120)	-37.86%
51220	SEASONAL TEMPORARY	960,623	1,046,117	1,157,479	974,296	(183,183)	-15.83%
51230	SHIFT DIFFERENTIAL	1,573	1,169	1,231	750	(481)	-39.07%
51245	RETIREMENT TERM VACATION	62,250	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	3,132	1,429	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(600)	(6,190)	(56,183)	0	56,183	-100.00%
51600	BENEFITS	0	0	0	87,402	87,402	0.00%
51610	PERA	365,704	322,200	340,345	193,708	(146,637)	-43.08%
51612	RETIREMENT HEALTH SAVINGS	31,552	0	0	0	0	0.00%
51615	WORKERS COMPENSATION	63,133	48,973	43,080	14,803	(28,277)	-65.64%
51620	EQUITABLE LIFE INSURANCE	4,404	3,657	3,675	4,132	457	12.44%
51625	VISION CARE	1,664	0	0	0	0	0.00%
51640	DENTAL INSURANCE	14,263	8,932	9,015	9,570	555	6.16%
51665	CASH BACK	485	1,699	4,940	0	(4,940)	-100.00%
51670	PARKING FOR EMPLOYEES	(20)	0	0	650	650	0.00%
51690	MEDICARE	36,642	33,673	18,022	20,631	2,609	14.48%
51695	CITY EPO MEDICAL PLAN	251,006	185,095	190,132	191,448	1,316	0.69%
51696	ADVANTAGE HD MED PLAN	0	639	0	26,832	26,832	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	58	0	2,250	2,250	0.00%
Total Salaries and Benefits		**3,274,696**	**3,041,645**	**3,061,778**	**2,996,174**	**(65,604)**	**-2.14%**
52105	MISCELLANEOUS OPERATING	15,477	5,935	8,932	0	(8,932)	-100.00%
52110	OFFICE SUPPLIES	11,410	7,986	14,624	14,053	(571)	-3.90%
52111	PAPER SUPPLIES	99	317	2,250	3,118	868	38.58%
52115	MEDICAL SUPPLIES	122	0	50	50	0	0.00%
52120	COMPUTER SOFTWARE	900	23,936	1,200	0	(1,200)	-100.00%
52122	CELL PHONES EQUIP AND SUPPLIES	82	164	70	730	660	942.86%
52125	GENERAL SUPPLIES	23,576	46,581	65,809	38,839	(26,970)	-40.98%
52135	POSTAGE	9,378	19,893	25,467	3,135	(22,332)	-87.69%
52140	WEARING APPAREL	1,948	3,024	5,900	3,850	(2,050)	-34.75%
52145	PAINT AND CHEMICAL	19,236	16,131	18,500	8,545	(9,955)	-53.81%
52155	AUTOMOTIVE	0	(740)	0	200	200	0.00%
52165	LICENSES AND TAGS	438	393	500	0	(500)	-100.00%
52175	SIGNS	109	128	250	0	(250)	-100.00%
52190	JANITORIAL SUPPLIES	6,094	11,198	5,700	14,700	9,000	157.89%
52220	MAINT OFFICE MACHINES	0	0	250	0	(250)	-100.00%
52225	MAINT COMPUTER SOFTWARE	375	82	2,600	0	(2,600)	-100.00%
52230	MAINT FURNITURE AND FIXTURES	861	1,204	1,400	1,400	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	9,165	2,580	7,150	1,000	(6,150)	-86.01%
52265	MAINT BUILDINGS AND STRUCTURE	20,486	20,132	120,250	122,595	2,345	1.95%
52275	MAINT RUNWAYS	2,580	0	0	0	0	0.00%
52305	MAINT SOFTWARE	0	0	0	6,672	6,672	0.00%
52405	ADVERTISING SERVICES	1,071	23,702	20,000	39,628	19,628	98.14%
52410	BUILDING SECURITY SERVICES	35,131	32,970	26,001	33,171	7,170	27.58%
52420	EMPLOYEE SERVICES	122	0	0	0	0	0.00%
52425	ENVIRONMENTAL SERVICES	0	378	0	0	0	0.00%
52435	GARBAGE REMOVAL SERVICES	0	0	0	3,029	3,029	0.00%
52445	JANITORIAL SERVICES	454	0	0	400	400	0.00%
52450	LAUNDRY AND CLEANING SERVICES	8,388	5,668	6,700	2,000	(4,700)	-70.15%
52465	MISCELLANEOUS SERVICES	582	7,074	14,019	18,806	4,787	34.15%
52560	PARKING SERVICES	0	23	0	0	0	0.00%
52565	PEST CONTROL	634	838	770	758	(12)	-1.56%
52573	CREDIT CARD FEES	33,322	32,251	28,827	17,840	(10,987)	-38.11%
52575	SERVICES	143,794	86,739	230,196	165,227	(64,969)	-28.22%
52579	INSPECTIONS	0	622	100	220	120	120.00%
52583	PROGRAM SUPPORT	0	0	0	617,934	617,934	0.00%
52595	TRANSPORTATION SERVICES	1,088	0	0	0	0	0.00%
52605	CAR MILEAGE	6,415	4,397	10,100	10,999	899	8.90%
52615	DUES AND MEMBERSHIP	1,343	1,279	1,195	1,580	385	32.22%
52625	MEETING EXPENSES IN TOWN	490	1,361	2,250	6,179	3,929	174.62%
52630	TRAINING	96	2,584	2,600	6,445	3,845	147.88%
52645	SUBSCRIPTIONS	174	207	200	200	0	0.00%
52655	TRAVEL OUT OF TOWN	217	1,557	898	5,750	4,852	540.31%
52705	COMMUNICATIONS	93	0	0	0	0	0.00%

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
52735	TELEPHONE LONG DIST CALLS	882	879	850	850	0	0.00%
52736	CELL PHONE AIRTIME	532	72	279	240	(39)	-13.98%
52738	CELL PHONE BASE CHARGES	3,858	2,457	1,425	5,649	4,224	296.42%
52740	GENERAL INSURANCE-CITY	4,800	4,950	5,250	4,950	(300)	-5.71%
52745	UTILITIES	0	(21,000)	15,199	0	(15,199)	-100.00%
52746	UTILITIES ELECTRIC	308,771	291,133	261,288	381,932	120,644	46.17%
52747	UTILITIES GAS	186,283	87,088	104,454	154,139	49,685	47.57%
52748	UTILITIES SEWER	61,598	5,939	46,672	47,961	1,289	2.76%
52749	UTILITIES WATER	61,095	56,510	55,982	92,731	36,749	65.64%
52775	MINOR EQUIPMENT	5,539	4,027	7,950	10,450	2,500	31.45%
52776	PRINTER CONSOLIDATION COST	0	0	8,196	13,299	5,103	62.26%
52795	RENTAL OF EQUIPMENT	10,599	7,586	1,900	900	(1,000)	-52.63%
52874	OFFICE SERVICES PRINTING	10,372	7,569	10,591	9,670	(921)	-8.70%
52875	OFFICE SERVICES RECORDS	644	513	400	1,330	930	232.50%
52880	PURCHASES FOR RESALE	1,152	1,481	0	0	0	0.00%
60108	MAYORS TEENS	0	16,704	1,500	0	(1,500)	-100.00%
65352	EMPLOYEE AWARDS PROGRAM	231	0	0	0	0	0.00%
65365	HEALTH PROGRAMS	0	(225)	0	0	0	0.00%
65368	MISC SPORTS	4,445	6,161	12,052	4,800	(7,252)	-60.17%
65369	SOFTBALL	180,030	220,534	196,471	157,693	(38,778)	-19.74%
65370	SOCCER	52,052	59,353	80,174	86,174	6,000	7.48%
65371	BASKETBALL	18,319	8,936	23,412	15,250	(8,162)	-34.86%
65373	FOOTBALL	87,366	76,081	112,701	96,768	(15,933)	-14.14%
65375	VOLLEYBALL	37,074	21,208	48,677	26,805	(21,872)	-44.93%
65379	HIGH SCHOOL HOCKEY	6,318	6,318	8,500	8,500	0	0.00%
65383	EARLY CHILDHOOD	1,430	1,132	1,250	1,250	0	0.00%
65385	TEENS PROGRAM	3,389	2,146	3,000	3,200	200	6.67%
65389	COMMUNITY SENIOR PROGRAM	0	265	0	3,700	3,700	0.00%
65391	YOUTH SERVICES PROGRAMS	10,000	7,833	12,000	12,250	250	2.08%
65395	THERAPEUTIC RECREATION PGMS	17,140	11,747	16,065	37,776	21,711	135.14%
65397	WHITE HSE RANCH EARLY CHILD	389	0	0	0	0	0.00%
Total Operating Expenses		**1,430,058**	**1,247,991**	**1,660,996**	**2,327,320**	**666,324**	**40.12%**
53030	FURNITURE AND FIXTURES	0	0	0	500	500	0.00%
53050	MACHINERY AND APPARATUS	0	0	0	30,000	30,000	0.00%
Total Capital Outlay		**0**	**0**	**0**	**30,500**	**30,500**	**0.00%**
Total Expenses		**4,704,754**	**4,289,636**	**4,722,774**	**5,353,994**	**631,220**	**13.37%**

Totals may differ from narratives due to rounding.

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Planning and Development

Peter Wysocki, Director
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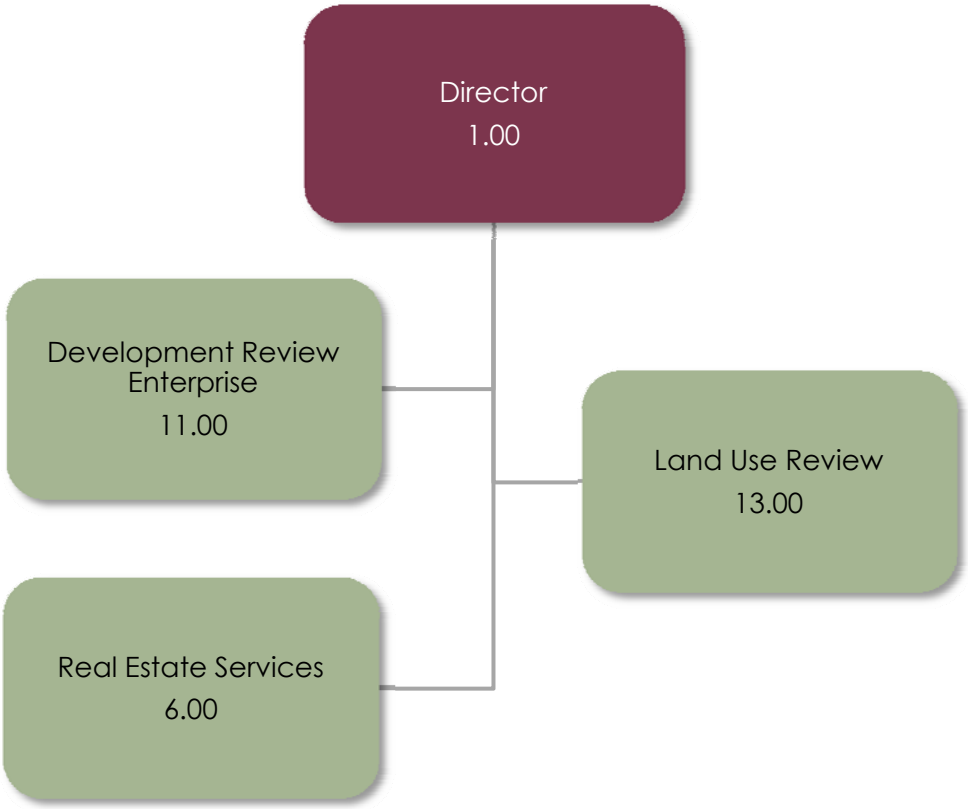


All Funds Summary

Division	General Fund	Other Funds	Total Budget
Development Review Enterprise	$0	$1,200,819	$1,200,819
Land Use Review	1,555,530	0	1,555,530
Real Estate Services	548,369	0	548,369
Total	**$2,103,899**	**$1,200,819**	**$3,304,718**
Positions	**20.00**	**11.00**	**31.00**

Development Review Enterprise

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

All Funds Summary

All Funds	Source of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	Enterprise Revenue	$1,586,922	$1,338,695	$1,338,695	$1,441,635	$102,940
	Total	**$1,586,922**	**$1,338,695**	**$1,338,695**	**$1,441,635**	**$102,940**
	Use of Funds	**2011 Actual**	**2012 Original Budget**	*** 2012 Amended Budget**	**2013 Budget**	**2013 Budget - * 2012 Amended Budget**
	Enterprise Fund	$1,132,415	$1,304,094	$1,304,094	$1,200,819	($103,275)
	Total	**$1,132,415**	**$1,304,094**	**$1,304,094**	**$1,200,819**	**($103,275)**
	Enterprise Fund Positions	11.00	12.00	12.00	11.00	(1.00)
	Total Positions	**11.00**	**12.00**	**12.00**	**11.00**	**(1.00)**

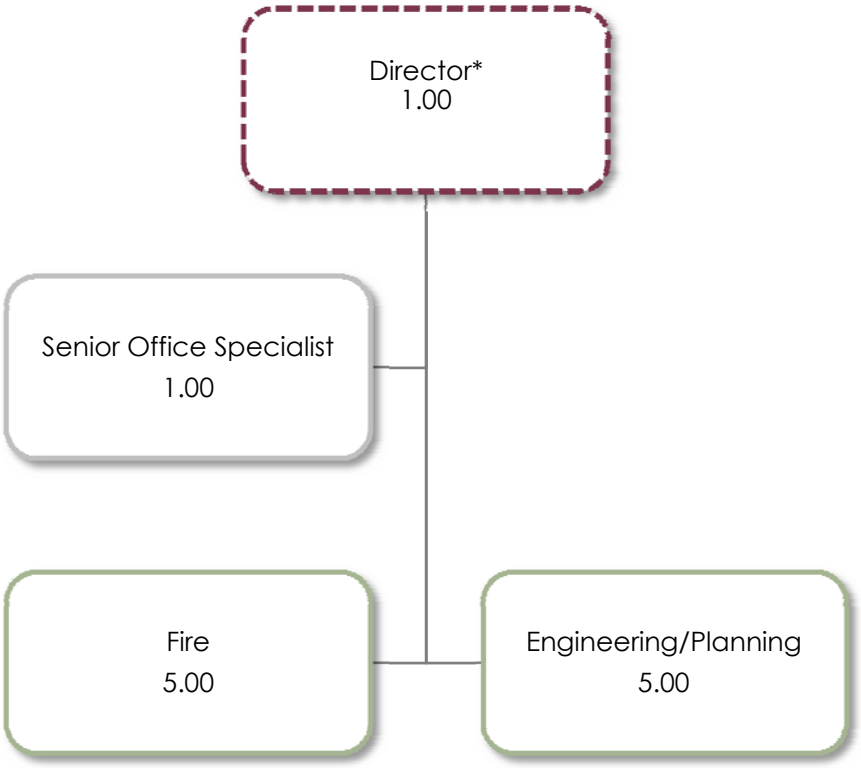
* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

- Eliminate four positions including one Manager, one Office Specialist, one Planning Assistant and one Planner II.
- Add three positions including two Planner I positions and one Fire Code Inspector.

Development Review Enterprise

Established in 2001, the Development Review Enterprise (DRE) is responsible for the final implementation of City land use regulations and fire codes. The DRE reviews permit applications for new buildings, signs, new homes, fire protection systems, commercial and residential additions, fire construction review, and fire inspections. Additionally, the enterprise manages administrative programs including subdivision fee management, ministerial reviews, minor amendments, plat recordation, Banning Lewis Ranch fee management, review of cellular antennas, and certificate of occupancy inspections. 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 2012 and changes occurring as part of the 2013 Development Review Enterprise Budget.

Enterprise Funds

Source of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Administrative Review Fees	$1,170,631	$1,578,471	$1,334,195	$1,334,195	$1,431,179	$96,984
Interest	6,418	8,451	4,500	4,500	10,456	5,956
Total	**$1,177,049**	**$1,586,922**	**$1,338,695**	**$1,338,695**	**$1,441,635**	**$102,940**

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$964,188	$786,651	$899,631	$899,631	$802,428	($97,203)
Operating	385,668	345,441	398,463	398,463	392,412	(6,051)
Capital Outlay	630	323	6,000	6,000	5,979	(21)
Total	**$1,350,486**	**$1,132,415**	**$1,304,094**	**$1,304,094**	**$1,200,819**	**($103,275)**

Enterprise Positions

Position Title	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Enterprise Manager	1.00	1.00	1.00	0.00	(1.00)
Fire Protection Engineer I/II	1.00	1.00	1.00	1.00	0.00
Fire Code Examiner	0.00	0.00	0.00	0.00	0.00
Fire Code Inspector I/II	3.00	3.00	3.00	4.00	1.00
Planner I/II	3.00	2.00	2.00	3.00	1.00
Landscape Architect	0.00	0.00	0.00	0.00	0.00
Engineering Technician II	1.00	1.00	1.00	1.00	0.00
Planning Assistant	1.00	1.00	1.00	0.00	(1.00)
Specialist	0.00	1.00	1.00	1.00	0.00
Office Specialist	1.00	2.00	2.00	1.00	(1.00)
Total Positions	**11.00**	**12.00**	**12.00**	**11.00**	**(1.00)**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Funding Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	$0
	Total During 2012	**$0**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Eliminate funding for a net of one position	($97,203)
	Reduce operating and capital to properly reflect current actual costs	($6,072)
	Total For 2013	**($103,275)**

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Eliminate a net of one position	(1.00)
	Total For 2013	**(1.00)**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

480 DEVELOPMENT REVIEW ENTERPRISE

Development Review Enterprise

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	742,035	612,521	702,850	616,049	(86,801)	-12.35%
51210	OVERTIME	3,809	4,258	6,035	0	(6,035)	-100.00%
51245	RETIREMENT TERM VACATION	2,577	0	0	0	0	0.00%
51247	VAR PROGRAM	15,000	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	2,090	3,038	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(4,600)	(4,609)	0	0	0	0.00%
51440	LEAVE PAY OFF	(972)	0	0	0	0	0.00%
51470	UNIFORM RETIREMENT COST	(6,136)	0	0	0	0	0.00%
51610	PERA	99,509	82,398	94,451	82,858	(11,593)	-12.27%
51615	WORKERS COMPENSATION	6,597	5,631	3,400	4,051	651	19.15%
51620	EQUITABLE LIFE INSURANCE	2,197	1,724	2,074	1,797	(277)	-13.36%
51625	VISION CARE	797	0	0	0	0	0.00%
51640	DENTAL INSURANCE	5,420	3,421	4,330	4,560	230	5.31%
51655	RETIRED EMP MEDICAL INS	3,535	3,288	4,360	4,360	0	0.00%
51665	CASH BACK	328	348	415	0	(415)	-100.00%
51690	MEDICARE	10,812	8,772	10,192	9,191	(1,001)	-9.82%
51695	CITY EPO MEDICAL PLAN	81,190	65,861	71,524	79,562	8,038	11.24%
Total Salaries and Benefits		**964,188**	**786,651**	**899,631**	**802,428**	**(97,203)**	**-10.80%**
52105	MISCELLANEOUS OPERATING	0	0	100	100	0	0.00%
52110	OFFICE SUPPLIES	2,336	577	1,500	1,000	(500)	-33.33%
52111	PAPER SUPPLIES	265	664	1,000	800	(200)	-20.00%
52120	COMPUTER SOFTWARE	0	0	0	2,631	2,631	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	73	0	100	100	0	0.00%
52125	GENERAL SUPPLIES	2,354	665	1,900	750	(1,150)	-60.53%
52135	POSTAGE	497	122	350	1,350	1,000	285.71%
52140	WEARING APPAREL	2,180	1,331	2,250	1,250	(1,000)	-44.44%
52165	LICENSES AND TAGS	40	0	0	0	0	0.00%
52220	MAINT OFFICE MACHINES	4,498	1,136	1,500	0	(1,500)	-100.00%
52265	MAINT BUILDINGS AND STRUCTURE	0	187	0	0	0	0.00%
52560	PARKING SERVICES	491	290	1,400	700	(700)	-50.00%
52568	BANK AND INVESTMENT FEES	0	0	0	1,197	1,197	0.00%
52573	CREDIT CARD FEES	3,424	3,306	3,800	5,000	1,200	31.58%
52575	SERVICES	3,803	3,048	2,900	1,900	(1,000)	-34.48%
52615	DUES AND MEMBERSHIP	1,618	2,326	2,000	1,045	(955)	-47.75%
52625	MEETING EXPENSES IN TOWN	265	46	100	100	0	0.00%
52630	TRAINING	2,286	1,960	4,000	2,250	(1,750)	-43.75%
52645	SUBSCRIPTIONS	1,377	1,049	1,000	1,500	500	50.00%
52655	TRAVEL OUT OF TOWN	1,219	3,687	1,750	1,000	(750)	-42.86%
52705	COMMUNICATIONS	12,129	11,161	12,270	12,270	0	0.00%
52725	RENTAL OF PROPERTY	178,875	178,771	196,697	196,697	0	0.00%
52735	TELEPHONE LONG DIST CALLS	99	300	240	500	260	108.33%
52736	CELL PHONE AIRTIME	226	54	100	100	0	0.00%
52738	CELL PHONE BASE CHARGES	1,808	1,836	1,860	3,120	1,260	67.74%
52740	GENERAL INSURANCE-CITY	2,123	2,123	150	150	0	0.00%
52775	MINOR EQUIPMENT	0	0	500	500	0	0.00%
52776	PRINTER CONSOLIDATION COST	0	0	0	1,260	1,260	0.00%
52795	RENTAL OF EQUIPMENT	0	422	0	0	0	0.00%
52805	ADMIN PRORATED CHARGES	121,656	79,524	68,592	68,592	0	0.00%
52859	INSURANCE OTHER	5,090	5,126	5,900	5,900	0	0.00%
52872	MAINT FLEET VEHICLES EQP	11,844	12,621	16,000	19,000	3,000	18.75%
52873	PRINTING OUTSOURCE	0	881	500	1,000	500	100.00%
52874	OFFICE SERVICES PRINTING	417	595	650	650	0	0.00%
65275	COST OF COLLECTION	24,675	31,633	69,354	60,000	(9,354)	-13.49%
Total Operating Expenses		**385,668**	**345,441**	**398,463**	**392,412**	**(6,051)**	**-1.52%**
53010	OFFICE MACHINES	500	0	0	0	0	0.00%
53020	COMPUTERS NETWORKS	0	323	5,000	5,979	979	19.58%
53030	FURNITURE AND FIXTURES	130	0	1,000	0	(1,000)	-100.00%
Total Capital Outlay		**630**	**323**	**6,000**	**5,979**	**(21)**	**-0.35%**
Total Expenses		**1,350,486**	**1,132,415**	**1,304,094**	**1,200,819**	**(103,275)**	**-7.92%**

Totals may differ from narratives due to rounding.

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Land Use Review

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2013 Breakthrough Strategies

- **Process Development Review Applications More Quickly: Streamline review process associated with business, developer and homeowner plan reviews. Measurable outcome: reduce associated fees by 50% and review time from 6 weeks to 4 weeks.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$1,516,874	$1,640,004	$1,503,167	$1,367,530	($135,637)
	CIP	0	650,000	650,000	188,000	(462,000)
	Total	**$1,516,874**	**$2,290,004**	**$2,153,167**	**$1,555,530**	**($597,637)**
	General Fund Positions	16.00	17.00	16.00	14.00	(2.00)
	Total Positions	**16.00**	**17.00**	**16.00**	**14.00**	**(2.00)**

* 2012 Amended Budget as of 8/30/2012.

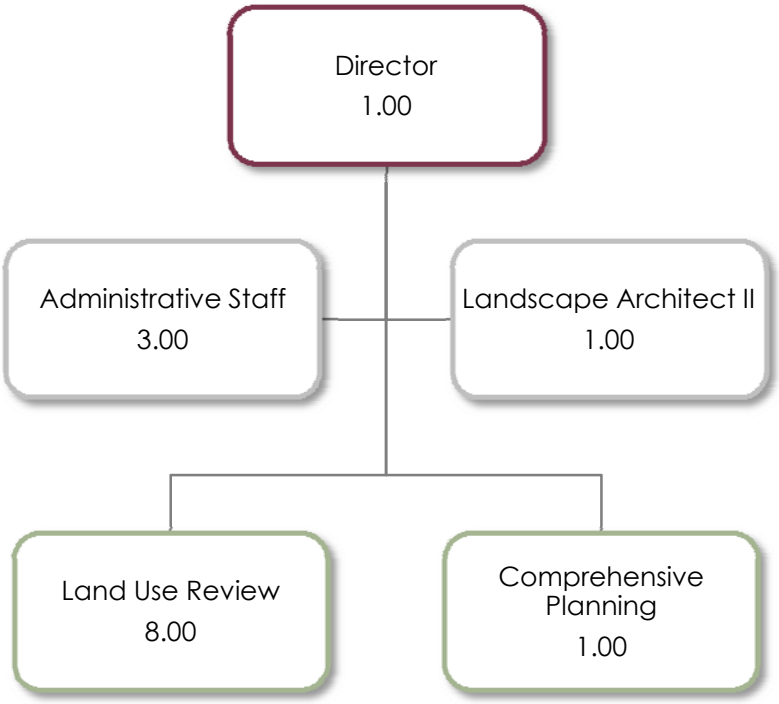
Significant Financial and Staff Modifications vs. 2012

- Reorganization of the Planning Department resulted in the elimination of two positions.
- General Fund CIP for 2013 includes the second phase of the Enterprise Land Information System (ELIS) project which started in 2012 and continues through 2015.

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; maintains the Department's records management system; oversees the revocable permit program for private uses of public right-of-way; and works with stakeholder groups on annual review and updates of zoning and subdivision codes.

The Division's Comprehensive Planning functions include maintaining and updating the City's Comprehensive Plan and its various elements including the Intermodal Transportation Plan, and Annexation Plan; managing corridor and revitalization planning efforts; providing key support for sustainability and economic development initiatives; and implementing the City's Special District Policy.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012 and changes occurring as part of the 2013 Budget for each Fund including General Fund and CIP.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$1,363,809	$1,468,553	$1,559,328	$1,374,316	$1,313,485	($60,831)
Operating	43,549	48,321	80,676	128,851	54,046	(74,805)
Capital Outlay	0	0	0	0		0
Total	**$1,407,358**	**$1,516,874**	**$1,640,004**	**$1,503,167**	**$1,367,531**	**($135,636)**

Positions	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Planning and Development Director	1.00	0.00	0.00	1.00	1.00
Planning Manager	1.00	1.00	1.00	0.00	(1.00)
Principal Planner	0.00	0.00	0.00	1.00	1.00
Senior Planner	5.00	5.00	5.00	5.00	0.00
Planner I/II	5.00	5.00	5.00	3.00	(2.00)
Senior Traffic Engineer	0.00	1.00	0.00	0.00	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	1.00	1.00	0.00	(1.00)
Total Positions	**16.00**	**17.00**	**16.00**	**14.00**	**(2.00)**

Historical data for Comprehensive Planning division is included in the actual expenditures and position totals for 2010.

* 2012 Amended Budget as of 8/30/2012.

Funding Changes	During 2012	* 2012 Amended - 2012 Original Budget
	Transfer funding for one Senior Traffic Engineer position to Traffic Engineering	($136,837)
	Transfer salary and benefits to operating for consulting services	(68,500)
	Increase operating budget for consulting services	68,500
	Total During 2012	**($136,837)**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Reverse transfer of salary and benefits to operating for consulting services	$68,500
	Reverse transfer to operating budget for consulting services	(68,500)
	Reduce salary and benefits due to the a reorganization	(146,325)
	Increase operating budget due to reorganization changes	10,688
	Total For 2013	**($135,637)**

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	Transfer Senior Traffic Engineer position to Traffic Engineering	(1.00)
	Total During 2012	**(1.00)**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Eliminate a net of two positions through a reorganization	(2.00)
	Total For 2013	**(2.00)**

CIP Program	Project Name	General Fund	Restricted Funds	Total
	Enterprise Land Information System	$188,000	$0	$188,000
	Total Capital Budget	**$188,000**	**$0**	**$188,000**
	For additional project information, see the CIP section of the Budget starting on page 23-1.			

* 2012 Amended Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

City Planning - Land Use

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	1,059,481	1,145,697	1,203,695	1,019,694	(184,001)	-15.29%
51210	OVERTIME	188	116	0	0	0	0.00%
51220	SEASONAL TEMPORARY	0	19,000	30,000	0	(30,000)	-100.00%
51260	VACATION BUY PAY OUT	2,281	3,287	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(10,391)	(8,914)	0	0	0	0.00%
51610	PERA	137,626	153,592	157,836	137,149	(20,687)	-13.11%
51615	WORKERS COMPENSATION	4,234	4,632	3,344	3,304	(40)	-1.20%
51620	EQUITABLE LIFE INSURANCE	3,043	3,202	3,483	2,988	(495)	-14.21%
51625	VISION CARE	886	0	0	0	0	0.00%
51640	DENTAL INSURANCE	7,431	5,772	6,130	5,445	(685)	-11.17%
51665	CASH BACK	485	624	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	1,924	2,000	6,840	6,840	0	0.00%
51690	MEDICARE	14,783	16,348	17,360	14,786	(2,574)	-14.83%
51695	CITY EPO MEDICAL PLAN	141,838	122,724	130,640	123,279	(7,361)	-5.63%
51696	ADVANTAGE HD MED PLAN	0	431	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	42	0	0	0	0.00%
Total Salaries and Benefits		**1,363,809**	**1,468,553**	**1,559,328**	**1,313,485**	**(245,843)**	**-15.77%**
52105	MISCELLANEOUS OPERATING	1,046	7	0	0	0	0.00%
52110	OFFICE SUPPLIES	1,922	1,223	2,316	1,350	(966)	-41.71%
52111	PAPER SUPPLIES	1,042	1,705	3,000	1,500	(1,500)	-50.00%
52120	COMPUTER SOFTWARE	639	493	600	1,400	800	133.33%
52122	CELL PHONES EQUIP AND SUPPLIES	0	0	0	500	500	0.00%
52125	GENERAL SUPPLIES	1,092	167	300	250	(50)	-16.67%
52135	POSTAGE	8,680	9,074	11,250	10,000	(1,250)	-11.11%
52220	MAINT OFFICE MACHINES	1,625	640	500	500	0	0.00%
52405	ADVERTISING SERVICES	670	0	500	500	0	0.00%
52431	CONSULTING SERVICES	0	0	20,500	4,800	(15,700)	-76.59%
52573	CREDIT CARD FEES	589	671	500	500	0	0.00%
52575	SERVICES	969	846	1,600	750	(850)	-53.13%
52605	CAR MILEAGE	0	15	0	0	0	0.00%
52607	CELL PHONE ALLOWANCE	0	140	0	1,920	1,920	0.00%
52615	DUES AND MEMBERSHIP	4,923	6,017	7,953	6,615	(1,338)	-16.82%
52625	MEETING EXPENSES IN TOWN	2,169	3,167	3,400	3,000	(400)	-11.76%
52630	TRAINING	4,701	6,587	7,800	5,300	(2,500)	-32.05%
52645	SUBSCRIPTIONS	1,572	1,570	1,632	1,632	0	0.00%
52655	TRAVEL OUT OF TOWN	1,280	3,228	3,150	2,000	(1,150)	-36.51%
52706	WIRELESS COMMUNICATION	0	0	0	480	480	0.00%
52725	RENTAL OF PROPERTY	260	0	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	267	393	500	500	0	0.00%
52736	CELL PHONE AIRTIME	(9)	0	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	1,128	781	2,300	700	(1,600)	-69.57%
52775	MINOR EQUIPMENT	1,975	53	1,550	114	(1,436)	-92.65%
52776	PRINTER CONSOLIDATION COST	0	0	0	6,735	6,735	0.00%
52795	RENTAL OF EQUIPMENT	0	5,126	6,700	0	(6,700)	-100.00%
52874	OFFICE SERVICES PRINTING	2,917	3,476	3,500	2,000	(1,500)	-42.86%
52875	OFFICE SERVICES RECORDS	542	482	1,125	1,000	(125)	-11.11%
65352	EMPLOYEE AWARDS PROGRAM	298	0	0	0	0	0.00%
65672	MAINT-NEWSPAPER CONDO BOXES	3,252	2,460	0	0	0	0.00%
Total Operating Expenses		**43,549**	**48,321**	**80,676**	**54,046**	**(26,630)**	**-33.01%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**1,407,358**	**1,516,874**	**1,640,004**	**1,367,531**	**(272,473)**	**-16.61%**

Totals may differ from narratives due to rounding.

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Real Estate Services

Ingrid Richter, Manager
(719) 385-5605, irichter@springsgov.com

2013 Breakthrough Strategies

- **Transition to and utilize the latest technology available to streamline and track projects, including reducing reliance upon paper records, and creating an electronic negotiation log to assist in monitoring complicated transaction history.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$0	$548,369	$548,369	$548,369	$0
	Support Services Fund	405,843	0	0	0	0
	Total	**$405,843**	**$548,369**	**$548,369**	**$548,369**	**$0**
	General Fund Positions	0.00	6.00	6.00	6.00	0.00
	Support Services Fund	4.00	0.00	0.00	0.00	0.00
	Total Positions	**4.00**	**6.00**	**6.00**	**6.00**	**0.00**

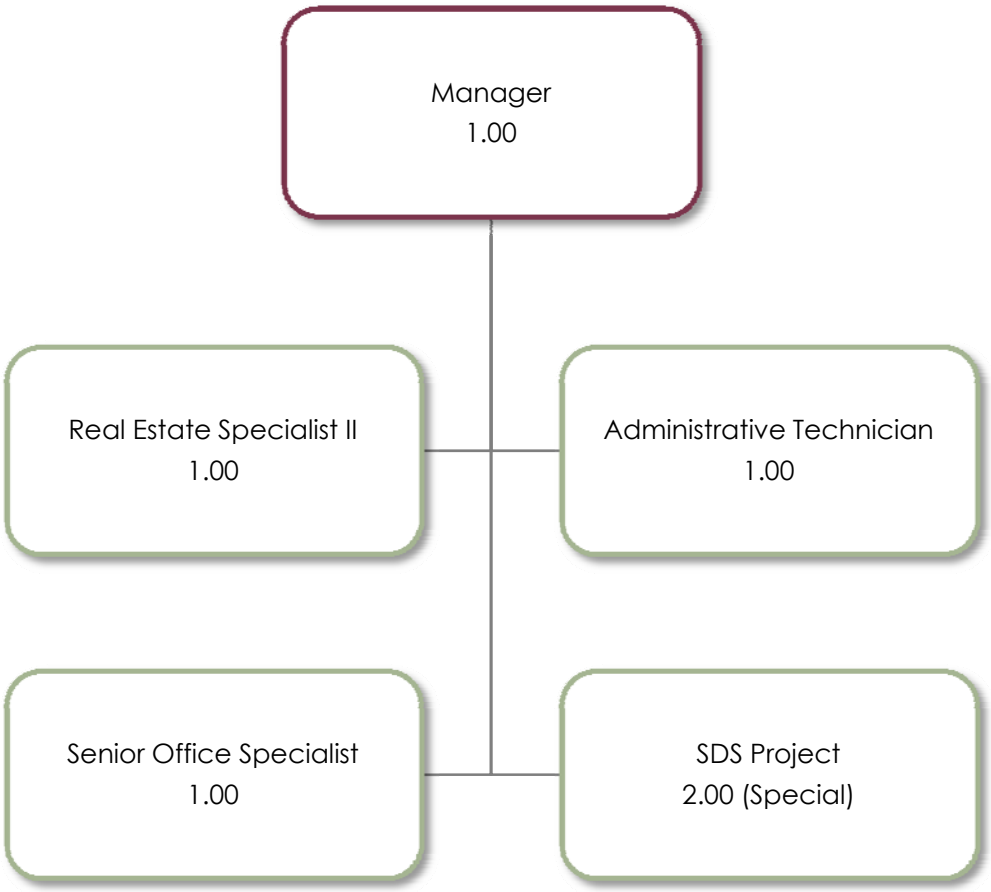
* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

- No changes to funding or staffing levels for 2013.

Real Estate Services

Real Estate Services (RES) is responsible for centralizing the real estate functions of the City of Colorado Springs, Colorado Springs Utilities, and the Memorial Health System Enterprise. Services offered 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*. In addition, RES facilitates easement vacations and encroachments, conducts title review and document research, provides lease assistance, and assists 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 Real Estate Services is now General Fund supported, over 60% of the Division's revenue is from Colorado Springs Utilities.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012 and changes occurring as part of the 2013 Budget for each Fund including General Fund and Support Services.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$0	$0	$499,914	$499,914	$499,914	$0
Operating	0	0	48,455	48,455	48,455	0
Capital Outlay	0	0	0	0	0	0
Total	**$0**	**$0**	**$548,369**	**$548,369**	**$548,369**	**$0**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Real Estate Manager	0.00	1.00	1.00	1.00	0.00
Real Estate Specialist II	0.00	1.00	1.00	1.00	0.00
Administrative Technician	0.00	1.00	1.00	1.00	0.00
Senior Office Specialist	0.00	1.00	1.00	1.00	0.00
Total FTE	**0.00**	**4.00**	**4.00**	**4.00**	**0.00**
Special Positions					
Real Estate Services Project Manager	0.00	1.00	1.00	1.00	0.00
Real Estate Specialist II	0.00	1.00	1.00	1.00	0.00
Total Special Positions	**0.00**	**2.00**	**2.00**	**2.00**	**0.00**
Total Positions	**0.00**	**6.00**	**6.00**	**6.00**	**0.00**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
None	$0
Total For 2013	**$0**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	0.00
Total During 2012	**0.00**
For 2013	**2013 Budget - * 2012 Amended Budget**
None	0.00
Total For 2013	**0.00**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

Support Services Fund

Source of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Enterprise Fund Utilities	$231,960	$248,438	$0	$0	$0	$0
Utilities Allocation SDS	0	71,837	0	0	0	0
City Allocation	125,868	111,204	0	0	0	0
Other Revenue	20,802	7,519	0	0	0	0
Total	**$378,630**	**$438,998**	**$0**	**$0**	**$0**	**$0**

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$316,510	$333,549	$0	$0	$0	$0
Operating	75,062	72,294	0	0	0	0
Capital Outlay	0	0	0	0	0	0
Total	**$391,572**	**$405,843**	**$0**	**$0**	**$0**	**$0**

Positions

Position Title	2011 Budget	2012 Budget	2012 Amended	2013 Budget	2013 Budget - 2012 Amended
Real Estate Manager	1.00	0.00	0.00	0.00	0.00
Real Estate Specialist II	1.00	0.00	0.00	0.00	0.00
Administrative Technician	1.00	0.00	0.00	0.00	0.00
Senior Office Specialist	1.00	0.00	0.00	0.00	0.00
Total Positions	**4.00**	**0.00**	**0.00**	**0.00**	**0.00**

* 2012 Amended Budget includes no changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

REAL ESTATE SERVICE

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	0	0	388,244	383,375	(4,869)	-1.25%
51610	PERA	0	0	51,564	51,564	0	0.00%
51615	WORKERS COMPENSATION	0	0	2,607	1,073	(1,534)	-58.84%
51620	EQUITABLE LIFE INSURANCE	0	0	1,342	1,342	0	0.00%
51640	DENTAL INSURANCE	0	0	2,520	2,460	(60)	-2.38%
51655	RETIRED EMP MEDICAL INS	0	0	4,388	4,388	0	0.00%
51670	PARKING FOR EMPLOYEES	0	0	1,440	1,440	0	0.00%
51690	MEDICARE	0	0	5,559	5,559	0	0.00%
51695	CITY EPO MEDICAL PLAN	0	0	42,250	48,714	6,464	15.30%
Total Salaries and Benefits		**0**	**0**	**499,914**	**499,915**	**1**	**0.00%**
52110	OFFICE SUPPLIES	0	0	1,500	1,000	(500)	-33.33%
52111	PAPER SUPPLIES	0	0	450	800	350	77.78%
52125	GENERAL SUPPLIES	0	0	260	250	(10)	-3.85%
52135	POSTAGE	0	0	750	900	150	20.00%
52575	SERVICES	0	0	1,000	2,600	1,600	160.00%
52590	TEMPORARY EMPLOYMENT	0	0	30,000	30,000	0	0.00%
52605	CAR MILEAGE	0	0	300	300	0	0.00%
52615	DUES AND MEMBERSHIP	0	0	0	700	700	0.00%
52630	TRAINING	0	0	9,663	6,527	(3,136)	-32.45%
52735	TELEPHONE LONG DIST CALLS	0	0	150	150	0	0.00%
52738	CELL PHONE BASE CHARGES	0	0	0	378	378	0.00%
52795	RENTAL OF EQUIPMENT	0	0	3,254	3,600	346	10.63%
52874	OFFICE SERVICES PRINTING	0	0	1,128	1,250	122	10.82%
Total Operating Expenses		**0**	**0**	**48,455**	**48,455**	**0**	**0.00%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**0**	**0**	**548,369**	**548,370**	**1**	**0.00%**

Totals may differ from narratives due to rounding.

City of Colorado Springs
Budget Detail Report

501 SUPPORT SERVICES

REAL ESTATE SERVICE

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	212,848	261,788	0	0	0	0.00%
51210	OVERTIME	19	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	17,832	4,710	0	0	0	0.00%
51260	VACATION BUY PAY OUT	0	922	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	0	(2,603)	0	0	0	0.00%
51610	PERA	31,276	35,923	0	0	0	0.00%
51612	RETIREMENT HEALTH SAVINGS	21,442	0	0	0	0	0.00%
51615	WORKERS COMPENSATION	632	672	0	0	0	0.00%
51620	EQUITABLE LIFE INSURANCE	625	732	0	0	0	0.00%
51625	VISION CARE	214	0	0	0	0	0.00%
51640	DENTAL INSURANCE	1,601	1,495	0	0	0	0.00%
51655	RETIRED EMP MEDICAL INS	4,427	4,391	0	0	0	0.00%
51665	CASH BACK	(128)	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	860	980	0	0	0	0.00%
51690	MEDICARE	3,334	3,814	0	0	0	0.00%
51695	CITY EPO MEDICAL PLAN	21,528	20,501	0	0	0	0.00%
51696	ADVANTAGE HD MED PLAN	0	208	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	16	0	0	0	0.00%
Total Salaries and Benefits		**316,510**	**333,549**	**0**	**0**	**0**	**0.00%**
52110	OFFICE SUPPLIES	1,076	979	0	0	0	0.00%
52111	PAPER SUPPLIES	393	430	0	0	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	0	830	0	0	0	0.00%
52125	GENERAL SUPPLIES	74	54	0	0	0	0.00%
52135	POSTAGE	890	641	0	0	0	0.00%
52575	SERVICES	609	450	0	0	0	0.00%
52590	TEMPORARY EMPLOYMENT	12,171	18,633	0	0	0	0.00%
52615	DUES AND MEMBERSHIP	0	459	0	0	0	0.00%
52630	TRAINING	0	1,743	0	0	0	0.00%
52655	TRAVEL OUT OF TOWN	0	77	0	0	0	0.00%
52705	COMMUNICATIONS	3,873	3,992	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	55	127	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	0	5	0	0	0	0.00%
52775	MINOR EQUIPMENT	0	394	0	0	0	0.00%
52795	RENTAL OF EQUIPMENT	998	2,346	0	0	0	0.00%
52805	ADMIN PRORATED CHARGES	54,639	40,920	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	284	170	0	0	0	0.00%
65160	RECRUITMENT	0	44	0	0	0	0.00%
Total Operating Expenses		**75,062**	**72,294**	**0**	**0**	**0**	**0.00%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**

Totals may differ from narratives due to rounding.

Police

Peter Carey, Police Chief
(719) 444-7401, careype@ci.colospgs.co.us

2013 Breakthrough Strategies

- **Bring police force to authorized strength of 635 and maintain actual sworn staffing of 98% or better. Measurable outcome: goal met.**
- **Increase Community Service Officers (or equivalent) by 50% to address non-emergency calls for service and code enforcement as measured by an increased number of reports taken in person. Measurable outcome: goal met.**
- **Implement Strategies in the Downtown, Westside and Southeast areas to improve public safety and citywide code enforcement. Measurable outcome: Stakeholders' feelings of safety before and after strategy implementation.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$75,981,312	$76,154,870	$76,903,845	$77,332,100	$428,255
	CIP - General Fund	65,995	75,000	75,000	180,000	105,000
	PSST	12,117,192	12,556,956	12,556,956	14,190,229	1,633,273
	Grants Fund	2,890,284	2,000,000	2,000,000	1,300,000	(700,000)
	All Funds Total	**$91,054,783**	**$90,786,826**	**$91,535,801**	**$93,002,329**	**$1,466,528**
	General Fund Positions	777.50	770.00	770.00	771.50	1.50
	PSST Positions	114.00	115.00	115.00	117.00	2.00
	Enterprise	23.00	23.00	23.00	19.00	(4.00)
	Grants Fund Positions	17.00	17.00	17.00	14.00	(3.00)
	Total Positions	**931.50**	**925.00**	**925.00**	**921.50**	**(3.50)**

* 2012 Amended Budget includes changes from Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

- CSPD received an increase of $650,000 in its General Fund allocation to expand its Community Service Officer program in order to address code enforcement issues and increase the number of calls for service that are handled in person rather than being handled via telephone or internet reporting.
- CSPD received an additional $300,000 in its General Fund allocation to implement an Authorized Strength Hiring Strategy in an effort to reach and sustain authorized sworn staffing.
- CSPD received an additional $1.6 million in PSST funding due to increased revenue projections and the transfer of Internal Support positions into the City's General 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 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 four areas: The Office of the Chief of Police, the Patrol Operations Bureau, the Operations Support Bureau, and the Professional Standards Division.

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.

> The ***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, preparing certain types of criminal case reports when no suspect information is apparent, parking enforcement, abandoned vehicles, traffic hazards, traffic control at accident scenes, and 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, they give pre-arrival instructions 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 four divisions.

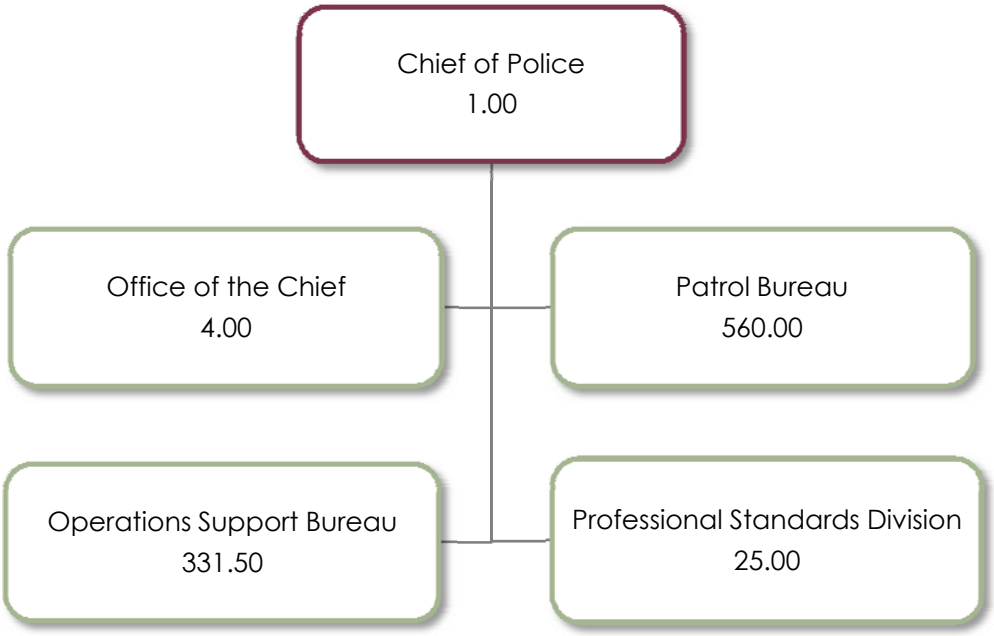
> *The **Investigations Division** investigates violent crimes, including homicides, robberies, sexual assaults, felony assaults, felony domestic violence and felony elder abuse; provides assistance to victims of crimes; investigates financial crimes to include fraud and identity theft; investigates and combats the exploitation of children on the Internet; provides School Resource Officers in the middle and high schools; 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 support the Patrol Divisions and other specialized units by providing a tactical and/or canine response to volatile situations; enforcement services to counter gang activity in the community; 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,

handicap parking enforcement; special events support throughout the City; and, VIP security services for dignitaries visiting our community. The Specialized Enforcement Division also addresses quality of life issues by enforcing City codes related to the health and welfare of our citizens.

The ***Metro Vice, Narcotics and Intelligence Division (MVNI)*** works diligently to impact the local drug 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 medical 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 ***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, budget development, fiscal services, allocation and maintenance of the Department's fleet and supplies, and facilities maintenance. The Division also has responsibility for the Evidence and Impound units, Records and Identification, and the Volunteer Program administration. Interface with the City's Information Technology Division and oversight of the implementation process for CSPD's Records Management System are also responsibilities of the Management Services Division.

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 and sharing of information through the Media Liaison and Community Relations Unit. The division leads the department's strategic planning and annual goal setting efforts, conducts operational studies and research.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012 and changes occurring as part of the 2013 Budget for each Fund including General Fund, PSST, Enterprise, Grant Funds, and CIP.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$70,615,814	$69,739,131	$70,937,711	$70,963,411	$71,980,298	$1,016,887
Operating	4,641,008	5,023,475	5,106,159	4,971,652	5,278,902	307,250
Capital Outlay	41,819	1,218,706	111,000	968,782	72,900	(895,882)
Total	**$75,298,641**	**$75,981,312**	**$76,154,870**	**$76,903,845**	**$77,332,100**	**$428,255**
Total Civilian		229.50	225.00	225.00	231.50	6.50
Total Sworn		548.00	545.00	545.00	540.00	(5.00)
Total Position		**777.50**	**770.00**	**770.00**	**771.50**	**1.50**

General Fund Positions

Civilian Positions	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Accounting Technician	0.00	1.00	1.00	1.00	0.00
Administrative Technician	5.00	4.00	4.00	5.00	1.00
Analyst I and II	7.00	6.00	6.00	6.00	0.00
Code Enforcement Officer	7.00	9.00	9.00	6.00	(3.00)
Code Enforcement Supervisor	1.00	1.00	1.00	1.00	0.00
Community Service Officer	0.00	0.00	0.00	8.00	8.00
Crime Lab Manager	0.00	1.00	1.00	1.00	0.00
Crime Lab Supervisor	1.00	0.00	0.00	0.00	0.00
Crime Scene Technician	4.00	4.00	4.00	4.00	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
Technician	34.00	34.00	34.00	34.00	0.00
Evidence Technician	11.00	11.00	11.00	11.00	0.00
Fiscal Manager	0.50	0.00	0.00	0.00	0.00
Forensic Chemist	1.00	1.00	1.00	1.00	0.00
Human Resources Manager	0.50	0.50	0.50	0.00	(0.50)
ID Clerk	12.00	10.00	10.00	10.00	0.00
ID Specialist	8.00	6.00	6.00	6.00	0.00
Investigative Specialist	5.00	5.00	5.00	5.00	0.00
Land Use Inspector	0.00	0.00	0.00	0.00	0.00

(Position Table is continued on the following pages)

General Fund Positions	Civilian Positions	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	Maintenance Technician II	2.00	1.00	1.00	2.00	1.00
	Marshal	6.00	5.00	5.00	4.00	(1.00)
	Office Assistant	1.00	1.00	1.00	0.00	(1.00)
	Office Specialist	32.00	29.00	29.00	29.00	0.00
	Police Administrative Services Manager	1.00	1.00	1.00	1.00	0.00
	Police Court Liaison	1.00	1.00	1.00	1.00	0.00
	Police Evidence Supervisor	1.00	1.00	1.00	1.00	0.00
	Police Impound Lot Supervisor	1.00	1.00	1.00	1.00	0.00
	Police Logistics Manager	1.00	1.00	1.00	1.00	0.00
	Police Marshal Supervisor	0.00	0.00	0.00	0.00	0.00
	Police Property Coordinator	1.00	1.00	1.00	1.00	0.00
	Police Psychologist	1.00	1.00	1.00	1.00	0.00
	Police Service Representative	16.00	16.00	16.00	16.00	0.00
	Principal or Senior Analyst	5.00	4.00	4.00	5.00	1.00
	Program Coordinator	0.00	1.00	1.00	1.00	0.00
	Manager	1.00	1.00	1.00	1.00	0.00
	Public Safety Communications Supervisor	5.00	5.00	5.00	5.00	0.00
	Public Safety Dispatcher	39.00	39.00	39.00	39.00	0.00
	Public Safety Program Administrator	0.50	2.50	2.50	3.50	1.00
	Public Safety Volunteer Program Coordinator	1.00	1.00	1.00	1.00	0.00
	Records Manager	1.00	1.00	1.00	1.00	0.00
	Senior Code Enforcement Officer	0.00	0.00	0.00	1.00	1.00
	Senior Communications Specialist	0.00	1.00	1.00	1.00	0.00
	Senior Evidence Technician	0.00	0.00	0.00	0.00	0.00
	Senior Forensic Chemist	1.00	1.00	1.00	1.00	0.00
	Senior Office Specialist	11.00	11.00	11.00	10.00	(1.00)
	Senior Maintenance Technician	0.00	1.00	1.00	1.00	0.00
	Senior Marshal	1.00	1.00	1.00	1.00	0.00
	Staff Assistant	1.00	1.00	1.00	1.00	0.00
	Total Civilian	**229.50**	**225.00**	**225.00**	**231.50**	**6.50**

(Position Table is continued on the following pages)

General Fund Positions

Sworn Positions	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 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	20.00	18.00	18.00	18.00	0.00
Police Sergeant	56.00	54.00	54.00	58.00	4.00
Police Officer	462.00	463.00	463.00	454.00	(9.00)
Total Sworn	**548.00**	**545.00**	**545.00**	**540.00**	**(5.00)**
Total Positions	**777.50**	**770.00**	**770.00**	**771.50**	**1.50**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
Received additional funding to replace Police Operations Center roof	$350,000
Received additional funding to upgrade HVAC at Falcon Substation, Sand Creek Substation, and Training Academy	350,000
Received additional funding to provide overtime to allow officers to patrol the Downtown Area	25,700
Received additional funding to purchase sidewalk sweeper (cost share with Downtown Business Improvement District) to be used in Downtown Area	23,275
Total During 2012	**$748,975**
For 2013	**2013 Budget - * 2012 Amended Budget**
Add funding to expand Community Service Officer program	$655,020
Add funding to support Authorized Strength Hiring Strategy	300,000
Add funding to create additional Police Officer position assigned to the Marshal's Unit	97,000
Add funding to support increase in pension costs	1,043,285
Decrease funding due to the transfer of support service positions from the PSST fund to the General Fund and Support Services	(861,971)
Transfer funds to consolidated Special Events budget in General Costs	(280,000)
Remove one-time funding received during 2012	(748,975)
Increase to properly fund current actual costs	223,896
Total For 2013	**$428,255**

* 2012 Amended Budget includes changes from Original Budget as of 8/30/2012.

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Eliminated six Police Officer positions to create four full-time and 14 part-time Community Service Officer positions	(2.00)
	Eliminate one Code Enforcement Officer	(1.00)
	Now reporting a CDBG-funded Code Enforcement Officer position in the Grant Position Summary previously reported in General Fund	(1.00)
	Restructured the Police Department's Human Resources Section	(0.50)
	Increase of one Police Officer position assigned to the Marshal's unit	1.00
	Created four additional Community Service Officer positions and one Maintenance Technician II to address code enforcement issues	5.00
	Total For 2013	**1.50**

PSST	Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	Salary/Benefits/ Pensions	$10,685,444	$10,424,579	$11,552,512	$11,552,512	$12,715,651	$1,163,139
	Operating	1,015,554	958,903	954,444	954,444	1,198,578	244,134
	Capital Outlay	7,286	733,710	50,000	50,000	276,000	226,000
	Total	**$11,708,284**	**$12,117,192**	**$12,556,956**	**$12,556,956**	**$14,190,229**	**$1,633,273**
	Total Civilian		39.00	40.00	40.00	42.00	2.00
	Total Sworn		75.00	75.00	75.00	75.00	0.00
	Total Position		**114.00**	**115.00**	**115.00**	**117.00**	**2.00**

(Position detail is on the following page)

* 2012 Amended Budget includes changes from Original Budget as of 8/30/2012.

PSST Positions

Civilian Positions	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Analyst I/II	3.00	2.00	2.00	2.00	0.00
Crime Scene Technician	1.00	1.00	1.00	1.00	0.00
Driver	2.00	2.00	2.00	2.00	0.00
Technician	3.00	3.00	3.00	3.00	0.00
Evidence Technician	2.00	2.00	2.00	3.00	1.00
Information Systems Analyst III	0.00	0.00	0.00	1.00	1.00
ID Clerk	2.00	2.00	2.00	2.00	0.00
Maintenance Technician II	1.00	1.00	1.00	1.00	0.00
Office Specialist	3.00	2.00	2.00	2.00	0.00
Police Service Representative	12.00	12.00	12.00	12.00	0.00
Public Safety Communications 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	0.00	1.00	1.00	1.00	0.00
Senior Info Systems Analyst	0.00	1.00	1.00	1.00	0.00
Senior Office Specialist	2.00	3.00	3.00	3.00	0.00
Skilled Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00
Total Civilian	**39.00**	**40.00**	**40.00**	**42.00**	**2.00**
Sworn Positions	**2011 Budget**	**2012 Original Budget**	*** 2012 Amended Budget**	**2013 Budget**	**2013 Budget - * 2012 Amended Budget**
Police Commander	1.00	1.00	1.00	1.00	0.00
Police Lieutenant	3.00	3.00	3.00	3.00	0.00
Police Sergeant	20.00	20.00	20.00	20.00	0.00
Police Officer	51.00	51.00	51.00	51.00	0.00
Total Sworn	**75.00**	**75.00**	**75.00**	**75.00**	**0.00**
Total Positions	**114.00**	**115.00**	**115.00**	**117.00**	**2.00**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Increase funding due to the transfer of support service positions from the PSST fund to the General Fund and Support Services	$861,972
Increase in funding due to projected revenue increase to be utilized for overtime, technology, and the creation of two new positions	771,301
Total For 2013	**$1,633,273**

* 2012 Amended Budget includes changes from Original Budget as of 8/30/2012.

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Add one additional Evidence Technician position	1.00
	Add one Computer Aided Dispatch Administrator position	1.00
	Total For 2013	**2.00**

Enterprise Positions	Civilian Positions	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	Parking Enforcement Officer - Parking	3.00	3.00	3.00	3.00	0.00
	Parking Enforcement Officer - Airport	2.00	2.00	2.00	0.00	(2.00)
	Civilian Positions	**5.00**	**5.00**	**5.00**	**3.00**	**(2.00)**
	Sworn Positions	**2011 Budget**	**2012 Original Budget**	*** 2012 Amended Budget**	**2013 Budget**	**2013 Budget - * 2012 Amended Budget**
	Police Sergeant – Airport	2.00	2.00	2.00	2.00	0.00
	Police Officer – Airport	16.00	16.00	16.00	14.00	(2.00)
	Sworn Positions	**18.00**	**18.00**	**18.00**	**16.00**	**(2.00)**
	Total Positions	**23.00**	**23.00**	**23.00**	**19.00**	**(4.00)**
	The personnel report to the Police Department, but are funded in the Airport and Parking Enterprise budgets.					

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Eliminate two Parking enforcement Officers	(2.00)
	Eliminate two Police Officers at the Airport	(2.00)
	Total For 2013	**(4.00)**

* 2012 Amended Budget includes changes from Original Budget as of 8/30/2012.

Grants Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Operating	$3,480,585	$2,890,284	$2,000,000	$2,000,000	$1,300,000	($700,000)
Total	**$3,480,585**	**$2,890,284**	**$2,000,000**	**$2,000,000**	**$1,300,000**	**($700,000)**

Civilian Positions	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Administrative Technician	0.00	0.00	0.00	1.00	1.00
Analyst I	3.00	3.00	3.00	3.00	0.00
Code Enforcement Officer	2.00	2.00	2.00	3.00	1.00
Community Service Officer	2.00	2.00	2.00	0.00	(2.00)
Office Specialist	3.00	3.00	3.00	2.00	(1.00)
Program Coordinator	1.00	1.00	1.00	1.00	0.00
Senior Analyst	1.00	1.00	1.00	0.00	(1.00)
Analyst	1.00	0.00	0.00	0.00	0.00
Senior Office Specialist	0.00	1.00	1.00	0.00	(1.00)
Total Civilian	**13.00**	**13.00**	**13.00**	**10.00**	**(3.00)**

Sworn Positions	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Police Officer	4.00	4.00	4.00	4.00	0.00
Total Sworn	**4.00**	**4.00**	**4.00**	**4.00**	**0.00**
Total Positions	**17.00**	**17.00**	**17.00**	**14.00**	**(3.00)**

Grant funding and associated positions will vary by year depending on the amount of grant funds anticipated or awarded.

CIP Program

Project Name	General Fund	Restricted Funds	Total
POC Stairwell Carpet Replacement	$40,000	$0	$40,000
Facility Repairs	140,000	0	140,000
Total Capital Budget	**$180,000**	**$0**	**$180,000**

For additional project information, see CIP section of the Budget starting on page 23-1.

* 2012 Amended Budget includes changes from Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Police_All_Departments

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	10,890,306	10,633,052	11,398,212	11,934,966	536,754	4.71%
51210	OVERTIME	135,532	149,758	167,496	117,803	(49,693)	-29.67%
51220	SEASONAL TEMPORARY	236,982	389,864	355,000	723,866	368,866	103.91%
51225	SHIFT WORKER HOLIDAY	178,319	153,837	178,267	161,000	(17,267)	-9.69%
51230	SHIFT DIFFERENTIAL	120,535	121,465	113,964	120,000	6,036	5.30%
51235	STANDBY	20,969	102,974	20,975	189,928	168,953	805.50%
51240	RETIREMENT TERMINATION SICK	296,141	195,329	0	200,000	200,000	0.00%
51245	RETIREMENT TERM VACATION	57,332	58,204	162,181	50,000	(112,181)	-69.17%
51260	VACATION BUY PAY OUT	139,898	156,754	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(56,290)	(511,355)	0	0	0	0.00%
51405	UNIFORM SALARIES	36,586,162	36,017,708	36,093,181	36,727,840	634,659	1.76%
51410	UNIFORM OVERTIME	2,278,765	2,868,637	2,077,630	1,275,087	(802,543)	-38.63%
51415	UNIFORM SPECIAL OVERTIME	9,620	0	0	0	0	0.00%
51425	UNIFORM SHIFT DIFFERENTIAL	200,150	191,143	195,000	198,200	3,200	1.64%
51430	UNIFORM SPECIAL ASSIGNMENT	28,635	50,814	30,000	50,044	20,044	66.81%
51435	EXTRA DUTY EXPENDITURE	774,843	786,976	750,000	750,000	0	0.00%
51436	FLSA PAYMENT	0	31	0	0	0	0.00%
51445	LONGEVITY	292,085	295,700	299,893	305,104	5,211	1.74%
51455	SWORN VAC TWK	130,251	121,567	130,700	226,500	95,800	73.30%
51460	UNIFORM HAZARD DUTY	62,100	61,031	61,200	63,600	2,400	3.92%
51465	UNIFORM COURT OVERTIME	103,971	97,195	110,800	99,116	(11,684)	-10.55%
51470	UNIFORM RETIREMENT COST	171,065	99,679	172,750	100,000	(72,750)	-42.11%
51475	UNIFORM MASTER PATROLMAN	1,625	0	0	0	0	0.00%
51481	PILOT IN COMMAND	621	0	0	0	0	0.00%
51482	POLICE TRAINING OFFICERS	20,396	28,526	28,700	51,000	22,300	77.70%
51610	PERA	1,561,093	1,508,524	1,633,358	1,620,730	(12,628)	-0.77%
51612	RETIREMENT HEALTH SAVINGS	148,523	146,122	100,000	161,000	61,000	61.00%
51615	WORKERS COMPENSATION	1,582,373	1,344,564	1,396,110	1,272,952	(123,158)	-8.82%
51620	EQUITABLE LIFE INSURANCE	139,585	131,787	164,244	138,093	(26,151)	-15.92%
51625	VISION CARE	38,018	0	0	0	0	0.00%
51640	DENTAL INSURANCE	313,718	270,431	312,520	287,567	(24,953)	-7.98%
51645	NEW HIRE FIRE PENSION PLAN	137	0	0	0	0	0.00%
51650	NEW HIRE POLICE PENSION PLAN	6,977,070	6,566,207	6,613,142	6,098,884	(514,258)	-7.78%
51651	OLD HIRE POLICE PENSION	525,985	1,505,955	1,407,209	1,542,854	135,645	9.64%
51652	STATEWIDE POLICE PENSION	0	0	0	971,266	971,266	0.00%
51665	CASH BACK	61,888	65,398	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	580	660	1,440	1,680	240	16.67%
51690	MEDICARE	656,619	664,285	681,617	715,709	34,092	5.00%
51695	CITY EPO MEDICAL PLAN	5,930,212	5,459,416	6,282,122	5,825,509	(456,613)	-7.27%
51696	ADVANTAGE HD MED PLAN	0	6,267	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	626	0	0	0	0.00%
Total Salaries and Benefits		**70,615,814**	**69,739,131**	**70,937,711**	**71,980,298**	**1,042,587**	**1.47%**
52105	MISCELLANEOUS OPERATING	15,606	(54,105)	0	0	0	0.00%
52110	OFFICE SUPPLIES	93,486	95,225	98,150	99,450	1,300	1.32%
52111	PAPER SUPPLIES	21,137	19,282	34,400	28,656	(5,744)	-16.70%
52112	AMMUNITION	121,897	168,720	141,825	143,280	1,455	1.03%
52114	K9 SUPPLIES	0	0	0	10,700	10,700	0.00%
52115	MEDICAL SUPPLIES	5,248	1,647	0	0	0	0.00%
52120	COMPUTER SOFTWARE	74,772	32,232	10,000	8,920	(1,080)	-10.80%
52122	CELL PHONES EQUIP AND SUPPLIES	1,260	2,499	0	0	0	0.00%
52125	GENERAL SUPPLIES	146,237	202,989	206,550	226,870	20,320	9.84%
52129	HVAC-HEAT VENTILATN AIR SUPPLI	19,999	14,757	17,000	45,900	28,900	170.00%
52135	POSTAGE	36,235	34,322	38,000	35,000	(3,000)	-7.89%
52140	WEARING APPAREL	390,507	359,082	404,810	395,480	(9,330)	-2.30%
52145	PAINT AND CHEMICAL	3,342	1,102	9,000	13,806	4,806	53.40%
52155	AUTOMOTIVE	278,451	74,547	154,000	180,040	26,040	16.91%
52160	FUEL	13,956	14,168	15,000	17,500	2,500	16.67%
52165	LICENSES AND TAGS	1,502	1,184	1,125	14,655	13,530	1202.67%
52175	SIGNS	732	4	850	0	(850)	-100.00%
52190	JANITORIAL SUPPLIES	27,765	27,467	27,000	24,000	(3,000)	-11.11%
52215	MAINT GROUNDS	6,768	2,365	0	0	0	0.00%
52216	EOD PROGRAM	0	0	0	15,000	15,000	0.00%
52220	MAINT OFFICE MACHINES	13,429	5,716	8,300	6,717	(1,583)	-19.07%

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
52225	MAINT COMPUTER SOFTWARE	280	637	0	0	0	0.00%
52230	MAINT FURNITURE AND FIXTURES	168	1,681	0	0	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	108,367	74,715	99,850	92,349	(7,501)	-7.51%
52238	MAINT LARGE VEHICLES	0	0	0	21,300	21,300	0.00%
52250	MAINT RADIOS ALLOCATION	41,200	53,370	47,000	39,000	(8,000)	-17.02%
52265	MAINT BUILDINGS AND STRUCTURE	142,021	119,813	125,000	108,320	(16,680)	-13.34%
52305	MAINT SOFTWARE	0	66,933	95,363	404	(94,959)	-99.58%
52405	ADVERTISING SERVICES	8,609	21,887	7,125	6,000	(1,125)	-15.79%
52408	SETTLEMENT COSTS	9,000	0	0	0	0	0.00%
52410	BUILDING SECURITY SERVICES	139,890	137,377	133,000	137,204	4,204	3.16%
52415	CONTRACTS AND SPEC PROJECTS	19,620	19,560	19,530	19,260	(270)	-1.38%
52420	EMPLOYEE SERVICES	100	0	0	0	0	0.00%
52421	CIVIL SERVICE TESTING	27,001	239,958	106,573	138,374	31,801	29.84%
52422	INCARCERATION SERVICES	162,171	207,141	190,800	228,624	37,824	19.82%
52428	HOSTED IT SERVICES	0	0	0	20,544	20,544	0.00%
52431	CONSULTING SERVICES	14,416	1,435	10,375	3,500	(6,875)	-66.27%
52434	TOWING SERVICES	378,114	334,238	350,000	309,000	(41,000)	-11.71%
52435	GARBAGE REMOVAL SERVICES	4,282	4,505	4,600	6,100	1,500	32.61%
52445	JANITORIAL SERVICES	186,110	188,231	195,000	216,600	21,600	11.08%
52450	LAUNDRY AND CLEANING SERVICES	1,509	1,274	950	200	(750)	-78.95%
52455	LAWN MAINTENANCE SERVICE	14,806	11,147	16,000	13,500	(2,500)	-15.63%
52460	MEDICAL SERVICE	156	0	0	0	0	0.00%
52560	PARKING SERVICES	16	548	34,600	37,532	2,932	8.47%
52565	PEST CONTROL	2,173	2,406	2,800	2,700	(100)	-3.57%
52566	KENNEL SERVICES	0	0	0	6,000	6,000	0.00%
52567	VETERINARY SERVICES	0	0	0	3,210	3,210	0.00%
52570	REIMBURSABLE SERVICES	10,693	12,274	35,000	22,000	(13,000)	-37.14%
52571	SNOW REMOVAL	14,639	23,439	19,000	20,000	1,000	5.26%
52573	CREDIT CARD FEES	2,976	2,692	3,000	2,500	(500)	-16.67%
52574	LEGAL SERVICES	11,208	13,234	0	0	0	0.00%
52575	SERVICES	259,224	569,805	331,216	310,402	(20,814)	-6.28%
52578	INTERPRETING SERVICES	84	18,108	27,000	25,000	(2,000)	-7.41%
52590	TEMPORARY EMPLOYMENT	0	922	0	48,265	48,265	0.00%
52605	CAR MILEAGE	455	56	0	0	0	0.00%
52615	DUES AND MEMBERSHIP	16,497	39,657	26,250	13,580	(12,670)	-48.27%
52625	MEETING EXPENSES IN TOWN	8,559	13,987	15,100	17,980	2,880	19.07%
52630	TRAINING	47,865	62,867	164,666	131,379	(33,287)	-20.21%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	42,242	38,410	40,000	40,000	0	0.00%
52645	SUBSCRIPTIONS	9,132	32,973	31,170	9,601	(21,569)	-69.20%
52655	TRAVEL OUT OF TOWN	89,629	106,199	0	20,000	20,000	0.00%
52705	COMMUNICATIONS	98,510	80,061	90,000	88,356	(1,644)	-1.83%
52706	WIRELESS COMMUNICATION	60,445	148,707	150,000	153,720	3,720	2.48%
52725	RENTAL OF PROPERTY	23,274	21,178	22,600	26,600	4,000	17.70%
52735	TELEPHONE LONG DIST CALLS	7,546	9,419	9,200	9,936	736	8.00%
52736	CELL PHONE AIRTIME	2,052	2,313	2,000	2,500	500	25.00%
52738	CELL PHONE BASE CHARGES	246,543	141,235	177,120	185,304	8,184	4.62%
52740	GENERAL INSURANCE-CITY	7,941	9,341	9,400	9,525	125	1.33%
52744	ENERGY AUDITS	33,072	33,072	33,072	33,072	0	0.00%
52746	UTILITIES ELECTRIC	339,676	382,347	378,550	388,320	9,770	2.58%
52747	UTILITIES GAS	78,688	75,453	81,900	99,600	17,700	21.61%
52748	UTILITIES SEWER	17,757	20,256	18,900	20,000	1,100	5.82%
52749	UTILITIES WATER	24,227	35,265	30,250	36,000	5,750	19.01%
52755	COMMUNICATIONS EQUIPMENT	0	3,288	0	0	0	0.00%
52775	MINOR EQUIPMENT	183,688	156,077	237,772	313,265	75,493	31.75%
52776	PRINTER CONSOLIDATION COST	0	0	0	117,718	117,718	0.00%
52795	RENTAL OF EQUIPMENT	122,690	127,204	133,722	15,790	(117,932)	-88.19%
52874	OFFICE SERVICES PRINTING	332	201	0	0	0	0.00%
52875	OFFICE SERVICES RECORDS	14,761	12,785	12,000	10,000	(2,000)	-16.67%
52908	REPROGRAPHICS POLICE	62,778	46,058	70,000	56,097	(13,903)	-19.86%
60076	CLAIMS PAID POLICE	0	500	0	0	0	0.00%
65075	INTEREST	79,413	77,221	79,413	72,569	(6,844)	-8.62%
65097	INTEREST OLD CITY HALL COP	137,554	59,530	0	59,530	59,530	0.00%
65150	LEGAL DEFENSE	0	859	0	0	0	0.00%
65160	RECRUITMENT	(3,908)	15,690	25,000	25,000	0	0.00%
65185	PRINCIPAL	53,775	55,967	53,775	60,620	6,845	12.73%
65209	PRINCIPAL OLD CITY HALL COP	0	74,977	134,507	74,978	(59,529)	-44.26%
65352	EMPLOYEE AWARDS PROGRAM	743	829	0	0	0	0.00%

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
65356	RETIREMENT AWARDS	0	350	0	0	0	0.00%
65357	VOLUNTEER RESOURCES	3,910	8,460	60,000	54,000	(6,000)	-10.00%
65365	HEALTH PROGRAMS	0	150	0	0	0	0.00%
65409	GRANT MATCH	0	0	0	30,000	30,000	0.00%
Total Operating Expenses		**4,641,008**	**5,023,475**	**5,106,159**	**5,278,902**	**172,743**	**3.38%**
53020	COMPUTERS NETWORKS	0	1,151,656	0	0	0	0.00%
53030	FURNITURE AND FIXTURES	738	2,521	0	0	0	0.00%
53050	MACHINERY AND APPARATUS	10,375	8,842	15,000	15,000	0	0.00%
53070	VEHICLES REPLACEMENT	5,706	8,883	0	0	0	0.00%
53080	VEHICLES ADDITIONS	0	0	21,000	7,900	(13,100)	-62.38%
53090	BUILDINGS AND STRUCTURES	25,000	46,804	75,000	50,000	(25,000)	-33.33%
Total Capital Outlay		**41,819**	**1,218,706**	**111,000**	**72,900**	**(38,100)**	**-34.32%**
Total Expenses		**75,298,641**	**75,981,312**	**76,154,870**	**77,332,100**	**1,177,230**	**1.55%**

Totals may differ from narratives due to rounding.

City of Colorado Springs
Budget Detail Report

171 PUBLIC SAFETY SALES TAX

Police_All_Departments

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	2,236,967	2,266,507	2,369,450	2,025,199	(344,251)	-14.53%
51210	OVERTIME	26,719	40,701	27,656	65,746	38,090	137.73%
51220	SEASONAL TEMPORARY	0	0	0	254,764	254,764	0.00%
51225	SHIFT WORKER HOLIDAY	22,130	20,870	29,351	23,557	(5,794)	-19.74%
51230	SHIFT DIFFERENTIAL	26,599	30,175	23,315	29,690	6,375	27.34%
51235	STANDBY	7,378	10,653	5,187	8,581	3,394	65.43%
51240	RETIREMENT TERMINATION SICK	44,718	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	3,507	0	16,379	0	(16,379)	-100.00%
51260	VACATION BUY PAY OUT	31,210	33,152	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(59,403)	(54,996)	0	0	0	0.00%
51405	UNIFORM SALARIES	5,329,369	5,139,933	5,431,945	5,431,914	(31)	0.00%
51410	UNIFORM OVERTIME	223,826	274,381	356,504	1,215,903	859,399	241.06%
51425	UNIFORM SHIFT DIFFERENTIAL	41,009	39,059	42,103	37,086	(5,017)	-11.92%
51430	UNIFORM SPECIAL ASSIGNMENT	3,270	9,787	0	8,457	8,457	0.00%
51435	EXTRA DUTY EXPENDITURE	0	294	0	0	0	0.00%
51445	LONGEVITY	45,923	46,456	50,252	57,216	6,964	13.86%
51455	SWORN VAC TWK	23,100	24,828	20,896	25,899	5,003	23.94%
51460	UNIFORM HAZARD DUTY	3,858	2,588	0	4,800	4,800	0.00%
51465	UNIFORM COURT OVERTIME	21,552	18,457	18,000	21,249	3,249	18.05%
51470	UNIFORM RETIREMENT COST	16,391	8,236	0	10,797	10,797	0.00%
51481	PILOT IN COMMAND	457	0	0	0	0	0.00%
51482	POLICE TRAINING OFFICERS	4,362	4,734	0	4,136	4,136	0.00%
51610	PERA	295,583	311,226	324,615	277,452	(47,163)	-14.53%
51612	RETIREMENT HEALTH SAVINGS	0	56,682	81,226	23,186	(58,040)	-71.45%
51615	WORKERS COMPENSATION	197,698	192,100	232,481	170,267	(62,214)	-26.76%
51620	EQUITABLE LIFE INSURANCE	21,576	20,841	31,206	22,457	(8,749)	-28.04%
51625	VISION CARE	5,712	(1)	0	0	0	0.00%
51640	DENTAL INSURANCE	49,491	42,029	50,820	46,775	(4,045)	-7.96%
51650	NEW HIRE POLICE PENSION PLAN	1,028,819	966,278	1,115,722	1,905,190	789,468	70.76%
51652	STATEWIDE POLICE PENSION	0	0	0	48,556	48,556	0.00%
51665	CASH BACK	12,693	13,699	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	11,400	1,937	0	0	0	0.00%
51690	MEDICARE	98,442	101,451	113,120	108,129	(4,991)	-4.41%
51695	CITY EPO MEDICAL PLAN	911,088	801,112	1,212,284	843,676	(368,608)	-30.41%
51696	ADVANTAGE HD MED PLAN	0	1,290	0	41,220	41,220	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	120	0	3,750	3,750	0.00%
Total Salaries and Benefits		**10,685,444**	**10,424,579**	**11,552,512**	**12,715,652**	**1,163,140**	**10.07%**
52105	MISCELLANEOUS OPERATING	1,328	(134)	0	0	0	0.00%
52110	OFFICE SUPPLIES	3,907	2,731	7,862	4,112	(3,750)	-47.70%
52111	PAPER SUPPLIES	2,001	1,755	2,986	2,447	(539)	-18.05%
52112	AMMUNITION	174	0	633	0	(633)	-100.00%
52120	COMPUTER SOFTWARE	150,829	553	0	32,200	32,200	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	7	0	0	0	0	0.00%
52125	GENERAL SUPPLIES	15,376	16,339	19,421	16,405	(3,016)	-15.53%
52129	HVAC-HEAT VENTILATN AIR SUPPLI	2,509	2,095	2,892	2,300	(592)	-20.47%
52135	POSTAGE	18	0	0	0	0	0.00%
52140	WEARING APPAREL	5,906	29,884	37,545	38,075	530	1.41%
52155	AUTOMOTIVE	41,703	0	0	0	0	0.00%
52165	LICENSES AND TAGS	37	0	25	0	(25)	-100.00%
52190	JANITORIAL SUPPLIES	6,478	8,008	5,090	7,000	1,910	37.52%
52205	MAINT LANDSCAPING	356	0	1,844	0	(1,844)	-100.00%
52215	MAINT GROUNDS	1,070	975	0	0	0	0.00%
52220	MAINT OFFICE MACHINES	1,385	1,761	584	0	(584)	-100.00%
52235	MAINT MACHINERY AND APPARATUS	72,001	69,803	75,929	37,858	(38,071)	-50.14%
52250	MAINT RADIOS ALLOCATION	18,400	18,400	15,000	15,000	0	0.00%
52265	MAINT BUILDINGS AND STRUCTURE	40,126	41,322	55,147	42,000	(13,147)	-23.84%
52305	MAINT SOFTWARE	11,924	163,330	163,000	229,200	66,200	40.61%
52410	BUILDING SECURITY SERVICES	6,654	15,064	14,625	15,200	575	3.93%
52417	CSPD CORE	12,000	0	0	0	0	0.00%
52421	CIVIL SERVICE TESTING	8,570	0	0	0	0	0.00%
52431	CONSULTING SERVICES	1,768	0	0	28,177	28,177	0.00%
52435	GARBAGE REMOVAL SERVICES	1,762	1,416	1,685	1,540	(145)	-8.61%

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
52445	JANITORIAL SERVICES	57,180	54,461	64,391	62,954	(1,437)	-2.23%
52450	LAUNDRY AND CLEANING SERVICES	50	0	0	0	0	0.00%
52455	LAWN MAINTENANCE SERVICE	13,132	14,222	3,879	15,555	11,676	301.01%
52565	PEST CONTROL	2,330	3,701	2,328	3,900	1,572	67.53%
52568	BANK AND INVESTMENT FEES	0	0	0	1,833	1,833	0.00%
52571	SNOW REMOVAL	9,818	15,996	10,858	12,907	2,049	18.87%
52575	SERVICES	49,404	28,526	34,972	28,962	(6,010)	-17.19%
52578	INTERPRETING SERVICES	0	0	652	683	31	4.75%
52615	DUES AND MEMBERSHIP	45	290	100	440	340	340.00%
52625	MEETING EXPENSES IN TOWN	183	106	182	120	(62)	-34.07%
52630	TRAINING	394	5,895	4,000	1,620	(2,380)	-59.50%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	0	1,189	0	0	0	0.00%
52645	SUBSCRIPTIONS	0	0	0	108,706	108,706	0.00%
52655	TRAVEL OUT OF TOWN	1,110	2,692	6,000	3,138	(2,862)	-47.70%
52705	COMMUNICATIONS	108,338	108,988	109,000	108,160	(840)	-0.77%
52725	RENTAL OF PROPERTY	71,664	0	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	1,104	1,085	1,500	1,200	(300)	-20.00%
52738	CELL PHONE BASE CHARGES	0	19,080	0	19,555	19,555	0.00%
52746	UTILITIES ELECTRIC	83,081	89,270	93,960	87,235	(6,725)	-7.16%
52747	UTILITIES GAS	14,195	14,047	14,832	14,841	9	0.06%
52748	UTILITIES SEWER	3,531	3,285	3,708	3,449	(259)	-6.98%
52749	UTILITIES WATER	12,706	13,672	15,375	15,314	(61)	-0.40%
52755	COMMUNICATIONS EQUIPMENT	0	499	0	0	0	0.00%
52775	MINOR EQUIPMENT	18,214	72,271	11,579	67,254	55,675	480.83%
52776	PRINTER CONSOLIDATION COST	0	0	0	20,640	20,640	0.00%
52795	RENTAL OF EQUIPMENT	11,012	10,817	16,193	0	(16,193)	-100.00%
52827	CHGS POLICE	151,460	125,293	156,398	128,806	(27,592)	-17.64%
52908	REPROGRAPHICS POLICE	15	216	269	0	(269)	-100.00%
65170	TRANSFER TO OTHER FUNDS	0	0	0	19,792	19,792	0.00%
65352	EMPLOYEE AWARDS PROGRAM	299	0	0	0	0	0.00%
Total Operating Expenses		**1,015,554**	**958,903**	**954,444**	**1,198,578**	**244,134**	**25.58%**
53020	COMPUTERS NETWORKS	0	733,710	50,000	218,000	168,000	336.00%
53050	MACHINERY AND APPARATUS	7,286	0	0	20,000	20,000	0.00%
53090	BUILDINGS AND STRUCTURES	0	0	0	38,000	38,000	0.00%
Total Capital Outlay		**7,286**	**733,710**	**50,000**	**276,000**	**226,000**	**452.00%**
Total Expenses		**11,708,284**	**12,117,192**	**12,556,956**	**14,190,230**	**1,633,274**	**13.01%**

Totals may differ from narratives due to rounding.

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Public Works

Helen Migchelbrink, Public Works Director/City Engineer
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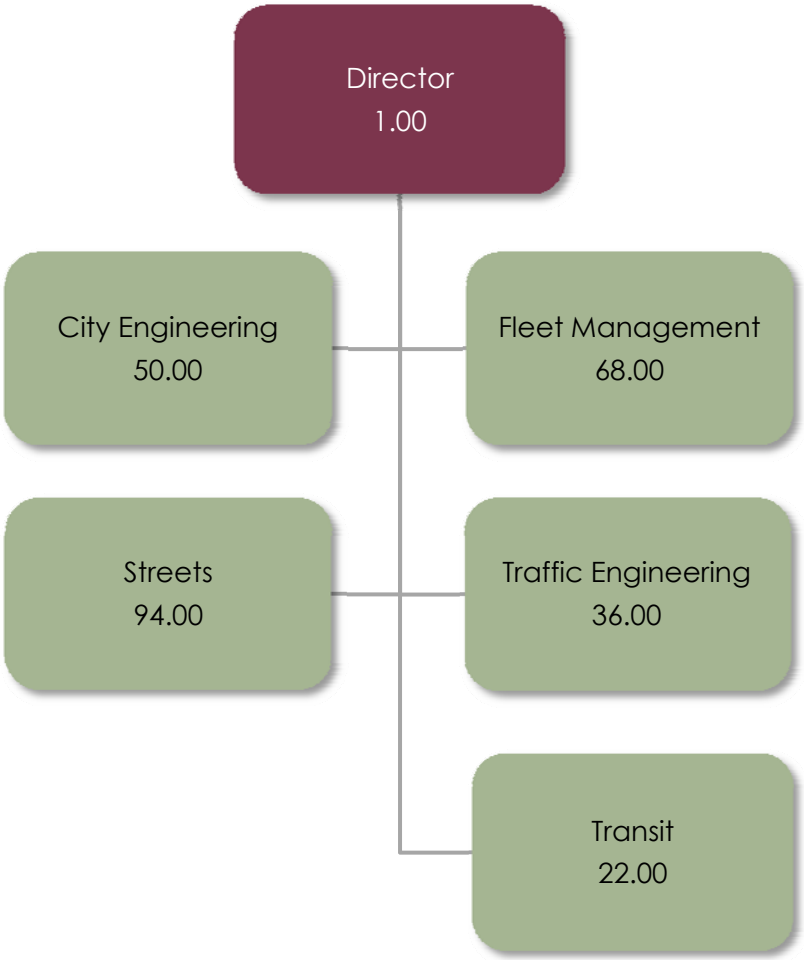


All Funds Summary

Division	General Fund	Other Funds	Total Budget
City Engineering	$8,149,039	$33,275,503	$41,424,542
Fleet Management	0	16,230,273	16,230,273
Streets	11,719,803	11,852,192	23,571,995
Traffic Engineering	4,589,973	5,891,103	10,481,076
Transit	3,740,448	19,849,895	23,590,343
Total	**$28,199,263**	**$87,098,966**	**$115,298,229**
Positions	**187.50**	**83.50**	**271.00**

City Engineering

Helen Migchelbrink, Public Works Director/City Engineer
(719) 385-5457, hmigchelbrink@springsgov.com

2013 Breakthrough Strategies

- **Increase Road and Stormwater Maintenance. Add $2M more in Stormwater and $2M more in Streets capital projects to be completed by private contractors. Measurable outcome: all projects complete and report to citizens generated by Q4 2013.**

All Funds Summary

	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
All Funds	General Fund	$3,153,498	$5,340,012	$5,164,615	$5,314,339	$149,724
	CIP - General Fund	3,167,214	1,082,023	1,082,023	2,834,700	1,752,677
	Stormwater Enterprise	3,508,559	1,500,000	1,500,000	0	(1,500,000)
	PPRTA - Maintenance	2,164,192	1,853,442	1,853,442	1,889,480	36,038
	CIP - Restricted	44,191,663	28,068,834	28,068,834	31,386,023	3,317,189
	All Funds Total	**$56,185,126**	**$37,844,311**	**$37,668,914**	**$41,424,542**	**$3,755,628**
	General Fund Positions	36.00	51.00	50.00	51.00	1.00
	Enterprise Positions	16.00	0.00	0.00	0.00	0.00
	Total Positions	**52.00**	**51.00**	**50.00**	**51.00**	**1.00**

*2012 Amended Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

- Transfer of two positions from Traffic Engineering.
- Eliminate one Lead Engineering Inspector.
- Increase operating to properly fund current actual costs.

City Engineering

The Engineering Division provides civil engineering services for the City including designing, building and managing the City's transportation and stormwater infrastructure; coordinating with private development activities as they affect the public infrastructure; and regulating construction work in public rights-of-way. The Division's primary focus is to provide professional services and to construct and maintain quality infrastructure while providing safer, more efficient, multimodal transportation systems and environmentally sound stormwater systems.

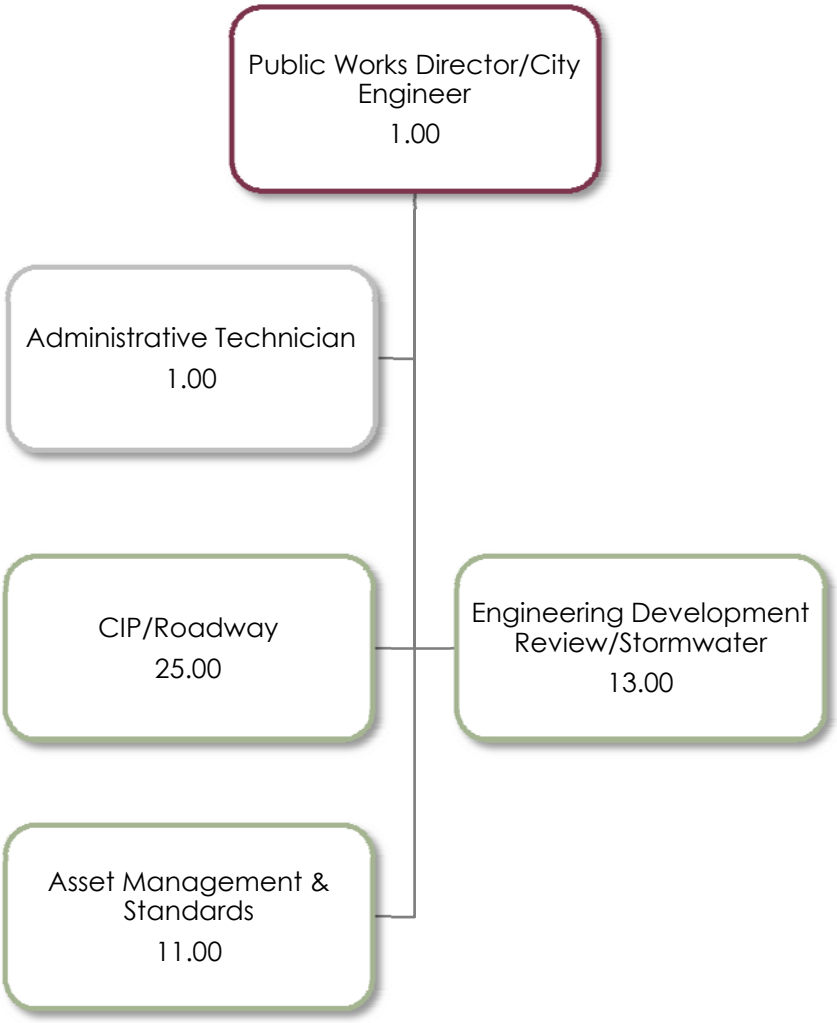
The City Engineering Division is responsible for three major programs:

- **Capital Improvement Program (CIP)**
  The project management program in Engineering is responsible for developing solutions to transportation and drainage problems and delivering capital projects in the most efficient and cost effective manner possible. The Permits/Inspection program 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. Permits/Inspections also issues permits for work performed in the City right-of-way and reviews traffic control plans for permitted work and capital project work to help ensure safety in the public right-of-way.

- **Engineering Development Review and Stormwater**
  Through the application of sound engineering principles, established design standards and excellent customer service, this group provides timely and quality engineering evaluation of subdivision plans, construction drawings and related documents. Transportation planning review utilizes long range plans in conjunction with updated traffic impact studies to establish traffic requirements for new development. Financial assurance management is provided for all general City operations. This group works with stakeholder groups and is responsible for updating the Subdivision Policy Manual, Pavement Design Criteria Manual, and the Traffic Criteria Manual.

  This group also administers the City's Municipal Separate Storm Sewer System (MS4) Permit to ensure compliance with federal and state stormwater regulations. As part of this, the stormwater program ensures compliance with Best Management Practices and erosion control through regular monitoring and inspections; provides educational programs to the public; provides water quality monitoring; maps stormwater infrastructure; and reports on compliance activities to the Colorado Department of Public Health and Environment as required by the permit. In addition, the stormwater program evaluates, designs, and implements drainage improvements to address street flooding, drainage way repairs and failing infrastructure.

- **Asset Management**
  The Asset Management Team provides a higher level of infrastructure management and accountability in order to keep all Public Works infrastructure at safe levels of service, as well as aiding the efforts of the construction community. Infrastructure consists of: bridges; storm pipes & channels; roadway pavements; traffic signals, signs & markings; curb & gutter, sidewalk, pedestrian ramps, trails, and more. The team analyzes and monitors the conditions, costs, and life cycle of the City's infrastructure assets to equip decision makers with the best available information for maintaining safe and operational public infrastructure. The team also updates and maintains digital copies of all approved documents on the Subdivision Document Viewer and the Design Plan Index for the benefit of the entire community.



The sections on the following pages provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012 and changes occurring as part of the 2013 Budget for each Fund including General Fund, Stormwater Enterprise, PPRTA and CIP.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$1,705,962	$2,826,750	$4,561,675	$4,386,278	$4,501,309	$115,031
Operating	137,522	326,748	778,337	778,337	813,030	34,693
Capital Outlay	0	0	0	0	0	0
Total	**$1,843,484**	**$3,153,498**	**$5,340,012**	**$5,164,615**	**$5,314,339**	**$149,724**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Parks, Planning and Public Works Director	1.00	1.00	0.00	0.00	0.00
Public Works Director/City Engineer	1.00	1.00	1.00	1.00	0.00
Administrative Technician	1.00	1.00	1.00	1.00	0.00
Analyst	1.00	1.00	1.00	1.00	0.00
Asset Manager	0.00	0.00	0.00	1.00	1.00
Capital Program Manager	0.00	0.00	0.00	1.00	1.00
City Engineering Inspector Supervisor	1.00	1.00	1.00	1.00	0.00
Civil Engineer I/II	4.00	5.00	5.00	5.00	0.00
Engineering Development Review Manager	1.00	1.00	1.00	1.00	0.00
Engineering Inspector I	1.00	2.00	2.00	2.00	0.00
Engineering Inspector II	2.00	5.00	5.00	5.00	0.00
Engineering Manager	1.00	1.00	1.00	1.00	0.00
Engineering Programs Manager	1.00	1.00	1.00	1.00	0.00
Engineering Specialist	1.00	2.00	2.00	2.00	0.00
Engineering Technician I/II	3.00	6.00	6.00	6.00	0.00
Lead Engineering Inspector	4.00	5.00	5.00	4.00	(1.00)
Licensed Surveyor	1.00	2.00	2.00	2.00	0.00
Office Specialist / Senior Office Specialist	3.00	4.00	4.00	4.00	0.00
Principal Analyst	1.00	1.00	1.00	1.00	0.00
Senior Civil Engineer	3.00	5.00	5.00	5.00	0.00
Senior Engineering Inspector	2.00	3.00	3.00	3.00	0.00
Senior Traffic Engineer	1.00	0.00	0.00	0.00	0.00
Stormwater Specialist	0.00	1.00	1.00	1.00	0.00
Traffic Technician II	2.00	2.00	2.00	2.00	0.00
Total Positions	**36.00**	**51.00**	**50.00**	**51.00**	**1.00**

* 2012 Amended Budget as of 8/30/2012.

Funding Changes	During 2012	* 2012 Amended - 2012 Original Budget
	Transfer funding for Parks, Planning and Public Works Director position to Parks, Recreation and Cultural Services to fund the Parks Director position	($175,397)
	Total During 2012	**($175,397)**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Add funding due to transfer of two positions from Traffic Engineering	$217,130
	Eliminate one position and reduce salary and benefits to reflect costs of current actual filled positions	(102,099)
	Increase operating to properly fund actual costs	34,693
	Total For 2013	**$149,724**

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	The Parks, Planning and Public Works Director position was transferred to Parks, Recreation and Cultural Services	(1.00)
	Total During 2012	**(1.00)**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Transfer two positions from Traffic Engineering as part of the Public Works Reorganization	2.00
	Eliminate a Lead Engineering Inspector position	(1.00)
	Total For 2013	**1.00**

* 2012 Amended Budget as of 8/30/2012.

Stormwater Enterprise Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$1,992,068	$1,411,480	$0	$0	$0	$0
Operating	2,108,211	206,430	1,500,000	1,500,000	0	(1,500,000)
Capital Outlay	0	0	0	0	0	0
Capital Projects	3,020,018	1,890,649	0	0	0	0
Total	**$7,120,297**	**$3,508,559**	**$1,500,000**	**$1,500,000**	**$0**	**($1,500,000)**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Civil Engineer I/II	1.00	0.00	0.00	0.00	0.00
Engineering Inspector II	5.00	0.00	0.00	0.00	0.00
Engineering Specialist	1.00	0.00	0.00	0.00	0.00
Engineering Technician I/II	3.00	0.00	0.00	0.00	0.00
Lead Engineering Inspector	1.00	0.00	0.00	0.00	0.00
Senior Civil Engineer	2.00	0.00	0.00	0.00	0.00
Senior Engineering Inspector	1.00	0.00	0.00	0.00	0.00
Senior Office Specialist	1.00	0.00	0.00	0.00	0.00
Stormwater Specialist	1.00	0.00	0.00	0.00	0.00
Total Positions	**16.00**	**0.00**	**0.00**	**0.00**	**0.00**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Eliminate transfer of stormwater funding to General Fund due to closeout of the Stormwater Enterprise	($1,500,000)
Total For 2013	**($1,500,000)**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	0.00
Total During 2012	**0.00**
For 2013	**2013 Budget - * 2012 Amended Budget**
None	0.00
Total For 2013	**0.00**

* 2012 Amended Budget as of 8/30/2012.

PPRTA

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Maintenance	$1,922,646	$2,164,192	$1,853,442	$1,853,442	$1,889,480	$36,038
Total	**$1,922,646**	**$2,164,192**	**$1,853,442**	**$1,853,442**	**$1,889,480**	**$36,038**

The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated for maintenance of the City's transportation system, relevant PPRTA expenditures are included in this document. This does not include capital PPRTA projects.

CIP Program

Project Name	General Fund	Restricted Funds	Total
Arterial Reimbursements	$100,000	$0	$100,000
Austin Bluffs Bridge Widening (PPRTA)	0	1,364,402	1,364,402
Austin Bluffs Corridor Improvements (PPRTA)	0	14,327,335	14,327,335
Fillmore Street Corridor (PPRTA)	0	2,435,152	2,435,152
Green Crest Channel	0	2,870,790	2,870,790
Infrastructure Damage Repair	110,500	0	110,500
Printers Parkway and Parkside Drive	62,381	561,433	623,814
Platte Avenue & Tejon Street	11,491	103,421	114,912
South Nevada Avenue & I-25 ramps	30,415	273,739	304,154
Stormwater Improvements	2,000,000	0	2,000,000
Vincent Drive Extension - PDM Grant	0	3,000,000	3,000,000
Woodmen Road Corridor	619,913	6,449,751	7,069,664
Total Capital Budget	**$2,834,700**	**$31,386,023**	**$34,220,723**

For additional project information, see CIP section of the Budget starting on page 23-1.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

City Engineering

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	2,040,219	2,160,425	3,573,668	3,519,423	(54,245)	-1.52%
51210	OVERTIME	38,086	30,756	26,500	26,500	0	0.00%
51220	SEASONAL TEMPORARY	0	3,549	0	0	0	0.00%
51240	RETIREMENT TERMINATION SICK	15,123	25,461	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	1,911	28,727	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,754	4,921	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(56)	(8,118)	0	0	0	0.00%
51610	PERA	336,022	290,478	454,154	450,171	(3,983)	-0.88%
51615	WORKERS COMPENSATION	20,833	15,756	16,633	39,673	23,040	138.52%
51620	EQUITABLE LIFE INSURANCE	7,503	6,176	10,705	9,995	(710)	-6.63%
51625	VISION CARE	2,010	4	0	0	0	0.00%
51640	DENTAL INSURANCE	15,076	10,814	19,897	19,315	(582)	-2.93%
51665	CASH BACK	3,116	3,712	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	6,400	3,780	11,720	7,920	(3,800)	-32.42%
51690	MEDICARE	34,422	29,439	51,508	50,581	(927)	-1.80%
51695	CITY EPO MEDICAL PLAN	292,483	220,621	396,890	377,731	(19,159)	-4.83%
51696	ADVANTAGE HD MED PLAN	0	223	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	26	0	0	0	0.00%
Total Salaries and Benefits		**2,814,902**	**2,826,750**	**4,561,675**	**4,501,309**	**(60,366)**	**-1.32%**
52105	MISCELLANEOUS OPERATING	189	1,592	0	0	0	0.00%
52110	OFFICE SUPPLIES	8,055	4,531	6,888	4,348	(2,540)	-36.88%
52111	PAPER SUPPLIES	1,365	1,121	6,050	2,848	(3,202)	-52.93%
52115	MEDICAL SUPPLIES	499	495	1,023	1,050	27	2.64%
52120	COMPUTER SOFTWARE	9,058	14,007	28,102	22,500	(5,602)	-19.93%
52122	CELL PHONES EQUIP AND SUPPLIES	303	1,091	1,250	1,245	(5)	-0.40%
52125	GENERAL SUPPLIES	1,866	1,925	4,674	3,460	(1,214)	-25.97%
52135	POSTAGE	1,872	1,548	6,000	1,895	(4,105)	-68.42%
52140	WEARING APPAREL	975	887	4,100	3,700	(400)	-9.76%
52145	PAINT AND CHEMICAL	139	40	350	75	(275)	-78.57%
52165	LICENSES AND TAGS	410	110	1,700	0	(1,700)	-100.00%
52191	STORMWATER QUALITY	0	152,323	285,000	305,768	20,768	7.29%
52192	STORMWATER PERMIT	0	10,580	10,580	10,580	0	0.00%
52193	DRAINAGE BOARD	(70)	(70)	0	0	0	0.00%
52220	MAINT OFFICE MACHINES	1,967	0	1,900	0	(1,900)	-100.00%
52225	MAINT COMPUTER SOFTWARE	0	0	7,020	20,819	13,799	196.57%
52235	MAINT MACHINERY AND APPARATUS	769	0	2,600	1,900	(700)	-26.92%
52265	MAINT BUILDINGS AND STRUCTURE	266	0	0	0	0	0.00%
52305	MAINT SOFTWARE	0	1,358	0	0	0	0.00%
52405	ADVERTISING SERVICES	284	0	200	0	(200)	-100.00%
52415	CONTRACTS AND SPEC PROJECTS	0	0	100,000	78,767	(21,233)	-21.23%
52423	TELECOMMUNICATION SERVICES	72	72	72	0	(72)	-100.00%
52426	MUN FAC RUNOFF CONTROL	0	0	119,500	142,271	22,771	19.06%
52431	CONSULTING SERVICES	1,136	2,816	30,000	15,000	(15,000)	-50.00%
52560	PARKING SERVICES	0	0	0	12,000	12,000	0.00%
52573	CREDIT CARD FEES	61,102	46,485	34,789	48,000	13,211	37.97%
52575	SERVICES	1,027	2,592	7,681	2,500	(5,181)	-67.45%
52590	TEMPORARY EMPLOYMENT	0	0	6,000	27,000	21,000	350.00%
52605	CAR MILEAGE	104	0	0	0	0	0.00%
52607	CELL PHONE ALLOWANCE	0	480	0	5,790	5,790	0.00%
52610	PROFESSIONAL LICENSES	0	0	0	750	750	0.00%
52615	DUES AND MEMBERSHIP	1,006	2,571	4,070	3,063	(1,007)	-24.74%
52625	MEETING EXPENSES IN TOWN	1,030	867	1,450	1,450	0	0.00%
52630	TRAINING	6,505	9,689	21,250	20,000	(1,250)	-5.88%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	0	0	1,200	0	(1,200)	-100.00%
52645	SUBSCRIPTIONS	108	340	550	200	(350)	-63.64%
52655	TRAVEL OUT OF TOWN	3,074	4,025	5,500	6,670	1,170	21.27%
52705	COMMUNICATIONS	0	13,696	0	0	0	0.00%
52706	WIRELESS COMMUNICATION	5,247	5,151	9,760	8,080	(1,680)	-17.21%
52735	TELEPHONE LONG DIST CALLS	442	503	1,230	1,040	(190)	-15.45%
52736	CELL PHONE AIRTIME	416	101	1,250	225	(1,025)	-82.00%
52738	CELL PHONE BASE CHARGES	9,481	8,557	16,920	15,620	(1,300)	-7.68%

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
52755	COMMUNICATIONS EQUIPMENT	36	0	0	0	0	0.00%
52775	MINOR EQUIPMENT	0	715	12,892	10,500	(2,392)	-18.55%
52776	PRINTER CONSOLIDATION COST	0	50	0	13,776	13,776	0.00%
52795	RENTAL OF EQUIPMENT	26,814	28,787	25,000	11,460	(13,540)	-54.16%
52874	OFFICE SERVICES PRINTING	375	163	5,900	1,830	(4,070)	-68.98%
52875	OFFICE SERVICES RECORDS	3,140	3,241	3,236	3,850	614	18.97%
65160	RECRUITMENT	434	2,777	250	0	(250)	-100.00%
65275	COST OF COLLECTION	1,229	1,532	2,400	3,000	600	25.00%
65352	EMPLOYEE AWARDS PROGRAM	360	0	0	0	0	0.00%
Total Operating Expenses		**151,085**	**326,748**	**778,337**	**813,030**	**34,693**	**4.46%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**2,965,987**	**3,153,498**	**5,340,012**	**5,314,339**	**(25,673)**	**-0.48%**

Totals may differ from narratives due to rounding.

City of Colorado Springs
Budget Detail Report

485 STORMWATER ENTERPRISE

Stormwater Enterprise

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	1,328,436	1,068,206	0	0	0	0.00%
51210	OVERTIME	753	441	0	0	0	0.00%
51220	SEASONAL TEMPORARY	15,395	0	0	0	0	0.00%
51240	RETIREMENT TERMINATION SICK	37,263	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	35,798	2,260	0	0	0	0.00%
51247	VAR PROGRAM	15,000	0	0	0	0	0.00%
51260	VACATION BUY PAY OUT	4,445	4,387	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(9,269)	(5,519)	0	0	0	0.00%
51610	PERA	187,699	139,394	0	0	0	0.00%
51615	WORKERS COMPENSATION	9,945	8,762	0	0	0	0.00%
51620	EQUITABLE LIFE INSURANCE	4,079	2,982	0	0	0	0.00%
51625	VISION CARE	1,166	0	0	0	0	0.00%
51640	DENTAL INSURANCE	10,029	6,918	0	0	0	0.00%
51665	CASH BACK	402	480	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	4,860	2,400	0	0	0	0.00%
51675	UNEMPLOYMENT INSURANCE	20,194	24,653	0	0	0	0.00%
51690	MEDICARE	16,197	13,047	0	0	0	0.00%
51695	CITY EPO MEDICAL PLAN	204,053	142,463	0	0	0	0.00%
51696	ADVANTAGE HD MED PLAN	0	559	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	47	0	0	0	0.00%
Total Salaries and Benefits		**1,886,445**	**1,411,480**	**0**	**0**	**0**	**0.00%**
52002	OPERATING REIMBURSEMENT	823,094	0	0	0	0	0.00%
52105	MISCELLANEOUS OPERATING	(189)	92	0	0	0	0.00%
52110	OFFICE SUPPLIES	4,564	398	0	0	0	0.00%
52111	PAPER SUPPLIES	665	262	0	0	0	0.00%
52115	MEDICAL SUPPLIES	352	122	0	0	0	0.00%
52120	COMPUTER SOFTWARE	5,625	228	0	0	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	73	0	0	0	0	0.00%
52125	GENERAL SUPPLIES	85,448	1,146	0	0	0	0.00%
52131	CONCRETE SUPPLIES	87,259	0	0	0	0	0.00%
52135	POSTAGE	15,081	4,384	0	0	0	0.00%
52140	WEARING APPAREL	2,929	320	0	0	0	0.00%
52150	SEED AND FERTILIZER	368	0	0	0	0	0.00%
52160	FUEL	52,991	0	0	0	0	0.00%
52180	ASPHALTIC MATERIAL	12,775	0	0	0	0	0.00%
52185	AGGREGATE MATERIAL	63,241	0	0	0	0	0.00%
52190	JANITORIAL SUPPLIES	250	0	0	0	0	0.00%
52191	STORMWATER QUALITY	191,378	54,712	0	0	0	0.00%
52192	STORMWATER PERMIT	11,080	0	0	0	0	0.00%
52220	MAINT OFFICE MACHINES	4,518	275	0	0	0	0.00%
52225	MAINT COMPUTER SOFTWARE	0	1,135	0	0	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	2,496	643	0	0	0	0.00%
52240	MAINT NONFLEET VEHICLES EQP	659	0	0	0	0	0.00%
52305	MAINT SOFTWARE	2,950	2,980	0	0	0	0.00%
52415	CONTRACTS AND SPEC PROJECTS	2,175	451,400	0	0	0	0.00%
52425	ENVIRONMENTAL SERVICES	1,740	0	0	0	0	0.00%
52426	MUN FAC RUNOFF CONTROL	53,478	171,819	0	0	0	0.00%
52431	CONSULTING SERVICES	9,409	0	0	0	0	0.00%
52435	GARBAGE REMOVAL SERVICES	40,686	0	0	0	0	0.00%
52445	JANITORIAL SERVICES	4,783	0	0	0	0	0.00%
52569	LIEN FILING FEE	100,000	0	0	0	0	0.00%
52570	REIMBURSABLE SERVICES	64	0	0	0	0	0.00%
52572	BAD DEBT EXPENSE	(174,020)	(675,791)	0	0	0	0.00%
52573	CREDIT CARD FEES	2,450	912	0	0	0	0.00%
52575	SERVICES	41,563	3,514	0	0	0	0.00%
52590	TEMPORARY EMPLOYMENT	5,468	9,868	0	0	0	0.00%
52605	CAR MILEAGE	610	0	0	0	0	0.00%
52615	DUES AND MEMBERSHIP	984	948	0	0	0	0.00%
52625	MEETING EXPENSES IN TOWN	493	30	0	0	0	0.00%
52630	TRAINING	2,282	4,267	0	0	0	0.00%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	1,699	771	0	0	0	0.00%

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
52655	TRAVEL OUT OF TOWN	502	258	0	0	0	0.00%
52705	COMMUNICATIONS	28,473	1	0	0	0	0.00%
52706	WIRELESS COMMUNICATION	4,106	2,457	0	0	0	0.00%
52715	RENTAL COSTS CAB	60,204	0	0	0	0	0.00%
52725	RENTAL OF PROPERTY	18,966	0	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	128	352	0	0	0	0.00%
52736	CELL PHONE AIRTIME	244	34	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	3,728	3,138	0	0	0	0.00%
52746	UTILITIES ELECTRIC	4,668	0	0	0	0	0.00%
52747	UTILITIES GAS	4,442	0	0	0	0	0.00%
52748	UTILITIES SEWER	531	0	0	0	0	0.00%
52749	UTILITIES WATER	550	0	0	0	0	0.00%
52775	MINOR EQUIPMENT	19,534	4,300	0	0	0	0.00%
52795	RENTAL OF EQUIPMENT	32,491	1,892	0	0	0	0.00%
52805	ADMIN PRORATED CHARGES	200,004	0	0	0	0	0.00%
52872	MAINT FLEET VEHICLES EQP	129,392	0	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	4,758	794	0	0	0	0.00%
52875	OFFICE SERVICES RECORDS	621	300	0	0	0	0.00%
65014	COLLECTIONS AGENCY FEE	98,396	128,664	0	0	0	0.00%
65075	INTEREST	1,559	0	0	0	0	0.00%
65170	TRANSFER TO OTHER FUNDS	33,036	0	0	0	0	0.00%
65175	TRANSFER TO GENERAL FUND	0	0	1,500,000	0	(1,500,000)	-100.00%
65275	COST OF COLLECTION	0	29,549	0	0	0	0.00%
65352	EMPLOYEE AWARDS PROGRAM	401	256	0	0	0	0.00%
Total Operating Expenses		**2,108,205**	**206,430**	**1,500,000**	**0**	**(1,500,000)**	**-100.00%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**3,994,650**	**1,617,910**	**1,500,000**	**0**	**(1,500,000)**	**-100.00%**

Totals may differ from narratives due to rounding

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Fleet Management

Tom Monarco, Manager
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2013 Breakthrough Strategies

- **Transition the current in-house management of City and CSU owned fleet to privately run businesses to achieve significant cost savings while assuring a high level of quality service delivery. Measurable outcome: Outsourcing in place by Q4 2013.**

All Funds Summary

	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
All Funds	PSST	$98,233	$109,784	$109,784	$0	($109,784)
	Support Services - Fleet Fund	15,711,228	18,960,309	18,960,309	16,230,273	(2,730,036)
	Total Other Funds	**$15,809,461**	**$19,070,093**	**$19,070,093**	**$16,230,273**	**($2,839,820)**
	PSST Positions	1.50	1.50	1.50	0.00	(1.50)
	Support Services - Fleet Fund Positions	66.50	66.50	66.50	68.00	1.50
	Total Positions	**68.00**	**68.00**	**68.00**	**68.00**	**0.00**

* 2012 Amended Budget same as Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

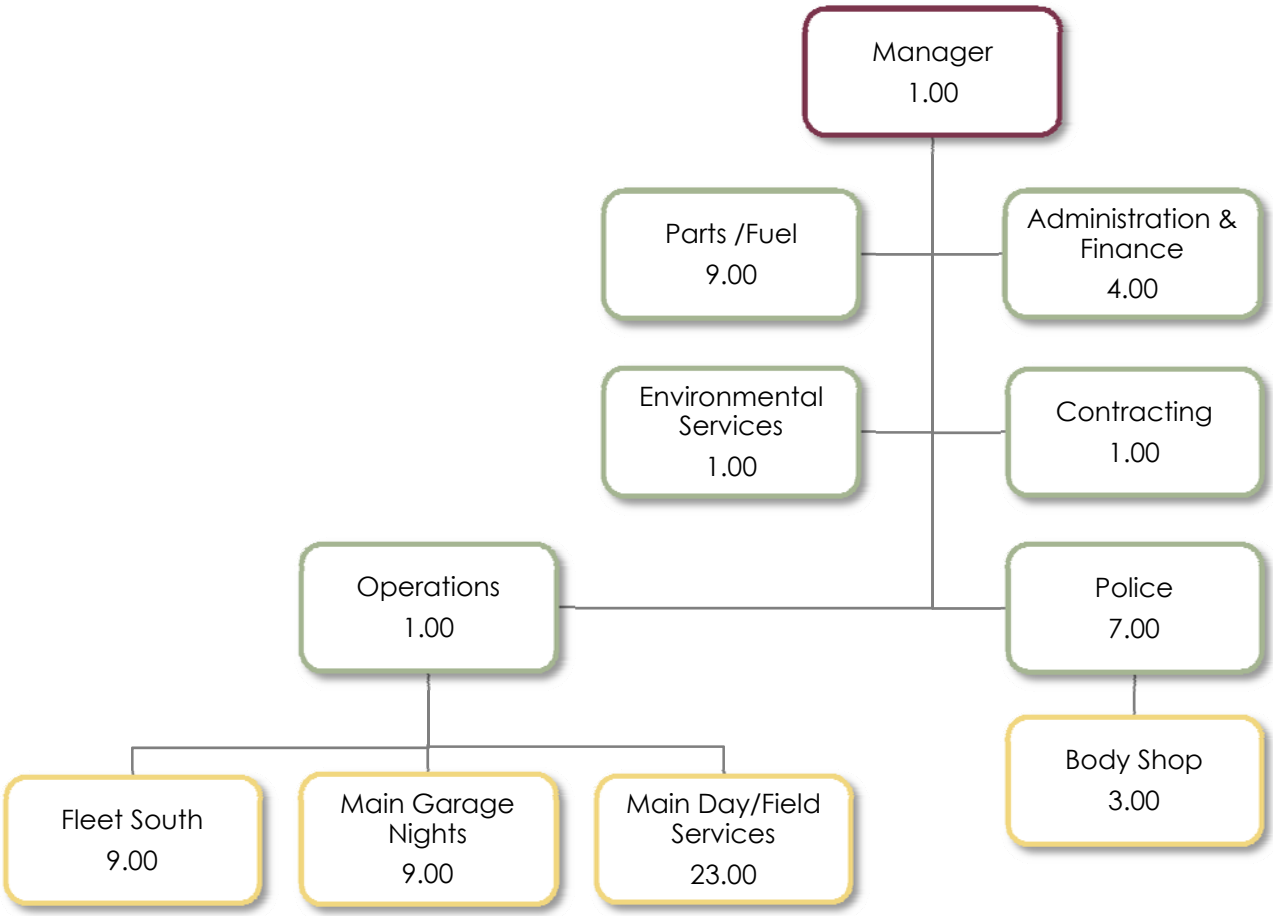
- Transfer 1.50 positions from PSST to Fleet Fund.
- Reduce operating by $2.4 million for fuel costs due to price lock on fuel and to bring appropriation in line with current actual costs.

Fleet Management

Fleet Management maintains over 4,500 vehicles and pieces of equipment for the City of Colorado Springs, Colorado Springs Utilities, Pikes Peak Rural Transportation Authority (PPRTA), and other City Enterprises. Our technicians perform service on over 50 different types of equipment and vehicles at eight different locations, provide mobile repairs and fuel delivery, and operate a full-service body shop operation.

Fleet provides adequate inventory and reliable sources for parts, supplies, and fuels to help control downtime and ensure the operations, fuel, and maintenance requirements for all customers are met. Fleet operates two shifts and provides support to our customers during emergencies and snowstorms.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012 and changes occurring as part of the 2013 Budget for each Fund including PSST and the Internal Support Services Fleet Fund.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012 and changes occurring as part of the 2013 Budget for each Fund including PSST and the Internal Support Services Fleet Fund.

PSST

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$109,892	$97,327	$104,995	$104,995	$0	($104,995)
Operating	736	906	2,459	2,459	0	(2,459)
Capital Outlay	0	0	2,330	2,330	0	(2,330)
Total	**$110,628**	**$98,233**	**$109,784**	**$109,784**	**$0**	**($109,784)**

Positions	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Associate Fleet Technician	1.50	1.50	1.50	0.00	(1.50)
Total Positions	**1.50**	**1.50**	**1.50**	**0.00**	**(1.50)**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Eliminate PSST funding for two positions.	($109,784)
Total For 2013	**($109,784)**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	0.00
Total During 2012	**0.00**
For 2013	**2013 Budget - * 2012 Amended Budget**
Transfer 1.50 positions from PSST fund to Fleet Fund	(1.50)
Total For 2013	**(1.50)**

* 2012 Amended Budget same as Original Budget as of 8/30/2012.

Support Services / Fleet Fund

Source of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Restitution	$83	$1,809	$0	$0	$0	$0
Enterprise Fund Utilities	6,955,050	6,508,909	8,051,130	8,051,130	6,972,674	(1,078,456)
City Other Departments	5,478,434	5,546,336	6,341,809	6,341,809	5,506,948	(834,861)
City Police Unit	2,215,289	2,237,629	2,564,409	2,564,409	2,108,018	(456,391)
Other Revenue	222,020	519,092	257,106	257,106	183,236	(73,870)
Special Funds Miscellaneous	1,508,175	1,006,734	1,745,855	1,745,855	1,459,397	(286,458)
Sale of Property	0	8,000	0	0	0	0
Total	**$16,379,051**	**$15,828,509**	**$18,960,309**	**$18,960,309**	**$16,230,273**	**($2,730,036)**

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$4,884,413	$4,593,294	$4,643,584	$4,643,584	$4,821,831	$178,247
Operating	8,477,075	10,820,420	13,815,802	13,815,802	11,200,227	(2,615,575)
Capital Outlay	304,338	297,514	500,923	500,923	208,215	(292,708)
Total	**$13,665,826**	**$15,711,228**	**$18,960,309**	**$18,960,309**	**$16,230,273**	**($2,730,036)**

* 2012 Amended Budget same as Original Budget as of 8/30/2012.

Fleet Positions

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 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	0.00	0.00	0.00	0.00
Assistant Fleet Technician	1.00	1.00	1.00	1.00	0.00
Associate Fleet Technician	15.50	15.50	15.50	15.00	(0.50)
Body Shop Technician	1.00	1.00	1.00	1.00	0.00
Contracts Technician	0.00	1.00	1.00	1.00	0.00
Division Manager	1.00	1.00	1.00	1.00	0.00
Health Coordinator	1.00	1.00	1.00	1.00	0.00
Equipment Operator III	2.00	2.00	2.00	1.00	(1.00)
Fleet Finance Manager	1.00	1.00	1.00	1.00	0.00
Fleet Inventory Specialist	1.00	1.00	1.00	1.00	0.00
Fleet Supervisor	5.00	5.00	5.00	5.00	0.00
Fleet Technician	20.00	20.00	20.00	22.00	2.00
Office Specialist	2.00	2.00	2.00	2.00	0.00
Parts/Supply Specialist	5.00	4.00	4.00	4.00	0.00
Senior Analyst	0.00	1.00	1.00	1.00	0.00
Senior Driver	0.00	0.00	0.00	1.00	1.00
Senior Fleet Technician	5.00	5.00	5.00	5.00	0.00
Senior Office Specialist	2.00	1.00	1.00	1.00	0.00
Senior Parts Specialist	1.00	1.00	1.00	1.00	0.00
Technician	1.00	1.00	1.00	1.00	0.00
Total Positions	**66.50**	**66.50**	**66.50**	**68.00**	**1.50**

Funding Changes

During 2012	*** 2012 Amended - 2012 Original Budget**
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Increase salary, benefits, pensions and operating due to the transfer of 1.50 positions from the PSST fund	$109,784
Increase salary, benefits and pensions to properly reflect current actual costs of filled positions	73,252
Reduce cost of fuel purchased for resale due to price lock on fuel costs and to bring appropriation in line with current actual costs	(2,410,283)
Reduce operating and capital outlay to properly reflect current actual costs	(502,789)
Total For 2013	**($2,730,036)**

* 2012 Amended Budget same as Original Budget as of 8/30/2012.

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Transfer 1.50 positions from PSST fund to Fleet Fund	1.50
	Total For 2013	**1.50**

* 2012 Amended Budget same as Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

501 SUPPORT SERVICES
Fleet

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	3,425,800	3,254,558	3,353,354	3,431,700	78,346	2.34%
51210	OVERTIME	122,682	118,835	88,349	120,154	31,805	36.00%
51220	SEASONAL TEMPORARY	6,519	0	24,128	0	(24,128)	-100.00%
51230	SHIFT DIFFERENTIAL	11,804	11,104	13,250	11,206	(2,044)	-15.43%
51235	STANDBY	13,561	9,698	11,943	10,369	(1,574)	-13.18%
51240	RETIREMENT TERMINATION SICK	8,561	13,127	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	13,916	20,228	0	0	0	0.00%
51250	SPECIAL ASSIGNMENT PAY	0	0	616	0	(616)	-100.00%
51260	VACATION BUY PAY OUT	1,437	3,362	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(6,168)	(5,481)	0	0	0	0.00%
51610	PERA	472,720	456,904	452,703	450,140	(2,563)	-0.57%
51615	WORKERS COMPENSATION	84,221	67,195	138,742	140,066	1,324	0.95%
51620	EQUITABLE LIFE INSURANCE	10,147	9,428	10,437	9,637	(800)	-7.67%
51625	VISION CARE	3,535	0	0	0	0	0.00%
51640	DENTAL INSURANCE	28,937	24,117	28,633	25,613	(3,020)	-10.55%
51655	RETIRED EMP MEDICAL INS	48,288	48,764	0	0	0	0.00%
51665	CASH BACK	4,003	3,653	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	0	0	100	100	0	0.00%
51690	MEDICARE	48,633	47,032	50,859	49,989	(870)	-1.71%
51695	CITY EPO MEDICAL PLAN	585,817	510,369	470,470	572,857	102,387	21.76%
51696	ADVANTAGE HD MED PLAN	0	365	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	36	0	0	0	0.00%
Total Salaries and Benefits		**4,884,413**	**4,593,294**	**4,643,584**	**4,821,831**	**178,247**	**3.84%**
52110	OFFICE SUPPLIES	6,258	2,806	4,314	3,200	(1,114)	-25.82%
52115	MEDICAL SUPPLIES	0	139	121	159	38	31.40%
52120	COMPUTER SOFTWARE	5,464	14,526	11,173	5,200	(5,973)	-53.46%
52122	CELL PHONES EQUIP AND SUPPLIES	751	34	405	316	(89)	-21.98%
52125	GENERAL SUPPLIES	468	1,650	1,487	1,481	(6)	-0.40%
52135	POSTAGE	82	42	71	130	59	83.10%
52140	WEARING APPAREL	8,055	10,524	8,005	13,320	5,315	66.40%
52145	PAINT AND CHEMICAL	205	60	0	0	0	0.00%
52155	AUTOMOTIVE	11,613	21,943	11,258	15,265	4,007	35.59%
52165	LICENSES AND TAGS	3,086	4,038	3,009	10,876	7,867	261.45%
52175	SIGNS	120	0	0	0	0	0.00%
52190	JANITORIAL SUPPLIES	7,024	5,696	9,345	7,000	(2,345)	-25.09%
52195	ENVIRONMENTAL SUPPLIES ETC	2,910	2,198	2,626	2,782	156	5.94%
52220	MAINT OFFICE MACHINES	1,010	197	321	0	(321)	-100.00%
52235	MAINT MACHINERY AND APPARATUS	51,840	54,994	70,306	59,695	(10,611)	-15.09%
52265	MAINT BUILDINGS AND STRUCTURE	1,251	1,500	7,760	2,709	(5,051)	-65.09%
52275	MAINT RUNWAYS	0	7	0	0	0	0.00%
52282	MAINT DATA COMMUNICATION	8,604	254	0	0	0	0.00%
52305	MAINT SOFTWARE	24,597	69,228	47,000	80,305	33,305	70.86%
52426	MUN FAC RUNOFF CONTROL	8,157	13,562	12,580	13,100	520	4.13%
52445	JANITORIAL SERVICES	19,160	19,415	16,624	19,500	2,876	17.30%
52450	LAUNDRY AND CLEANING SERVICES	33,821	29,186	28,063	31,350	3,287	11.71%
52575	SERVICES	74,466	155,745	98,004	158,800	60,796	62.03%
52590	TEMPORARY EMPLOYMENT	0	1,875	0	0	0	0.00%
52605	CAR MILEAGE	13	0	0	0	0	0.00%
52615	DUES AND MEMBERSHIP	916	1,269	728	785	57	7.83%
52625	MEETING EXPENSES IN TOWN	796	1,044	458	1,000	542	118.34%
52630	TRAINING	14,125	12,358	11,190	2,700	(8,490)	-75.87%
52645	SUBSCRIPTIONS	1,268	503	1,154	978	(176)	-15.25%
52655	TRAVEL OUT OF TOWN	1,915	2,026	1,694	2,000	306	18.06%
52705	COMMUNICATIONS	35,928	35,354	31,757	36,400	4,643	14.62%
52725	RENTAL OF PROPERTY	389,467	386,640	390,000	389,824	(176)	-0.05%
52735	TELEPHONE LONG DIST CALLS	357	477	466	475	9	1.93%
52736	CELL PHONE AIRTIME	97	26	127	45	(82)	-64.57%
52738	CELL PHONE BASE CHARGES	7,996	8,351	6,841	8,556	1,715	25.07%
52740	GENERAL INSURANCE-CITY	0	0	0	239	239	0.00%
52746	UTILITIES ELECTRIC	47,906	57,374	47,964	62,640	14,676	30.60%
52747	UTILITIES GAS	20,981	21,390	21,226	22,660	1,434	6.76%

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
52748	UTILITIES SEWER	1,723	2,046	1,370	2,100	730	53.28%
52749	UTILITIES WATER	2,371	3,305	1,311	3,808	2,497	190.47%
52755	COMMUNICATIONS EQUIPMENT	352	0	0	0	0	0.00%
52765	LEASE PURCHASE PAYMENTS	2,743	2,743	3,000	2,743	(257)	-8.57%
52775	MINOR EQUIPMENT	36,873	25,286	24,005	25,500	1,495	6.23%
52776	PRINTER CONSOLIDATION COST	0	0	0	9,210	9,210	0.00%
52777	TOOL ALLOWANCE	0	11,000	11,250	24,475	13,225	117.56%
52795	RENTAL OF EQUIPMENT	24,660	29,892	23,180	27,127	3,947	17.03%
52805	ADMIN PRORATED CHARGES	538,308	307,476	324,672	307,476	(17,196)	-5.30%
52872	MAINT FLEET VEHICLES EQP	105,600	126,607	140,024	154,026	14,002	10.00%
52874	OFFICE SERVICES PRINTING	745	1,010	1,884	1,161	(723)	-38.38%
52875	OFFICE SERVICES RECORDS	27	0	0	0	0	0.00%
52876	PASS THROUGH EXPENSES	34,878	59,920	39,535	61,000	21,465	54.29%
52880	PURCHASES FOR RESALE	0	6,558	0	0	0	0.00%
52881	PURCH FOR RESALE FUEL	2,933,640	5,529,783	8,102,301	5,692,018	(2,410,283)	-29.75%
52882	PURCH FOR RESALE COMMERCIAL	751,507	584,336	763,756	658,116	(105,640)	-13.83%
52883	PURCH FOR RESALE NON STCK PART	1,869,093	1,934,467	2,113,247	1,903,132	(210,115)	-9.94%
52884	PURCH FOR RESALE STOCK PARTS	1,371,008	1,257,685	1,407,348	1,360,825	(46,523)	-3.31%
52970	ENVIRON PROTECTION PROGRAM	12,840	1,875	12,842	14,020	1,178	9.17%
Total Operating Expenses		**8,477,075**	**10,820,420**	**13,815,802**	**11,200,227**	**(2,615,575)**	**-18.93%**
53020	COMPUTERS NETWORKS	101,560	28,410	5,000	0	(5,000)	-100.00%
53050	MACHINERY AND APPARATUS	202,778	269,104	495,923	208,215	(287,708)	-58.01%
Total Capital Outlay		**304,338**	**297,514**	**500,923**	**208,215**	**(292,708)**	**-58.43%**
Total Expenses		**13,665,826**	**15,711,228**	**18,960,309**	**16,230,273**	**(2,730,036)**	**-14.40%**

Totals may differ from narratives due to rounding.

City of Colorado Springs
Budget Detail Report

171 PUBLIC SAFETY SALES TAX

Fleet

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	73,534	74,651	76,457	0	(76,457)	-100.00%
51210	OVERTIME	493	1,319	180	0	(180)	-100.00%
51230	SHIFT DIFFERENTIAL	0	104	0	0	0	0.00%
51235	STANDBY	615	672	400	0	(400)	-100.00%
51260	VACATION BUY PAY OUT	97	643	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(937)	(1,799)	0	0	0	0.00%
51610	PERA	12,885	8,400	9,816	0	(9,816)	-100.00%
51615	WORKERS COMPENSATION	1,899	2,109	2,128	0	(2,128)	-100.00%
51620	EQUITABLE LIFE INSURANCE	288	177	211	0	(211)	-100.00%
51625	VISION CARE	118	0	0	0	0	0.00%
51640	DENTAL INSURANCE	903	504	630	0	(630)	-100.00%
51665	CASH BACK	0	30	0	0	0	0.00%
51690	MEDICARE	1,323	889	1,037	0	(1,037)	-100.00%
51695	CITY EPO MEDICAL PLAN	18,674	9,628	14,135	0	(14,135)	-100.00%
Total Salaries and Benefits		**109,892**	**97,327**	**104,994**	**0**	**(104,994)**	**-100.00%**
52110	OFFICE SUPPLIES	0	0	400	0	(400)	-100.00%
52115	MEDICAL SUPPLIES	0	0	20	0	(20)	-100.00%
52125	GENERAL SUPPLIES	0	0	300	0	(300)	-100.00%
52140	WEARING APPAREL	0	0	320	0	(320)	-100.00%
52450	LAUNDRY AND CLEANING SERVICES	736	709	350	0	(350)	-100.00%
52705	COMMUNICATIONS	0	0	400	0	(400)	-100.00%
52740	GENERAL INSURANCE-CITY	0	0	239	0	(239)	-100.00%
52777	TOOL ALLOWANCE	0	0	430	0	(430)	-100.00%
65352	EMPLOYEE AWARDS PROGRAM	0	197	0	0	0	0.00%
Total Operating Expenses		**736**	**906**	**2,459**	**0**	**(2,459)**	**-100.00%**
53050	MACHINERY AND APPARATUS	0	0	2,330	0	(2,330)	-100.00%
Total Capital Outlay		**0**	**0**	**2,330**	**0**	**(2,330)**	**-100.00%**
Total Expenses		**110,628**	**98,233**	**109,783**	**0**	**(109,783)**	**-100.00%**

Totals may differ from narratives due to rounding.

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Streets

Bard Lower/Amaro Montemayor, Interim Managers
(719) 385-5934, streetdivision@springsgov.com

2013 Breakthrough Strategies

- **Reduce Streets Division staffing by 8%, while reinstating alleyway maintenance and outsourcing all road resurfacing activities including paving, chip and slurry seal ($400K). Measurable outcome: Projects complete on time and in budget.**
- **Offer the 50-50 cost sharing concrete program ($100K) to allow citizens to partner with the City to replace sidewalks. Measurable outcome: Projects complete by Q4 2013.**
- **Test Phase II of outsourcing of snow plowing by close of Q1 2013.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$8,817,209	$9,467,598	$10,402,598	$9,719,803	($682,795)
	CIP - General Fund	2,039,834	0	0	2,000,000	2,000,000
	PPRTA	13,737,451	11,626,138	11,626,138	11,852,192	226,054
	All Funds Total	**$24,594,494**	**$21,093,736**	**$22,028,736**	**$23,571,995**	**$1,543,259**
	General Fund Positions	109.00	102.00	102.00	94.00	(8.00)
	Total Positions	**109.00**	**102.00**	**102.00**	**94.00**	**(8.00)**

* 2012 Amended Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

- Eliminate 11 positions, transfer a portion of the funding to operating for contract services.
- Reinstate alley maintenance, adding 3 positions and operating to properly fund the program.

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.

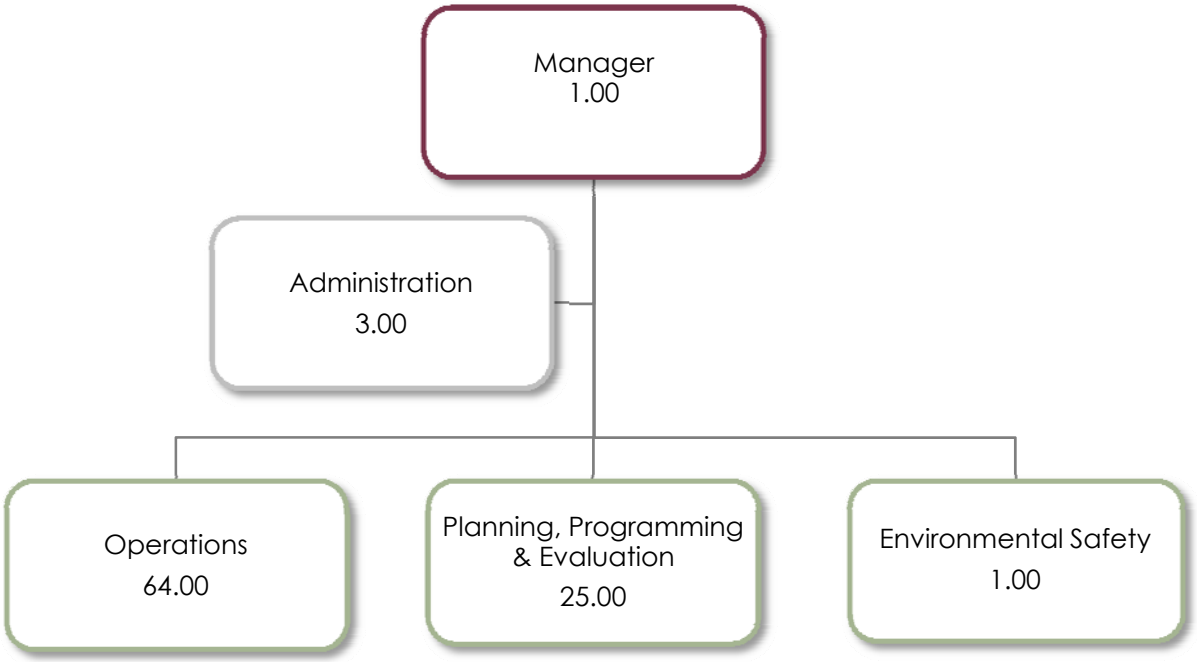
Concrete Repairs - Provide concrete repairs for roadway infrastructure including curb/gutter, sidewalks, pedestrian ramps, crosspans, and overlay prep for resurfacing. Manage City and Pikes Peak Rural Transportation Authority (PPRTA) programs to provide concrete repairs and respond to citizen requests year-round.

Street Sweeping/Air Quality Control - Meet federal, state and local environmental and air quality mandates through sweeping and dust abatement. Streets in the downtown area are swept three times per week (avg. 45 lane miles/week); arterials once per month; and residential streets twice per year. Approximately 25,600 cubic yards of material is collected annually while sweeping 48,000 lane miles of roadway. Roughly 80% of materials picked up are utilized for the City's recycling program.

Drainage Maintenance - Provide regulated/mandatory maintenance of drainage infrastructure and perform emergency repairs to aging infrastructure caused by major storm events. Perform maintenance of ponds and streams to meet federal clean water regulations. Rehabilitation projects and emergency maintenance repairs from storm events that damage structures are the most expensive and time-consuming type of maintenance and are usually reactive in nature.

Pavement Rehabilitation and Resurfacing - Provide assessment and coordinate maintenance of roadway infrastructure. The Streets Division sets priorities for street resurfacing based on factors including surface distress, traffic volume, faulty drainage, oxidation (weather wear), deterioration, and failure of the sub-grade material. The City street system is continually assessed to develop a list of candidate streets that are prioritized in conjunction with safety concerns, available funds and resources. The Streets Division outsources all pavement resurfacing (mill/overlay, chip and slurry seal).

Snow, Ice Control and Emergency Weather Response - Streets provides snow and emergency weather conditions response year-round to establish safe and passable streets. The Division is responsible for servicing over 7,400 lane miles of roadway extending over a 194 square-mile area.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012 and changes occurring as part of the 2013 Budget for each Fund including General Fund, PPRTA and Capital Improvement Program Funding.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$7,434,522	$6,835,922	$7,502,209	$7,502,209	$6,748,865	($753,344)
Operating	917,329	1,678,834	1,925,788	2,860,788	2,880,938	20,150
Capital Outlay	62,071	302,453	39,601	39,601	90,000	50,399
Total	**$8,413,922**	**$8,817,209**	**$9,467,598**	**$10,402,598**	**$9,719,803**	**($682,795)**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Administrative Technician	1.00	1.00	1.00	1.00	0.00
Communications Center Dispatcher	1.00	1.00	1.00	2.00	1.00
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	11.00	9.00	9.00	5.00	(4.00)
Equipment Operator II	33.00	33.00	33.00	31.00	(2.00)
Equipment Operator III	27.00	22.00	22.00	21.00	(1.00)
Maintenance Technician II	5.00	5.00	5.00	5.00	0.00
Senior Analyst	0.00	1.00	1.00	1.00	0.00
Senior Equipment Operator	9.00	8.00	8.00	7.00	(1.00)
Senior Office Specialist	1.00	1.00	1.00	1.00	0.00
Skilled Maintenance Supervisor	6.00	6.00	6.00	6.00	0.00
Skilled Maintenance Technician	5.00	5.00	5.00	5.00	0.00
Streets Equipment Coordinator	1.00	1.00	1.00	0.00	(1.00)
Streets Manager	1.00	1.00	1.00	1.00	0.00
Streets Operations Manager	2.00	2.00	2.00	2.00	0.00
Streets Program Supervisor	2.00	2.00	2.00	2.00	0.00
Streets Repair Inspector	2.00	2.00	2.00	2.00	0.00
Total Positions	**109.00**	**102.00**	**102.00**	**94.00**	**(8.00)**

* 2012 Amended Budget as of 8/30/2012.

Funding Changes	During 2012	* 2012 Amended - 2012 Original Budget
	Increase due to Supplemental Appropriation for contract services	$935,000
	Total During 2012	**$935,000**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Remove cost of one-time supplemental appropriation	($935,000)
	Eliminate funding for 11 positions and reinstate three positions for alleyway maintenance	(543,000)
	Increase operating to fund contract services	407,250
	Increase Stormwater Infrastructure Emergency Maintenance	300,000
	Increase charges for Community Service (experimental snowplow contract)	150,000
	Increase operating to reinstate alley maintenance	50,000
	Decrease in salary to properly fund current actual cost of filled positions	(260,344)
	Increase operating and captial outlay to fund actual costs	148,298
	Total For 2013	**($682,796)**

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	None	0.00
	Total During 2012	**0.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Eliminate eleven positions, transfer a portion of the funding to operating for contracted services	(11.00)
	Reinstate three positions for alleyway maintenance	3.00
	Total For 2013	**(8.00)**

PPRTA	Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	Maintenance	$12,336,298	$13,737,451	$11,626,138	$11,626,138	$11,852,192	$226,054
	Total	**$12,336,298**	**$13,737,451**	**$11,626,138**	**$11,626,138**	**$11,852,192**	**$226,054**
	The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated for maintenance of the City's transportation system, relevant PPRTA expenditures are included in this document. Although shown as Maintenance funds for PPRTA, the City considers these funds as Capital and are reflected in the CIP Budget starting on page 23-1						

CIP Program	Project Name	General Fund	Restricted Funds	Total
	Road & Bridge	$ 2,000,000	$0	$ 2,000,000
	Total Capital Budget	**$ 2,000,000**	**$0**	**$2,000,000**
	For additional project information, see CIP section of the Budget starting on page 23-1.			

* 2012 Amended Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

STREETS

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	4,961,216	4,611,317	5,031,832	4,666,412	(365,420)	-7.26%
51210	OVERTIME	218,881	253,736	277,000	277,000	0	0.00%
51220	SEASONAL TEMPORARY	155,092	161,260	213,629	158,929	(54,700)	-25.61%
51230	SHIFT DIFFERENTIAL	697	5,218	0	0	0	0.00%
51235	STANDBY	0	291	0	0	0	0.00%
51240	RETIREMENT TERMINATION SICK	18,954	12,655	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	33,344	30,528	0	0	0	0.00%
51247	VAR PROGRAM	140	0	0	0	0	0.00%
51250	SPECIAL ASSIGNMENT PAY	0	0	2,988	0	(2,988)	-100.00%
51260	VACATION BUY PAY OUT	15,611	15,758	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	0	(28,877)	0	0	0	0.00%
51610	PERA	701,760	660,263	695,101	603,695	(91,406)	-13.15%
51615	WORKERS COMPENSATION	312,141	246,563	241,083	222,194	(18,889)	-7.84%
51620	EQUITABLE LIFE INSURANCE	14,358	12,973	15,042	12,437	(2,605)	-17.32%
51625	VISION CARE	6,517	0	0	0	0	0.00%
51640	DENTAL INSURANCE	45,751	36,311	42,316	35,340	(6,976)	-16.49%
51665	CASH BACK	9,401	5,228	0	0	0	0.00%
51690	MEDICARE	69,779	66,183	71,349	66,229	(5,120)	-7.18%
51695	CITY EPO MEDICAL PLAN	870,880	744,986	911,869	706,629	(205,240)	-22.51%
51696	ADVANTAGE HD MED PLAN	0	1,399	0	0	0	0.00%
51697	HRA BENEFIT TO ADV MED PLAN	0	130	0	0	0	0.00%
Total Salaries and Benefits		**7,434,522**	**6,835,922**	**7,502,209**	**6,748,865**	**(753,344)**	**-10.04%**
52110	OFFICE SUPPLIES	14,263	13,139	13,000	13,000	0	0.00%
52111	PAPER SUPPLIES	351	0	0	0	0	0.00%
52120	COMPUTER SOFTWARE	0	12,686	3,000	3,720	720	24.00%
52122	CELL PHONES EQUIP AND SUPPLIES	1,735	2,529	3,000	3,000	0	0.00%
52125	GENERAL SUPPLIES	20,635	32,587	40,000	33,000	(7,000)	-17.50%
52131	CONCRETE SUPPLIES	134,305	120,210	75,000	75,000	0	0.00%
52135	POSTAGE	79	171	300	200	(100)	-33.33%
52140	WEARING APPAREL	18,524	18,221	18,000	22,000	4,000	22.22%
52145	PAINT AND CHEMICAL	16,010	23,174	8,000	21,000	13,000	162.50%
52150	SEED AND FERTILIZER	0	770	1,500	1,500	0	0.00%
52160	FUEL	5	0	0	0	0	0.00%
52165	LICENSES AND TAGS	382	15,267	25,000	400	(24,600)	-98.40%
52180	ASPHALTIC MATERIAL	0	2,754	7,000	7,000	0	0.00%
52185	AGGREGATE MATERIAL	59,662	31,496	50,000	130,000	80,000	160.00%
52190	JANITORIAL SUPPLIES	1,924	29	0	0	0	0.00%
52192	STORMWATER PERMIT	0	500	500	500	0	0.00%
52210	MAINT TREES	0	0	3,000	2,000	(1,000)	-33.33%
52220	MAINT OFFICE MACHINES	5,019	3,148	5,000	500	(4,500)	-90.00%
52235	MAINT MACHINERY AND APPARATUS	9,116	4,024	7,000	5,000	(2,000)	-28.57%
52265	MAINT BUILDINGS AND STRUCTURE	39,841	60,432	182,530	182,530	0	0.00%
52280	MAINT ROADS AND BRIDGES	0	159,718	0	0	0	0.00%
52281	MAINT INFRASTRUCTURE	0	220,859	200,000	500,000	300,000	150.00%
52305	MAINT SOFTWARE	0	0	0	8,000	8,000	0.00%
52410	BUILDING SECURITY SERVICES	11,604	11,635	10,000	11,600	1,600	16.00%
52415	CONTRACTS AND SPEC PROJECTS	0	12,266	354,808	762,058	407,250	114.78%
52423	TELECOMMUNICATION SERVICES	0	69	100	100	0	0.00%
52425	ENVIRONMENTAL SERVICES	3,396	6,451	6,000	6,000	0	0.00%
52426	MUN FAC RUNOFF CONTROL	0	1,424	3,500	1,500	(2,000)	-57.14%
52431	CONSULTING SERVICES	33,612	16,294	45,000	35,000	(10,000)	-22.22%
52435	GARBAGE REMOVAL SERVICES	6,441	4,514	5,000	10,000	5,000	100.00%
52437	DEBRIS WASTE SERVICES	0	86,067	250,000	120,000	(130,000)	-52.00%
52445	JANITORIAL SERVICES	22,091	17,971	20,000	20,000	0	0.00%
52560	PARKING SERVICES	219	357	500	1,700	1,200	240.00%
52571	SNOW REMOVAL	347,977	338,521	343,000	425,000	82,000	23.91%
52575	SERVICES	17,519	20,826	20,000	20,000	0	0.00%
52590	TEMPORARY EMPLOYMENT	9,159	68,325	20,000	20,000	0	0.00%
52615	DUES AND MEMBERSHIP	954	876	1,000	1,000	0	0.00%
52625	MEETING EXPENSES IN TOWN	1,177	285	1,000	1,000	0	0.00%
52630	TRAINING	8,918	7,692	18,000	16,500	(1,500)	-8.33%

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
52655	TRAVEL OUT OF TOWN	6,934	6,657	12,000	12,000	0	0.00%
52705	COMMUNICATIONS	2,359	3,095	3,000	3,300	300	10.00%
52731	STATE CNTY PPRTA TAX	0	4,020	12,250	5,880	(6,370)	-52.00%
52735	TELEPHONE LONG DIST CALLS	168	263	500	250	(250)	-50.00%
52736	CELL PHONE AIRTIME	772	714	1,000	1,000	0	0.00%
52738	CELL PHONE BASE CHARGES	15,707	20,394	20,000	20,000	0	0.00%
52746	UTILITIES ELECTRIC	17,536	27,034	28,000	39,600	11,600	41.43%
52747	UTILITIES GAS	15,394	21,400	26,000	33,600	7,600	29.23%
52748	UTILITIES SEWER	3,408	4,126	4,000	5,400	1,400	35.00%
52749	UTILITIES WATER	40,994	42,616	35,000	60,000	25,000	71.43%
52765	LEASE PURCHASE PAYMENTS	0	159,178	0	0	0	0.00%
52775	MINOR EQUIPMENT	18,308	41,272	20,000	50,000	30,000	150.00%
52776	PRINTER CONSOLIDATION COST	0	0	0	8,500	8,500	0.00%
52795	RENTAL OF EQUIPMENT	2,983	17,611	20,000	20,000	0	0.00%
52811	CHGS COMMUNITY SERVICES	0	0	0	150,000	150,000	0.00%
52872	MAINT FLEET VEHICLES EQP	2,528	672	1,000	0	(1,000)	-100.00%
52874	OFFICE SERVICES PRINTING	630	2,413	1,300	2,500	1,200	92.31%
52875	OFFICE SERVICES RECORDS	4	5	0	0	0	0.00%
52881	PURCH FOR RESALE FUEL	0	197	0	0	0	0.00%
52893	RENTAL OF FLEET VEHICLES	0	0	2,000	0	(2,000)	-100.00%
52970	ENVIRON PROTECTION PROGRAM	645	7,663	0	5,000	5,000	0.00%
65160	RECRUITMENT	2,981	4,048	0	3,500	3,500	0.00%
65352	EMPLOYEE AWARDS PROGRAM	1,060	169	0	600	600	0.00%
Total Operating Expenses		**917,329**	**1,678,834**	**1,925,788**	**2,880,938**	**955,150**	**49.60%**
53020	COMPUTERS NETWORKS	729	2,591	0	20,000	20,000	0.00%
53050	MACHINERY AND APPARATUS	61,342	33,191	39,601	70,000	30,399	76.76%
53080	VEHICLES ADDITIONS	0	236,600	0	0	0	0.00%
53090	BUILDINGS AND STRUCTURES	0	30,071	0	0	0	0.00%
Total Capital Outlay		**62,071**	**302,453**	**39,601**	**90,000**	**50,399**	**127.27%**
Total Expenses		**8,413,922**	**8,817,209**	**9,467,598**	**9,719,803**	**252,205**	**2.66%**

Totals may differ from narratives due to rounding.

Traffic Engineering

Kathleen Krager, Manager
(719) 385-7628, kkrager@springsgov.com

2013 Breakthrough Strategies

- **Turn on the remaining 3,500 street lights and provide comprehensive street light analysis/recommendations to Mayor. Measurable outcome: All lights turned on by January, 2013.**
- **Complete an updated Bike Master Plan through a $15K Planning Grant from Bicycle Friendly Communities and $70K of the Bike Excise Tax. The last bike master plan was completed in 1996. Measurable outcome: Council-adopted master plan by Q4 2013.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$3,933,861	$4,066,566	$4,203,403	$3,984,436	($218,967)
	CIP - General Fund	1,990,288	345,512	345,512	605,537	260,025
	PPRTA	3,213,362	3,368,932	3,368,932	3,435,418	66,486
	CIP - Restricted	2,223,572	2,804,353	2,804,353	2,455,685	(348,668)
	Total All Funds	**$11,361,083**	**$10,585,363**	**$10,722,200**	**$10,481,076**	**($241,124)**
	General Fund	39.50	36.50	37.50	34.50	(3.00)
	Grants	2.50	1.50	1.50	1.50	0.00
	Total Positions	**42.00**	**38.00**	**39.00**	**36.00**	**(3.00)**

* 2012 Amended Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

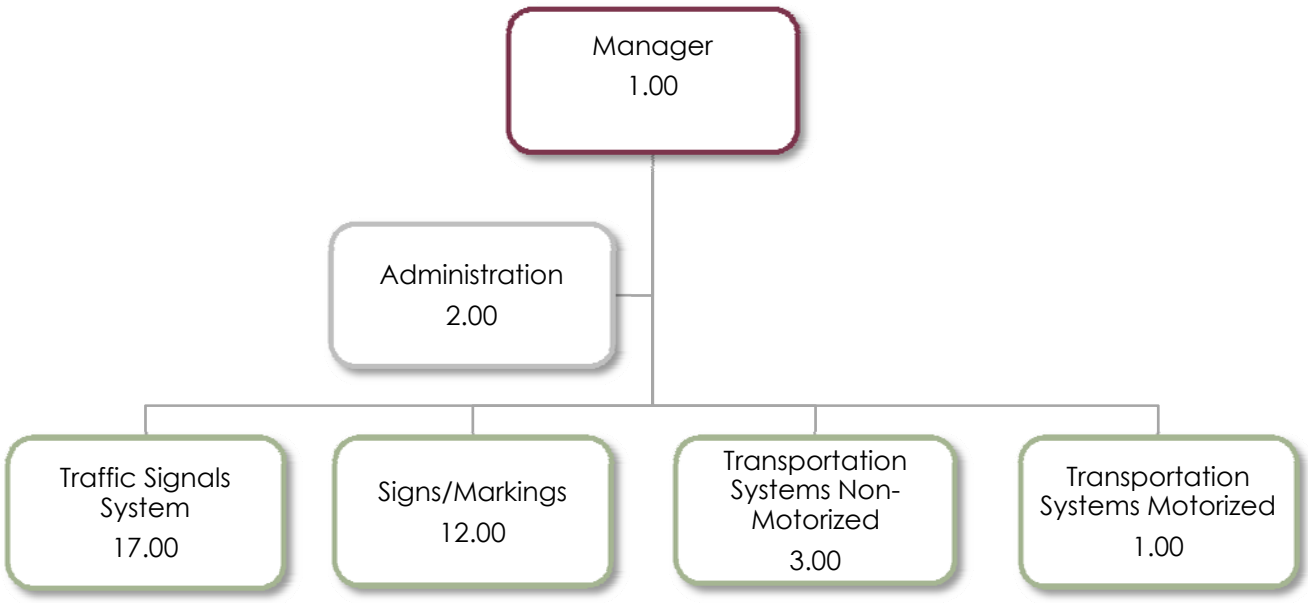
- Transfer two positions to City Engineering.
- Eliminate one position and transfer funding to operating.
- Increase CIP Restricted funds due to increase in discretionary transportation grant funds.

Traffic Engineering

The Traffic Engineering Division's primary mission is to provide safe and efficient movement of vehicles and pedestrians on the public rights-of-ways, improve mobility and traffic flow, maintain public safety, reduce travel times and mitigate congestion.

The Traffic Engineering Division is responsible for the following five major programs:

- **Traffic Operations** – Traffic Operations staff perform operational studies, collect and analyze traffic and safety data, conduct speed evaluations, address citizen comments and concerns, verify that traffic control devices are appropriate for the given conditions, and manage the City's Congestion and Safety Management programs.
- **Signal Maintenance and Construction** – The City's Signal Maintenance and Construction crews are primarily responsible for repairing traffic signal damage due to weather, accidents, or vandalism as well as performing heavier duty preventative maintenance on the system.
- **Traffic Management Center (TMC)** – The TMC is responsible for operating the 564 traffic signals within the City, running the incident management system (cameras and message boards) on key arterials throughout the City, and keeping the Fire Departments signal pre-emption system operating.
- **Signs and Markings** – These crews maintain the City's signs and markings by regularly re-striping roadways, crosswalks, legends, and bike lanes; installing new signage; replacing worn out signs; performing night-time analysis of the City's signs to verify they meet federal standards; and supporting the Street Division's snow removal program during the winter months.
- **School Safety** – The School Safety program funds school zone flashing lights, specialized markings and signage, as well as the placement of crossing guards at key crossing locations. Staff works closely with school district transportation and safety staff to address school transportation access and safety issues. The program also develops educational material as how to cross streets and ride bicycles to school.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012 and changes occurring as part of the 2013 Budget for each Fund including General Fund, Grant Funds, PPRTA and CIP.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$2,753,295	$2,868,573	$2,843,019	$2,959,531	$2,725,321	($234,210)
Operating	959,750	1,065,063	1,223,547	1,243,872	1,254,115	10,243
Capital Outlay	10,766	225	0	0	5,000	5,000
Total	**$3,723,811**	**$3,933,861**	**$4,066,566**	**$4,203,403**	**$3,984,436**	**($218,967)**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Administrative Technician	1.00	0.00	0.00	0.00	0.00
Analyst II	0.00	1.00	1.00	1.00	0.00
Technician	1.00	1.00	1.00	1.00	0.00
Electronic Specialist	6.00	5.00	5.00	5.00	0.00
Equipment Operator II	4.00	3.00	3.00	3.00	0.00
Equipment Operator III	1.00	1.00	1.00	1.00	0.00
Graphics Technician	1.00	1.00	1.00	1.00	0.00
Maintenance Technician II	2.00	2.00	2.00	1.00	(1.00)
Principal Traffic Engineer	2.00	2.00	2.00	1.00	(1.00)
Senior Equipment Operator	1.00	1.00	1.00	1.00	0.00
Senior Office Specialist	1.50	1.50	1.50	1.50	0.00
Senior Planner	2.00	2.00	2.00	2.00	0.00
Technician	1.00	1.00	1.00	1.00	0.00
Senior Traffic Engineer	2.00	1.00	1.00	1.00	0.00
Skilled Maintenance Technician	2.00	2.00	2.00	2.00	0.00
Traffic Signal Supervisor	1.00	1.00	1.00	1.00	0.00
Traffic Technician I	1.00	2.00	2.00	2.00	0.00
Traffic Technician II	10.00	9.00	9.00	8.00	(1.00)
Transportation Manager	0.00	0.00	1.00	1.00	0.00
Total Positions	**39.50**	**36.50**	**37.50**	**34.50**	**(3.00)**

* 2012 Amended Budget as of 8/30/2012.

Funding Changes	During 2012	* 2012 Amended - 2012 Original Budget
	Transfer funding for one Senior Traffic Engineer from Land Use Review	$136,837
	Total During 2012	**$136,837**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Transfer one Principal Traffic Engineer and one Traffic Tech II to City Engineering	($217,130)
	Transfer funding of $44,466 from salaries to operating due to elimination of one Maintenance Tech II position	0
	Reduce salary and benefits to properly account for current actual costs of filled positions	(17,080)
	Increase operating and capital to properly fund current actual costs	15,243
	Total For 2013	**($218,967)**

Position Changes	During 2012	* 2012 Amended - 2012 Original Budget
	Transfer one Senior Traffic Engineer position from Land Use Review	1.00
	Total During 2012	**1.00**
	For 2013	**2013 Budget - * 2012 Amended Budget**
	Transfer two positions to City Engineering	(2.00)
	Eliminate one position and transfer funding to operating	(1.00)
	Total For 2013	**(3.00)**

Grants	Positions	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	Traffic Technician II	1.00	0.00	0.00	0.00	0.00
	Engineering Specialist	1.00	1.00	1.00	1.00	0.00
	Civil Engineer II	0.50	0.50	0.50	0.50	0.00
	Total Positions	**2.50**	**1.50**	**1.50**	**1.50**	**0.00**

PPRTA	Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	Maintenance	$2,558,052	$3,213,362	$3,368,932	$3,368,932	$3,435,418	$66,486
	Total	**$2,558,052**	**$3,213,362**	**$3,368,932**	**$3,368,932**	**$3,435,418**	**$66,486**
	The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated for maintenance of the City's transportation system, relevant PPRTA expenditures are included in this document. This does not include capital PPRTA projects.						

* 2012 Amended Budget as of 8/30/2012.

CIP Program	Project Name	General Fund	Restricted Funds	Total
	Traffic Sign Federal Mandates	$200,000	$0	$200,000
	Traffic Signal Federal Mandates	145,512	0	145,512
	On-Street Bikeway Improvements (PPRTA)	0	112,041	112,041
	Advanced Detection	70,412	137,344	207,756
	Hancock Expressway Bikelanes	50,000	250,000	300,000
	Route 9 Pedestrian Accessibility/Bicycle Lanes	139,613	558,454	698,067
	Bicycle Infrastructure Improvements (Bicycle Tax)	0	100,000	100,000
	Congestion/Incident Management (PPRTA)	0	303,438	303,438
	Roadway Safety and Traffic Operations (PPRTA)	0	994,408	994,408
	Total Capital Budget	**$605,537**	**$2,455,685**	**$3,061,222**
	For additional project information, see the CIP section of the Budget starting on page 23-1.			

* 2012 Amended Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Transportation Engineering

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	2,004,027	2,130,060	2,154,866	2,040,941	(113,925)	-5.29%
51210	OVERTIME	29,291	37,136	27,749	36,060	8,311	29.95%
51220	SEASONAL TEMPORARY	14,732	12,988	0	0	0	0.00%
51235	STANDBY	26,969	24,416	21,450	25,000	3,550	16.55%
51240	RETIREMENT TERMINATION SICK	3,468	0	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	9,772	9,441	0	0	0	0.00%
51260	VACATION BUY PAY OUT	5,819	6,668	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	0	(10,287)	0	0	0	0.00%
51610	PERA	278,439	287,591	275,707	271,928	(3,779)	-1.37%
51615	WORKERS COMPENSATION	47,445	40,985	31,804	37,324	5,520	17.36%
51620	EQUITABLE LIFE INSURANCE	5,886	5,928	6,232	5,644	(588)	-9.44%
51625	VISION CARE	1,872	0	0	0	0	0.00%
51640	DENTAL INSURANCE	15,337	13,828	14,040	11,678	(2,362)	-16.82%
51665	CASH BACK	2,073	2,613	660	0	(660)	-100.00%
51670	PARKING FOR EMPLOYEES	2,780	2,020	480	1,920	1,440	300.00%
51690	MEDICARE	24,623	26,623	30,590	29,557	(1,033)	-3.38%
51695	CITY EPO MEDICAL PLAN	280,762	278,563	279,441	265,271	(14,170)	-5.07%
Total Salaries and Benefits		**2,753,295**	**2,868,573**	**2,843,019**	**2,725,323**	**(117,696)**	**-4.14%**
52105	MISCELLANEOUS OPERATING	0	(1)	0	0	0	0.00%
52110	OFFICE SUPPLIES	5,116	6,211	3,050	4,250	1,200	39.34%
52111	PAPER SUPPLIES	0	0	0	100	100	0.00%
52115	MEDICAL SUPPLIES	584	1,390	800	1,705	905	113.13%
52120	COMPUTER SOFTWARE	36,136	4,387	4,500	2,901	(1,599)	-35.53%
52122	CELL PHONES EQUIP AND SUPPLIES	269	1,225	675	1,050	375	55.56%
52125	GENERAL SUPPLIES	3,332	7,364	4,600	3,900	(700)	-15.22%
52127	CONSTRUCTION SUPPLIES	14,955	18,729	17,000	17,015	15	0.09%
52130	OTHER SUPPLIES	0	0	0	1,000	1,000	0.00%
52131	CONCRETE SUPPLIES	2,343	2,289	1,500	1,608	108	7.20%
52135	POSTAGE	2,189	779	1,900	1,400	(500)	-26.32%
52140	WEARING APPAREL	8,137	18,073	7,325	0	(7,325)	-100.00%
52145	PAINT AND CHEMICAL	3,008	3,725	2,750	4,200	1,450	52.73%
52165	LICENSES AND TAGS	0	40	0	0	0	0.00%
52190	JANITORIAL SUPPLIES	73	777	650	1,875	1,225	188.46%
52220	MAINT OFFICE MACHINES	15	1,146	0	0	0	0.00%
52225	MAINT COMPUTER SOFTWARE	18,371	36,310	15,616	0	(15,616)	-100.00%
52230	MAINT FURNITURE AND FIXTURES	0	60	0	0	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	4,856	176	6,800	4,230	(2,570)	-37.79%
52244	MAINT TRAFFIC MARKINGS	0	660	15,000	15,000	0	0.00%
52245	MAINT SIGNALS	55,745	88,934	45,000	78,705	33,705	74.90%
52255	MAINT SIGNS	35,293	32,942	59,200	61,000	1,800	3.04%
52265	MAINT BUILDINGS AND STRUCTURE	7,980	40,592	4,156	12,570	8,414	202.45%
52275	MAINT RUNWAYS	0	270	0	0	0	0.00%
52305	MAINT SOFTWARE	0	0	0	43,760	43,760	0.00%
52405	ADVERTISING SERVICES	0	3,012	1,000	3,000	2,000	200.00%
52410	BUILDING SECURITY SERVICES	360	480	1,440	480	(960)	-66.67%
52413	SPECIAL EVENTS	0	2,100	0	0	0	0.00%
52415	CONTRACTS AND SPEC PROJECTS	0	0	258,092	213,771	(44,321)	-17.17%
52435	GARBAGE REMOVAL SERVICES	1,519	2,260	1,630	2,290	660	40.49%
52445	JANITORIAL SERVICES	16,419	16,964	18,650	17,500	(1,150)	-6.17%
52560	PARKING SERVICES	0	0	0	3,000	3,000	0.00%
52573	CREDIT CARD FEES	7,867	7,458	0	0	0	0.00%
52575	SERVICES	13,443	7,710	6,500	7,804	1,304	20.06%
52590	TEMPORARY EMPLOYMENT	1,211	2,614	2,350	0	(2,350)	-100.00%
52591	SCHOOL CROSSING GUARDS	310,716	310,716	310,716	310,716	0	0.00%
52607	CELL PHONE ALLOWANCE	0	120	0	960	960	0.00%
52610	PROFESSIONAL LICENSES	0	0	0	800	800	0.00%
52615	DUES AND MEMBERSHIP	4,322	4,517	2,575	4,015	1,440	55.92%
52625	MEETING EXPENSES IN TOWN	734	502	2,400	500	(1,900)	-79.17%
52630	TRAINING	6,049	8,249	13,000	10,800	(2,200)	-16.92%
52645	SUBSCRIPTIONS	92	1,292	100	0	(100)	-100.00%
52655	TRAVEL OUT OF TOWN	2,428	8,326	800	0	(800)	-100.00%

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
52706	WIRELESS COMMUNICATION	9,985	10,889	12,800	12,036	(764)	-5.97%
52735	TELEPHONE LONG DIST CALLS	221	353	450	300	(150)	-33.33%
52736	CELL PHONE AIRTIME	131	98	150	140	(10)	-6.67%
52738	CELL PHONE BASE CHARGES	12,522	15,471	13,860	12,563	(1,297)	-9.36%
52746	UTILITIES ELECTRIC	318,631	301,134	320,487	299,537	(20,950)	-6.54%
52747	UTILITIES GAS	26,599	24,143	28,908	25,400	(3,508)	-12.14%
52748	UTILITIES SEWER	2,723	3,013	2,940	2,880	(60)	-2.04%
52749	UTILITIES WATER	4,008	4,856	3,827	4,575	748	19.55%
52770	SAFETY EQUIPMENT	0	0	0	19,000	19,000	0.00%
52775	MINOR EQUIPMENT	5,092	52,218	9,500	30,599	21,099	222.09%
52776	PRINTER CONSOLIDATION COST	0	0	0	10,980	10,980	0.00%
52795	RENTAL OF EQUIPMENT	12,660	7,494	16,000	0	(16,000)	-100.00%
52874	OFFICE SERVICES PRINTING	1,108	624	2,350	1,950	(400)	-17.02%
52875	OFFICE SERVICES RECORDS	1,962	2,372	2,500	2,250	(250)	-10.00%
65160	RECRUITMENT	120	0	0	0	0	0.00%
65352	EMPLOYEE AWARDS PROGRAM	426	0	0	0	0	0.00%
Total Operating Expenses		**959,750**	**1,065,063**	**1,223,547**	**1,254,115**	**30,568**	**2.50%**
53030	FURNITURE AND FIXTURES	1,102	225	0	0	0	0.00%
53050	MACHINERY AND APPARATUS	9,664	0	0	0	0	0.00%
53090	BUILDINGS AND STRUCTURES	0	0	0	5,000	5,000	0.00%
Total Capital Outlay		**10,766**	**225**	**0**	**5,000**	**5,000**	**0.00%**
Total Expenses		**3,723,811**	**3,933,861**	**4,066,566**	**3,984,438**	**(82,128)**	**-2.02%**

Totals may differ from narratives due to rounding.

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Transit

Craig Blewitt, Manager
(719) 385-5428, cblewitt@springsgov.com

2013 Breakthrough Strategies

- **Add evening bus service for citizens. Measurable outcome: Added by close of Q1 2013.**

All Funds Summary

All Funds	Use of Funds	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	General Fund	$3,612,952	$3,136,465	$3,136,465	$3,740,448	$603,983
	Grants Fund	7,685,675	10,799,832	10,799,832	9,877,611	(922,221)
	PPRTA	8,079,725	9,916,840	9,916,840	9,972,284	55,444
	Total All Funds	**$19,378,352**	**$23,853,137**	**$23,853,137**	**$23,590,343**	**($262,794)**
	General Fund Positions	8.00	7.00	7.00	8.00	1.00
	Grants Fund Positions	15.00	15.00	15.00	14.00	(1.00)
	Total Positions	**23.00**	**22.00**	**22.00**	**22.00**	**0.00**

* 2012 Amended Budget same as Original Budget as of 8/30/2012.

Significant Financial and Staff Modifications vs. 2012

- Transfer of one position from the grants fund to the General Fund.
- Add $700,000 for evening bus and ADA paratransit service.
- Reduce grant funds due to decrease in FASTER funds.

Transit

Mountain Metropolitan Transit (MMT)

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 entire region. Responsibilities with this role include regional planning coordination, sub-recipient oversight, and assuring compliance with all of the FTA's rules and regulations. The Transit Services Division also coordinates human service providers (HSPs) and pursues grant opportunities for the entire region.

Transit directs, manages, supervises, and coordinates the activities and operations of all transit and paratransit systems and rideshare programs for the region. Ninety percent (90%) of operations and construction is outsourced to private sector contractors.

Local Fixed-route

Transit provides local fixed-route bus service to City of Colorado Springs, Manitou Springs, and to parts of unincorporated El Paso County. The local fixed-route service provides approximately 10,000 one way trips per day servicing a very diverse customer base. With a farebox recovery rate of 29% and 25 average hourly boardings, the local fixed-route system consistently performs above industry standards. The local fixed-route bus service is the backbone of the transit system, provides about 80% of transit passenger miles traveled, and is the most efficient service offered by transit and private non-profit transportation providers. 92% of the local fixed-route customers are transit-dependent.

Metro Mobility

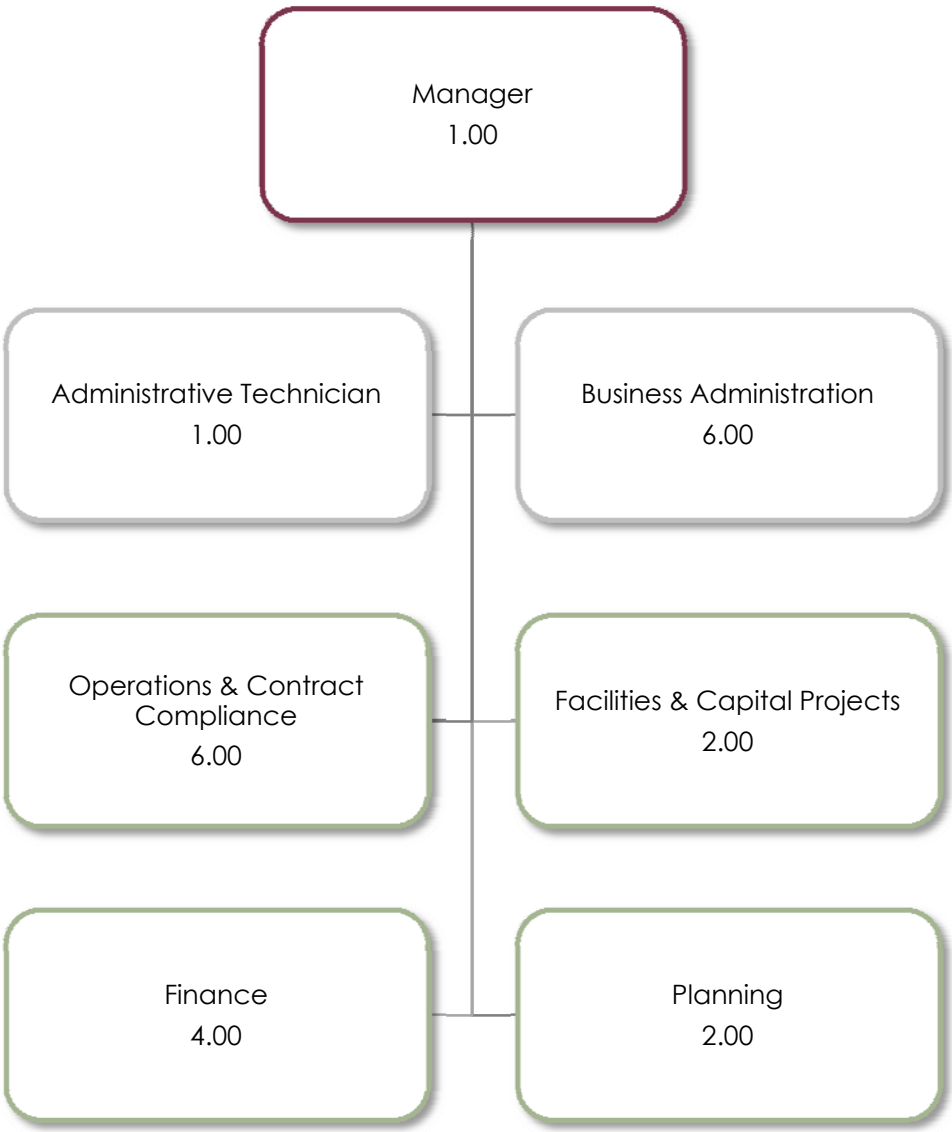
Metro Mobility provides the federally-mandated Americans with Disabilities Act (ADA) complementary paratransit service, a demand-response service for individuals with mobility needs that prevent them from using the fixed-route bus system. Metro Mobility service is provided along a 1.5-mile corridor (3/4 mile on each side) of every fixed-route during the same time the fixed-route system is operating. Riders are required to be certified as eligible to receive door-to-door paratransit service. Transit determines eligibility through a certification program. Eligible individuals can use the fixed-route bus service at no charge, which allows the City to minimize the cost of paratransit services. 100% of the Metro Mobility riders are transit dependent.

Metro Rides

Metro Rides is a program within Transit that began operation in 1979. The mission of the program is to promote and offer alternative transportation options to residents of the Pikes Peak Region. The program is designed to reduce congestion and pollution by encouraging more people to use carpools, vanpools, or other means of commuting instead of operating single-passenger vehicles. Metro Rides provides multimodal transportation options that include carpool matching, commuter vanpools, bicycle commuting, school pool (including bike and walk pools for children), telecommuting, and transit use through employers, media advertising, community activities, and promotional events. Approximately 3,000 calls are received annually, and Metro Rides maintains a database of approximately 500 clients, both active and waiting.

Human Services

Transit contracts with local non-profit Human Service Providers (HSPs) for the above-and-beyond paratransit services to the community. These contracts provide essential door-to-door or door-through-door services outside Transit's operating service areas.



The sections on the following pages provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2012 and changes occurring as part of the 2013 Budget for each Fund including General Fund, Grants, PPRTA and CIP.

General Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Salary/Benefits/ Pensions	$552,696	$561,010	$537,729	$537,729	$592,536	$54,807
Operating	1,713,919	3,051,942	2,598,736	2,598,736	3,147,912	549,176
Capital Outlay	0	0	0	0	0	0
Total	**$2,266,615**	**$3,612,952**	**$3,136,465**	**$3,136,465**	**$3,740,448**	**$603,983**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Administrative Technician	1.00	1.00	1.00	1.00	0.00
Contract Coordinator	1.00	1.00	1.00	1.00	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	0.00	0.00	1.00	1.00
Transit Services Manager	1.00	1.00	1.00	1.00	0.00
Total Positions	**8.00**	**7.00**	**7.00**	**8.00**	**1.00**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Add funding for the transfer of one grant funded position to the General Fund	$54,807
Reduce operating to properly reflect current actual costs	(150,824)
Increase operating to fund Evening Service	700,000
Total For 2013	**$603,983**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	0.00
Total During 2012	**0.00**
For 2013	**2013 Budget - * 2012 Amended Budget**
Transfer position from Grant Fund to the General Fund	1.00
Total For 2013	**1.00**

* 2012 Amended Budget same as Original Budget as of 8/30/2012.

Grants Fund

Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Grant Funds	$11,357,764	$7,685,675	$10,799,832	$10,799,832	$9,877,611	($922,221)
Total	**$11,357,764**	**$7,685,675**	**$10,799,832**	**$10,799,832**	**$9,877,611**	**($922,221)**

Position Title	2011 Budget	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
Accountant II	1.00	0.00	0.00	0.00	0.00
Accounting Technician	1.00	1.00	1.00	1.00	0.00
Analyst II	1.00	1.00	1.00	1.00	0.00
Construction Project Specialist	1.00	0.00	0.00	0.00	0.00
Design Specialist	1.00	1.00	1.00	1.00	0.00
Information Systems Technician	1.00	1.00	1.00	1.00	0.00
Office Specialist	2.00	2.00	2.00	1.00	(1.00)
Program Coordinator	1.00	1.00	1.00	1.00	0.00
Public Communications Specialist	1.00	1.00	1.00	1.00	0.00
Senior Analyst	2.00	2.00	2.00	2.00	0.00
Transit Business Administrator	1.00	1.00	1.00	1.00	0.00
Transit Supervisor	2.00	4.00	4.00	4.00	0.00
Total Positions	**15.00**	**15.00**	**15.00**	**14.00**	**(1.00)**

Funding Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	$0
Total During 2012	**$0**
For 2013	**2013 Budget - * 2012 Amended Budget**
Decrease in FASTER funds from 2012	($922,221)
Total For 2013	**($922,221)**

Position Changes

During 2012	* 2012 Amended - 2012 Original Budget
None	0.00
Total During 2012	**0.00**
For 2013	**2013 Budget - * 2012 Amended Budget**
Transfer one Office Specialist position to General Fund	(1.00)
Total For 2013	**(1.00)**

* 2012 Amended Budget same as Original Budget as of 8/30/2012.

PPRTA	Use of Funds	2010 Actual	2011 Actual	2012 Original Budget	* 2012 Amended Budget	2013 Budget	2013 Budget - * 2012 Amended Budget
	Operating	$5,834,403	$8,079,725	$9,916,840	$9,916,840	$9,972,284	$55,444
	Total	**$5,834,403**	**$8,079,725**	**$9,916,840**	**$9,916,840**	**$9,972,284**	**$55,444**
	The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated for maintenance of the City's transportation system, relevant PPRTA expenditures are included in this document.						

* 2012 Amended Budget same as Original Budget as of 8/30/2012.

City of Colorado Springs
Budget Detail Report

001 GENERAL FUND

Transit

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
51205	CIVILIAN SALARIES	468,997	481,997	405,878	439,327	33,449	8.24%
51210	OVERTIME	4,326	6,084	4,000	5,325	1,325	33.13%
51220	SEASONAL TEMPORARY	6,935	4,659	0	0	0	0.00%
51225	SHIFT WORKER HOLIDAY	5,131	4,826	3,500	4,000	500	14.29%
51230	SHIFT DIFFERENTIAL	3,101	2,955	3,000	3,500	500	16.67%
51245	RETIREMENT TERM VACATION	8,922	5,699	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,079	1,834	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(84,018)	(87,362)	0	0	0	0.00%
51610	PERA	66,813	66,498	59,886	62,287	2,401	4.01%
51615	WORKERS COMPENSATION	1,858	1,602	1,061	1,267	206	19.42%
51620	EQUITABLE LIFE INSURANCE	1,362	1,342	1,156	1,609	453	39.19%
51625	VISION CARE	484	0	0	0	0	0.00%
51640	DENTAL INSURANCE	3,688	3,116	2,950	3,808	858	29.08%
51665	CASH BACK	1,305	1,328	0	0	0	0.00%
51690	MEDICARE	5,483	5,469	4,970	6,413	1,443	29.03%
51695	CITY EPO MEDICAL PLAN	57,230	60,963	51,328	65,000	13,672	26.64%
Total Salaries and Benefits		**552,696**	**561,010**	**537,729**	**592,536**	**54,807**	**10.19%**
52110	OFFICE SUPPLIES	10,553	6,474	8,500	4,250	(4,250)	-50.00%
52115	MEDICAL SUPPLIES	0	0	350	175	(175)	-50.00%
52120	COMPUTER SOFTWARE	679	0	0	0	0	0.00%
52135	POSTAGE	2,849	3,028	3,050	4,500	1,450	47.54%
52140	WEARING APPAREL	0	0	0	100	100	0.00%
52160	FUEL	(1)	208,599	178,000	117,132	(60,868)	-34.20%
52165	LICENSES AND TAGS	334	0	225	2,660	2,435	1082.22%
52190	JANITORIAL SUPPLIES	1,034	1,560	1,800	1,250	(550)	-30.56%
52192	STORMWATER PERMIT	185	430	450	0	(450)	-100.00%
52202	TICKET VENDING MACHINES	0	0	0	1,750	1,750	0.00%
52205	MAINT LANDSCAPING	0	0	1,000	500	(500)	-50.00%
52220	MAINT OFFICE MACHINES	11,334	10,523	8,000	6,000	(2,000)	-25.00%
52225	MAINT COMPUTER SOFTWARE	163,662	4,744	145,500	0	(145,500)	-100.00%
52240	MAINT NONFLEET VEHICLES EQP	18	232	500	300	(200)	-40.00%
52241	MAINT PARA TRANSIT PREV MAINT	0	0	0	47,216	47,216	0.00%
52242	MAINT BENCHES AND SHELTERS	48,734	0	13,152	5,000	(8,152)	-61.98%
52265	MAINT BUILDINGS AND STRUCTURE	16,034	18,232	25,000	9,730	(15,270)	-61.08%
52305	MAINT SOFTWARE	0	0	0	172,385	172,385	0.00%
52405	ADVERTISING SERVICES	35,509	50,025	40,500	43,000	2,500	6.17%
52410	BUILDING SECURITY SERVICES	101,191	82,354	85,000	61,200	(23,800)	-28.00%
52434	TOWING SERVICES	0	1,015	1,600	0	(1,600)	-100.00%
52435	GARBAGE REMOVAL SERVICES	515	678	5,127	1,000	(4,127)	-80.50%
52440	HUMAN SERVICES	373,849	395,325	392,716	392,716	0	0.00%
52445	JANITORIAL SERVICES	4,241	5,694	6,000	7,130	1,130	18.83%
52573	CREDIT CARD FEES	4,795	7,205	6,800	4,200	(2,600)	-38.24%
52574	LEGAL SERVICES	6,217	3,217	150,000	117,500	(32,500)	-21.67%
52576	AUDIT SERVICES	13,880	15,280	15,000	20,000	5,000	33.33%
52590	TEMPORARY EMPLOYMENT	170,928	201,587	180,450	122,570	(57,880)	-32.08%
52615	DUES AND MEMBERSHIP	33,217	37,759	45,500	23,925	(21,575)	-47.42%
52625	MEETING EXPENSES IN TOWN	1,132	372	750	400	(350)	-46.67%
52645	SUBSCRIPTIONS	89	823	400	250	(150)	-37.50%
52705	COMMUNICATIONS	0	7,516	7,000	7,875	875	12.50%
52706	WIRELESS COMMUNICATION	4,755	(2,122)	806	4,200	3,394	421.09%
52725	RENTAL OF PROPERTY	124,071	44,990	53,287	84,000	30,713	57.64%
52735	TELEPHONE LONG DIST CALLS	264	613	1,000	750	(250)	-25.00%
52738	CELL PHONE BASE CHARGES	7,915	7,353	7,600	3,938	(3,662)	-48.18%
52740	GENERAL INSURANCE-CITY	76,500	79,403	0	0	0	0.00%
52746	UTILITIES ELECTRIC	51,803	33,021	25,975	32,000	6,025	23.20%
52747	UTILITIES GAS	30,711	16,268	15,000	9,975	(5,025)	-33.50%
52748	UTILITIES SEWER	1,403	1,247	1,000	500	(500)	-50.00%
52749	UTILITIES WATER	7,564	7,698	6,250	3,255	(2,995)	-47.92%
52873	PRINTING OUTSOURCE	33,301	37,125	39,872	31,000	(8,872)	-22.25%
52874	OFFICE SERVICES PRINTING	3,807	1,045	2,000	1,100	(900)	-45.00%
52886	RADIO MAINTENANCE MISC	0	10,400	15,000	9,000	(6,000)	-40.00%

Account #	Description	2010 Actuals	2011 Actuals	2012 Budget	2013 Budget	2012 Budget to 2013 Budget $ Change	2012 Budget to 2013 Budget % Change
52888	RADIO MAINTENANCE PPRCN	21,600	20,671	18,000	10,000	(8,000)	-44.44%
65023	PARA ELIGIBILITY	38,903	51,181	60,029	40,120	(19,909)	-33.17%
65025	ADA PARATRANSIT CONTRACT	220	355,633	266,875	460,000	193,125	72.37%
65026	ADA SUPPLEMENTAL	1,274	3,692	7,500	25,000	17,500	233.33%
65030	TRANSIT SERVICE CONTRACT	22,360	1,086,232	521,711	1,023,400	501,689	96.16%
65160	RECRUITMENT	239	190	0	500	500	0.00%
65352	EMPLOYEE AWARDS PROGRAM	1,054	169	0	0	0	0.00%
65405	GRANT MATCH SALARIES	285,197	234,461	234,461	234,461	0	0.00%
Total Operating Expenses		**1,713,919**	**3,051,942**	**2,598,736**	**3,147,913**	**549,177**	**21.13%**
Total Capital Outlay		**0**	**0**	**0**	**0**	**0**	**0.00%**
Total Expenses		**2,266,615**	**3,612,952**	**3,136,465**	**3,740,449**	**603,984**	**19.26%**

Totals may differ from narratives due to rounding.

Capital Improvements Program (CIP)







Total CIP $77,030,311
GF CIP $9,444,633
Restricted CIP $67,585,678

The City is responsible for providing the public with various needed and desired services and programs by building and maintaining capital facilities such as police and fire facilities, roads, bridges, parks, and other public buildings. 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 the facility that houses the City's information and telecommunications systems.

Capital improvements are defined by the City as projects with a relatively high monetary value (at least $50,000) and a long life (at least five years). These projects must also result in the creation of a fixed asset or significant revitalization that upgrades and extends the useful life of a fixed asset. Some exceptions are made when the total dollar amount of many small but related items are grouped together and create a single capital project of considerable value. Other exceptions are made on a case-by-case basis.

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.

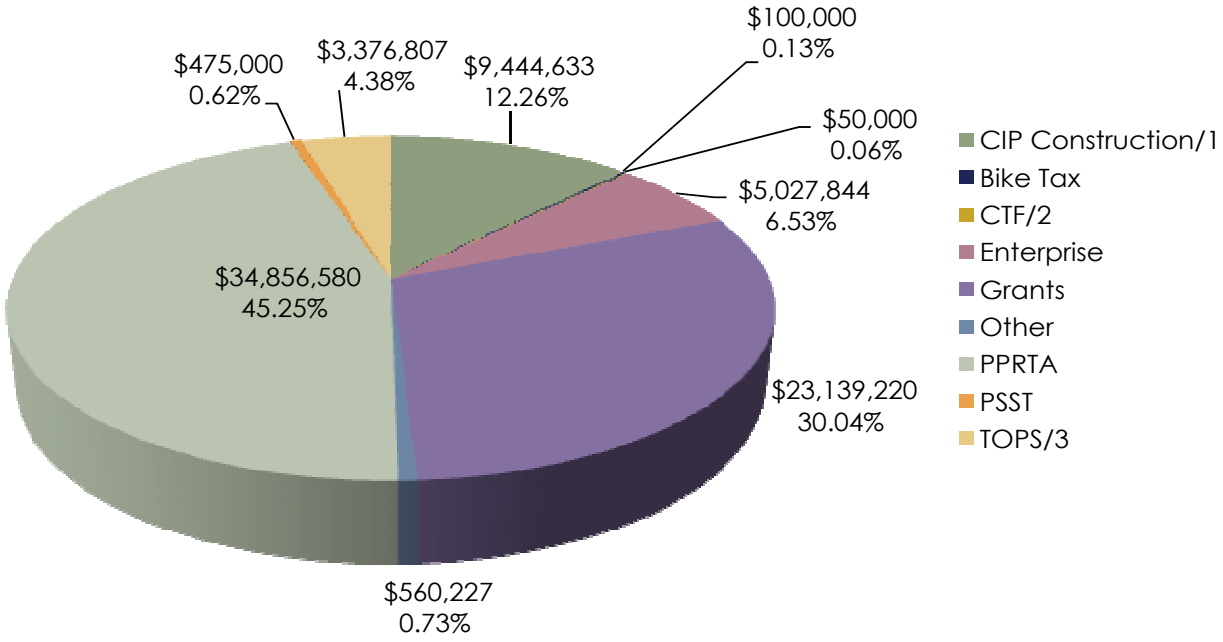
2013 Capital Improvement Program Budget
pages 23-2 through 23-10

Five-Year Funded Capital Improvements Program
pages 23-11 through 23-14

Unfunded Capital Improvements Program Needs
page 23-15 through 23-22

Overview

For 2013, the total capital improvements program (CIP) is $77,030,311. The total is derived from a multitude of sources, to be expended as shown below:



The City's General Fund is the primary source of funding for the CIP Construction Fund. The remaining funds are restricted in their use and can only fund projects that meet designated criteria respective to the fund.

The 2012 original CIP Program budget totaled $87.4 million, of which $13.7 million was funded by the General Fund. For 2013, there is a decrease of approximately $10.4 million dollars to the Capital Improvement Program (CIP). The chart below details the changes to each of the funding sources included in the CIP program.

Fund	2011 Budget	2012 Budget	2013 Budget	Variance
CIP Construction/1	$ 13,768,923	$ 13,658,280	$ 9,444,633	$ (4,213,647)
Bike Tax	$ 112,000	$ 100,000	$ 100,000	$ -
CTF/2	$ 4,590,000	$ 3,390,000	$ 50,000	$ (3,340,000)
Enterprise	$ 4,150,505	$ 3,918,400	$ 5,027,844	$ 1,109,444
Grants	$ 19,573,294	$ 25,524,119	$ 23,139,220	$ (2,384,899)
Other	$ 1,613,404	$ 1,539,442	$ 560,227	$ (979,215)
PPRTA	$ 33,778,672	$ 34,460,837	$ 34,856,580	$ 395,743
PSST	$ -	$ 500,000	$ 475,000	$ (25,000)
TOPS/3	$ 2,422,130	$ 4,287,130	$ 3,376,807	$ (910,323)
Total	**$ 80,008,928**	**$ 87,378,208**	**$ 77,030,311**	**$ (10,347,897)**

1. General Fund contribution to the CIP Construction Fund is reduced primarily due to an accounting change. For 2013, the SCIP debt payment will be paid through General Costs instead of through a transfer to the CIP Construction Fund.
2. Conservation Trust Funds (CTF) are reduced due to an accounting change. In 2012, all CTF funds were budgeted through projects. For 2013, administrative and maintenance funds are accounted for in the operating budgets for Parks, Recreation and Cultural Services.
3. Trails, Open Space and Parks (TOPS) funds are reduced due to an accounting change. In 2012, all TOPS funds were budgeted through projects. For 2013, administrative and maintenance funds are accounted for in the operating budgets for Parks, Recreation and Cultural Services.

The 2013 CIP Budget is primarily funded by restricted funds (approximately 88%), 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. The 2013 CIP Budget is broken down by the following four categories, defined as follows:



Capital Infrastructure Projects
Projects that create a new capital asset

Capital Improvement Projects
Projects that include repair, maintenance or an upgrade to an existing asset

IT Infrastructure Projects
Projects that include implementation of large scale IT infrastructure or software

Financial Commitments
Debt service for land acquisition and major capital construction projects

Summary by Project Type	General Fund	Restricted Funds	Total Budget	% CIP Budget
Capital Infrastructure	$ 682,294	$ 31,308,863	$ 31,991,157	41.53%
Capital Improvement	5,681,943	34,081,705	39,763,648	51.62%
IT Infrastructure	471,472	-	471,472	0.61%
Financial Commitment	2,608,924	2,195,110	4,804,034	6.24%
Total	**$ 9,444,633**	**$ 67,585,678**	**$ 77,030,311**	**100.00%**

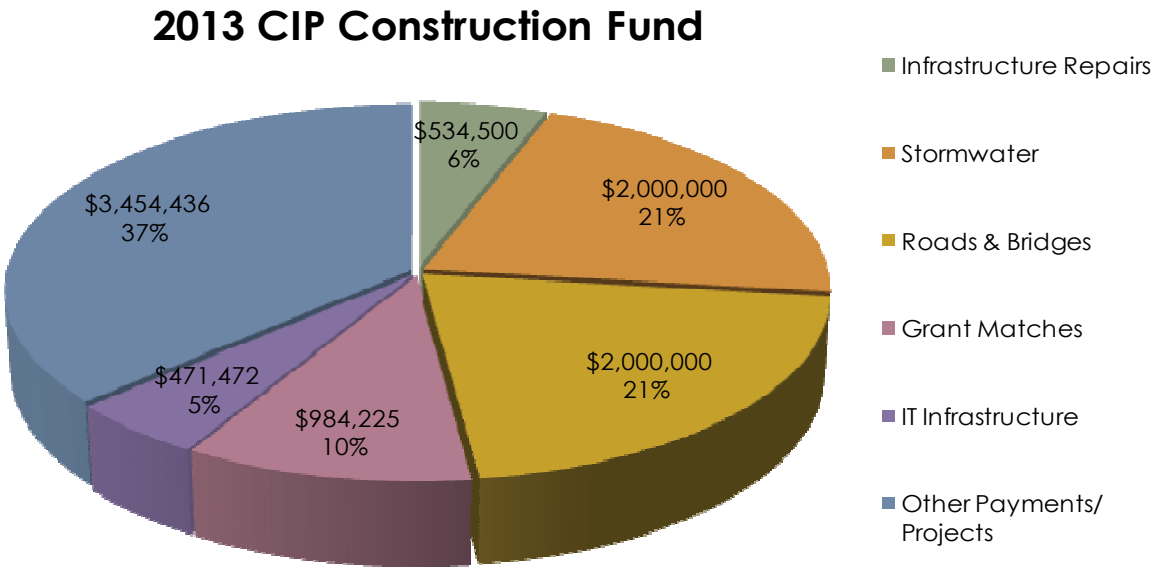
Impact on Operating Budget *$706,300*

Increased operating and maintenance costs for the projects total approximately $706,300. The largest maintenance costs are $182,000 for ongoing annual maintenance of the Electronic Document Management System and $111,500 for annual maintenance of the Enterprise Land Information System. Many of the other projects involve negligible increases that will be absorbed into the City's current maintenance programs.

CIP Construction Fund *$9,444,633*

For 2013, the General Fund contribution toward capital improvement projects is $9,280,133 and is augmented by $54,000 in anticipated interest earnings and $110,500 in anticipated insurance damage settlements.

For 2013, the CIP Construction Fund finances infrastructure repairs, grant matches, IT infrastructure, financial commitments, as well as Road & Bridge and Stormwater infrastructure.



Grant Matches for Capital Projects ($984,225) Category includes match dollars for seven federally funded transportation projects that address congestion, safety, pedestrian and transit accessibility and air quality. The general fund match requirement is typically a maximum of 20% of the total project.

Infrastructure Repairs ($534,500) Category includes repair and maintenance of City facilities including police and fire stations, community centers, park facilities and the City Administration Building as well as funding for damage done to City Property reimbursable through insurance.

IT Infrastructure Projects ($471,472) Category includes the second installment of the purchase of the Enterprise Land Information software system and an Electronic Document Management System.

Other Payments/Projects ($3,454,436) Category includes payment for upgrades to the City Administration Building (CAB), the Senior Center, Sertich Ice Center and Municipal Court facilities; federally mandated upgrades to Traffic Signals and Signs; replacement of the Wahsatch IT Data Center, upgrades to the Police Operations Center IT system and other IT maintenance; and purchase of Self Contained Breathing Apparatus.

Roads & Bridges ($2,000,000) Category includes funding to repair, maintain, rebuild or install roads, bridges and other major infrastructure throughout the City.

Stormwater ($2,000,000) Category includes funding to repair, maintain, rebuild or install stormwater and drainage infrastructure throughout the City. Two planned projects include the Mirage Channel Replacement and Cottonwood Creek Drop Structure Repair – Academy, East to La Madrina.

Restricted Funds *$67,585,678*

This includes revenue from a number of sources, as described below:

Bicycle Tax: The City's $4 excise tax on new bikes began in 1988 and the revenue goes toward bikeway improvements as recommended in the City's Bicycle Plan.

Conservation Trust Fund (CTF): This is lottery revenue distributed through the Colorado Conservation Trust Program. These funds must be spent on park-related development, renovation and maintenance.



Enterprise Funds: This is a general category of funds that includes allocations for CIP projects from various City-owned Enterprises. The source of funds comes from revenue earned during the course of conducting business. It includes the Airport, Parking, and Pikes Peak – America's Mountain.

Grant Funds: The City will receive approximately $23.1 million in grant funds for capital projects in 2013. Below are a few of the categories for capital 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. These funds are not appropriated in the 2013 budget. These funds will be appropriated by Ordinance once the contracts are received.

Community Development Block Grant (CDBG): This funding is allocated by the federal government based on census records of the recipient municipality's population and must adhere to strict federal guidelines. The City's share of the funding must go toward identified Neighborhood Strategy Areas and are spent on public improvements in residential neighborhoods such as sidewalks, curbs, gutter, and pedestrian ramps. These funds cannot go toward the maintenance of existing facilities.

The Safe, Accountable, Flexible, Efficient Transportation Equity Act-Legacy for Users (SAFETEA-LU): These are funds that stem from the federal gas tax revenue, which are administered by the Pikes Peak Area Council of Governments (PPACG). The City competes regionally for federal grants for Transportation Enhancement (TE) projects, Congestion Mitigation and Air Quality (CMAQ) projects and Surface Transportation (STP) projects. In general, the City receives funding annually in varying amounts according to the Transportation Improvement Program (TIP).

Funding Advancement for Surface Transportation & Economic Recovery (FASTER): These are state funds that stem primarily from daily car rental fees and weight based vehicle registration fee increases. The state allocates funding annually for state and local road and bridge safety projects and provides grants to local governments for Transit and Rail projects.

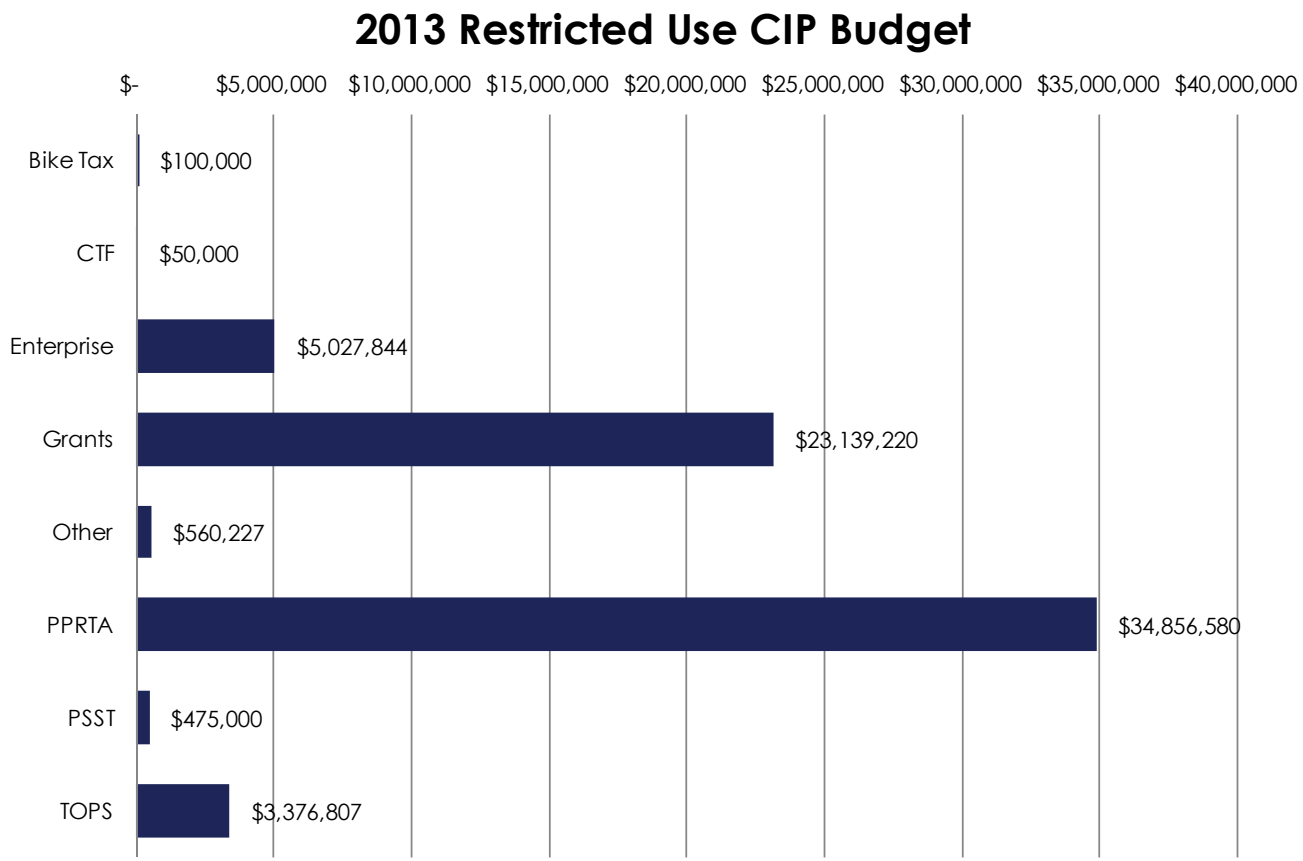
Other Funds: This is a general category that includes various sources of funding. For any given project, the funds listed here do not easily fall into another category. Examples include energy savings, concession/player fee funding, CTF and TOPS operating and donations.

Pikes Peak Rural Transportation Authority (PPRTA): These funds stem from a 1.0% sales and use tax dedicated to transportation-related improvements in the region. It allocates funding such that 10% of the sales tax revenue goes toward the City's transit program, 35% is for maintenance of the transportation system, and 55% goes to capital projects, which is the only portion of the tax with a scheduled sunset date of 2014. The PPRTA is an authority comprised of the City of Colorado Springs, El Paso County, the City of Manitou Springs, the Town of Ramah, and the Town of Green Mountain Falls.



Public Safety Sales Tax (PSST): The PSST was approved by voters in the November 2001 El Paso County coordinated election. This 0.4% portion of the increase in the City's Sales and Use Tax is dedicated to funding 20 public safety projects and related operational needs.

Trails, Open Space, and Parks (TOPS): This program uses revenue from a 0.1% sales and use tax, approved by voters in 1997, which was slated to expire in 2009, until an extension was approved by voters in 2003 (now slated to expire in 2025). Over the life of the funds, a minimum of 60% must go toward open space, a maximum of 20% goes toward parks, and another maximum of 20% toward trails. This percentage split may vary from year to year.



2013 CIP Budget Detail

Project Name	General Fund	Bike Tax	CTF	Enterprise	Grants	PPRTA	PSST	TOPS	Other	Total Cost
Capital Infrastructure										
Austin Bluffs Bridge Widening						1,364,402				**1,364,402**
Austin Bluffs Corridor Improvements						14,327,335				**14,327,335**
Fillmore Street Corridor						2,435,152				**2,435,152**
Green Crest Channel					2,870,790					**2,870,790**
Printers Parkway and Parkside Drive Roundabout	62,381				561,433					**623,814**
Stetson Ridge Firestation 21							300,000			**300,000**
Vincent Drive Extension - PDM Grant					3,000,000					**3,000,000**
Woodmen Road Corridor	619,913				2,982,139	3,467,612				**7,069,664**
Subtotal	**$682,294**	**$0**	**$0**	**$0**	**$9,414,362**	**$21,594,501**	**$300,000**	**$0**	**$0**	**$31,991,157**
Capital Improvements										
Advanced Detection	70,412				137,344					**207,756**
Bicycle Infrastructure Improvements		100,000								**100,000**
Concrete Maintenance						5,496,669				**5,496,669**
Congestion/Incident Management						303,438				**303,438**
Cottonwood Trail								625,000		**625,000**
Downtown Streetscape Project				2,193,000						**2,193,000**
Facilities Maintenance - Fire	87,500									**87,500**
Facilities Maintenance - General City Facilities	112,500									**112,500**
Facilities Maintenance - Parks, Recreation and Cultural Services	44,000									**44,000**
Garage Light Replacement				255,000						**255,000**
Gateway Canopy and Business Office Renovations				400,000						**400,000**
Hancock Expressway Bike Lanes	50,000				200,000					**250,000**
Infrastructure Damage Repair	110,500									**110,500**
Milton Proby Trail Extension								75,000		**75,000**
Mount Manitou Incline			50,000					80,000		**130,000**
Neighborhood Improvement and Preservation Project					548,000					**548,000**
On-Street Bikeway Improvements						112,041				**112,041**
Parking System Maintenance				50,000						**50,000**
Platte Avenue/Tejon Street	11,491				103,421					**114,912**
POC Stairwell Carpet Replacement	40,000									**40,000**
POC Universal Power Supply	140,000									**140,000**
Rehab of Taxiways E, G, and H (Phase IV)				1,471,768	11,496,672					**12,968,440**
Road & Bridge Improvements	2,000,000									**2,000,000**
Roadway Safety and Traffic Ops						994,408				**994,408**
Route 9 Pedestrian Accessibility/Bicycle Lanes	139,613				558,454					**698,067**

2013 CIP Budget Detail

Project Name	General Fund	Bike Tax	CTF	Enterprise	Grants	PPRTA	PSST	TOPS	Other	Total Cost
Capital Improvements										
Sand Creek Trail - Airport Road Underpass								125,000		**125,000**
Sand Creek Trail - Constitution to Palmer Park					407,228			555,000		**962,228**
Sand Creek Trail - Hancock Expressway Crossing								395,000		**395,000**
Sand Creek Trail - Stetson Hills to Dublin/1								325,000	80,000	**405,000**
Self Contained Breathing Apparatus	500,000									**500,000**
Skyline Trail and Union Blvd.								140,000		**140,000**
South Nevada Avenue and I-25 Ramps	30,415				273,739					**304,154**
Stormwater Improvements	2,000,000									**2,000,000**
Street Resurfacing and Maintenance						6,355,523				**6,355,523**
Traffic Sign Federal Mandates	200,000									**200,000**
Traffic Signal Federal Mandates	145,512									**145,512**
Ventilation Improvements							175,000			**175,000**
Subtotal	**$5,681,943**	**$100,000**	**$50,000**	**$4,369,768**	**$13,724,858**	**$13,262,079**	**$175,000**	**$2,320,000**	**$80,000**	**$39,763,648**
IT Infrastructure										
e-Document Management	283,472									**283,472**
ELIS	188,000									**188,000**
Subtotal	**$471,472**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$471,472**
Financial Commitments										
Arterial Reimbursements	100,000									**100,000**
CAB/Senior/ Sertich/MuniCourt/2	174,233								99,259	**273,492**
CDOT Debt Service				658,076						**658,076**
Citywide Data Center Payment	1,225,246									**1,225,246**
Information Technology Maintenance - Payment	701,259									**701,259**
Police Operations Center - Payment	408,186									**408,186**
Red Rock Canyon Purchase Payment/3								1,006,807	111,868	**1,118,675**
Skyview Softball Complex Payment/4									269,100	**269,100**
TOPS Land Acquisition Costs								50,000		**50,000**
Subtotal	**$2,608,924**	**$0**	**$0**	**$658,076**	**$0**	**$0**	**$0**	**$1,056,807**	**$480,227**	**4,804,034**
Total 2012 CIP	**$9,444,633**	**$100,000**	**$50,000**	**$5,027,844**	**$23,139,220**	**$34,856,580**	**$475,000**	**$3,376,807**	**$560,227**	**$77,030,311**
								0		

1 - Sand Creek Trail - Stetson Hills to Dublin - The Other funds source is developer funds to construct a pedestrian bridge

2- Cab/SeniorCenter/Sertich Ice Center/Municipal Court Payment - The Other funds source is energy savings

3 - Red Rock Canyon Purchase - The Other funds source is CTF operating funds

4 - Skyview Softball Complex payback - The Other funds source includes concession revenue and ballplayer fees ($100,000 budgeted each year), with the balance paid from CTF operating funds

Ongoing Financial Commitments

This section includes ongoing financial commitments for Capital Purchases that were made or Capital Improvement Projects that were completed in previous years, however, payment of those purchases and projects continues. Five year funding requirements can be found starting on page 23-11. Additionally, debt schedules for these projects can be found in the Debt Overview section.

Arterial Reimbursements

Per City Code 7.7.706, reimbursements are made to subdividers for infrastructure improvements. Payments are prioritized based on the reimbursement request date and available funding. The outstanding obligation for reimbursement to developers is approximately $2.9 million. Because this obligation is paid as funding is available, there is no debt schedule in the Debt overview section as mentioned above. The payment for 2013 is $100,000.

CAB/Senior/Sertich/Municipal Court

City Council approved a lease purchase for repairs at several City facilities including the City Administration Building, the Senior Center, Sertich Ice Center and the Municipal Courthouse. The useful life of the heating and cooling systems of the CAB had been reached and the lighting system needed replacement. The Senior and Sertich Centers were identified as high energy users with antiquated equipment. The Municipal Courthouse required the replacement of a chiller and other repairs. This project includes purchase and installation of a new boiler, cooler, energy saving light fixtures, water conserving bathroom fixtures and a new building monitoring system. The total cost of the lease purchase is $2,904,134 and the payment for 2013 is $273,492.

CDOT Debt Service

Two CDOT loans were approved by the State of Colorado to fund three Airport CIP projects--the Entrance/Exit Road Resurfacing project, the Public Roadway Signage project, and the Fleet Improvement Phase I project. Each loan is to be repaid in five annual installments and will be paid with Passenger Facility Charges. The PFC-backed CDOT loans allow payments for three capital projects to be spread over time; thus, freeing up Airport capital funds for other uses. The interest rate associated with the CDOT loan was lower than the Airport's cost of capital, thereby allowing the Airport to retain a higher capital reserve balance. One loan will be paid off in 2014; the other loan will be paid off in 2015. The total cost of this project is $4,100,000 and the payment for 2013 is $658,076.

Citywide Data Center/POC Upgrades/IT Maintenance

The lease on the City's data center expired on December 31, 2009. Due to the condition of the building and the need to upgrade voice and data operations, the IT data center operations were moved to the state-of-the-art Police Operations Center with built-in physical security. As part of this move upgrades were completed to the network, servers, and interior wiring. To support the new data center environment, modifications to the building, cooling and power system were required. Equipment upgrades were due to the age of major computer and voice systems and lack of vendor support. The total cost of this project is $11,676,270 and the total payment for all three components in 2013 is $2,334,691.

Red Rock Canyon Purchase Payment

Through the TOPS Program and a partnership with the Trust for Public Land, the City purchased 789 acres known as the Red Rock Canyon Open Space on the west side of Colorado Springs. The purchase was financed over 15 years. In 2011 the City refinanced the amount of the loan. As a result there will be cost savings; and the length of the loan was not changed. Red Rock Canyon Open Space will be paid off in 2018. Funding is through the TOPS sales tax and the Conservation Trust Funds. The total cost of this project is $15,070,000 and the payment for 2013 is $1,118,675.

Skyview Softball Complex

The Parks, Recreation and Cultural Services Department completed the adult softball complex using certificates of participation, which will be paid using Conservation Trust funds, player fees and concession revenue. In 2011 the City refinanced the amount of the loan, as a result cost savings will be realized. The total cost of this project is $4,205,000 and the payment for 2013 is $269,100**.**

Springs Community Improvement Program (SCIP) debt payment

Voters approved the sale of $88 million in bonds to fund 29 high priority capital projects. In 2007 a portion of that debt was refinanced and the term extended one year to 2016. The final SCIP project, America the Beautiful Park (Confluence Park), was completed in September 2005. For 2013, there was an accounting change and the SCIP debt payment will be paid from the General Fund, General Cost portion of the budget and is not included as part of the overall CIP program.

Five-Year Funded CIP

Over the next five years, the City has over $192.1 million in planned capital improvements. This includes the projects listed in the Transportation Improvement Plan (TIP), which are funded by federal grants, as well as projects that are funded by the Pikes Peak Rural Transportation Authority (PPRTA).

For 2013-2017, there is a significant reduction in funding from the prior five year period ($240 million) due to the sunset of the PPRTA capital program, uncertainty related to the future of federal transportation grant funds, and accounting changes to CTF and TOPS programs.

Since 2013 is the only year that funds are budgeted, the dollar values shown in years 2014-2017 are estimates that will very likely change based on anticipated costs, revenue projections and construction schedules. However, at the very least, it gives a reasonable estimate for future planned capital projects.

The largest projects involve transportation improvements, and are primarily funded by the PPRTA. They include:

- Austin Bluffs Corridor Improvements - $22.7 million
- Concrete Maintenance - $25.5 million
- Street Resurfacing and Maintenance - $30.4 million

Below is a summary of the five-year Capital Program by project type and year. The following spreadsheet lists all the 2013 funded projects with the associated dollar estimates for each year between 2013 and 2017.

		2013	2014	2015	2016	2017	Total
Summary	Capital Infrastructure	31,991,157	16,921,320	5,040,899	3,980,148	5,742,572	**$ 63,676,096**
	Capital Improvements	39,763,648	20,199,067	18,593,888	17,179,352	17,207,351	**$ 112,943,306**
	IT Infrastructure	471,472	206,000	206,000	-	-	**$ 883,472**
	Financial Commitments	4,804,034	4,661,634	1,760,671	1,670,167	1,672,217	**$ 14,568,723**
	Total	**$77,030,311**	**$41,988,021**	**$25,601,458**	**$22,829,667**	**$24,622,140**	**$ 192,071,597**





Five-Year Funded CIP Detail

		2013	2014	2015	2016	2017	Total
Capital Infrastructure	25th Street Bridge	-	437,540	-	-	-	$ 437,540
	31st Street Bridge over Camp Creek Replacement	-	1,537,589	102,411	-	-	$ 1,640,000
	Academy Blvd./Airport to Academy Loop	-	406,250	-	-	-	$ 406,250
	Austin Bluffs Bridge Widening	1,364,402	1,330,017	-	-	-	$ 2,694,419
	Austin Bluffs Corridor Improvments	14,327,335	8,387,506	-	-	-	$ 22,714,841
	Fillmore Street Corridor	2,435,152	-	-	-	-	$ 2,435,152
	Green Crest Channel	2,870,790					$ 2,870,790
	Stetson Ridge - Fire Station 21	300,000	-	-	-	-	$ 300,000
	Paseo Bridges	-	-	780,000	-	-	$ 780,000
	Platte Avenue Bridge over Sandcreek	-	-	-	3,980,148	5,742,572	$ 9,722,720
	Printers Parkway and Parkside Drive Roundabout	623,814	-	-	-	-	$ 623,814
	Rockrimmon Bridge Replacement	-	880,000	-	-	-	$ 880,000
	Vincent Drive Extension	3,000,000	-	-	-	-	$ 3,000,000
	West Uintah Corridor Improvements	-	407,455	4,158,488	-	-	$ 4,565,943
	Woodmen Road Corridor	7,069,664	3,534,963	-	-	-	$ 10,604,627
	Total Capital Infrastructure	**$31,991,157**	**$16,921,320**	**$ 5,040,899**	**$ 3,980,148**	**$ 5,742,572**	**$ 63,676,096**

Capital Improvement	Advanced Detection	207,756	262,077	365,565	365,565	365,565	$ 1,566,528
	Bicycle Infrastructure Improvements	100,000	103,000	106,000	109,000	112,000	$ 530,000
	Concrete Maintenance	5,496,669	5,000,000	5,000,000	5,000,000	5,000,000	$ 25,496,669
	Congestion/Incident Management	303,438	136,166	-	-	-	$ 439,604
	Cottonwood Trail	625,000	-	-	-	-	$ 625,000
	Downtown Streetscape Project	2,193,000	550,000	-	-	-	$ 2,743,000
	Facilities Maintenance - Fire	87,500	87,500	87,500	87,500	87,500	$ 437,500
	Facilities Maintenance - General City Facilities	112,500	-	-	-	-	$ 112,500
	Facilities Maintenance - PRCS	44,000	-	-	-	-	$ 44,000
	Garage Light Replacement	255,000	-	-	-	-	$ 255,000
	Garden of the Gods & Chestnut	-	422,364	-	-	-	$ 422,364
	Gateway Canopy and Business Office Renovations	400,000	-	-	-	-	$ 400,000
	Hancock Expressway	250,000	-	-	-	-	$ 250,000
	Infrastructure Damage Repair	110,500	-	-	-	-	$ 110,500
	Milton Proby Trail Extension	75,000	-	-	-	-	$ 75,000

Five-Year Funded CIP Detail

		2013	2014	2015	2016	2017	Total
Capital Improvement	Mount Manitou Incline	130,000	-	-	-	-	$ 130,000
	Neighborhood Improvement and Preservation Project	548,000	500,000	500,000	525,000	550,000	$ 2,623,000
	On-Street Bikeway Improvements	112,041	125,932	-	-	-	$ 237,973
	Parking System Maintenance	50,000	110,000	110,000	110,000	110,000	$ 490,000
	Platte Avenue/Tejon Street	114,912	-	-	-	-	$ 114,912
	POC Stairwell Carpet Replacement	40,000	-	-	-	-	$ 40,000
	POC Universal Power Supply	140,000	-	-	-	-	$ 140,000
	Rehab of Taxiways E, G, & H (Ph. IV)	12,968,440	-	-	-		$ 12,968,440
	Road & Bridge Improvements	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	$ 10,000,000
	Roadway Safety and Traffic Ops	994,408	749,915	-	-	-	$ 1,744,323
	Rock Island Trail - Sand Creek Constitution	-	436,781	645,735	-	-	$ 1,082,516
	Route 1 & 7 Pedestrian/Transit Accessibility	-	-	140,445	389,390	-	$ 529,835
	Route 6 Pedestrian/Transit Accessibility	-	-	799,057	-	-	$ 799,057
	Route 8 Pedestrian/Transit Accessibility	-	-	-	-	874,666	$ 874,666
	Route 9 Pedestrian Accessibility/Bicycle Lanes	698,067	-	-	-	-	$ 698,067
	Route 12 Phase 2 - Pedestrian/Transit Accessibility	-	-	356,966	485,277	-	$ 842,243
	Sand Creek Trail - Airport Road Underpass	125,000	-	-	-	-	$ 125,000
	Sand Creek Trail - Constitution to Palmer Park	962,228	840,332	-	-	-	$ 1,802,560
	Sand Creek Trail - Hancock Expressway Crossing	395,000	-	-	-	-	$ 395,000
	Sand Creek Trail - Stetson Hills to Dublin	405,000	-	-	-	-	$ 405,000
	Self Contained Breathing Apparatus (SCBA)	500,000	500,000	107,620	107,620	107,620	$ 1,322,860
	Skyline Trail and Union Blvd.	140,000					$ 140,000
	South Nevada Avenue and I-25 Ramps	304,154	-	-	-	-	$ 304,154
	Stormwater Improvements	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	$ 10,000,000
	Street Resurfacing and Maintenance	6,355,523	6,000,000	6,000,000	6,000,000	6,000,000	$ 30,355,523
	Traffic Sign Federal Mandates	200,000	200,000	200,000	-	-	$ 600,000
	Traffic Signal Federal Mandates	145,512	-	-	-	-	$ 145,512
	Ventilation Improvements	175,000	175,000	175,000	-	-	$ 525,000
	Total Capital Improvements	**$39,763,648**	**$20,199,067**	**$18,593,888**	**$17,179,352**	**$17,207,351**	**$ 112,943,306**

Five-Year Funded CIP Detail

		2013	2014	2015	2016	2017	Total
IT Infrastructure	e-Document Management System	283,472	-	-	-	-	$ **283,472**
	Enterprise Land Information System (ELIS)	188,000	206,000	206,000	-	-	$ **600,000**
	Total IT Infrastructure	$ **471,472**	$ **206,000**	$ **206,000**	$ **-**	$ **-**	$ **883,472**

Financial Commitments	Arterial Reimbursements	100,000	-	-	-	-	$ **100,000**
	CAB/Senior Center/Sertich Ice Center/ Municipal Court	273,492	273,492	273,492	273,492	273,492	$ **1,367,460**
	CDOT Debt Service	658,076	658,076	96,304	-	-	$ **1,412,456**
	Citywide Data Center - Payment	1,225,246	1,225,246	-	-	-	$ **2,450,492**
	Information Technology Maintenance - Payment	701,259	701,259	-	-	-	$ **1,402,518**
	Police Operations Center Upgrades - Payment	408,186	408,186	-	-	-	$ **816,372**
	Red Rock Canyon Purchase Pymnt.	1,118,675	1,120,475	1,117,575	1,122,375	1,123,825	$ **5,602,925**
	Skyview Softball Complex Pymnt.	269,100	274,900	273,300	274,300	274,900	$ **1,366,500**
	TOPS Land Acquisition	50,000	-	-	-	-	$ **50,000**
	Total Financial Commitments	$ **4,804,034**	$ **4,661,634**	$ **1,760,671**	$ **1,670,167**	$ **1,672,217**	$ **14,568,723**

Unfunded CIP Needs

Over the next five years, the City has approximately $1.7 billion in high priority unfunded capital needs. The unfunded needs include projects such as building renovations, bridge replacements, stormwater system improvements, park system maintenance and new fire stations.

In 2011, public works staff did a comprehensive analysis to prepare for the proposed extension of the PPRTA, and updates to the State Transportation Improvement Plan (STIP) and the Regional 2035 Plan. This analysis included the review of repairs to existing infrastructure as well as capacity needs resulting from population growth. This list includes several high dollar roadway projects such as the Powers Boulevard extension at $37 million and capacity improvements on Platte Avenue at $61 million.

As indicated in the chart below, nearly 26% of the unfunded needs are related to maintaining the City's roadways. Another growing need is the improvement and repair of the roadway infrastructure and the bridge system which accounts for just over 44% of the identified projects. It is important to note that project costs can increase significantly over time if improvements are not made.

Unfunded CIP Needs	High	Medium	Low	Total	%
Engineering Projects	$ 652,944,000	$ 558,777,000	$ -	$ 1,211,721,000	44.17%
Fire Projects	13,108,017	11,622,500	4,547,625	29,278,142	1.07%
Information Techonology	20,819,332	-	-	20,819,332	0.76%
Parks and Recreation Projects	24,992,474	15,136,930	-	40,129,404	1.46%
Police Projects	-	300,000	145,000	445,000	0.02%
Stormwater Projects	78,675,796	361,530,342	56,764,000	496,970,138	18.12%
Streets Projects	678,280,000	19,650,000	3,417,060	701,347,060	25.57%
Traffic Engineering Projects	197,750,000	32,260,000	11,750,000	241,760,000	8.81%
Transit	450,000	200,000	180,000	830,000	0.03%
Total	**$ 1,667,019,619**	**$ 999,476,772**	**$ 76,803,685**	**$ 2,743,300,076**	

The following section includes the detail of the nearly $1.7 billion in high priority unfunded CIP needs. These projects are prioritized by the submitting departments, but have not been prioritized on a citywide basis.

In 2013, City staff will implement a process and develop criteria for identifying the highest capital priorities for the City.



High Priority Unfunded CIP Detail

Project Name	High Priority Projects	Total Costs
Engineering Projects		
21st St. over Fountain Creek Bridge Replacement	Deteriorated deck -- t-girders	$ 1,939,000
21st St. Widening	Widen 21st St. to a four-lane roadway from U.S. Hwy. 24 south to Lower Gold Camp Rd.	6,600,000
30th St. Corridor Improvements	Construct paved shoulders/bike lanes, curb, gutter, sidewalks, and intersection improvements from Fontanero St. to Centennial Blvd.	8,250,000
8th St. Corridor Improvement Project	Roadway, pedestrian, bicycle, and capacity improvements from U.S. 24 south to Bear Creek to include the replacement of 8th St. Bridge over Bear Creek	12,288,000
8th St. over Fountain Creek Bridge Rehabilitation	Deteriorated deck -- drainage issues	1,566,000
Academy Blvd. over Cottonwood Creek Box Culvert Widening	Widen existing box culvert on both the east and west sides of the structure	1,280,000
Academy Blvd. Corridor Improvements (ABC Great Streets Study)	Reconstruct roadway from Maizeland to Proby Pkwy.	50,000,000
Airport Rd. over Spring Creek Bridge Replacement	Overtops 1-2 feet, inadequate structure width, poor pedestrian safety	1,584,000
Austin Bluffs Pkwy./Meadow Ridge to Woodmen Rd.	Widen Austin Bluffs from two lanes to four lanes, including a trail connection between the trails and sidewalks in this area	5,500,000
Barnes Rd. Widening	Widen Barnes Rd. from Powers Blvd. west to Jeffrey Rd. to a four-lane cross-section between Rio Vista and Jeffrey Rd. and a six-lane cross-section between Rio Vista and Powers Blvd.	1,500,000
Bijou St. Bridge at Shooks Run	Replace failing bridge structure as repairing bridge is not cost effective	3,000,000
Bijou St. over Shooks Run Bridge Replacement	Deteriorated -- cracked at crown, load posted	3,380,000
Bridge Preventative Maintenance	Preventative maintenance for bridge program	37,500,000
Bridge Safety Improvements	Approximately 1,500 repair, safety improvement and evaluation tasks for the 414 bridge structures inventoried	15,000,000
Broadmoor Bluffs -Corrugated Metal Pipe Replacement	Deteriorated CMP -- holes in the pipe invert	150,000
Cache La Poudre over Monument Creek Bridge Rehabilitation	Badly deteriorated deck, sidewalk	2,927,000
Cache La Poudre over Shooks Run Bridge Replacement	Deteriorated -- poor concrete, leaking at cracks	2,967,000
Cascade Ave. over Cheyenne Run Bridge Replacement	Deteriorated -- concrete and wingwalls	165,000
Centennial Blvd. Extension	Construct the four-lane minor arterial extension from Fillmore St. to I-25	10,450,000
Chelton Rd./Constitution Ave. Intersection Improvements	Install pole mounted signal indications for all approaches	40,000
Chestnut St. over S. Douglas Creek	Deteriorated -- holes in CMP, undersized	1,800,000
Cheyenne Canyon 1 over N. Cheyenne Creek Bridge Replacement	Load posted, overtops	712,000
Cheyenne Canyon 2 over N. Cheyenne Creek Bridge Replacement	Load posted, overtops	617,000
Cheyenne Canyon 3 over N. Cheyenne Creek Bridge Replacement	Load posted, overtops	688,000

High Priority Unfunded CIP Detail

Project Name	High Priority Projects	
Engineering Projects		
Cimarron over Fountain Creek Bridge Rehabilitation	Deteriorated deck	7,878,000
Circle Dr. eastbound over Fountain Creek Bridge Rehabilitation	Badly deteriorated deck, substructure, rail	3,300,000
Circle Dr. eastbound over Hancock/BNSF RR Bridge Rehabilitation	Badly deteriorated deck, substructure, rail	3,300,000
Circle Dr. westbound over Fountain Creek Bridge Rehabilitation	Badly deteriorated deck, substructure, rail	3,300,000
Circle Dr. westbound over Hancock/ BNSF RR Bridge Rehabilitation	Badly deteriorated deck, substructure, rail	3,300,000
Colorado Ave. Reconstruction	Reconstruct W. Colorado Ave. from 31st St. to U.S. Hwy. 24	15,100,000
Constitution Ave./Paseo Rd. Intersection Improvements	Reconstruct intersection at Constitution Ave. and Paseo Rd.	500,000
Costilla over Shooks Run Bridge Replacement	Deteriorated -- poor concrete, leaking at cracks	3,476,000
Drennan Rd. over Jimmy Camp Creek Bridge Replacement	Load posted, DT girder, substructure and deck issues	1,593,000
Dublin Rd. Widening	Construct the north half of Dublin Blvd. from Bridal Pass to Powers Blvd.	1,540,000
Echo Ln. - Corrugated Metal Pipe Replacement	Deteriorating CMP condition	8,711,000
El Morro Rd. - Corrugated Metal Pipe Replacement	Calcualtions show that existing structure overtops, deteriorating CMP	621,000
El Paso Blvd. over Fountain Creek Bridge Rehabilitation	Deteriorated deck, superstructure issues	457,000
El Paso St. over Platte Ave. Bridge Rehabilitation	Deteriorated deck, 70% delaminated in 2010	1,210,000
Enchanted over Sand Creek Tributary Concrete Pipe Replacement	Deteriorated -- CP cracked at crown, separated	300,000
Fascination over Sand Creek Tributary Concretel Pipe Replacement	Deteriorated -- CP cracked at crown	110,000
Fillmore over Monument Creek Bridge Rehabilitation	Deteriorated deck, substructure issues	6,104,000
Fillmore St. Corridor East	Widen Fillmore St. to six lanes from I-25 east across Monument Creek per the Fillmore St. Corridor Study	27,500,000
Galley Rd. over Sand Creek Bridge Replacement	Overtops 3-4 feet, inadquate structure width	1,936,000
Gateway Rd. over Camp Creek Bridge Replacement	Overtops, narrow road	274,000
Hancock Expwy. Realignment	Construct street and drainage improvements by extending Chelton Rd. south to Drennan Rd. and realigning Hancock Expwy. east from Monica/Claredon to new Chelton Rd. and then east to Powers Blvd.	6,600,000
Las Vegas St. Corridor Improvements	Reconstruct Las Vegas St. from Tejon St. to U.S. Hwy. 85/87	18,150,000
Lorraine St. over Cheyenne Run Bridge Replacement	Load posted -- part of structure has a timber deck and part has a concrete deck	1,198,000

High Priority Unfunded CIP Detail

Project Name	High Priority Projects	
Engineering Projects		
Mark Dabling 1 over Unnamed Channel Corrugated Metal Pipe Replacement	Deteriorated -- holes in CMP	275,000
Mark Dabling 2 over Unnamed Channel Corrugated Metal Pipe Replacement	Deteriorated -- holes in CMP	583,000
Marksheffel Rd. over Jimmy Camp Creek Corrugated Metal Pipe Replacement	Deteriorated -- holes in CMP	165,000
Mayhurst Ave. over Cheyenne Creek Bridge Replacement	Deteriorated deck, girders, abutment	1,306,000
N. Nevada Ave. Corridor Improvements	Widen to six lanes from Fillmore Street to I-25	19,000,000
Nevada Ave. Streetscaping	Streetscaping on Nevada Ave. from Boulder St. to Cucharras St.	500,000
Nevada Ave./Platte Ave. Intersection Improvements	Reconstruct intersection and widen Platte to add turn lanes from Tejon St. to Weber St.	1,500,000
Old Ranch Rd. widen from Voyager to Kettle Creek Bridge	Widen to five-lane road from Voyager Pkwy. to Lexington Dr.	2,733,000
Paseo St. over Shooks Run Bridge Replacement	Load posted -- top slab flexure cracks	600,000
Platte Ave. Corridor Improvements	Implement a combination of TSM and capacity improvements from Cascade to Powers Blvd.	61,000,000
Platte Ave. eastbound over Sand Creek Bridge Replacement	Deteriorated deck/girders, about 10 more years of life than westbound Platte bridge	5,874,000
Platte Ave. over Shooks Run Bridge Replacement	Deteriorated condition of concrete arch built in 1092	3,154,000
Platte Ave. westbound over Sand Creek Bridge Replacement	Deteriorated deck/girders, remaining life limited	5,874,000
Powers Blvd. Extension: I-25 to SH 83	Construct Powers from I-25 to SH 83	200,000,000
Return Rd. over Platte Ave. Bridge Rehabilitation	Deteriorated deck, 40% delaminated in 2010	330,000
Rockrimmon 2 over N. Rockrimmon Channel Bridge Replacement	Overtops, load posted, next to fire station	600,000
S. Cheyenne Canyon Road 1 over Cheyenne Creek Bridge Replacement	Load posted, overtops, substandard road	410,000
Sierra Madre/UP RR Quiet Zone	Construct medians, cross bars, curb, gutter, and sidewalk to allow the Sierra Madre UP railroad crossing to petition as a silent crossing	2,000,000
Stratton Ave. over Cheyenne Creek Bridge Replacement	Overtops, substandard road condition	308,000
Tutt Blvd. Improvements	Extension/Realignment from T-Gap to Dublin	1,393,000
Uintah over Shooks Run Bridge Replacement	Deteriorated -- poor concrete, leaking at cracks	1,950,000
Union/Constitution Intersection Improvements	Widen Constitution and Union Intersection	2,000,000
UPRR Nevada and Tejon St. Crossing Reconstruction	Reconstruct the Union Pacific Railroad crossing over both Nevada Ave. and Tejon St.	3,300,000

High Priority Unfunded CIP Detail

Project Name	High Priority Projects		
Engineering Projects			
Verde over Spring Creek Corrugated Metal Pipe Replacement	Deteriorated -- holes in CMP		320,000
Water St. over Camp Creek Bridge Replacement	Deteriorated -- SAC rusting		1,243,000
W. Fillmore over Unnamed Channe Corrugated Metal Pipe Replacement	Deteriorated -- holes in CMP		1,000,000
W. Woodmen Rd.	Reconstruct Woodmen Rd. from Dairy Ranch to Orchard Valley to include widening, curb, gutter, trail, and sidewalks		5,000,000
Woodmen Rd: I-25 to Powers Blvd. (Phase 2B)	Construction of a six-lane parkway for the portion of Woodmen between Rangewood and Powers Blvd.		44,000,000
Zoo Road over Unnamed Channel Corrugated Metal Pipe Replacement	Deteriorated -- holes in CMP		165,000
	Enginering Projects - Total	**$**	**652,944,000**
Fire Projects			
Apparatus for Station 22	Purchase engine and brush truck for Station 22, once built in the north part of the City	$	550,000
Emergency Generators	To ensure critical fire department operations continue during utility outages		675,000
Existing Facility Repairs	Concrete replacement, pavement maintenance, roof repairs, and new roofs at fire stations		700,000
Fire Station 1 Remodel	Remodel the downtown fire station		6,162,000
New northern Colorado Springs fire station (Station 22)	Land purchase and construction of a new fire station to serve northern Colorado Springs		5,021,017
	Fire Projects - Total	**$**	**13,108,017**
Information Technology			
Capital Infrastructure Refresh Budget	Provide sustainable technology refresh funding to ensure ongoing stability and support for the City's datacenter equipment including network and telephone system capital replacements	$	820,090
Radio Console Replacement	Replace 11 CentraCom radio consoles currently used by CSPD, CSFD, OEM, Traffic Engineering, Streets, Transit and Radio that will reach their end of life after version 7.15 (Q4 - 2015) or when the vendor discontinues technical support at the end of 2017		1,100,000
Radio Infrastructure Replacement	Replace repeaters and core controller infrastructure in the 800 MHz system that will be at the end of life when the vendor discontinues technical support at the end of 2018		6,800,000
Radio Infrastructure Version Upgrade	Upgrade existing 800 MHz radio infrastructure to current revision that will no longer be eligible for vendor technical suppport on Dec. 31, 2012--upgrade must be made in conjunction with the other three zone controllers in the state-wide digital radio system		4,500,000
Radio Replacement	Replace 800 MHz radios used by the City's public safety and public works staff that have exceded their end of life as the vendor discontinued technical support on Dec. 31, 2011		7,599,242
	Information Technology Projects - Total	**$**	**20,819,332**

High Priority Unfunded CIP Detail

Project Name	High Priority Projects		
Parks and Recreation Projects			
Artificial Turf Fields	Replace existing grass sports fields with artificial turf at four parks to reduce irrigation costs and maintenance expenses, improve user experiences, and increase revenue opportunities	$	10,660,000
Central Parks: Park Renovation and Major Repair Projects	Renovation projects at seven parks -- improvements include building renovations, concrete replacement, amenity repairs and restoration, irrigation renovation, court repairs, playground renovations, and replacement of failing retaining walls		1,258,625
Recreation Services Renovations and Repairs	Renovations and repairs at 11 recreation centers and community centers -- work includes building renovations, ADA improvements, parking lot repair, pool renovation, and mechanical renovations		8,359,599
Regional Park Renovation and Repairs	Renovation and major repairs at six of the City's regional parks -- work includes sidewalk replacement, bridge repairs, building renovations, interpretive and directional signage, road and parking lot repair, security gates, playground renovation, repair of picnic shelters, repair of failing retaining walls, restooms, and historic building repair		1,714,250
Trail Renovation and Replacement	Replace numerous segments of seven existing trails that were constructed prior to the creation of the TOPS Program in 1997 and are now in poor condition. These pre-TOPS trail segments are not eligible for TOPS funding per the TOPS Ordinance. Specific projects include: replacement of broken asphalt with concrete trail tread, ADA and safety improvements, drainage improvements, and improved neighborhood connections.		3,000,000
	Parks and Recreation Projects - Total	**$**	**24,992,474**
Stormwater Projects			
19th St. Detention Pond	Construct new outlet structure and improve maintenance access	$	584,630
31st St. Drainage Way, Phase 1	Replace existing undersized concrete channel with greenway -- Fountain Creek at Fontanero		8,457,500
31st St. Drainage Way, Phase 2	Replace existing undersized concrete channel with greenway -- Fountain Creek at Garden of the Gods		5,249,500
535 Popes Valley Dr.	Repair runoff damage to 150-foot long ravine on private property -- modify runon, add slope drain, and fill ravine		220,000
1327 Arcadia	Needs storm sewer to address private property flooding		325,000
2602 Palmer Park Blvd.	Needs storm sewer to address private property flooding		325,000
Cottonwood Creek Academy to Union	Construct flood control and stream restoration projects		11,051,500
Cottonwood Creek to Academy	Construct flood control and stream restoration projects		6,011,866

High Priority Unfunded CIP Detail

Project Name	High Priority Projects	
Stormwater Projects		
Doherty High School Channel/Inlets	Replace inadequate channel and construct new storm sewer inlets	3,792,000
Dry Creek Channel	Construct stormwater channel and streambank protection	1,284,000
E. Fork Sand Creek downstream of Powers	Construct drop structures downstream of Powers Bridge	1,000,000
El Sereno Drainage (Cheyenne Creek)	Construct new storm sewer system to address localized flooding	1,574,900
Emergency Stormwater Projects	Construct emergency and localized stormwater repair projects (5 years)	4,500,000
Fountain Creek - Monument Creek downstream Phase II	Construct flood control and stream restoration projects	980,000
King St. Detention Pond	Construct new outlet structure and improve maintenance access	408,000
Monument Creek at Talamine	Stabilize eroding streambank	1,750,000
N. Douglas Creek between I-25 and Monument Creek	Repairs to channel and road undercutting; repair broken wing walls	850,000
Pitkin St. Detention Pond	Construct storm sewer system to address localized flooding	180,000
Rockrimmon Channel	Construct drop structure to stabilize stream	3,400,000
S. Douglas Creek Restoration	Repair or replace existing concrete channel	3,180,000
Sand Creek Detention Pond 3	Construct Detention Pond 3 in Woodmen Heights north of Woodmen Road	1,000,000
Sand Creek Detention Pond 6	Construct Detention Pond 6 in Woodmen Heights north of Woodmen Road	1,000,000
Sand Creek Downstream of Platte FEMA PDM	Construct stormwater drop structures, streambank protection	4,031,000
Shooks Run Culverts, Phase 1: El Paso to Bijou	Construct stormwater channel, culvert, and streambank protection	3,499,700
Shooks Run Culverts, Phase 2: Platte to Boulder	Construct stormwater channel, culvert, and streambank protection	6,416,000
Templeton Gap Floodway	Reconstruct levee and floodway	3,600,000
W. Fork Sand Creek	Construct stormwater drop structures, streambank protection; repair concrete channels	4,005,200
	Stormwater Projects - Total	**$ 78,675,796**

Streets Projects		
Alley Maintenance	Restore alley and unpaved road maintenance, and institute an alley improvement program	$ 280,000
Concrete - Curb, Gutter, Sidewalk	Repair broken sidewalks, curb, and gutter, as well as replace those associated with any resurfacing activities	144,000,000
Drainage Infrastructure Maintenance	Update and repair aging drainage infrastructure that has reached or exceeded its service life	279,000,000
Street Resurfacing	Resurface arterial, collector and residential roadways throughout the City -- includes overlay, chip seal, and slurry seal; the amount of resurfacing done depends on the repair method chosen as well as the current condition of the section to be restored	255,000,000
	Streets Projects - Total	**$ 678,280,000**

High Priority Unfunded CIP Detail

Project Name	High Priority Projects		
Traffic Engineering Projects			
ADA Pedestrian Improvement Program	Provide ADA pedestrian ramps and sidewalks throughout established neighborhoods citywide to increase walkability and comply with ADA	$	20,000,000
Citywide Congestion and Incident Management Signal Improvement	Implement citywide/regionwide Intelligent Transportation Systems (ITS) to improve traffic operations, coordinate systems, and improve safety		20,000,000
Citywide On-Street Bikeway Improvements	Reconstruct roadway and/or restripe for on-street bike lanes citywide		10,000,000
Citywide Pedestrian Transportation Improvements	Construction or reconstruction of sidewalks, crossing improvements, accessibility improvements, and safety enhancements		20,000,000
Citywide Roadway Safety, Traffic Operations, and Maintenance	Install infrastructure such as guard rail; construct/reconstruct medians and intersection to improve capacity; and install traffic control devices where warranted to improve traffic operations and safety		30,000,000
Las Vegas St./Royer UP RR Crossing Relocation	The City is beginning a feasibility study to determine if the crossing should be redesigned, closed, or moved to another location in the area		2,500,000
Traffic Signal System Upgrade	Citywide traffic signal system replacement and upgrades for 381 span wire signals		95,250,000
	Traffic Engineering Projects - Total	**$**	**197,750,000**
Transit Projects			
Downtown Transit Bus Terminal Renovations	Building renovations at the Downtown Transit Bus Terminal including replacement of plumbing fixtures, exterior and interior signage and canopy, and exterior lighting	$	200,000
IT Hardware Upgrades	Onboarding equipment such as Automatic Vehicle Location (AVLs) provide transit agencies with safety, efficiency and service improvements with real-time data and historical information; farebox upgrades allow efficient and effective collection of fares		100,000
IT Software Upgrades	The software upgrades will support the Transit Services Division's IT infrastructure in which the public transportation system is reliant on for daily operations		150,000
	Transit Projects - Total	**$**	**450,000**
	Grand Total	**$**	**1,667,019,619**

Budget Development

Development of the annual City Budget is an ongoing process. However, the actual formulation of the budget is a year long process that ends in December with the final review and formal adoption of the Budget.

Overview of Budget Process

Planning Process
The Mayor establishes budget guidelines, which the budget office uses to prepare the budget manual for departments. For 2013, at the Mayor's direction, staff implemented a zero-based budget process requiring departments to scrutinize their budgets and prioritize their needs.

Department and Division Budget Submittals
During this phase, formal instructions and guidelines are issued to departments and divisions to prepare budget requests. The Budget Office meets with Department/Division managers to discuss guidelines and instructions as well as emerging budget issues. Using the guidelines, divisions prepare and submit budget requests to the Budget Office. For 2013, the City transitioned from an incremental budget process to a zero based budget process. Submittals were based on the current level of service, however, departments were able to propose alternative levels of service resulting in either an increase or decrease in resources, or a significant change in service delivery. The Budget Office analyzed the budget requests and prepared summaries for the Mayor's Executive Team budget review sessions.

Formulation of Mayor's Recommended Budget
The Mayor conducts budget review meetings with each department to review the budget submittals from each area of the City. At these sessions, discussions occur regarding services provided, resources needed and trends in key performance indicators. For 2013, The Mayor's Executive Team, the Chief Financial Officer and the Budget Manager sat on the Budget Review Committee. At the budget review meetings, Division managers had the opportunity to discuss their base and alternative proposals. After preliminary adjustments of revenue and expenditure estimates, the Budget Review Committee balanced the budget. The Budget Office then prepared the preliminary budget document.

City Council Review
The Mayor's Budget is transmitted to City Council in early October. A series of City Council budget work sessions are then conducted which are open to all citizens.

Public Hearing and E-Town Hall
The City holds one enhanced public input session annually. This session is a formal public hearing e-townhall meeting, which is typically held in late October, and is televised on Cable Channel 18 as well as simulcast on the internet at www.Springsgov.com. The E-Town Hall meeting gives citizens an additional opportunity to provide input on budget development. Citizens can submit comments and questions in person, by e-mail or telephone. All input is transmitted to City Council.

City Council Markup
The City Council makes recommendation of final resource allocation at a budget balancing session (referred to as a City Council Budget Markup Session) normally held in early November.

Final Review and Adoption of Budget and Annual Tax Levy
The City Council formally adopts the budget and sets the annual tax levy through the approval of appropriation ordinances. Adoption of these ordinances takes two readings. The Charter 3-70(e) allows the Mayor to line item veto within five days of receiving the final ordinance passed by City Council. If six (6) Council members vote to override the Mayor's veto, the ordinance shall become a finally adopted ordinance. The Council also sets the mill levy through a resolution that must be approved by December 15 and sent to El Paso County. By Colorado Revised Statute and in accordance with the City Charter, the budget must be adopted by December 31.

Major Phases

Phase I – Planning — February – May

1. Mayor updates Strategic Plan.
2. Budget Team meets weekly to resolve issues and prepare budget outlook.
3. Budget Office presents financial outlook and key fiscal issues for upcoming year.
4. Budget manual distributed to departments and divisions.

Phase II – Department and Division Budget Requests — May – June

1. Departments and divisions prepare budget submittals.
2. Budget Office reviews and analyzes budget requests and prepares summaries and recommendations for Mayor's budget review sessions with departments.

Phase III – Formulation of the Mayor's Budget — July – September

1. Mayor conducts budget review sessions with each business unit to review budget submittals of the departments and divisions.
2. Final adjustments in revenue and expenditure estimates prepared by the Budget Office.
3. Mayor balances budget.
4. Budget Office produces Budget document.

Phase IV – Review, Public Input and Budget Markup — October – November

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.

Phase V – Final Review and Adoption — November – December

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.

2013 Budget Calendar

April 13	Present Five-Year Outlook to Executive Team
April 20	2013 Budget guidelines available on Public Folders
April 23	2011 End-of-Year Update and Preliminary 2012 Financial Update
April 25, 1:30 – 3:30 pm 26, 9:00 – 11:00 am	2013 City Staff Budget Process training session (Council Chambers, OCH)
May	Council provides the Mayor's Office with the City Council Strategic Plan
May 22	Departments submit: - 2013 alternative budget proposal (if applicable)
June 4 - 29	Gather ideas from Community Leaders on budget priorities
June 22	Departments submit: - 2013 budget proposal (list of positions, operating, capital outlay, General Fund CIP requests, list of proposed performance measures) - 2013 revenue estimates
July 9 -18	Executive Team meets with departments to review budget proposals and input from Community Leaders & Council (including enterprise budgets)
July 19-20	2013 budget balancing
July 24	Preferred last date for requests for fee increases on City Council agenda for fees that require City Council approval
July 27 August	Departments receive notice of accepted budget proposals and authorized budget
August 10	Departments submit Narrative, Performance Measures, and CIP forms
August 24	Departments complete entry into budget module for expenditures and revenue
September 1-30	Preparation of preliminary 2013 Budget

2013 Budget Calendar

October 1	Mayor distributes recommended 2013 budget
October 11 1:00 – 5:00 pm	City Council Budget Work Session
October 12 1:00 – 5:00 pm	City Council Budget Work Session
October 18 5:00 – 7:30 pm	Formal Public Hearing/E-Town Hall on 2013 Budget
October 25	Administrative budget changes delivered to City Council
November 1 1:00 – 5:00 pm	City Council Budget Markup Session
November 26	City Council informal review of final Appropriation Ordinances and 2013 Budget
November 27	First reading of 2013 Appropriation Ordinance and Mill Levy certification
December 11	Second reading of 2013 Appropriation Ordinance; 2013 City Budget officially adopted
December 13	Deadline to provide Budget Ordinance to Mayor (within 48 hours of Second Reading)
December 14	Deadline for certifying mill levy to County (CRS 39-5-128) and adopting budget (CRS 29-1-108)
December 17	Internal deadline for Mayor's veto to allow time for changes and posting
5 days after receipt or December 18	City Charter deadline for Mayor's veto (within 5 days of Mayor's receipt)
December 19 IF NEEDED	Deadline for Council to override Mayor veto Second reading of 2013 Appropriation Ordinance; 2013 City Budget officially adopted (Special City Council meeting prior to regularly scheduled Utilities Board Meeting)
December 21	Deadline for Mayor to receive Budget
December 31	Deadline for appropriating budget (CRS 29-1-108 and City Charter 7-50)

Financial Policies

The City of Colorado Springs ("the City") is a Colorado home rule municipality operating under its City Charter. The City functions under the direction of an elected Mayor. The purpose of these policies is to help frame resource allocation decisions and establish objectives, standards, and internal controls for the funds of the City. Financial policies have been adopted and used to frame major policy initiatives.

The following policies are summarized: Budget Policy, Debt Policy, Investment Policy, Reserve Policy, and the Capital Improvements Program Policy. A number of source documents provide the financial policies for the City. The State Constitution and the City Charter provide the basic legal requirements and timelines for policies; while City Council approves ordinances and resolutions that provide more specific direction that responds to the needs of the City.

Section 1 - Financial Management Overview

The City of Colorado Springs ("City") is a Colorado home rule municipality operating under its City Charter. The City functions under the direction of an elected Mayor and a nine-member City Council.

The following financial policies adopted by the Mayor of Colorado Springs, Colorado on September 23, 2011, establish the framework for the City's overall fiscal planning and management. It is the intent of the City that these policies to demonstrate to residents, the credit rating industry, municipal bond investors, auditors, and the State that the City is committed to sound financial management and fiscal integrity. The goals of the City's financial policies are:

I. To support sustainable municipal services.

II. To have a capital improvement program that adequately maintains and enhances the public's assets over their useful life.

III. To provide cost-effective services to citizens and visitors.

IV. To provide financial and other service information to enable citizens to assess the costs and results of City Services.

V. To follow prudent and professional financial management practices to assure residents of the City of Colorado Springs and the financial community that our City government is well managed and in sound fiscal condition.

This document is intended to be an overview of various financial policies and is not meant to be a detailed procedures source or detailed department specific source. If the material in this document does not answer a specific question, please contact the Finance Department.

Detailed City department policies provide more specific direction on how to achieve identified goals and are the basis for consistent actions that move the community and organization toward sound financial management decisions.

Section 2 - General Financial Policy

I. Fund Accounting

A fund is a separate, self-balancing set of accounts used to account for resources that are segregated for specific purposes in accordance with special regulations, restrictions or limitations.

The separation of the City's activities into funds allows the City to maintain the appropriate (required) controls over expenditures for each activity and to report on specific activities to interested citizens.

Fund Types: All funds are classified into six (6) fund types. These fund types, and the purpose of each are:

a. *General Fund* – To account for the administrative, police and fire protection, parks, recreation, community development, infrastructure, and technology functions of the City. Principal sources of revenue consists of property taxes, franchise and occupancy taxes, sales and use taxes, licenses and permits, grants, charges for services, intergovernmental revenue, interest earnings, and operating transfers from other funds. Major expenditures are for personnel costs, materials and supplies, purchased services, capital outlay, and transfers to other funds.

b. *Special Revenue Funds* – To account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. One or more specific restricted or committed revenues should comprise a substantial portion of the fund's resources but may also include other restricted, committed, and assigned resources.

c. *Capital Projects Fund* – To account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets. Outflows financed by proprietary funds and assets held in trust are excluded.

d. *Debt Service Fund* – To account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest.

e. *Enterprise Funds (also called Business or Proprietary Funds)* – To account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user determination of revenues earned, expenses incurred, and/or net income as appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

f. *Fiduciary Funds* – To account for resources received and held by the City in a fiduciary capacity. Disbursements from these funds are made in accordance with the trust or other agreements or conditions of the trust for the particular source of funds.

II. Accounting and Auditing Policies

The City maintains a system for financial monitoring, control and reporting for all operations, funds and agencies in order to provide effective means to ensure that overall City goals and objectives are met and to instill confidence in the City's partners and investors that the City is well-managed and fiscally sound.

The City maintains its accounting records and reports on its financial condition and results of operations in accordance with state and federal law and regulations and generally accepted accounting principles in the United States (GAAP), which are set by the Governmental Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB). Annually, an independent firm of certified public accountants performs a financial and compliance audit of the City's financial statements. Their opinions are included in the City's Comprehensive Annual Financial Report (CAFR) and the Report on Compliance with the Single Audit Act of 1984.

III. Basis of Accounting and Reporting Focus

The term "basis of accounting" refers to when revenues, expenses, expenditures – and the related assets and liabilities – are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made. The following are the basis of accounting available for use by the City:

a. *Cash Basis* – Transactions are recognized only when cash is received or disbursed.

b. *Accrual Basis* – Transactions are recognized when the economic event occurs, regardless of whether or not cash is received or paid. Proprietary funds, which encompass the enterprise funds, use the accrual basis of accounting. These funds have an income measurement/capital maintenance focus. The accrual basis of accounting is used by private enterprises as well.

c. *Modified Accrual Basis* – Expenditure transactions are recognized when incurred. Revenues are recognized when they are both measurable and available to finance the expenditures of the current period. Governmental funds, including general, special revenue, debt service, and capital projects, use the modified accrual basis of accounting. For a revenue to be recognized in a governmental fund, it must be "measurable" (the amount must be known or be reasonably estimated), and it must be "available" to finance the expenditures of the same fiscal period for which the revenue is recorded. "Available," in this case, means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. For purposes of consistency, that time-frame shall be sixty (60) days, which was set for purposes of property tax revenues.

Reporting Focus (Budget vs. GAAP) – This concept is used to refer to the way transactions are recorded and reported for compliance with Colorado Budget Law as opposed to financial statement presentation in conformance with GAAP.

a. *Budget Basis* – The City's monthly statement of revenues and expenditures are reported during the fiscal year on what is informally called a "budget basis." The City's transactions are recorded throughout the year in accordance with the financial statement requirements as set forth within the Colorado Revised Statutes. By recording the transactions in general compliance with this law, the revenues and expenditures can be more easily monitored on a monthly basis to ensure compliance with the legal requirements as set forth within the Colorado Revised Statutes.

b. *GAAP* – At the end of the fiscal year, adjustments are made to present the financial information in a format that is comparable to that used by other local government units around the country. The standards for this reporting are referred to as "generally accepted accounting principles" (or GAAP basis). The adjustments to convert the City's financial records from "budget basis" to "GAAP basis" are made to ensure that the City's financial statements are fairly and consistently presented in conformance with GAAP.

IV. Internal Control Structure

The City maintains an internal control structure consisting of the following three elements:

a. *Control Environment* – an overall attitude and awareness of actions as they influence the City.

b. *Accounting System* – an effective accounting system that results in identification and recording of all valid transactions, description on a timely basis of the type of transaction in sufficient detail to permit proper classification of the transaction for reporting purposes, recording of the transaction in the correct time period, and proper presentation of all transactions and related disclosures in the financial statements.

c. *Control Procedures* – proper authorization of transactions and activities, adequate segregation of duties, adequate documentation and records, adequate safeguards regarding access and use of assets and records, and independent checks on performance.

Funds are categorized by standard GAAP functional classifications; and the development of new funds, departments, programs, and accounts shall be approved by the Finance Department.

Each fund in the City's budget will have an introductory statement of purpose which shall consist of the intent of the fund, sources of revenue and restricted revenues, if any, and required reserves and justification for such reserves.

V. Financial Monitoring

The Budget Manager is charged with the primary responsibility for monitoring the fiscal implementation of the approved budget. In addition, the Budget Office and Finance Department will work closely with other departments to apprise them of their financial status and of any potential issues that may affect their budgets. The Budget Office and the Finance Department may review fiscal issues affecting any part of the City organization. This activity supports the monitoring role and focuses on the protection of City assets and the legal, efficient, and effective use of City resources. Together the Budget Manager and the Chief Financial Officer will provide City Council with regular reports on the City's finances including a financial report containing budget versus actual revenue and expense information. These reports fulfill a requirement in City Charter §3-140.

Individual departments are responsible for monitoring and managing their resources to ensure that the legal and administrative appropriation to the department is not overspent and that all expenditures and uses of City resources are in conformity with City, state, and federal ordinances, statutes, policies, and regulations.

a. *Legal Appropriation* – Each department is responsible for ensuring that expenditures do not exceed the legal appropriation level for their department within each fund, operating and capital expenditures combined.

b. *Revenues* – Each department is responsible for monitoring revenues that are collected as a result of programs administered. If a significant change in the estimate for the current or future fiscal year's results, the department must contact the Budget Office to advise of the change.

VI. Audit

The Charter and Code of the City of Colorado Springs, State of Colorado statutes, and federal laws and regulations will be followed wherever they apply to the financial activities of the City. The source of historical financial information about the City will be the central accounting

system as operated and maintained by the Finance Department. The source of all current and future budget information, including spending plans, revenues, and expenditures, is the annual budget document.

a. *Internal Audit* – The City of Colorado Springs Office of the City Auditor evaluates the adequacy of financial controls, systems, records, and organizational operations. They provide Council, management and employees objective analysis, appraisals and recommendations for improving systems and activities.

b. *External Audit* – In accordance with City Charter §3-160, an annual external audit will be performed by an independent public accounting firm with the subsequent issuance of a financial report and opinion.

c. *Single Audit* – Per OMB Circular A-133, all non-federal entities that expend $500,000 or more in a year on federal awards, either as the grantee or the sub-grantee, shall have a single or program-specific audit conducted for that year in accordance with the provisions of the circular guidance. The single audit encompasses both the entity's financial statements and the federal awards received by the entity; whereas a program-specific audit will audit one federal program and can only be used when the grantee receives grant awards only from one federal program. The City contracts with an external firm to conduct a single audit on an annual basis. The awarding agency may also specify additional audit requirements in the grant award letter or grant guidance.

Section 3 - Budget Policy

I. Overview

The annual budget is an operational plan that provides the Mayor and City Council with the financial information necessary to guide resource allocation to accomplish the goals and objectives of the City. The budget details how municipal services will be provided. The budget, along with the annual appropriation ordinance and any supplemental appropriations, provide the basis for the control of expenditures and set the financial guidelines for the City. The basic legal requirements and budget process are defined by the State Constitution and City Charter.

II. Budget Philosophy

The City is committed to developing a sound financial plan for the operations and capital improvements that meet the City's Strategic Plan goals. The City provides a wide variety of services to residents and visitors. It is the responsibility of the City Council to adopt a budget and the Mayor's responsibility to manage the available resources to best meet the service needs for the overall good of the community. To achieve this, the City:

a. Utilizes conservative growth and revenue forecasts;

b. Prepares plans for operations and capital improvements;

c. Allows staff to manage the operating and capital budgets, with City Council approving the allocations for both;

d. Adopts financial policies;

d. Establishes budgets for all funds based on adopted policies;

e. Appropriates the budget in accordance with the City Charter and State Constitution; and

f. Develops a budget that minimizes adverse impacts to the community.

III. Budget Preparation Process

The City identifies important community outcomes and develops a financial and service delivery plan to achieve those outcomes. City Council allocates funding based on current priorities and results, and does not simply increase the prior year's budget. Each year, the Budget Office prepares a forecast for the following year's budget. In May, the Budget Office prepares a budget manual with the Mayor's budget objectives and guidelines for developing the following year's budget for the departments use. In June and July, departments develop revenue and expense projections for the following year and submit them to the Budget Office. In July, departments present their budget to the Budget Review Committee for review and analysis. Not later than the first Monday in October, the Mayor submits a preliminary budget to City Council for review. In October, the citizens of Colorado Springs provide their feedback on the proposed budget and City Council holds work sessions on each department's proposed budget. In November, City Council may amend the Mayor's proposed budget. In December, City Council approves the budget and appropriations ordinances. The Mayor may then veto specific lines of the budget. The City Council can override the Mayor's vetoes with six votes. By December 31st City Council must adopt the following year's budget.

IV. State Statutory Requirements

The State Statute indicates that no later than October 15 of each year, the budget shall be submitted to the governing body. As a result, the Mayor presents the recommended budget for the ensuing fiscal year to City Council no later than October 15 of each year.

V. Colorado Springs City Charter Requirements

a. *Budget Fiscal Year* – Colorado Springs City Charter §7-10.

The fiscal year of the City shall commence on the first day of January and end on the last day of December of each year." (1909; 1977)

b. *Mayor's Powers and Duties* – Colorado Springs City Charter §3-70 (e).

Every ordinance finally passed by the Council shall be presented to the Mayor within forty-eight hours thereafter for final adoption. If the Mayor approves such ordinance, he or she shall finally adopt it by signing it within five days after receiving it. If the Mayor disapproves, the ordinance shall be returned to the Council within five days with the Mayor's objections in writing. If then six (6) of the members vote to pass the same over the Mayor's veto, it shall become a finally adopted ordinance, notwithstanding the objections of the Mayor. If the Mayor does not return the ordinance with written objections within the time specified, it shall become finally adopted as if the Mayor had approved it. (2010)

(1) In any ordinance appropriating funds, the Mayor may disapprove specific line items without disapproving the entire ordinance. After disapproval of specific line items, the ordinance shall be returned to Council to complete the over-ride process as outlined above as to each line item vetoed. (2010)

(2) Notwithstanding the foregoing subsections, the Mayor shall not have power to disapprove by veto the following listed types of ordinances, this limitation applying only to the following specifically identified ordinances: an ordinance accomplishing any quasi-judicial act; an ordinance approving bonds to be issued by any City enterprise; an ordinance pertaining to Article VI, "Utilities," of this Charter; an ordinance submitting a Charter amendment to a vote of the qualified electors; or an ordinance proposing a Charter convention. (2010)

c. *Specific Powers and Duties of the Mayor* – Colorado Springs City Charter §4-40 (i).

(i) On or before the first Monday in October in each year, the Mayor shall furnish to the Council estimates in writing of the probable expenses to be incurred in the several departments of the City for the ensuing fiscal year, specifying in detail probable expenditures, including a statement of the salaries of all administrative officers and employees, and certify the amount of money to be raised by taxation during the ensuing fiscal year to make payment of interest, sinking fund, and principal of bonded indebtedness and also the estimated amount of revenue from all sources other than tax levy. At the same time or on such later date in each year as shall be fixed by the Council, the Mayor shall prepare and present to the Council the annual budget for the ensuing fiscal year, which shall include interest and sinking fund on the bonded debt. The budget so prepared shall be in such detail as to the aggregate sum and the items thereof allowed to each department, office, board, or commission as the Mayor may deem advisable except such as are fixed by law. (2010)

d. *City Council Duties - Strategic Plan* – Colorado Springs City Charter §3-10(b).

To provide for the future of the City, Council shall maintain a strategic plan that prioritizes goals for the City and establishes measurable outcomes. The strategic plan shall include the Comprehensive Plan and a five-year capital improvements plan for municipal needs. The plan process shall consider public input. City Council shall provide the plan and goals to the City Manager for development of the municipal administrative budget. (Refer to the Capital Improvements Program Policy)

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 2011, the City has no general obligation debt.

The City uses lease purchase financing for several purposes, which include the acquisition of real property and the replacement of equipment and vehicles. Lease purchases decrease the impact of the cost to a department by spreading the costs over several years, and are subject to annual appropriation by City Council.

II. Colorado Springs City Charter Requirements Debt Limitations – Colorado Springs City Charter §7-80.

a. No bonds or other evidences of indebtedness, payable in whole or in part from the proceeds of ad valorem property taxes or to which the full faith and credit of the City are pledged in writing or otherwise shall be issued, except in pursuance of an ordinance authorizing the same, and unless the question of the issuance of the bonds shall at any special or general municipal election be submitted to a vote of the qualified electors of the

City and approved by a majority of those voting on the question. However, City Council pursuant to ordinance and without election may:

- Issue local improvement district bonds;
- Borrow money or issue bonds for the purpose of acquiring, constructing, extending or improving water, electric, gas, sewer, or other public utilities or income-producing projects provided, further, that said borrowing shall be repaid and said bonds shall be made payable solely out of the net revenue derived from the operation of the utility, utilities, or other income-producing projects, or any or all thereof. Net revenue shall mean gross revenue less all operation and maintenance expenses of the project for which the money has been borrowed or bonds issued.

b. The City shall not become indebted for any purpose or in any manner to an amount which, including existing indebtedness, shall exceed 10% of the assessed valuation of the taxable property within the City as shown by the last preceding assessment for City purposes provided; however, that in determining the amount of indebtedness, there shall not be included within the computation of indebtedness local improvement district bonds, revenue bonds, or general obligation bonds or other evidences of indebtedness issued for the acquisition, construction, extension, or improvement of water facilities or supplies, or both. (1909; 1922; 1951; 1965; 1977) (Ed. note: Formerly section 47)

III. Security and Exchange Commission (SEC) Rule 15c2-12 "Municipal Securities Disclosure" Requirements

As a means reasonably designed to prevent fraudulent, deceptive, or manipulative acts or practices, it shall be unlawful for any participating underwriter (broker, dealer, or municipal securities dealer) to act as an underwriter in a primary offering of municipal securities with an aggregate principal amount of $1 million or more unless the participating underwriter complies with SEC Rule 15c2-12 requirements or is exempted from the provisions of the Rule.

The City is committed to providing timely and consistent dissemination of financial information with SEC regulatory requirements. It is imperative that disclosure be accomplished in a timely fashion in accordance SEC required SEC Rule 15c2-12 compliance and the City's Disclosure Dissemination Agent Agreement (DDAA).

This disclosure policy confirms the City's commitment to fair disclosure. Its goal is to develop and maintain guidelines for presenting related financial reports and events to interested third parties, financial institutions and the general public.

This policy covers all City employees and elected officials of The City of Colorado Springs. 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 @ http://dataport.emma.msrb.org.

Section 5 – Cash Management Policy

I. Scope

The City recognizes that effective cash management is an integral component of sound financial management. Therefore it is the policy of the City that funds deemed idle, based on projected cash flow shall be invested in a manner that seeks to maximize their productivity until such time as they are needed for the operation of the City. (Refer to Section 6 – Investment Policy)

II. Cash Deposits and Receipts

a. Departments collecting cash receipts, whether in cash or other forms of payment, must turn in such receipts to the Finance Department on a daily basis together with records required to verify accuracy of such collections.

b. Departments authorized to make deposits should promptly submit bank deposit receipts and daily cash reports to the Finance Department to verify the accuracy of collections.

c. The Finance Department will set forth general cash handling procedures to be followed for all City departments. Departments may have more restrictive policies but will not have less restrictive policies as set forth from the Finance Department.

Section 6 - Investments

I. Investment Policy – Operating Account

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 of Colorado Springs.

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 and May 25, 2010. It replaces any previous investment guidelines formulated by members of City staff.

II. Investment Guidelines – Reserve Account

The City has maintained separate Investment Guidelines to apply to the funds comprising the Reserve Account. The Reserve Account Investment Guidelines have been approved by Finance Director. All investments for this portfolio shall be made in accordance with Colorado State Statutes.

With the exception of authorized securities, maturity limits, liquidity requirements and a discretionary management status, the provisions of the Investment Policy of the City of Colorado Springs shall apply to the Reserve Account as well. Authorized investment vehicles, eligible transactions and maturity limits for the Reserve Account are defined below. There are no liquidity requirements for this portfolio at this time.

III. Cemetery Endowment Fund Investment Policy

City Code §1.6.102(B):

> *The City Treasurer may establish other trusts or accounts to invest assets of the cemetery endowment fund, assets of the C.D. Smith 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 City Treasurer 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. 166-10 on September 28, 2010. 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, 0991. 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 Balance 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 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.

The City's Unrestricted Fund Balance as of December 31, 2010 was 13.4% of the 2011 expenditure budget. The City's goal is to reach 16.7% no later than fiscal year 2012 and 18.7% no later than 2014 according to the following schedule. It is the City's goal to increase the fund balance to 25%; however, we realize that will take time barring an unexpected robust increase in sales and use tax revenue.

15.0%	By December 31,2011
16.7%	By December 31,2012
17.7%	By December 31,2013
18.7%	By December 31,2014

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" excludes 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.

[1] "Appropriate Level of Unrestricted Fund Balance in the General Fund (2002 and 2009)(BUDGET and CAFR), Government Finance Officers Association

VI. Debt Reserves

Debt reserves are established to protect bond holders from payment defaults. Adequate debt reserves are essential in maintaining good bond ratings and the marketability of bonds. The amount of debt reserves are established by bond ordinance for each fund in association with each bond issuance. At times, it may be desirable to use bond insurance rather than debt reserves. This is usually based on the recommendation from our Financial Advisor.

VII. Use of Fund Balances

Available fund balances shall not be used for ongoing operating expenditures.

Section 8 - Capital Improvement Program Policy

I. Overview

The City has a significant investment in its streets, facilities, parks, natural areas and other capital improvements. In past years, the City Council and the residents of Colorado Springs through their actions have demonstrated a firm commitment to and investment in City capital projects.

II. City Charter Requirement §4-40(b)(1), – Five-Year Capital Improvement Program (CIP) Plan

The strategic plan shall include the Comprehensive Plan and a five-year capital improvements plan for municipal needs.

III. Funding Sources and Requirements

a. All City capital improvements will be constructed and expenditures incurred for the purpose as approved by City Council, with funds rolled over from year to year until a project is deemed complete.

b. The City will use a variety of different sources to fund capital projects, with an emphasis on the "pay-as-you-go" philosophy.

c. Funding for operating and maintenance costs for approved capital projects must be identified at the time projects are approved.

IV. Transfer of Funds

Funds cannot be transferred from one active CIP project to another without City Council's approval.

Section 9 - Revenue Policy

The City shall strive to maintain a balanced and diversified revenue structure to protect the City from fluctuations in any one source due to changes in local economic conditions which adversely impact that source.

Revenue estimates will be conservative and based upon trend analysis, economic conditions and other factors. Estimates will be established by the Budget Office and reviewed by the Mayor, Chief of Staff, and Executive Team.

Non-recurring revenues and other financing sources will not be used to finance ongoing operations with the exception of the use of approved grants or the use of Fund Balance in accordance with fund balance policies.

Federal aid, state aid, gifts, and grants will be accepted only after an assessment is made of potential cost implications.

a. Grants will be spent for the purposes intended and will not be relied on for basic General Fund services.

b. The City will review grants for operating programs on an individual basis to determine suitability of accepting the grants from a sustainable long-term financial perspective.

c. The City will vigorously pursue grants for capital projects that fit long-range community improvement goals.

d. All potential grants will be carefully examined for matching requirements; both dollar and level-of-effort matches.

The City will review its fees and other charges for services annually to ensure that revenues are meeting intended program goals and are keeping pace with inflation, other cost increases and any applicable competitive rate. The City will evaluate cost recovery and align fees with cost recovery goals. Enterprise and Internal Service operations will be self-supporting.

Section 10 - Expenditure Policy

The City will pursue goals of efficiency and effectiveness by balancing short-term and long-term community needs.

Current operating expenditures will be funded with current operating revenues, approved grants, or the use of Fund Balance in accordance with fund balance policies. The Budget Office and Finance Department will monitor revenues and expenditures during the year to provide an opportunity for actions to be taken to bring expenditures in line with revenues received.

The City will undertake periodic reviews of City programs for both efficiency and effectiveness. Privatization and contracting with other governmental agencies will be evaluated as alternatives to services delivery. Programs that are determined to be inefficient and/or ineffective shall be reduced in scope and eliminated.

Section 11 - Grants Policy

Grants will follow all regulations included in the grant contract. City departments and staff that occupy positions of responsibility with respect to grant activity have specific roles and responsibilities that they shall perform and uphold both ethically and in the best interests of the City. The City Council has sole responsibility for approving grant awards, through resolution or ordinance.

I. Conflict of Interest

No employee or official of the City shall have any interest, financial or otherwise, direct or indirect, or have any arrangement concerning prospective employment that will, or may be reasonably expected to, bias the design, conduct, or reporting of a grant funded project on which he or she is working.

It shall be the responsibility of the Grant Administrator for each particular grant-funded project to ensure that in the use of project funds, officials or employees of the City and nongovernmental recipients or sub-recipients shall avoid any action that might result in, or create the appearance of:

a. Using his or her official position for private gain

b. Giving preferential treatment to any person or organization

c. Losing complete independence or impartiality

d. Making an official decision outside official channels

e. Affecting adversely public confidence in the grant funded program in particular and the City in general

II. Accounting and Reporting

a. The accounting system will separate revenues and expenditures by funding source for all grants. The accounting system will break down revenues and expenditures for each individual grant via the project system and supporting documentation will be maintained in the financial system for all grant expenditures, as is required of all expenditures.

b. The accounting system has a project system that tracks all revenues and expenditures by the specific grant or project by line item or by broad category as may be included in a grant application budget. Grant Administrators will reconcile on a regular basis to ensure all revenues and expenditures are being appropriately coded to the correct grant. Project system reports can be run to accommodate different grant time periods that may differ from calendar year reporting.

c. Federal grant funds will not be commingled with funds from other federal grants or other local match money. When applicable, any matching funds for a grant will be tracked by the department who is responsible for the grant and will only include items that directly correlate to an approved activity identified in the grant proposal.

d. Capital assets are tracked through the fixed asset system and, if a grant has purchased a capital asset, this will be noted in the fixed asset system.

e. Only allowable costs will be allocated to a grant.

f. Grants will only be budgeted when a grant award letter or statement of grant award has been received. If this is prior to adoption of the budget, it will be included in that year's budget. If it is mid-year, a budget amendment will be requested by the department and approved by City Council resolution or ordinance.

g. City departments are responsible for all aspects of the grant process including planning for grant acquisition, preparation and submitting grant proposals, preparing resolution requests to accept funds, developing grant implementation plans, managing grant programs, preparing and submitting reports to grantors, and properly closing out grant projects. Department staff and Finance staff will maintain a close working relationship with respect to any grant activity to ensure a clear understanding of the project status.

III. Documentation

All grant expenses must comply with the terms set forth in the grant application, grant award letter, City procurement policies and the guidelines in the Office of Management and Budget (OMB) Circular A-87, Cost Principles for State, Local and Indian Tribe Governments. The March 2006 Supplemental to OMB Circular A-133 also provides compliance information based on the federal granting agency. City procurement policies are located on the City's intranet, under City Contracts.

a. Documentation for all expenditures must be retained by the department for audit purposes and should include:

    i. Timesheets signed by the employee and approved by their supervisor for all payroll expenses

    ii. Purchasing documents for expenditures (if necessary based on dollar amount of purchase)

    iii. City, state or federal governmental agreement number

    iv. Formal bids for all purchases over $50,000

    v. Detailed receipts or invoices

    vi. General Ledger showing expenditure activity

    vii. Some grants may require the check number and payment date for payments issued through accounts payable

b. The City's Finance Department, with the assistance of specific grantee City departments, shall maintain the following information:

    i. Identify, 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 Circular A-133 all non-federal entities that expend $500,000 or more in a year on federal awards, either as the grantee or the sub-grantee, shall have a single or program-specific audit conducted for that year in accordance with the provisions of the circular guidance. The single audit encompasses both the entity's financial statements and the federal awards received by the entity; whereas a program-specific audit will audit one federal

program and can only be used when the grantee receives grant awards only from one federal program. The City contracts with an external firm to conduct a single audit on an annual basis. The awarding agency may also specify additional audit requirements in the grant award letter or grant guidance.

The Finance Department, with the assistance of the specific grantee City departments, shall follow up and take corrective action on all audit findings.

Section 12 - Identify Theft Prevention Policy

In 2008, Congress directed the Federal Trade Commission (FTC) and other agencies to develop regulations requiring "creditors" and "financial institutions" to address the risk of identity theft. The resulting Red Flag Rules requires all such entities that have "covered accounts" to develop and implement written identify theft prevention programs.

The FTC defined "creditors" as businesses or organizations that regularly defer payment for goods or services and bill customers later. This includes nearly any organization extending credit, whether by granting loans, making credit decisions, etc.

Pursuant to the FTC enforcement policy of the Identify Theft Red Flags Rule, the City of Colorado Springs will evaluate risk factors to develop and implement a policy designed to help identify, detect, and respond to patterns, practices, or specific activities – known as "red flags" – that could indicate identify theft during 2011.



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

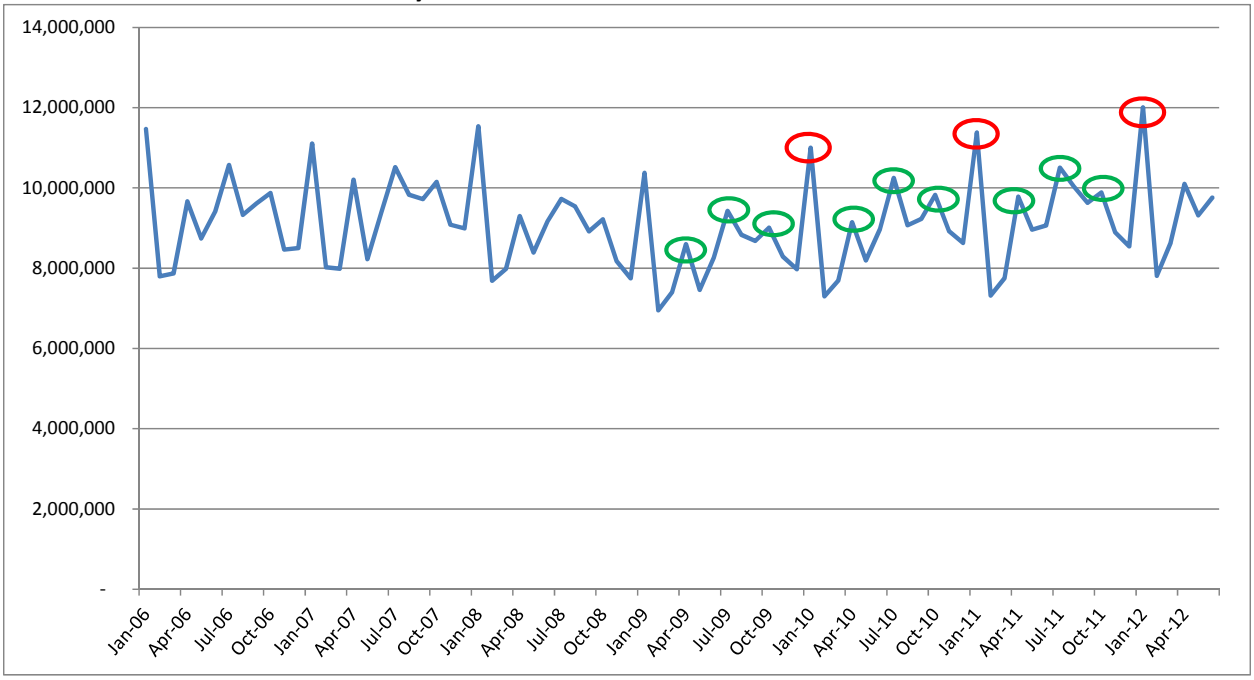
[9] The risk factors and basic review method were developed and published in the GFOA publication: Shayne C. Kavanagh. *Financial Policies*. (Government Finance Officers Association: Chicago, IL) 2012.
[10] The use tax is much smaller than the sales tax – comprising only around 5% of the total of the 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



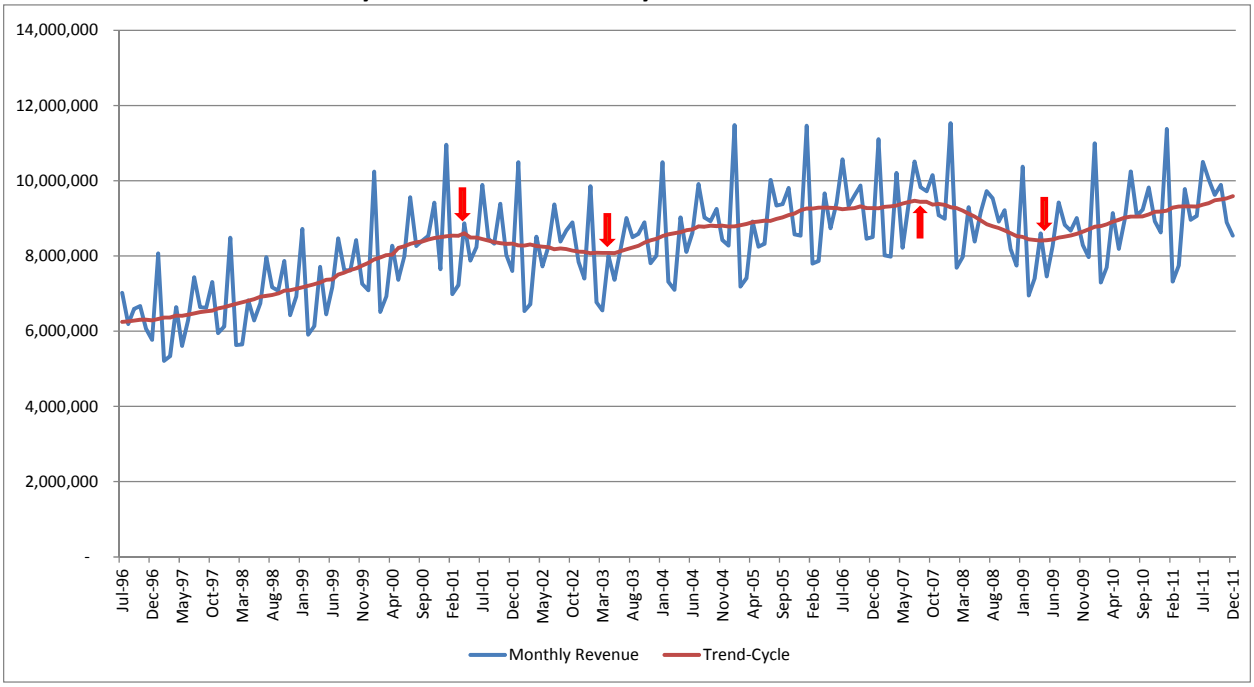
There are four consistentant spikes in sales tax revenue during the year, with Jaunary being the most improtant. July, Ocotober, and April are the others.

[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

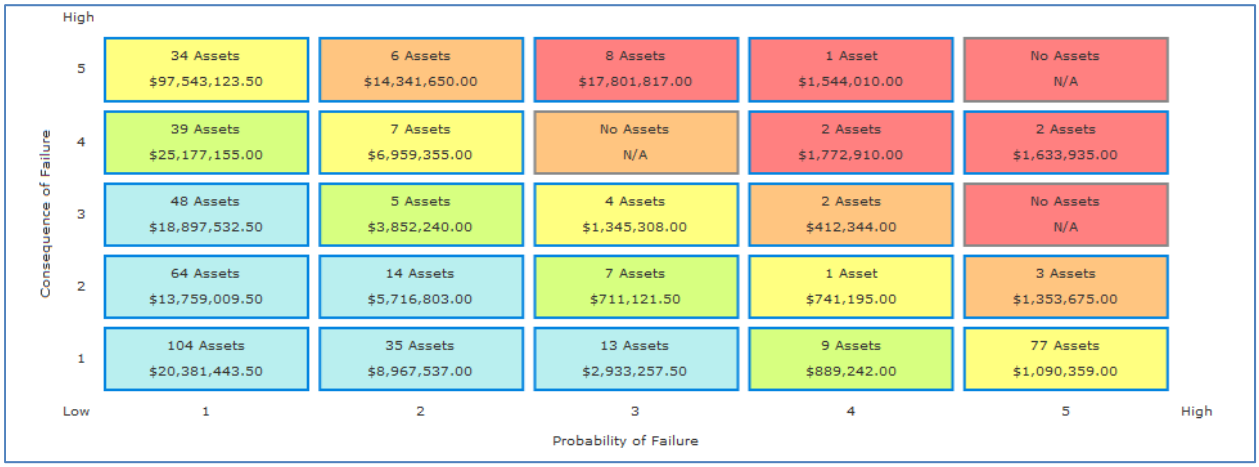
Transfers from Other Funds. The City receives about 17% of its revenue from transfers from other funds (from City utilities). This transfer is a matter of City Council policy. There do not appear to be any major threats to the continued economic viability of this policy, so any change would have a political 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.

[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

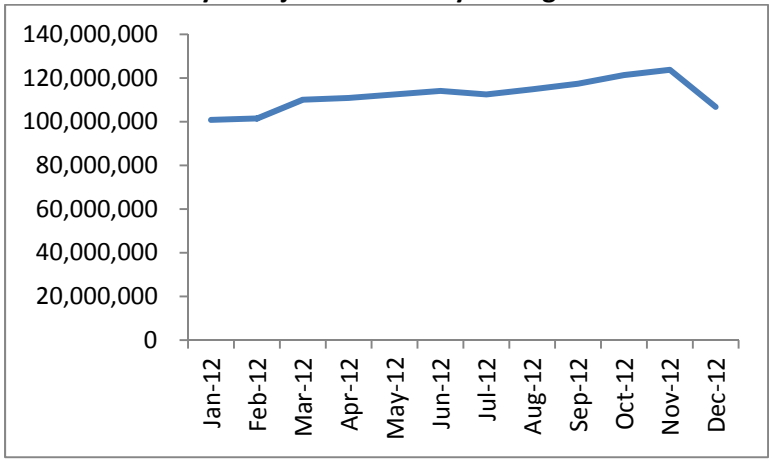
Rapid growth of the community could call for larger levels of reserves, lest service requirements expand beyond the ability of the City to continue services in the face of revenue interruption. For instance, property tax revenues may not be received until a couple of years after development occurs, yet 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.

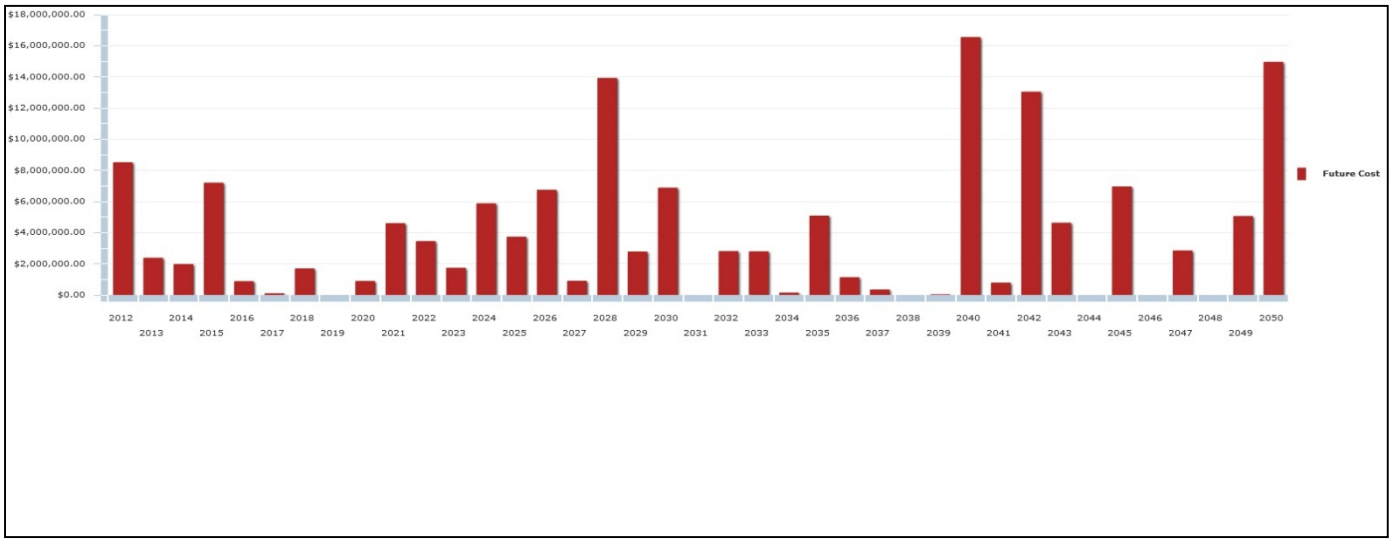
A policy should direct that any grants pursued are consistent with the government's mission and strategic priorities. Spotsylvania County's policy states that "before applying for and accepting intergovernmental aid, the county will assess the merits of a particular program as if it were funded with 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



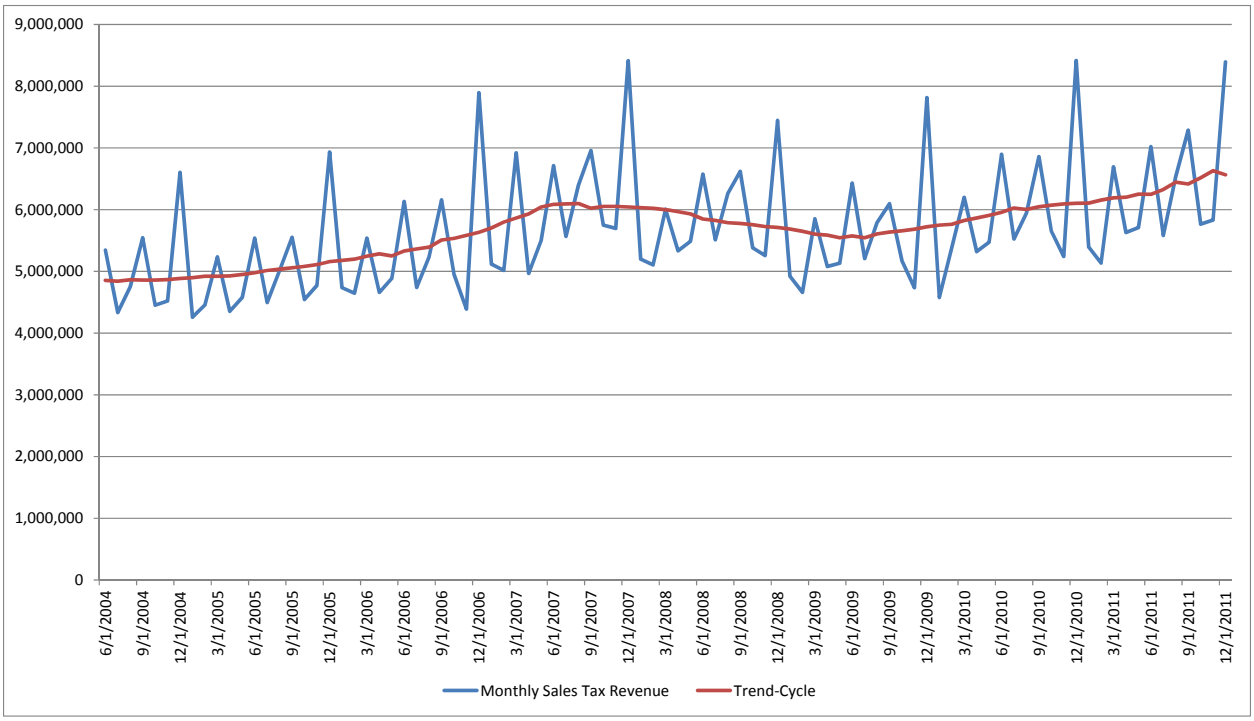
For storm sewers, the average annual contribution for a regular maintenance/replacement schedule would be about $36 million, though this is a less precise figure because the underlying information on asset condition is not as detailed.

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



Detailed Revenue Estimates

2013 General Fund Revenue								
Fund	Org	Acct	Account Description	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2012-2013 $ Change	2012-2013 % Change
Taxes									
General Property Taxes									
001	1330	45025	Taxes - Current Year	20,656,852	20,589,476	19,120,535	19,314,000	193,465	1.01%
001	1330	45050	Taxes - Delinquent	9,284	27,949	0	0	0	0.00%
001	1330	45055	Taxes - Penalty	49,192	41,012	0	0	0	0.00%
Total				**20,715,328**	**20,658,436**	**19,120,535**	**19,314,000**	**193,465**	**1.01%**
Specific Ownership Taxes									
001	1330	45126	State Automobile Tax	1,960,699	1,851,385	1,821,339	1,821,339	0	0.00%
Total				**1,960,699**	**1,851,385**	**1,821,339**	**1,821,339**	**0**	**0.00%**
General Sales and Use Tax									
001	1330	45100	Sales And Use Tax	115,684,401	121,249,546	119,900,000	130,600,000	10,700,000	8.92%
Total				**115,684,401**	**121,249,546**	**119,900,000**	**130,600,000**	**10,700,000**	**8.92%**
Admissions Taxes									
001	1330	45175	Admissions Tax	490,236	449,533	427,739	462,739	35,000	8.18%
Total				**490,236**	**449,533**	**427,739**	**462,739**	**35,000**	**8.18%**
Business Taxes									
001	1510	45151	3.2 Beer	43,632	41,975	43,200	42,900	(300)	-0.69%
001	1510	45152	A Hotel Or Restaurant	131,048	130,991	132,800	126,000	(6,800)	-5.12%
001	1510	45153	Arts	320	400	400	400	0	0.00%
001	1510	45154	Beer Or Wine	6,543	7,346	7,200	7,500	300	4.17%
001	1510	45155	Clubs	3,300	3,300	3,300	3,300	0	0.00%
001	1510	45157	Package Store	32,919	32,853	33,600	35,700	2,100	6.25%
001	1510	45158	Penalty On Occ Liquor Tax	869	1,011	900	1,000	100	11.11%
001	1510	45160	Tavern	37,522	39,685	41,200	40,400	(800)	-1.94%
Total				**256,153**	**257,561**	**262,600**	**257,200**	**(5,400)**	**-2.06%**
Total Taxes				**139,106,817**	**144,466,461**	**141,532,213**	**152,455,278**	**10,923,065**	**7.72%**
Business Licenses and Permits									
001	1510	45225	Tasting License	2,105	2,380	1,100	1,650	550	50.00%
001	1510	45226	Amusement And Theatre	2,160	1,560	2,100	1,500	(600)	-28.57%
001	1510	45228	Billiards Pool And Bowling	1,110	840	870	900	30	3.45%
001	1510	45229	Contractor Excavtn Cement	45,370	41,390	45,315	41,685	(3,630)	-8.01%
001	1510	45230	Coin Operated Games	37,180	37,960	38,305	38,900	595	1.55%
001	1510	45231	Food Peddler	9,155	10,680	11,230	12,650	1,420	12.64%
001	1510	45233	Garbage And Trash	18,373	18,030	17,520	17,835	315	1.80%
001	1510	45235	Liquor Application And Fees	149,163	173,275	160,274	148,925	(11,349)	-7.08%
001	1510	45236	Massage Parlors	225	0	0	0	0	0.00%
001	1510	45239	Merchant Patrol	149,757	149,171	145,180	163,613	18,433	12.70%
001	1510	45240	Pawn Broker	3,670	3,860	3,800	3,800	0	0.00%
001	1510	45241	Medical Marijuana License Fee	226,000	271,300	368,000	360,000	(8,000)	-2.17%
001	1510	45243	Sexually Oriented Business	4,090	4,000	4,000	4,000	0	0.00%
001	1510	45245	Taxicab	28,248	31,596	26,520	34,190	7,670	28.92%
001	1510	45246	Tree Service	4,290	5,185	4,500	5,200	700	15.56%
001	1510	45249	Escort Services Business	1,100	2,095	2,000	3,150	1,150	57.50%
001	1510	45250	Bed And Breakfast Permits	100	75	75	50	(25)	-33.33%
001	1510	45271	State Liquor Licenses	39,933	42,299	41,985	36,169	(5,816)	-13.85%
001	1510	45277	Going Out Of Business	1,305	645	1,500	760	(740)	-49.33%
001	1510	45278	Sales Tax Licenses	30,271	25,562	27,000	236,500	209,500	775.93%
001	1510	45279	Alarm Licenses	44,980	48,785	42,120	52,800	10,680	25.36%
Total Business Licenses and Permits				**798,583**	**870,688**	**943,394**	**1,164,277**	**220,883**	**23.41%**

2013 General Fund Revenue									
Fund	Org	Acct	Account Description	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2012-2013 $ Change	2012-2013 % Change
Intergovernmental Revenue									
State Shared Revenue									
001	1330	45451	State Cigarette Tax	1,103,296	1,097,592	1,128,796	1,059,796	(69,000)	-6.11%
001	1330	45476	Highway Users Tax - Regular	16,458,697	16,415,586	17,100,347	16,488,429	(611,918)	-3.58%
001	1330	45501	Highway Users Tax - Add Fees	1,368,763	1,374,144	1,366,700	1,366,700	0	0.00%
001	1330	45526	Severance Tax	35,313	44,620	20,000	20,000	0	0.00%
Total				**18,966,069**	**18,931,942**	**19,615,843**	**18,934,925**	**(680,918)**	**-3.47%**
Other Governmental Units									
001	1330	45551	Road And Bridge	799,536	796,917	693,176	759,262	66,086	9.53%
001	1330	45576	Shared Fines	131,000	193,098	100,000	100,000	0	0.00%
Total				**930,537**	**990,015**	**793,176**	**859,262**	**66,086**	**8.33%**
Total Intergovernmental				**19,896,605**	**19,921,958**	**20,409,019**	**19,794,187**	**(614,832)**	**-3.01%**
Charges for Services									
General Government									
001	1200	45631	Legal Fees	75,996	59,686	80,000	0	(80,000)	-100.00%
001	1310	44075	Processing Fee	0	0	4,000	0	(4,000)	-100.00%
001	1320	44055	Reimbursement Acct	0	416	0	0	0	0.00%
001	1330	41770	Vending Machines	9,237	21,931	10,000	0	(10,000)	-100.00%
001	1330	43200	Assessments Receivable	0	3,344	0	0	0	0.00%
001	1330	43201	Penalty on Assessments	0	68	0	0	0	0.00%
001	1330	44075	Processing Fee	3,675	3,240	0	0	0	0.00%
001	1330	44085	Advertising	0	0	100,000	0	(100,000)	-100.00%
001	1330	45224	Dog Licenses	300,000	300,000	325,000	0	(325,000)	-100.00%
001	1330	45673	Special District Service Plan Fee	0	3,500	0	0	0	0.00%
001	1330	45763	Administrative Services Fees	9,588	6,433	0	0	0	0.00%
001	1330	46052	Allocated Admin. Cost (AAC)	2,855,211	1,998,408	1,593,696	1,698,418	104,722	6.57%
001	1330	46055	Collect Fee EPC Bldg Use Tax	201	1	18,000	0	(18,000)	-100.00%
001	1360	41770	Vending Machines	3,941	3,238	0	0	0	0.00%
001	1360	44025	Cash Over Short	0	10	0	0	0	0.00%
001	1510	44025	Cash Over Short	0	1	0	0	0	0.00%
001	1510	45712	Maps, Books, Codes, Etc	1,269	1,979	1,500	2,000	500	33.33%
001	1510	45756	Photostats And Pictures	8	0	80	0	(80)	-100.00%
001	1510	45951	General Violations	24,744	6,074	5,000	5,000	0	0.00%
001	1531	40131	Volunteer Medical Coverage	315	365	340	340	0	0.00%
001	1531	40153	Ct St Collect Warrants	0	360	700	350	(350)	-50.00%
001	1531	44021	Over Payments	1,762	2,299	16,700	1,700	(15,000)	-89.82%
001	1531	44025	Cash Over/Short	(175)	(115)	(230)	(175)	55	-23.91%
001	1531	44055	Reimbursement Acct	350	100	200	300	100	50.00%
001	1531	45652	Bondsmen Judgments	3,605	5,400	3,840	3,840	0	0.00%
001	1531	45653	Cash Bonds	260	(1,410)	(1,870)	(1,000)	870	-46.52%
001	1531	45654	Court Costs	387,932	347,072	377,970	411,500	33,530	8.87%
001	1531	45655	Jury Fees	545	680	840	700	(140)	-16.67%
001	1531	45656	Misc - Municipal Court	300	456	440	300	(140)	-31.82%
001	1531	45657	OJW - City	42,319	38,468	38,970	38,970	0	0.00%
001	1531	45658	Transcript Fee	1,264	767	560	560	0	0.00%
001	1531	45659	Warrant Costs	78,003	70,723	71,120	143,500	72,380	101.77%
001	1531	45660	Payment Plan Fee	26,738	26,975	27,770	27,770	0	0.00%
001	1531	45661	NSF Fee	952	1,408	1,160	850	(310)	-26.72%
001	1531	45662	Boot Fee	3,725	3,600	3,300	4,300	1,000	30.30%
001	1531	45664	Interpreter Fee	130	0	0	0	0	0.00%
001	1531	45665	Copy Fees	116	213	200	200	0	0.00%
001	1531	45762	Graffiti Removal	0	108	0	0	0	0.00%
001	1531	45959	Revenue Clearing Account	(4,007)	(2,548)	(19,580)	(17,100)	2,480	-12.67%
001	4840	43356	Development Review Fees	296,614	391,573	325,000	216,000	(109,000)	-33.54%
001	4840	44025	Cash Over/Short	16	1	0	0	0	0.00%

2013 General Fund Revenue									
Fund	Org	Acct	Account Description	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2012-2013 $ Change	2012-2013 % Change
001	4840	44075	Processing Fee	7,525	9,863	8,825	11,199	2,374	26.90%
001	4840	44077	Zoning System Fees	3,904	0	0	0	0	0.00%
001	4840	45671	Administrative Filing Fees	526	703	0	0	0	0.00%
001	4840	45672	Maint-Newspapr Condo Boxes	2,158	2,400	0	0	0	0.00%
001	4840	45673	Special Dist Svc Plan Fee	7,000	0	40,000	0	(40,000)	-100.00%
001	4840	45694	Revocable Permits	10,309	10,474	14,400	25,573	11,173	77.59%
001	4840	45711	Copies Of Documents	247	60	400	0	(400)	-100.00%
001	4840	46170	Reimbursement from Dev. Review Ent. Fund	0	0	0	71,907	71,907	0.00%
001	4950	43125	Principal Payments ED	10,000	0	0	0	0	0.00%
001	4960	44055	Reimbursement Acct	21	0	0	0	0	0.00%
001	8163	42605	Utilities Allocation for Risk Management	0	0	170,344	169,052	(1,292)	-0.76%
001	8170	42605	Utilities Allocation for Real Estate Services	0	0	220,265	214,596	(5,669)	-2.57%
001	8170	42635	Ent Fund Utilities - Direct Bill	0	0	65,000	30,000	(35,000)	-53.85%
001	8170	42636	Ent Fund Utilities Allocation for Southern Delivery System	0	0	190,323	94,169	(96,154)	-50.52%
001	8170	42637	Ent Fund Utilities Allocation for Highline Transmission Main	0	0	0	99,169	99,169	0.00%
001	8170	42720	Other Billed Invoices	0	0	5,000	12,000	7,000	140.00%
001	8730	40379	Digital Orthos	2,300	3,100	0	0	0	0.00%
001	8730	42690	Other Chrgs Overhead	290,607	272,389	300,000	230,000	(70,000)	-23.33%
001	8730	43092	Reimbursement from other Govt.	0	0	0	27,000	27,000	0.00%
001	8730	43420	Info Tech Fee	38,900	41,100	80,000	55,000	(25,000)	-31.25%
001	8745	42640	City Chrgs Long Dist	22,122	19,271	0	0	0	0.00%
001	8745	42650	City Workorders	230,733	57,463	0	0	0	0.00%
001	8745	42690	Other Charges Overhead	139	599	0	0	0	0.00%
Total				**4,751,126**	**3,712,244**	**4,079,263**	**3,577,988**	**(501,275)**	**-12.29%**
Public Safety									
001	2102	43140	Applied to Expenditures		0			0	0.00%
001	2102	44025	Cash Over/Short		0			0	0.00%
001	2102	45734	Fountain (Court Liaison Fees for Fountain, CO)	0	0	0	3,400	3,400	0.00%
001	2102	45756	Photostats And Pictures		0			0	0.00%
001	2102	45758	Special Duty Reimb	913,506	862,270	840,000	830,000	(10,000)	-1.19%
001	2102	45857	Valley Hi	0	614	0	0	0	0.00%
001	2112	40113	Miscellaneous	708	444	0	0	0	0.00%
001	2112	40150	Restitution	3,750	3,762	0	3,000	3,000	0.00%
001	2112	44020	Miscellaneous General	(512)	271	0	0	0	0.00%
001	2114	40113	Miscellaneous	3,166	1,642	4,000	0	(4,000)	-100.00%
001	2114	40150	Restitution	1,729	1,465	0	1,500	1,500	0.00%
001	2114	43092	Reimbursement from other Govt.	0	77,730	0	0	0	0.00%
001	2114	44025	Cash Over/Short	(0)	(123)	0	0	0	0.00%
001	2114	44053	PD Parking Garage Fees	72,156	72,780	74,000	67,800	(6,200)	-8.38%
001	2114	45751	Auto Inspection Fees	40	0	0	0	0	0.00%
001	2114	45753	Excess Police Alarms	113,078	79,126	85,000	80,000	(5,000)	-5.88%
001	2114	45754	Lab Fees-Police	135	0	0	0	0	0.00%
001	2114	45758	Special Duty Reimb	0	307	0	0	0	0.00%
001	2114	45761	School Resource Officer	899,201	760,807	750,000	730,000	(20,000)	-2.67%
001	2114	45764	ID Registration Fee	612	0	0	0	0	0.00%
001	2114	45767	Annual Alarm Registration	542,762	523,435	460,000	475,000	15,000	3.26%
001	2115	40113	Miscellaneous	45	136	0	0	0	0.00%
001	2117	45756	Photostats And Pictures	0	80	0	0	0	0.00%
001	2117	45768	Unclaimed Property Disposition	56,597	54,008	55,000	148,000	93,000	169.09%
001	2117	45901	Miscellaneous	(4,028)	3,262	0	0	0	0.00%
001	2119	44025	Cash Over/Short	5	18	0	0	0	0.00%
001	2119	45751	Auto Inspection Fees	300	380	200	450	250	125.00%
001	2119	45759	Tow And Storage Charges	650,641	588,017	615,000	590,000	(25,000)	-4.07%
001	2119	45768	Unclaimed Property Disposition	438	0	0	0	0	0.00%
001	2119	45901	Miscellaneous	6,832	5,576	6,000	5,200	(800)	-13.33%

2013 General Fund Revenue									
Fund	Org	Acct	Account Description	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2012-2013 $ Change	2012-2013 % Change
001	2123	41415	Finger printing	0	67,350	170,000	125,000	(45,000)	-26.47%
001	2123	44025	Cash Over Short	20	30	0	0	0	0.00%
001	2123	44057	Property Clean Up Reimbursement	(34)	(10,233)	0	0	0	0.00%
001	2123	45756	Photostats And Pictures	233,692	162,604	64,000	110,000	46,000	71.88%
001	2123	45758	Special Duty Reimb	(3)	0	0	0	0	0.00%
001	2123	45759	Tow and Storage Charges	2,343	712	0	0	0	0.00%
001	2123	45762	Graffiti Removal	0	(68)	0	0	0	0.00%
001	2123	45764	ID Registration Fee	37,279	39,723	38,000	35,000	(3,000)	-7.89%
001	2123	45770	Code Enforcement Inspections	0	(9,300)	0	0	0	0.00%
001	2131	40113	Miscellaneous	0	410	0	0	0	0.00%
001	2131	45756	Photostats And Pictures	0	113	0	0	0	0.00%
001	2133	40113	Miscellaneous	300	0	0	0	0	0.00%
001	2135	40113	Miscellaneous	0	1,779	0	0	0	0.00%
001	2135	45734	Fountain (Court Liaison Fees for Fountain, CO)	0	1,290	4,200	0	(4,200)	-100.00%
001	2151	40113	Miscellaneous	0	360	0	0	0	0.00%
001	2151	40150	Restitution	0	4,290	0	0	0	0.00%
001	2151	44054	OT Reimbursement	0	(15)	0	0	0	0.00%
001	2151	45757	Police Polygraph tests	120	720	0	0	0	0.00%
001	2152	45757	Police Polygraph Tests	960	0	0	0	0	0.00%
001	2153	40113	Miscellaneous	(7,136)	0	0	0	0	0.00%
001	2153	40150	Restitution	4,687	0	0	0	0	0.00%
001	2153	43085	Other Share	8,599	0	0	0	0	0.00%
001	2153	44054	OT Reimbursement	46,236	0	0	0	0	0.00%
001	2154	40113	Miscellaneous	19,364	35,353	20,000	20,000	0	0.00%
001	2154	40150	Restitution	0	38	0	4,400	4,400	0.00%
001	2154	44025	Cash Over/Short	16	13	0	0	0	0.00%
001	2154	45754	Lab Fees-Police	32,382	32,581	31,000	28,000	(3,000)	-9.68%
001	2154	45756	Photostats And Pictures	0	30	0	0	0	0.00%
001	2154	45757	Police Polygraph Tests	111	0	0	0	0	0.00%
001	2154	45764	ID Registration Fee	93	0	0	0	0	0.00%
001	2155	45756	Photostats And Pictures	24	0	0	0	0	0.00%
001	2160	44054	OT Reimbursement	148,356	165,144	150,000	160,000	10,000	6.67%
001	2171	40113	Miscellaneous	328	361	0	0	0	0.00%
001	2171	44010	Insurance	3,242	0	0	0	0	0.00%
001	2171	45760	Witness Fees	1,207	473	0	0	0	0.00%
001	2171	45907	Special Events	0	101,216	85,000	60,000	(25,000)	-29.41%
001	2173	40113	Miscellaneous	0	285	0	0	0	0.00%
001	2173	41415	Finger printing	0	450	0	0	0	0.00%
001	2173	43140	Applied To Expenditures	(205)	0	0	0	0	0.00%
001	2173	43359	Dilapidated Bldg Inspections	(1,000)	500	0	1,000	1,000	0.00%
001	2173	44025	Cash Over/Short	0	1	0	0	0	0.00%
001	2173	44055	Reimbursement Acct	96,795	0	0	0	0	0.00%
001	2173	44057	Property Clean Up Reimbursement	12,449	19,356	12,000	8,500	(3,500)	-29.17%
001	2173	45694	Revocable Permits	125	0	0	0	0	0.00%
001	2173	45762	Graffiti Removal	1,208	1,015	2,000	1,000	(1,000)	-50.00%
001	2173	45770	Code Enforcement Inspections	78,255	92,153	85,000	83,000	(2,000)	-2.35%
001	2173	45917	CDBG Program	0	0	56,500	160,000	103,500	183.19%
001	2177	45907	Special Events	113,339	0	0	0	0	0.00%
001	2191	40113	Miscellaneous	0	35	0	0	0	0.00%
001	2220	44055	Reimbursement Acct	8,728	56,824	0	0	0	0.00%
001	2230	45767	Annual Alarm Registration	0	450	0	0	0	0.00%
001	2230	45775	Hazardous Material - Fire	254,547	175,557	230,000	230,000	0	0.00%
001	2230	45776	Hazardous Material Search	3,139	3,746	3,000	3,000	0	0.00%
001	2230	45777	Miscellaneous - Fire	2,929	9,576	3,300	3,300	0	0.00%
001	2230	45778	Revocable Fire Permits	25,020	41,616	25,000	25,000	0	0.00%
001	2230	45779	Fire Spec Duty Reimb	0	1,561	0	0	0	0.00%
001	2230	45780	Special FP Inspections	1,170	1,224	0	0	0	0.00%
001	2230	45782	Tank Inspection & Permit Fee	11,520	9,274	11,200	11,200	0	0.00%
001	2230	45784	Hazmat Plan Review	18,045	18,435	16,000	16,000	0	0.00%
001	2230	45785	Off Duty Inspections	450	1,590	500	500	0	0.00%
001	2230	45786	Fire Development Review	18,450	31,310	22,000	22,000	0	0.00%

2013 General Fund Revenue									
Fund	Org	Acct	Account Description	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2012-2013 $ Change	2012-2013 % Change
001	2230	45792	State License Inspection	28,980	37,980	25,000	25,000	0	0.00%
001	2230	45793	Fines - Subsequent Plan Submit	135	0	0	0	0	0.00%
001	2230	45795	High Piled Stock	2,160	2,148	2,000	2,000	0	0.00%
001	2230	45796	High Piled Inspections	16,560	15,600	15,000	15,000	0	0.00%
001	2230	45797	High Pile And Hazmat Permit	15,660	17,926	15,000	15,000	0	0.00%
001	2230	45798	A Occupancy Inspections	56,430	36,674	30,000	30,000	0	0.00%
001	2230	45957	Fines - No Permit	2,880	2,544	2,000	2,000	0	0.00%
001	2231	45777	Miscellaneous - Fire	2,477	0	0	0	0	0.00%
001	2232	43330	Juvenile Fire Setter Fee	1,340	1,360	1,500	1,500	0	0.00%
001	2241	44055	Reimbursement Acct	172,340	203,983	50,000	50,000	0	0.00%
001	2241	45772	Fire Protection Contracts	1,200	2,200	1,200	1,000	(200)	-16.67%
001	2241	45773	Fire Restitution	2,867	3,790	2,000	2,000	0	0.00%
001	2241	45775	Hazardous Material - Fire	0	114	0	0	0	0.00%
001	2241	45779	Fire Spec Duty Reimbursement	567	3,900	0	0	0	0.00%
001	2241	45788	Woodman Valley Fire Dist Cont	92,710	92,842	80,000	90,000	10,000	12.50%
001	2242	45775	Hazardous Material - Fire	15,921	28,554	10,000	18,000	8,000	80.00%
001	4811	43357	Construction Plan Review	0	400	0	0	0	0.00%
Total				**4,850,536**	**4,545,952**	**4,151,600**	**4,292,750**	**141,150**	**3.40%**
Highways and Streets									
001	3020	40113	Miscellaneous	280,418	193,871	0	0	0	0.00%
001	3020	42626	Stormwater Workorder	823,094	0	0	0	0	0.00%
001	3020	42650	City Workorders	490,568	0	0	0	0	0.00%
001	3020	45791	Millings Sales	0	58	0	0	0	0.00%
001	3020	45800	Millings Sales Waste Management	0	81,636	250,000	120,000	(130,000)	-52.00%
001	3030	44077	Zoning System Fees	(200)	0	0	0	0	0.00%
001	3030	45711	Copies Of Documents	600	773	700	700	0	0.00%
001	3030	45712	Maps, Books, Codes, Etc	0	10	0	0	0	0.00%
001	3030	45802	Traffic Control Permit	391,256	0	0	0	0	0.00%
001	3030	45811	State Safety - Traffic Dev	332,150	306,600	306,600	306,600	0	0.00%
001	3030	45812	Traffic-Reimb From Others	38,725	2,404	5,000	5,000	0	0.00%
001	3040	43356	City Engineering Dev Rev Fees	158,802	284	0	194,266	194,266	0.00%
001	3040	44025	Cash Over/Short	(1)	0	0	0	0	0.00%
001	3040	45692	Concrete Permits	78,410	67,612	75,500	71,290	(4,210)	-5.58%
001	3040	45693	Maps, Books, Codes, Manuals	164	0	0	0	0	0.00%
001	3040	45695	Excavation Permits	589,967	412,952	520,000	475,150	(44,850)	-8.63%
001	3040	45699	Development Inspections Fees	95,096	81,825	110,520	129,400	18,880	17.08%
001	3040	45802	Traffic Control Permit	55	352,192	385,500	369,500	(16,000)	-4.15%
001	3040	45806	Pavement Degradation Fee	2,432,056	1,379,402	1,878,000	1,675,500	(202,500)	-10.78%
001	3042	45697	Inspection Overtime	2,313	733	0	0	0	0.00%
001	3044	43356	Development Review Fees	0	207,382	163,000	0	(163,000)	-100.00%
001	3505	43340	Bus Shelter Advertising	(1,710)	0	0	0	0	0.00%
001	3505	45731	Bus Bench Advertising	1,710	0	0	0	0	0.00%
Total				**5,713,471**	**3,087,733**	**3,694,820**	**3,347,406**	**(347,414)**	**-9.40%**
Culture - Recreation									
001	4050	43040	Donations	0	700	0	0	0	0.00%
001	4050	45895	Therapeutic Programs	20,547	42,138	38,000	38,704	704	1.85%
001	4050	45898	Classes - Seniors	220	85	0	0	0	0.00%
001	4070	45893	Comm Programs West Side	9,670	0	0	0	0	0.00%
001	4070	45896	Child Summer Program	75	0	0	0	0	0.00%
001	4070	45908	White House Ranch Early Chi	3,113	0	0	0	0	0.00%
001	4075	45896	Youth Program	27,295	31,838	29,000	44,005	15,005	51.74%
001	4075	45917	CDBG Program	0	3,497	0	0	0	0.00%
001	4080	44025	Cash Over/Short	299	0	0	0	0	0.00%
001	4080	45896	Youth Program	9,379	9,647	13,500	13,515	15	0.11%
001	4080	45897	Classes	0	0	75,000	0	(75,000)	-100.00%
001	4080	45917	CDBG Program	34,509	16,614	0	0	0	0.00%
001	4085	45911	Hillside Programs	52,138	48,019	50,000	50,000	0	0.00%
001	4085	45917	CDBG Program	0	29,730	0	0	0	0.00%
001	5110	40150	Restitution	390	0	0	0	0	0.00%
001	5110	41220	RAC Return Spaces	600	0	0	0	0	0.00%

2013 General Fund Revenue									
Fund	Org	Acct	Account Description	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2012-2013 $ Change	2012-2013 % Change
001	5110	45247	Park / Rec Permits/Licenses	106,054	107,148	115,000	106,000	(9,000)	-7.83%
001	5110	45901	Miscellaneous	55	0	20,000	0	(20,000)	-100.00%
001	5110	45907	Special Events	3,625	4,500	0	0	0	0.00%
001	5121	40211	General Forestry	0	815	0	0	0	0.00%
001	5131	41805	Tollgate	0	50	0	0	0	0.00%
001	5131	45247	Park / Rec Permits/Licenses	328	0	0	0	0	0.00%
001	5131	45836	Softball	0	(134)	0	0	0	0.00%
001	5131	45903	North Slope Admissions	47,050	44,598	36,000	45,500	9,500	26.39%
001	5131	45909	Equipment Use	34	0	0	0	0	0.00%
001	5131	45915	Riding Stable Fees	60,776	40,962	19,000	9,000	(10,000)	-52.63%
001	5132	45832	Field Reservations	0	(1,562)	0	0	0	0.00%
001	5212	40378	City Auditorium	0	200	0	0	0	0.00%
001	5212	43045	Park & Rec Special Duty	16,083	15,165	40,953	0	(40,953)	-100.00%
001	5212	45871	Admissions - Ice Center	108	0	0	0	0	0.00%
001	5212	45877	Skate Rental	18	0	0	0	0	0.00%
001	5212	45897	Classes	(80)	0	0	0	0	0.00%
001	5212	45899	Concessions - Auditorium	10,136	11,710	56,554	13,225	(43,329)	-76.62%
001	5221	45835	Program Revenue	0	0	0	74,650	74,650	0.00%
001	5221	45897	Classes	55,048	45,635	0	0	0	0.00%
001	5221	45917	CDBG Program	30,000	26,234	0	0	0	0.00%
001	5241	40036	Rock Ledge Ranch General	0	50,701	0	0	0	0.00%
001	5241	45907	Special Event	5,700	4,800	0	0	0	0.00%
001	5243	40183	N Chey Canon Visitors Ctr	0	50,000	0	0	0	0.00%
001	5311	42730	Resales	138	12	0	0	0	0.00%
001	5311	44025	Cash Over/Short	120	0	0	0	0	0.00%
001	5311	45832	Field Reservations	0	704	0	0	0	0.00%
001	5311	45833	Football	0	0	0	307,925	307,925	0.00%
001	5311	45835	Program Revenue	617,764	574,185	651,074	138,000	(513,074)	-78.80%
001	5311	45836	Softball	0	7,369	0	170,604	170,604	0.00%
001	5311	45838	Volleyball	0	208	0	9,260	9,260	0.00%
001	5311	45897	Classes	0	38	0	0	0	0.00%
001	5311	45914	Northeast Rec Ctr	0	150	0	0	0	0.00%
001	5313	45831	Basketball	20,579	25,924	37,015	31,403	(5,612)	-15.16%
001	5313	45833	Football	14,854	15,581	25,655	22,124	(3,531)	-13.76%
001	5313	45836	Softball	289,275	268,852	306,317	277,255	(29,062)	-9.49%
001	5313	45838	Volleyball	45,948	28,417	59,015	25,572	(33,443)	-56.67%
001	5331	40069	Aquatics	0	0	5,176	0	(5,176)	-100.00%
001	5331	42730	Resales	2,717	3,176	3,200	0	(3,200)	-100.00%
001	5331	44025	Cash Over/Short	(40)	0	0	0	0	0.00%
001	5331	45853	Municipool	48,426	0	0	0	0	0.00%
001	5331	45858	Northwest Pool	(21)	0	0	0	0	0.00%
001	5331	45897	Classes	0	70	0	0	0	0.00%
001	5331	45914	Northeast Rec Center	390,952	393,022	421,624	0	(421,624)	-100.00%
001	5341	41770	Vending Machines	1,667	8,424	0	0	0	0.00%
001	5341	43045	Parks and Rec Special Duty	117	0	0	0	0	0.00%
001	5341	44025	Cash Over/Short	(98)	10	0	0	0	0.00%
001	5341	45247	Park and Rec Permits Licenses	10,196	14,368	0	14,000	14,000	0.00%
001	5341	45776	Hazardous Material Search	607	0	0	0	0	0.00%
001	5341	45871	Admissions - Ice Center	171,989	149,069	149,464	160,022	10,558	7.06%
001	5341	45873	Concessions - Ice Center	9,889	1,979	15,613	14,000	(1,613)	-10.33%
001	5341	45874	Lessons	91,118	63,688	94,115	62,693	(31,422)	-33.39%
001	5341	45875	Miscellaneous - Ice Center	6,152	7,364	762	18,983	18,221	2391.21%
001	5341	45876	Patch Skating	47,322	59,884	52,919	70,000	17,081	32.28%
001	5341	45878	Skate Sharpening	1,242	909	1,360	1,000	(360)	-26.47%
001	5341	45879	Summer High School Hockey	23,000	23,000	29,053	23,000	(6,053)	-20.83%
001	5341	45901	Miscellaneous	(80)	0	0	0	0	0.00%
Total				**2,287,002**	**2,229,492**	**2,345,369**	**1,740,440**	**(604,929)**	**-25.79%**
Total Charges for Services				**17,602,135**	**13,575,421**	**14,271,052**	**12,958,584**	**(1,312,468)**	**-9.20%**

2013 General Fund Revenue									
Fund	Org	Acct	Account Description	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2012-2013 $ Change	2012-2013 % Change
Fines and Forfeits									
001	1531	45951	General Violations	133,168	110,227	120,720	113,000	(7,720)	-6.39%
001	1531	45952	Parking Meters	929,654	863,242	874,340	901,200	26,860	3.07%
001	1531	45953	Violation-Surcharge	512,016	462,344	479,980	491,500	11,520	2.40%
001	1531	45954	Traffic Violations	4,204,252	4,337,153	3,938,550	3,933,400	(5,150)	-0.13%
Total Fines and Forfeits				**5,779,090**	**5,772,966**	**5,413,590**	**5,439,100**	**25,510**	**0.47%**
Miscellaneous Revenue									
Earnings on Deposits and Investments									
001	1330	43180	Gain/Loss Inv Market Value	(387,336)	170,288	0	0	0	0.00%
001	1330	46025	Interest	764,708	569,164	390,000	390,000	0	0.00%
001	6140	43105	Bond Interest	17,357	23	0	0	0	0.00%
001	6140	46025	Interest	7,505	50,903	0	0	0	0.00%
Total				**402,234**	**790,378**	**390,000**	**390,000**	**0**	**0.00%**
Rents and Royalties									
001	2171	45769	Hanger Rental	7,915	7,860	7,860	7,860	0	0.00%
001	4070	45906	West Side Rental	1,010	0	0	0	0	0.00%
001	4075	45906	Deerfield Rentals	14,489	15,727	16,000	16,000	0	0.00%
001	4080	45906	Meadows Rental	7,323	10,482	11,500	11,500	0	0.00%
001	4085	45906	Hillside Rental	48,112	42,624	50,000	40,000	(10,000)	-20.00%
001	5110	45832	Field Reservations	6,374	1,242	0	0	0	0.00%
001	5110	45904	Rental - Wenger	3,300	1,950	0	0	0	0.00%
001	5110	45905	Rental Income	0	0	6,250	0	(6,250)	-100.00%
001	5131	45832	Field Reservations	150,403	138,010	200,000	143,000	(57,000)	-28.50%
001	5131	45906	Rentals	3,225	0	6,600	0	(6,600)	-100.00%
001	5212	45891	Auditorium Rent	120,371	121,538	187,273	170,165	(17,108)	-9.14%
001	5341	45872	Arena/Ice Rental	277,313	243,986	329,399	240,000	(89,399)	-27.14%
001	5341	45877	Skate Rental	18,900	19,257	17,093	18,000	907	5.31%
Total				**658,733**	**602,674**	**831,975**	**646,525**	**(185,450)**	**-22.29%**
Miscellaneous									
001	1300	44020	Miscellaneous - General	20	0	0	0	0	0.00%
001	1330	40113	Miscellaneous	267	9,293	0	0	0	0.00%
001	1330	41400	Misc Admin Revenue	4,000	4,000	0	0	0	0.00%
001	1330	42743	Street Lights	92,727	0	0	0	0	0.00%
001	1330	43352	Water Spec Contract Surcharge	0	77,972	0	910,300	910,300	0.00%
001	1330	43353	Recovery	297,768	438,374	0	153,693	153,693	0.00%
001	1330	44015	Damage To Property	16,462	0	0	0	0	0.00%
001	1330	44020	Miscellaneous - General	911	920	0	0	0	0.00%
001	1330	44025	Cash Over/Short	(19)	36	0	0	0	0.00%
001	1330	44052	Auction Proceeds	449,686	532,389	500,000	500,000	0	0.00%
001	1330	44085	Advertising	1,000	4,469	0	1,000	1,000	0.00%
001	1330	45449	Asset Forfeitures	4,271	12,574	0	10,000	10,000	0.00%
001	1330	46056	Housing Authority	7,883	8,404	9,000	9,000	0	0.00%
001	1330	46069	CenturyLink Franchise Fee	0	0	0	13,600	13,600	0.00%
001	1360	43157	Purchasing Rebates	154,124	131,932	150,000	185,000	35,000	23.33%
001	2112	44015	Damage To Property	54,225	31,890	30,000	37,500	7,500	25.00%
001	3030	44014	Recycled Materials	0	10,205	15,600	18,000	2,400	15.38%
001	3030	44017	Guardrail Damage Settlements	0	12,959	35,000	13,000	(22,000)	-62.86%
001	3030	44018	Signal Damage Settlements	0	45,075	52,000	67,500	15,500	29.81%
001	3030	44019	Sign Damage Settlements	0	3,783	22,000	5,000	(17,000)	-77.27%
001	3040	44016	Bridge Damage Settlements	0	11,548	25,000	25,000	0	0.00%
001	3050	43353	Recovery	0	0	0	100,000	100,000	0.00%
001	3100	43085	Other Share	35,043	0	0	0	0	0.00%
001	4080	40318	Gift - Meadows Park	0	50,000	0	0	0	0.00%
001	5121	43050	Damaged Trees And Shrubs	7,156	10,369	0	10,000	10,000	0.00%
001	5337	40448	Gift - Uncle Wilber Fountain	0	1,508	0	0	0	0.00%
001	6110	40113	Miscellaneous	232	33	0	0	0	0.00%

2013 General Fund Revenue									
Fund	Org	Acct	Account Description	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2012-2013 $ Change	2012-2013 % Change
001	6110	42785	Rev Site Leases	4,400	3,300	0	0	0	0.00%
001	6110	43040	Donations	0	866,636	0	0	0	0.00%
001	6110	44055	Reimbursement Acct	14,000	907,068	0	0	0	0.00%
001	6110	45732	El Paso County	0	2,675	0	0	0	0.00%
Total				**1,144,156**	**3,177,411**	**838,600**	**2,058,593**	**1,219,993**	**145.48%**
Total Miscellaneous Revenue				**2,205,124**	**4,570,463**	**2,060,575**	**3,095,118**	**1,034,543**	**50.21%**
Other Financing Sources									
Payments in Lieu of Taxes									
001	1330	45612	Cemetery In Lieu Of Tax	2,892	2,484	2,068	1,655	(413)	-19.97%
001	1330	45613	Human Srvc Comp In Lieu Tax	2,844	0	0	0	0	0.00%
001	1330	45615	Parking System In Lieu Of Tax	26,784	22,956	19,134	15,307	(3,827)	-20.00%
001	1330	45617	Valley Hi In Lieu Of Tax	4,452	3,816	3,179	2,543	(636)	-20.01%
Total				**36,972**	**29,256**	**24,381**	**19,505**	**(4,876)**	**-20.00%**
Shared Services									
001	1330	43190	Share Of Police Protection	106,932	106,932	106,932	106,932	0	0.00%
001	1330	46126	Share Of City Attorney	709,800	1,078,449	1,008,951	0	(1,008,951)	-100.00%
001	1330	46127	Share Of City Auditor	921,268	991,739	1,395,920	0	(1,395,920)	-100.00%
001	1330	46128	Share Of General Admin	178,620	204,126	30,504	30,504	0	0.00%
001	1330	46130	Share Of Dues/Memberships	117,672	115,022	116,305	174,458	58,153	50.00%
001	1330	46132	Share Of City Council	407,449	315,635	300,356	331,166	30,810	10.26%
001	1330	46133	Share Of Econ Dev Coordination	136,946	0	0	0	0	0.00%
001	1330	46136	Share Of City Clerk	80,136	76,085	94,485	147,621	53,136	56.24%
001	1330	46137	Share Of Workers' Compensation	0	0	154,313	103,881	(50,432)	-32.68%
001	1330	46153	Transfer From Other Funds	926,101	101,554	2,616,064	280,928	(2,335,136)	-89.26%
001	1330	46155	Transfer From Memorial Hosp	155,683	128,640	149,892	0	(149,892)	-100.00%
Total				**3,740,608**	**3,118,182**	**5,973,722**	**1,175,490**	**(4,798,232)**	**-80.32%**
Other Transfers									
001	1140	44059	Reimbursement from Grants	0	0	30,234	0	(30,234)	-100.00%
001	1200	46173	Reimbursement from Utilities Fund - Attorney	0	0	0	2,734,992	2,734,992	0.00%
001	1330	43025	Transfer From Utilities Surplus Revenue	31,150,594	31,605,541	31,592,389	31,170,401	(421,988)	-1.34%
001	1330	46152	Transfer From Lodgers/Auto Rental	1,401,307	991,417	795,000	866,000	71,000	8.93%
001	1420	46173	Reimbursement from Utilities Fund - Auditor	0	0	0	934,931	934,931	0.00%
001	3030	44059	Reimbursement from Grants	0	25,844	28,431	0	(28,431)	-100.00%
001	3030	46171	Reimbursement from Grants	0	0	0	50,000	50,000	0.00%
001	3040	44059	Reimbursement from Grants	0	273,566	127,500	0	(127,500)	-100.00%
001	3040	46171	Reimbursement from Grants	0	0	0	95,720	95,720	0.00%
001	4050	44059	Reimbursement from Grants	0	25,000	0	0	0	0.00%
001	4050	46171	Reimbursement from Grants	0	0	0	66,255	66,255	0.00%
001	4075	44059	Reimbursement from Grants	0	22,291	0	0	0	0.00%
001	4075	46171	Reimbursement from Grants	0	0	0	13,300	13,300	0.00%
001	4080	44059	Reimbursement from Grants	0	22,292	0	0	0	0.00%
001	4080	46171	Reimbursement from Grants	0	0	0	14,157	14,157	0.00%
001	4085	44059	Reimbursement from Grants	0	22,292	0	0	0	0.00%
001	4085	46171	Reimbursement from Grants	0	0	0	14,300	14,300	0.00%
001	5221	44059	Reimbursement from Grants	0	33,125	0	0	0	0.00%
001	5241	46172	Reimbursement from Gift Trusts	0	0	0	50,000	50,000	0.00%
001	5242	46171	Reimbursement from Grants	0	0	0	3,808	3,808	0.00%
001	5242	46172	Reimbursement from Gift Trusts	0	0	0	104,524	104,524	0.00%
001	5243	46171	Reimbursement from Grants	0	0	0	7,696	7,696	0.00%
001	5331	44059	Reimbursement from Grants	0	5,000	0	0	0	0.00%
001	5605	46171	Reimbursement from Grants	0	0	0	77,500	77,500	0.00%
001	5605	46172	Reimbursement from Gift Trusts	0	0	0	170,000	170,000	0.00%
Total				**32,551,901**	**33,026,368**	**32,573,554**	**36,373,584**	**3,800,030**	**11.67%**

2013 General Fund Revenue								
Fund	Org	Acct	Account Description	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2012-2013 $ Change	2012-2013 % Change
Capital Leases									
001	6110	43320	Capital Lease Proceeds	1,337,000	0	0	0	0	0.00%
Total				**1,337,000**	**0**	**0**	**0**	**0**	**0.00%**
Premium on Refunding Bonds Issued									
001	6110	43103	Bond Premium	0	563,751	0	0	0	0.00%
Total				**0**	**563,751**	**0**	**0**	**0**	**0.00%**
Proceeds from Issuance of Bonds									
001	6110	43104	Debt Issuance	0	13,485,000	0	0	0	0.00%
Total				**0**	**13,485,000**	**0**	**0**	**0**	**0.00%**
Sale of Capital Assets									
001	2112	44040	Sale Of Property	2,560	0	0	0	0	0.00%
001	2171	44040	Sale Of Property	426,944	53,991	50,000	60,000	10,000	20.00%
001	2221	44045	Sale Of Scrap	0	62	0	0	0	0.00%
001	2241	44045	Sale Of Scrap	0	406	0	0	0	0.00%
001	3020	44040	Sale Of Property	0	590,694	0	0	0	0.00%
001	3030	44040	Sale Of Property	0	5,518	0	0	0	0.00%
001	6110	44040	Sale Of Property	138,324	82,712	200,000	200,000	0	0.00%
001	6110	44045	Sale Of Scrap	1,849	14,692	0	0	0	0.00%
Total				**569,678**	**748,075**	**250,000**	**260,000**	**10,000**	**4.00%**
Total Other Financing Sources				**38,236,159**	**50,970,631**	**38,821,657**	**37,828,579**	**(993,078)**	**-2.56%**
Total Estimated Revenues				**223,624,514**	**240,148,587**	**223,451,500**	**232,735,123**	**9,283,623**	**4.15%**

2013 Special Funds Revenue									
Fund	Org	Acct	Account Description	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2012-2013 $ Change	2012-2013 % Change
Ballfield CIP									
115	5000	41120	Building Rental	2,323	1,500	0	0	0	0.00%
115	5000	41150	Miscellaneous Concessions	8,757	9,358	10,000	10,000	0	0.00%
115	5000	43180	Gain/Loss Inv Mkt Value	(2,936)	590	0	0	0	0.00%
115	5000	45836	Softball	87,626	74,845	80,000	80,000	0	0.00%
115	5000	46025	Interest	6,326	3,562	10,000	10,000	0	0.00%
Total				**102,096**	**89,855**	**100,000**	**100,000**	**0**	**0.00%**
Bicycle Tax									
117	5000	43180	Gain/Loss Inv Mkt Value	(2,886)	934	0	0	0	0.00%
117	5000	43325	Bicycle Excise Tax	95,547	86,091	97,000	97,000	0	0.00%
117	5000	46025	Interest	6,712	3,891	3,000	3,000	0	0.00%
Total				**99,372**	**90,915**	**100,000**	**100,000**	**0**	**0.00%**
TOPS									
118	5901	43180	Gain/Loss Inv Mkt Value	(75,917)	27,777	0	0	0	0.00%
118	5901	45100	Sales And Use Tax	5,872,720	6,069,557	5,995,000	6,530,000	535,000	8.92%
118	5901	46025	Interest	186,147	99,214	125,000	125,000	0	0.00%
118	5902	43085	Other Share	0	7,000	0	0	0	0.00%
Total				**5,982,950**	**6,203,547**	**6,120,000**	**6,655,000**	**535,000**	**8.74%**
Conservation Trust									
119	5000	43020	State Lottery Funds	3,493,949	3,660,402	3,832,196	3,818,623	(13,573)	-0.35%
119	5000	43180	Gain/Loss Inv Mkt Value	(24,234)	(531)	0	0	0	0.00%
119	5000	46025	Interest	37,823	15,992	30,000	30,000	0	0.00%
Total				**3,507,537**	**3,675,863**	**3,862,196**	**3,848,623**	**(13,573)**	**-0.35%**
Old Colorado City Maintenance									
131	5410	45025	Taxes - Current Year	90,275	90,672	91,375	91,022	(353)	-0.39%
131	5410	45050	Taxes - Delinquent	0	51	0	0	0	0.00%
131	5410	45055	Taxes - Penalty	480	475	0	0	0	0.00%
131	5410	45126	State Automobile Tax	8,671	8,283	10,691	10,650	(41)	-0.38%
131	5410	46025	Interest	1,368	897	841	715	(126)	-14.98%
Total				**100,794**	**100,378**	**102,907**	**102,387**	**(520)**	**-0.51%**
Norwood SIMD									
132	5411	43180	Gain/Loss Inv Mkt Value	(2,596)	486	0	0	0	0.00%
132	5411	45025	Taxes - Current Year	606,940	613,741	590,549	598,397	7,848	1.33%
132	5411	45050	Taxes - Delinquent	56	86	0	0	0	0.00%
132	5411	45055	Taxes-Penalty	422	379	0	0	0	0.00%
132	5411	45126	State Automobile Tax	57,228	54,626	69,094	70,012	918	1.33%
132	5411	46025	Interest	6,998	3,484	2,785	2,919	134	4.81%
Total				**669,047**	**672,802**	**662,428**	**671,328**	**8,900**	**1.34%**
Briargate SIMD									
133	5412	43180	Gain/Loss Inv Mkt Value	(1,332)	718	0	0	0	0.00%
133	5412	45025	Taxes - Current Year	809,717	793,363	771,275	761,462	(9,813)	-1.27%
133	5412	45050	Taxes - Delinquent	272	298	0	0	0	0.00%
133	5412	45055	Taxes-Penalty	981	651	0	0	0	0.00%
133	5412	45126	State Automobile Tax	76,487	71,530	90,239	89,091	(1,148)	-1.27%
133	5412	46025	Interest	6,420	4,315	4,068	4,090	22	0.54%
Total				**892,546**	**870,876**	**865,582**	**854,643**	**(10,939)**	**-1.26%**
Stetson Hill SIMD									
134	5405	45025	Taxes - Current Year	267,582	268,656	252,023	254,140	2,117	0.84%
134	5405	45050	Taxes - Delinquent	86	1,014	0	0	0	0.00%
134	5405	45055	Taxes-Penalty	331	529	0	0	0	0.00%
134	5405	45126	State Automobile Tax	25,201	23,917	29,487	29,734	247	0.84%
134	5405	46025	Interest	5,651	2,982	2,503	1,975	(528)	-21.09%
Total				**298,851**	**297,098**	**284,013**	**285,849**	**1,836**	**0.65%**

2013 Special Funds Revenue

Fund	Org	Acct	Account Description	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2012-2013 $ Change	2012-2013 % Change
Woodstone SIMD									
135	5406	45025	Taxes - Current Year	17,267	17,210	16,208	16,243	35	0.22%
135	5406	45055	Taxes-Penalty	8	14	0	0	0	0.00%
135	5406	45126	State Automobile Tax	1,623	1,413	1,896	1,900	4	0.21%
135	5406	46025	Interest	2,332	1,378	1,092	1,136	44	4.03%
Total				**21,231**	**20,015**	**19,196**	**19,279**	**83**	**0.43%**
Gateway SIMD									
136	5407	45025	Taxes - Current Year	2,724	2,760	2,769	2,700	(69)	-2.49%
136	5407	45050	Taxes - Delinquent	2	0	0	0	0	0.00%
136	5407	45055	Taxes-Penalty	31	16	0	0	0	0.00%
136	5407	45126	State Automobile Tax	256	245	324	316	(8)	-2.47%
136	5407	46025	Interest	171	109	80	88	8	10.00%
Total				**3,184**	**3,130**	**3,173**	**3,104**	**(69)**	**-2.17%**
Platte Ave SIMD									
137	5408	45025	Taxes - Current Year	8,561	8,562	8,672	8,672	0	0.00%
137	5408	46025	Interest	1,666	942	734	532	(202)	-27.52%
Total				**10,228**	**9,504**	**9,406**	**9,204**	**(202)**	**-2.15%**
Park Dev Easement									
150	5400	46025	Interest	3,755	2,037	0	0	0	0.00%
Total				**3,755**	**2,037**	**0**	**0**	**0**	**0.00%**
Public Space & Development									
151	5000	43065	Park Fees New Ordinance	529,863	832,055	725,000	725,000	0	0.00%
151	5000	43180	Gain/Loss Inv Mkt Value	(21,233)	9,319	0	0	0	0.00%
151	5000	46025	Interest	50,846	36,966	75,000	75,000	0	0.00%
Total				**559,476**	**878,340**	**800,000**	**800,000**	**0**	**0.00%**
Subdivision Drainage									
152	4880	40080	C S Ranch	0	0	180,000	180,000	0	0.00%
152	4880	40087	Sand Creek Basin	307,387	102,629	400,000	400,000	0	0.00%
152	4880	40088	Spring Creek Basin	15,507	17,245	0	0	0	0.00%
152	4880	40089	Templeton Gap Basin	23	2,851	0	0	0	0.00%
152	4880	40090	Douglas Creek Basin	0	148,507	20,000	20,000	0	0.00%
152	4880	40092	Peterson Field Basin	0	101,493	0	0	0	0.00%
152	4880	40094	Cottonwood Creek Basin	8,913	32,400	250,000	250,000	0	0.00%
152	4880	40095	Miscellaneous Basins	93,822	73,241	0	0	0	0.00%
152	4880	40097	Bear Creek Basin	24,750	0	0	0	0	0.00%
152	4880	40098	Southwest Basin	9,710	0	0	0	0	0.00%
152	4880	40129	Sand Creek Pond	92,685	30,697	550,000	550,000	0	0.00%
152	4880	40160	Sand Crk Pond Land	34,423	11,401	300,000	300,000	0	0.00%
152	4880	40261	Camp Creek Basin	3,428	0			0	0.00%
152	4880	40265	21st Street Basin	4,132	0	0	0	0	0.00%
152	4880	40284	Windmill Gulch	0	0	300,000	300,000	0	0.00%
152	4880	40333	Cottonwood Surcharge	449	1,632	0	0	0	0.00%
152	4880	43180	Gain/Loss Inv Mkt Value	(31,662)	4,075	0	0	0	0.00%
152	4880	46025	Interest	56,038	17,566	0	0	0	0.00%
Total				**619,605**	**543,738**	**2,000,000**	**2,000,000**	**0**	**0.00%**
Arterial Roadway									
153	4870	40087	Sand Creek Basin	19,174	6,350	150,000	150,000	0	0.00%
153	4870	40089	Templeton Gap Basin	0	31	0	0	0	0.00%
153	4870	40090	Douglas Creek Basin	0	3,284	0	0	0	0.00%
153	4870	40092	Peterson Field Basin	0	4,679	0	0	0	0.00%
153	4870	40094	Cottonwood Creek Basin	702	2,551	100,000	100,000	0	0.00%
153	4870	40097	Bear Creek Basin	2,329	0	0	0	0	0.00%
153	4870	43180	Gain/Loss Inv Mkt Value	(12,529)	2,849	0	0	0	0.00%
153	4870	46025	Interest	26,854	13,260	0	0	0	0.00%
Total				**36,530**	**33,005**	**250,000**	**250,000**	**0**	**0.00%**

2013 Special Funds Revenue

Fund	Org	Acct	Account Description	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2012-2013 $ Change	2012-2013 % Change
Banning Lewis Ranch									
154	4885	43143	BLR Offsite Roadway Improv	132,803	108,387	171,600	109,200	(62,400)	-36.36%
154	4885	43144	BLR Urban Svc Ext Fee	37,619	30,571	48,400	30,800	(17,600)	-36.36%
154	4885	46025	Interest	8,919	6,567	5,000	5,000	0	0.00%
Total				**179,341**	**145,524**	**225,000**	**145,000**	**(80,000)**	**-35.56%**
LART									
166	1300	45100	Sales And Use Tax	3,731,313	3,952,857	3,811,000	3,889,000	78,000	2.05%
166	1300	46025	Interest	7,020	2,396	5,000	5,000	0	0.00%
Total				**3,738,333**	**3,955,253**	**3,816,000**	**3,894,000**	**78,000**	**2.04%**
Street Tree Fee									
167	5000	43180	Gain/Loss Inv Mkt Value	(1,467)	281	0	0	0	0.00%
167	5000	46025	Interest	2,900	1,294	12,000	12,000	0	0.00%
Total				**1,434**	**1,575**	**12,000**	**12,000**	**0**	**0.00%**
Cable Franchise									
170	1300	43180	Gain/Loss Inv Mkt Value	(6,542)	1,162	0	0	0	0.00%
170	1300	46025	Interest	15,505	7,592	0	0	0	0.00%
170	1300	46067	Falcon Cable Franchise Fee	3,337	7,874	0	0	0	0.00%
170	1300	46057	Cable Franchise Fee	1,139,260	1,090,793	1,118,680	1,006,812	(111,868)	-10.00%
Total				**1,151,560**	**1,107,422**	**1,118,680**	**1,006,812**	**(111,868)**	**-10.00%**
PSST									
171	1330	43180	Gain/Loss Inv Mkt Value	(53,513)	17,223	0	0	0	0.00%
171	1330	45100	Sales And Use Tax	23,494,528	24,274,976	24,582,000	26,120,000	1,538,000	6.26%
171	1330	46025	Interest	123,314	75,285	118,455	144,414	25,959	21.91%
Total				**23,564,329**	**24,367,485**	**24,700,455**	**26,264,414**	**1,563,959**	**6.33%**
Surplus Deficiency									
180	7920	46025	Interest	778	0	0	0	0	0.00%
180	7920	46153	Transfer from Other Funds	108,406	0	0	0	0	0.00%
Total				**109,183**	**0**	**0**	**0**	**0**	**0.00%**
Woodmen Valley LID									
181	7921	43200	Assessments Receivable	89,489	0	0	0	0	0.00%
181	7921	43201	Penalty On Assessments	27	0	0	0	0	0.00%
181	7921	44020	Miscellaneous General	1,307	0			0	0.00%
181	7921	46025	Interest	6,264	0	0	0	0	0.00%
Total				**97,087**	**0**	**0**	**0**	**0**	**0.00%**
Improvement Districts									
184	7919	43200	Assessments Receivable	7,968	0	0	0	0	0.00%
184	7919	43201	Penalty On Assessments	133	0	0	0	0	0.00%
184	7919	46025	Interest	660	0	0	0	0	0.00%
184	7930	43200	Assessments Receivable	1,740	0	0	0	0	0.00%
184	7930	46025	Interest	118	0	0	0	0	0.00%
184	7931	43200	Assessments Receivable	4,299	0	0	0	0	0.00%
184	7931	43201	Penalty On Assessments	60	0	0	0	0	0.00%
184	7931	46025	Interest	1,725	0	0	0	0	0.00%
Total				**16,704**	**0**	**0**	**0**	**0**	**0.00%**
SCIP									
201	1300	43180	Gain/Loss Inv Mkt Value	(1,063)	0	0	0	0	0.00%
201	1300	46025	Interest	0	0	0	0	0	0.00%
201	1300	46153	Transfer from Other Funds	986	0	0	0	0	0.00%
Total				**(78)**	**0**	**0**	**0**	**0**	**0.00%**
City Funded CIP Construction									
202	1300	40233	Wdmn Rd VSC Rt Out Access	518,681	481,319	0	0	0	0.00%
202	1300	42670	City Charges Overhead - IT	24,203	0	0	0	0	0.00%
202	1300	42735	Special Funds Miscellaneous	221,864	0	0	0	0	0.00%
202	1300	43180	Gain/Loss Inv Mkt Value	(72,599)	18,454	0	0	0	0.00%

2013 Special Funds Revenue									
Fund	Org	Acct	Account Description	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2012-2013 $ Change	2012-2013 % Change
202	1300	43353	Recovery	12,775	(12,775)	0	0	0	0.00%
202	1300	44010	Insurance - Damage Settlement	0	0	165,000	110,500	(54,500)	-33.03%
202	1300	44016	Bridge Damage Settlements	14,498	(5,054)	0	0	0	0.00%
202	1300	44017	Guardrail Damage Settlements	22,810	(1,602)	0	0	0	0.00%
202	1300	44018	Signal Damage Settlements	61,062	(1,556)	0	0	0	0.00%
202	1300	44019	Sign Damage Settlements	7,573	(2,037)	0	0	0	0.00%
202	1300	45905	Rental Income	1,200	0	0	0	0	0.00%
202	1300	46025	Interest	474,234	225,869	180,000	54,000	(126,000)	-70.00%
202	1300	46153	Transfer From Other Funds	14,053,706	7,138,924	13,313,280	9,280,133	(4,033,147)	-30.29%
Total				**15,340,007**	**7,841,542**	**13,658,280**	**9,444,633**	**(4,213,647)**	**-30.85%**
Airport									
401	7201	40113	Miscellaneous	0	25	0	0	0	0.00%
401	7201	41000	Landing	1,952,622	2,191,409	2,433,967	2,534,042	100,075	4.11%
401	7201	41010	Maint Flight Landing Fees	254,189	320,007	400,756	335,390	(65,366)	-16.31%
401	7201	41030	Loading Bridges	(21,961)	65,203	66,784	60,223	(6,561)	-9.82%
401	7201	41050	Terminal Rent	3,908,674	5,064,388	5,241,752	5,326,769	85,017	1.62%
401	7201	41070	Diversion Landing Fees	68,523	60,141	50,000	50,000	0	0.00%
401	7201	41080	Gate Usage	422,237	191,188	145,752	332,356	186,604	128.03%
401	7201	41081	Ground Power	9,300	6,325	4,000	4,000	0	0.00%
401	7201	41100	Food,Beverages	323,087	308,389	316,600	321,700	5,100	1.61%
401	7201	41104	Retail-Gift/Spec	368,979	336,619	342,600	349,100	6,500	1.90%
401	7201	41106	Shoe Shine	2,400	2,400	2,400	2,400	0	0.00%
401	7201	41110	Advertising, Other	127,337	111,075	100,000	179,025	79,025	79.03%
401	7201	41112	ATM Machine	42,401	42,000	42,000	42,000	0	0.00%
401	7201	41113	Coin Machine	430	377	350	377	27	7.71%
401	7201	41114	Telephone	360	71	360	50	(310)	-86.11%
401	7201	41120	Building Rental	375,782	396,784	357,445	360,349	2,904	0.81%
401	7201	41140	Rent Car Counters	253,545	287,937	293,000	283,000	(10,000)	-3.41%
401	7201	41150	Miscellaneous Concessions	5,245	3,202	0	3,000	3,000	0.00%
401	7201	41200	Rent Car Privileges	2,998,172	2,968,671	3,028,743	2,553,412	(475,331)	-15.69%
401	7201	41220	RAC Return Spaces	165,600	173,122	176,296	176,000	(296)	-0.17%
401	7201	41230	RAC Service Areas	344,395	364,755	320,674	320,692	18	0.01%
401	7201	41250	Public Parking & Fines	5,325,655	4,974,074	4,988,400	5,115,760	127,360	2.55%
401	7201	41260	Ground Transportation	91,849	98,613	97,100	99,800	2,700	2.78%
401	7201	41300	Fuel Sales	268,957	273,241	268,957	273,241	4,284	1.59%
401	7201	41310	Fuel Tax-Excise & Sales Tax	598,849	874,590	598,849	750,000	151,151	25.24%
401	7201	41320	Ground, Building Rents	952,847	962,048	960,288	1,086,346	126,058	13.13%
401	7201	41340	Support Building Rents	20,185	29,375	39,060	38,021	(1,039)	-2.66%
401	7201	41365	Ground,Building Rents	20,200	19,450	28,446	29,196	750	2.64%
401	7201	41370	Ramp Overnight	94,900	41,150	50,000	50,000	0	0.00%
401	7201	41400	Misc Admin Revenue	65,212	80,657	50,000	89,475	39,475	78.95%
401	7201	41415	Finger Printing	21,805	23,760	21,805	23,760	1,955	8.97%
401	7201	41416	Lost Badges	4,925	8,112	2,100	8,112	6,012	286.29%
401	7201	41420	Late Fees	87,631	18,076	30,000	18,076	(11,924)	-39.75%
401	7201	41450	Phone Services	34,234	35,936	34,224	34,500	276	0.81%
401	7201	41460	Cable TV Services	7,996	7,788	7,908	8,000	92	1.16%
401	7201	43070	State Share	11,443	6,047	0	13,000	13,000	0.00%
401	7201	43080	Federal Share	0	0	0	182,000	182,000	0.00%
401	7201	43103	Bond Premium	0	0	393,894	0	(393,894)	-100.00%
401	7201	43140	Applied to Expenditures	14,167	0	0	0	0	0.00%
401	7201	43180	Gain/Loss Inv Mkt Value	(536,458)	126,012	0	0	0	0.00%
401	7201	44020	Miscellaneous General	1,747	8,818	0	0	0	0.00%
401	7201	44025	Cash Over Short	(46)	(1)	0	0	0	0.00%
401	7201	44040	Sale Of Property	4,000	0	0	0	0	0.00%
401	7201	44050	Gain/Loss On Sale Of Assets	6,000	(242,253)	0	0	0	0.00%
401	7201	45233	Garbage And Trash	7,808	7,231	10,008	17,650	7,642	76.36%
401	7201	45237	Massage Therapist	3,157	3,000	3,000	3,000	0	0.00%
401	7201	46025	Interest	739,532	451,563	418,670	426,235	7,565	1.81%
401	7201	46054	Employee Jury Service	0	150	0	0	0	0.00%
401	7202	44040	Sale of Property	2,120	0	0	0	0	0.00%
401	7202	44045	Sale of Scrap	864	0	0	0	0	0.00%
401	7202	44050	Gain Loss On Sale Of Assets	0	(4,285)	0	0	0	0.00%

2013 Special Funds Revenue									
Fund	Org	Acct	Account Description	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2012-2013 $ Change	2012-2013 % Change
401	7203	44040	Sale Of Property	1,509	0	0	0	0	0.00%
401	7203	44050	Gain Loss On Sale Of Assets	(5,000)	0	0	0	0	0.00%
401	7204	44040	Sale Of Property	1,020	6,708	0	0	0	0.00%
401	7204	44045	Sale Of Scrap	4,380	3,711	0	0	0	0.00%
401	7208	43070	State Share	0	0	13,000	0	(13,000)	-100.00%
401	7208	44040	Sale Of Property	(1,775)	0	0	0	0	0.00%
401	7208	44050	Gain Loss On Sale Of Assets	1,775	0	0	0	0	0.00%
401	7210	43080	Federal Share	58,450	150,500	150,000	0	(150,000)	-100.00%
401	7210	44040	Sale of Property	2,550	0	0	0	0	0.00%
401	7210	44050	Gain Loss On Sale Of Assets	(921)	0	0	0	0	0.00%
401	7298	46151	Transfer To Other Funds	(3,173,795)	(5,237,513)	0	0	0	0.00%
401	7299	46151	Transfer To Other Funds	294,630	(11,383)	0	0	0	0.00%
401	7299	46153	Transfer From Other Funds	265,817	249,713	0	0	0	0.00%
404	7219	43105	Bond Interest	249,713	131,778	0	0	0	0.00%
404	7298	46153	Transfer From Other Funds	3,173,795	5,237,513	0	0	0	0.00%
404	7299	46151	Transfer To Other Funds	(265,817)	(249,713)	0	0	0	0.00%
Total				**20,057,225**	**20,978,551**	**21,489,188**	**21,500,057**	**10,869**	**0.05%**
								0	
Patty Jewett Golf Course									
451	7111	41720	Annual Adult	38,775	35,353	42,075	37,125	(4,950)	-11.76%
451	7111	41723	Annual Prime	76,703	112,161	79,548	79,548	0	0.00%
451	7111	41725	Annual Senior	33,150	33,000	33,675	33,150	(525)	-1.56%
451	7111	41730	Annual Junior	1,600	900	1,700	1,250	(450)	-26.47%
451	7111	41735	Daily 18 Hole	240,520	212,436	250,348	250,348	0	0.00%
451	7111	41737	Daily 18 Hole Prime	245,790	221,970	234,300	234,300	0	0.00%
451	7111	41740	Daily 9 Hole	474,730	431,941	492,014	492,014	0	0.00%
451	7111	41743	Daily 9 Hole Prime	322,152	305,660	316,339	316,340	1	0.00%
451	7111	41745	High Schools	4,000	4,000	4,000	4,000	0	0.00%
451	7111	41750	City Cart Fees Daily	241,875	214,588	236,025	236,025	0	0.00%
451	7111	41755	Concessions Grill	142,785	146,179	134,806	144,482	9,676	7.18%
451	7111	41760	Concessions Pro Shop	10,500	10,500	10,500	10,500	0	0.00%
451	7111	41765	Locker Rental	5,475	5,550	5,563	5,513	(50)	-0.90%
451	7111	41775	Miscellaneous Golf	507	55	0	0	0	0.00%
451	7111	41780	Operating Fee-Daily	205,086	200,194	216,762	216,762	0	0.00%
451	7111	43180	Gain/Loss Inv Mkt Value	(13,341)	1,478	0	0	0	0.00%
451	7111	44025	Cash Over Short	(80)	(635)	0	0	0	0.00%
451	7111	44040	Sale Of Property	173	6,309	0	0	0	0.00%
451	7111	44050	Gain Loss on Sale of Assets	0	(8,563)	0	0	0	0.00%
451	7111	46025	Interest	13,398	6,649	13,398	10,024	(3,374)	-25.18%
Total				**2,043,797**	**1,939,724**	**2,071,053**	**2,071,381**	**328**	**0.02%**
Valley Hi Golf Course									
455	7121	41720	Annual Adult	20,625	17,050	22,148	18,975	(3,173)	-14.33%
455	7121	41723	Annual Prime	45,759	39,050	44,310	44,310	0	0.00%
455	7121	41725	Annual Senior	27,300	25,500	28,060	26,400	(1,660)	-5.92%
455	7121	41730	Annual Junior	350	300	368	350	(18)	-4.89%
455	7121	41735	Daily 18 Hole	147,198	157,360	154,980	154,980	0	0.00%
455	7121	41737	Daily 18 Hole Prime	186,420	202,020	187,170	187,170	0	0.00%
455	7121	41740	Daily 9 Hole	218,646	219,530	241,396	241,396	0	0.00%
455	7121	41743	Daily 9 Hole Prime	99,309	96,519	98,797	98,797	0	0.00%
455	7121	41745	High Schools	3,600	4,400	3,600	4,400	800	22.22%
455	7121	41750	City Cart Fees Daily	189,888	208,588	191,775	195,363	3,588	1.87%
455	7121	41755	Concessions Grill	32,400	32,400	32,400	32,400	0	0.00%
455	7121	41760	Concessions Pro Shop	10,500	10,500	10,500	10,500	0	0.00%
455	7121	41765	Locker Rental	465	480	488	473	(15)	-3.07%
455	7121	41775	Miscellaneous Golf	670	11	0	0	0	0.00%
455	7121	41780	Operating Fee-Daily	133,608	113,820	140,211	140,211	0	0.00%
455	7121	43180	Gain/Loss Inv Mkt Value	(4,753)	1,035	0	0	0	0.00%
455	7121	44025	Cash Over/Short	307	(97)	0	0	0	0.00%
455	7121	44040	Sale Of Property	(94,069)	5,511	0	0	0	0.00%
455	7121	44050	Gain/Loss On Sale Of Assets	65,659	0	0	0	0	0.00%
455	7121	46025	Interest	9,540	4,528	9,540	7,034	(2,506)	-26.27%
Total				**1,093,420**	**1,138,503**	**1,165,743**	**1,162,759**	**(2,984)**	**-0.26%**

2013 Special Funds Revenue									
Fund	Org	Acct	Account Description	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2012-2013 $ Change	2012-2013 % Change
Pikes Peak - America's Mountain									
460	7301	41805	Tollgate	2,454,963	2,347,627	2,116,557	2,116,557	0	0.00%
460	7301	41810	Concessions Pikes Peak Hwy	1,242,865	1,242,857	1,242,857	1,242,857	0	0.00%
460	7301	41820	Tower Optical	1,004	1,102	840	900	60	7.14%
460	7301	41835	Misc Pikes Peak Hwy	95,707	75,886	47,500	30,000	(17,500)	-36.84%
460	7301	41840	Admin Revenue	39,155	36,330	17,000	17,000	0	0.00%
460	7301	43180	Gain/Loss Inv Mkt Value	(30,114)	13,149	0	0	0	0.00%
460	7301	44025	Cash Over/Short	(407)	163	0	0	0	0.00%
460	7301	44040	Sale Of Property	25,712	880	0	0	0	0.00%
460	7301	44045	Sale Of Scrap	690	3,764	0	0	0	0.00%
460	7301	44050	Gain/Loss On Sale Of Assets	11,136	0	0	0	0	0.00%
460	7301	44055	Reimbursement Acct	222,165	210,110	0	225,000	225,000	0.00%
460	7301	45903	North Slope Admission	(222)	0	0	0	0	0.00%
460	7301	46025	Interest	80,753	55,114	22,000	22,000	0	0.00%
460	7301	46152	Transfer from LART	425,500	428,000	0	28,000	28,000	0.00%
460	7301	46153	Transfer From Other Funds	0	999,996	428,000	0	(428,000)	-100.00%
Total				**4,568,906**	**5,414,977**	**3,874,754**	**3,682,314**	**(192,440)**	**-4.97%**
Human Services Complex									
465	7600	43180	Gain/Loss Inv Mkt Value	(9,364)	(478)	0	0	0	0.00%
465	7600	44050	GAIN/LOSS ON SALE OF ASSETS	0	(1,817,975)	0	0	0	0.00%
Total				**402,782**	**(1,818,454)**	**0**	**0**	**0**	**0.00%**
Parking System									
470	7500	44050	Gain Loss On Sale Of Assets	0	(146,815)	0	0	0	0.00%
470	7510	42005	Bus Terminal-Garage 1	82,320	89,980	82,320	83,852	1,532	1.86%
470	7510	42025	Monthly Parking Garage 1	376,070	365,279	353,640	348,960	(4,680)	-1.32%
470	7510	42055	Transient Parking Garage 1	112,594	113,907	121,860	137,830	15,970	13.11%
470	7510	44050	Gain Loss On Sale Of Assets	0	(2,286)	0	0	0	0.00%
470	7520	42030	Monthly Parking Garage 2	1,034,385	1,182,247	1,140,600	1,165,200	24,600	2.16%
470	7520	42060	Transient Parking Garage 2	158,678	159,653	184,248	232,629	48,381	26.26%
470	7520	44025	Cash Over Short	(60)	(1)	0	0	0	0.00%
470	7530	42010	Meter Hoods	28,406	39,292	18,120	27,180	9,060	50.00%
470	7530	42015	Online Sales	9,245	8,419	0	0	0	0.00%
470	7530	42040	Parking Meters	1,766,321	1,740,720	1,830,271	1,918,078	87,807	4.80%
470	7530	42045	Transient Parking Lot 3	0	73	0	0	0	0.00%
470	7530	44025	Cash Over Short	(17)	(40)	0	0	0	0.00%
470	7540	42042	POC Garage Loan Payment	79,413	77,222	132,000	132,000	0	0.00%
470	7540	43105	Bond Interest	6,237	7,819	0	0	0	0.00%
470	7540	43180	Gain/Loss Inv Mkt Value	(40,928)	13,465	0	0	0	0.00%
470	7540	44025	Cash Over Short	(58)	(9)	0	0	0	0.00%
470	7540	44050	Gain Loss On Sale Of Assets	(40,133)	(131,528)	0	0	0	0.00%
470	7540	46025	Interest	104,955	68,771	115,000	44,000	(71,000)	-61.74%
470	7550	42020	Monthly Parking Lot 3	106,670	88,015	80,640	88,560	7,920	9.82%
470	7550	42045	Transient Parking Lot 3	28,857	28,663	27,644	28,078	434	1.57%
470	7560	42035	Monthly Parking Lot 4	9,025	11,425	9,000	10,200	1,200	13.33%
470	7560	42050	Transient Parking Lot 4	883	1,216	1,500	1,500	0	0.00%
470	7580	42036	Monthly Parking Lot 5	2,130	2,425	17,100	17,100	0	0.00%
Total				**3,824,992**	**3,717,910**	**4,113,943**	**4,235,167**	**121,224**	**2.95%**
Cemeteries									
475	7400	41904	Care Of Lots	5,000	5,000	5,000	6,000	1,000	20.00%
475	7400	41905	Interments & Removals	457,629	457,660	465,940	463,447	(2,493)	-0.54%
475	7400	41910	Sales Of Lots	390,623	354,463	392,750	373,028	(19,722)	-5.02%
475	7400	41915	Memorial Or Foundations	49,134	46,624	55,000	50,000	(5,000)	-9.09%
475	7400	41920	Miscellaneous Cemetery	2,438	2,100	10,500	7,500	(3,000)	-28.57%
475	7400	41925	Sale Of Burial Vaults	59,580	61,520	79,450	68,000	(11,450)	-14.41%
475	7400	41930	Sale Of Bronze Memorials	26,066	0	2,500	1,500	(1,000)	-40.00%
475	7400	41935	Vault Supervision Fee	36,525	33,185	47,500	42,500	(5,000)	-10.53%
475	7400	41940	Endowments	985	0	0	0	0	0.00%
475	7400	41945	Contract Admin Charge	3,768	2,419	4,200	3,800	(400)	-9.52%
475	7400	43135	Interest On Endowment	190,267	353,856	250,000	250,000	0	0.00%
475	7400	43180	Gain/Loss Inv Mkt Value	(1,037)	30	0	0	0	0.00%

2013 Special Funds Revenue									
Fund	Org	Acct	Account Description	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2012-2013 $ Change	2012-2013 % Change
475	7400	44040	Sale of Property	7,523	0	0	0	0	0.00%
475	7400	44050	Gain Loss on Sale of Assets	(533)	0	0	0	0	0.00%
475	7400	46025	Interest	3,635	1,992	7,000	2,500	(4,500)	-64.29%
Total				**1,231,602**	**1,318,849**	**1,319,840**	**1,268,275**	**(51,565)**	**-3.91%**
Dev Review Enterprise									
480	4810	43180	Gain/Loss Inv Mkt Value	(3,943)	3,939	0	0	0	0.00%
480	4810	43353	Recovery	0	214,434	0	0	0	0.00%
480	4810	45763	Administrative Services Fees	927,180	1,095,888	1,162,595	1,287,079	124,484	10.71%
480	4810	45771	Alarm System Permit		1,445	0	0	0	0.00%
480	4810	45774	Fixed Fire Protection	0	200	0	0	0	0.00%
480	4810	45781	Sprinkler Permit Fees		2,475	0	0	0	0.00%
480	4810	45785	Off Duty Inspections		200	0	0	0	0.00%
480	4810	46025	Interest	6,418	8,451	4,500	10,456	5,956	132.36%
480	4811	43357	Construction Plan Review	6,849	3,455	0	0	0	0.00%
480	4811	45763	Administrative Services Fees	21	0	171,600	116,668	(54,932)	-32.01%
480	4811	45771	Alarm System Plan Review/Inspection	94,990	104,123	0	0	0	0.00%
480	4811	45774	Fixed Fire Protection	15,500	13,150	0	0	0	0.00%
480	4811	45780	Special Fp Inspections	19,250	15,450	0	0	0	0.00%
480	4811	45781	Sprinkler Permit Fees	95,488	112,385	0	0	0	0.00%
480	4811	45785	Off Duty Inspections	8,900	7,600	0	0	0	0.00%
480	4811	45794	Overtime Plan Review	0	0	0	27,432	27,432	0.00%
480	4811	45957	Fines No Permit	2,453	3,728	0	0	0	0.00%
Total				**1,173,106**	**1,586,922**	**1,338,695**	**1,441,635**	**102,940**	**7.69%**
Stormwater Enterprise									
485	7800	43070	State Share	13,179	0	0	0	0	0.00%
485	7800	43080	Federal Share	2,176,081	277,897	0	0	0	0.00%
485	7800	43085	Other Share	772,763	0	0	0	0	0.00%
485	7800	44050	Gain Loss on Sale of Assets	(8,239)	0	0	0	0	0.00%
485	7810	40113	Miscellaneous	9,415	116	0	0	0	0.00%
485	7810	41397	Late Fees	(5,399)	(280)	0	0	0	0.00%
485	7810	42305	Residential Fees	(14,311)	(17,700)	0	0	0	0.00%
485	7810	42310	Commercial Fees	(18,628)	(25,498)	0	0	0	0.00%
485	7810	42320	Tax Exempt Org Fees	4,285	0	0	0	0	0.00%
485	7810	43040	Donations	280	0	0	0	0	0.00%
485	7810	43180	Gain Loss Inv Mkt Value	(123,550)	5,183	0	0	0	0.00%
485	7810	44050	Gain Loss on Sale of Assets	(401,449)	(386)	0	0	0	0.00%
485	7810	44055	Reimbursement Acct	0	142,636	0	0	0	0.00%
485	7810	44075	Processing Fee	1,238	0	0	0	0	0.00%
485	7810	46025	Interest	196,050	45,789	0	0	0	0.00%
485	7820	44050	Gain Loss on Sale of Assets	(17,219)	0	0	0	0	0.00%
485	7850	44055	Reimbursement Acct	40,961	0	0	0	0	0.00%
Total				**2,625,458**	**427,758**	**0**	**0**	**0**	**0.00%**
Support Services									
501	8110	43180	Gain Loss Inv Mkt Value	(4,677)	2,293	0	0	0	0.00%
501	8110	46025	Interest	45,856	30,598	0	0	0	0.00%
	Fleet						0		
501	8121	40150	Restitution	82	1,809	0	0	0	0.00%
501	8121	42620	Enterprise Fund Utilities	6,955,049	6,508,910	8,051,130	6,972,674	(1,078,456)	-13.40%
501	8121	42665	City Other Dept	5,478,435	5,546,336	6,341,809	5,506,948	(834,861)	-13.16%
501	8121	42680	City Police Unit	2,215,290	2,237,630	2,564,409	2,108,018	(456,391)	-17.80%
501	8121	42705	Other	217,548	318,449	251,832	178,371	(73,461)	-29.17%
501	8121	42710	Other Revenue	4,474	8,531	5,274	4,865	(409)	-7.75%
501	8121	42735	Special Funds Miscellaneous	1,508,174	1,006,733	1,745,855	1,459,397	(286,458)	-16.41%
501	8121	44040	Sale Of Property	0	8,000	0	0	0	0.00%
501	8121	44054	OT Reimbursement	0	192,113	0	0	0	0.00%
	Office Services								
501	8139	42605	Ent Fund Util/Allocation	599,088	0	0	0	0	0.00%
501	8139	42625	Enterprise Fund Util Worder	122,357	0	0	0	0	0.00%
501	8139	42630	General Fund Postage	285,784	0	0	0	0	0.00%

2013 Special Funds Revenue									
Fund	Org	Acct	Account Description	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2012-2013 $ Change	2012-2013 % Change
501	8139	42632	Records	17,429	0	0	0	0	0.00%
501	8139	42650	City Workorders	129,115	0	0	0	0	0.00%
501	8139	42660	City Allocation	617,976	0	0	0	0	0.00%
501	8139	42710	Other Revenue	656	0	0	0	0	0.00%
501	8139	42715	Other Allocation	996	0	0	0	0	0.00%
501	8139	42720	Other Billed Invoices	113,720	0	0	0	0	0.00%
501	8139	42725	Other Workorders	80,785	0	0	0	0	0.00%
	Radio Communications								
501	8145	42605	Ent Fund Util/Allocation	9,996	0	0	0	0	0.00%
501	8145	42660	City Allocation	1,118,844	0	0	0	0	0.00%
501	8145	42720	Other Billed Invoices	55,112	0	0	0	0	0.00%
501	8145	42785	Rev Site Leases	213,491	0	0	0	0	0.00%
501	8145	42880	Rev Parts Purch Resale	4,259	0	0	0	0	0.00%
501	8145	42883	Rev Paging System	60,429	0	0	0	0	0.00%
501	8145	42886	Rev Non City Svcs	126,537	0	0	0	0	0.00%
501	8145	42888	Rev PPRCN	394,010	0	0	0	0	0.00%
	Claims								
501	8163	42605	Ent Fund Util/Allocation	667,692	303,601	0	0	0	0.00%
501	8163	42660	City Allocation	387,156	472,032	0	0	0	0.00%
501	8163	45760	Witness Fees	0	26	0	0	0	0.00%
	Real Estate Services								
501	8170	42605	Ent Fund Util/Allocation	231,960	248,438	0	0	0	0.00%
501	8170	42636	Utilities Allocation - SDS	0	71,837	0	0	0	0.00%
501	8170	42660	City Allocation	125,868	111,204	0	0	0	0.00%
501	8170	42710	Other Revenue	20,800	7,505	0	0	0	0.00%
501	8170	44025	Cash Over/Short	0	14	0	0	0	0.00%
Total				**21,804,291**	**17,076,059**	**18,960,309**	**16,230,273**	**(2,730,036)**	**-14.40%**
Claims Reserve Self-Insurance									
502	7750	40223	Contribution From Transit	75,000	79,403	0	0	0	0.00%
502	7750	40224	Contribution From Golf	3,500	3,500	0	0	0	0.00%
502	7750	40225	Contribution From PPHwy	5,000	5,000	0	0	0	0.00%
502	7750	40226	Contribution From Cemetery	1,000	1,000	0	0	0	0.00%
502	7750	40230	Contribution From Hum Serv	5,000	0	0	0	0	0.00%
502	7750	40383	Contribution From Dev Review	2,000	2,000	0	0	0	0.00%
502	7750	43180	Gain/Loss Inv Mkt Value	(19,419)	3,233	0	0	0	0.00%
502	7750	44020	Miscellaneous General	500,004	500,004	1,000,000	1,000,000	0	0.00%
502	7750	46025	Interest	37,587	20,154	0	0	0	0.00%
Total				**609,672**	**614,294**	**1,000,000**	**1,000,000**	**0**	**0.00%**
Workers Compensation Self-Insurance									
503	7730	40113	Miscellaneous	(283)	38,513	0	0	0	0.00%
503	7730	42750	City Insurance Excess	0	544,559	0	0	0	0.00%
503	7730	42755	CSU Insurance Excess	0	350,099	0	0	0	0.00%
503	7730	42760	City Subrogation	0	59,635	0	0	0	0.00%
503	7730	42765	CSU Subrogation	0	8,333	0	0	0	0.00%
503	7730	42770	City Workers Comp	4,385,543	4,500,656	4,960,000	6,360,000	1,400,000	28.23%
503	7730	42775	Utilities Workers Comp	1,821,720	1,835,067	2,524,000	1,100,000	(1,424,000)	-56.42%
503	7730	43180	Gain/Loss Inv Mkt Value	(18,716)	9,247	0	0	0	0.00%
503	7730	46025	Interest	46,785	33,815	125,000	125,000	0	0.00%
503	7740	40132	Physical Therapy Clinic	0	98,408	76,000	100,000	24,000	31.58%
Total				**6,235,050**	**7,478,332**	**7,685,000**	**7,685,000**	**0**	**0.00%**
Employee Benefits Self-Insurance									
504	9895	40075	Retirees Insurance	362,940	251,160	0	0	0	0.00%
504	9895	40133	Performance Penalty	2,796	0	0	0	0	0.00%
504	9895	40138	Dental Premiums	2,234,747	2,240,296	0	0	0	0.00%
504	9895	40139	Vision Premiums	472,488	467,191	0	0	0	0.00%
504	9895	40140	Medical Premiums	23,988,659	21,526,991	0	0	0	0.00%
504	9895	40169	Employee Assist Program	32	183	0	0	0	0.00%
504	9895	40413	Dental DRB Premiums	88,171	0	0	0	0	0.00%
504	9895	42735	Special Funds Miscellaneous	67,430	3,891	0	0	0	0.00%
504	9895	42737	Early Retiree Reinsurance Program	0	205,772	0	0	0	0.00%

2013 Special Funds Revenue

Fund	Org	Acct	Account Description	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2012-2013 $ Change	2012-2013 % Change
504	9895	43180	Gain/Loss Inv Mkt Value	(18,189)	1,661	0	0	0	0.00%
504	9895	45901	Miscellaneous	0	11,834	0	0	0	0.00%
504	9895	46025	Interest	161,966	38,426	50,000	50,000	0	0.00%
504	9895	46153	Transfer From Other Funds	0	0	30,911,000	31,143,850	232,850	0.75%
504	9896	40143	Utilty Clinic Co Pay	41,106	49,766	0	75,000	75,000	0.00%
504	9896	40144	City Clinic Co Pay	30,030	27,810	0	40,000	40,000	0.00%
Total				**27,432,175**	**24,824,981**	**30,961,000**	**31,308,850**	**347,850**	**1.12%**
Office Services									
505	8138	43180	Gain/Loss Inv Market Value	0	514	0	0	0	0.00%
505	8138	46025	Interest	0	949	0	0	0	0.00%
505	8138	46154	Residual Equity Transfer In	0	174,644	0	0	0	0.00%
505	8139	42605	Ent Fund Util/Allocation	0	409,829	366,807	366,807	0	0.00%
505	8139	42625	Enterprise Fund Util Worder	0	114,160	110,000	110,000	0	0.00%
505	8139	42630	General Fund Postage	0	327,964	391,818	391,818	0	0.00%
505	8139	42632	Records	0	47,455	74,000	74,000	0	0.00%
505	8139	42650	City Workorders	0	118,790	108,000	108,000	0	0.00%
505	8139	42660	City Allocation	0	517,800	582,504	582,504	0	0.00%
505	8139	42710	Other Revenue	0	6,116	1,200	1,200	0	0.00%
505	8139	42715	Other Allocation	0	996	0	0	0	0.00%
505	8139	42720	Other Billed Invoices	0	48,916	59,858	59,453	(405)	-0.68%
505	8139	42725	Other Workorders	0	51,529	62,253	62,253	0	0.00%
Total				**0**	**1,819,662**	**1,756,440**	**1,756,035**	(405)	-0.02%
Radio Communications									
506	8145	42605	Ent Fund Util/Allocation	0	9,996	10,000	10,000	0	0.00%
506	8145	42660	City Allocation	0	1,010,196	1,006,260	1,085,135	78,875	7.84%
506	8145	42720	Other Billed Invoices	0	121,588	68,217	68,217	0	0.00%
506	8145	42785	Rev Site Leases	0	221,976	222,747	222,747	0	0.00%
506	8145	42879	Rev Nextel	0	130,700	0	0	0	0.00%
506	8145	42880	Rev Parts Purch Resale	0	(993)	0	0	0	0.00%
506	8145	42883	Rev Paging System	0	52,260	52,453	52,453	0	0.00%
506	8145	42886	Rev Non City Svcs	0	148,861	177,368	177,236	(132)	-0.07%
506	8145	42888	Rev PPRCN	0	640,954	494,010	494,010	0	0.00%
506	8145	43180	Gain/Loss Inv Market Value	0	1,899	0	0	0	0.00%
506	8145	46025	Interest	0	2,814	0	0	0	0.00%
506	8145	46154	Residual Equity Transfer In	0	203,106	0	0	0	0.00%
Total				**0**	**2,543,357**	**2,031,055**	**2,109,798**	**78,743**	**3.88%**
CD Smith									
601	9706	43180	Gain/Loss Inv Mkt Value	48,793	1,184	0	0	0	0.00%
601	9706	46025	Interest	29,558	27,252	75,000	75,000	0	0.00%
Total				**78,351**	**28,436**	**75,000**	**75,000**	**0**	**0.00%**
Cemetery Endowment									
605	9709	41940	Endowments	78,543	73,080	250,000	250,000	0	0.00%
605	9709	43180	Gain/Loss Inv Mkt Value	(475,402)	0	0	0	0	0.00%
605	9709	44050	Gain/Loss On Sale Of Assets	1,007,534	205,359	0	0	0	0.00%
605	9709	44060	Gain/Loss On Investment	0	(349,085)	0	0	0	0.00%
Total				**610,675**	**(70,647)**	**250,000**	**250,000**	**0**	**0.00%**
TOPS Maintenance									
607	9711	46025	Interest	7,808	4,236	11,500	11,500	0	0.00%
607	9713	46025	Interest	10,805	5,861	0	0	0	0.00%
Total				**18,612**	**10,097**	**11,500**	**11,500**	**0**	**0.00%**
Gift Trust									
651	1199	40084	USOC Headquarters	100,682	194,385	0	0	0	0.00%
651	1199	40407	4th July Event	0	24,000	0	0	0	0.00%
651	1399	40002	Employee Christmas Party	0	779	0	0	0	0.00%
651	1399	40020	Green Committee	0	4,617	0	0	0	0.00%
651	1399	40220	Tax Credit/Historical Rehab	500	0	0	0	0	0.00%
651	1399	43180	Gain/Loss Inv Mkt Value	(43,716)	0	0	0	0	0.00%
651	2199	40010	Police Employ Benefit Fund	535	10,465	0	0	0	0.00%

2013 Special Funds Revenue									
Fund	Org	Acct	Account Description	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2012-2013 $ Change	2012-2013 % Change
651	2199	40012	Law Enforcement Career Fair	0	(825)	0	0	0	0.00%
651	2199	40014	Teddy Bear Program	400	150	0	0	0	0.00%
651	2199	40024	Police Safety Programs	2,918	8,257	0	0	0	0.00%
651	2199	40072	Police Schooling/Seminars	6,300	22,080	0	0	0	0.00%
651	2199	40116	Medal of Valor	32,984	0	0	0	0	0.00%
651	2199	40174	Cit Gift Trust	10,023	7	0	0	0	0.00%
651	2199	40175	Chief's Award	10,000	0	0	0	0	0.00%
651	2199	40182	Police K-9	558	100	0	0	0	0.00%
651	2199	40251	Helicopter-Police	18,852	0	0	0	0	0.00%
651	2199	40353	Gift-Intel	3,137	0	0	0	0	0.00%
651	2199	40362	Child Sfty Seat Prog Trust	7,429	5,408	0	0	0	0.00%
651	2199	40389	Calea Conference	0	31,700	0	0	0	0.00%
651	2199	40417	Cadet Gift Trust	7,944	160	0	0	0	0.00%
651	2199	40430	SIF Gift	145,055	119,265	0	0	0	0.00%
651	2199	40447	Cold Case Unit GT	100	0	0	0	0	0.00%
651	2299	40019	Fire Medic Equip/Trng Trust	1,443	1,005	0	0	0	0.00%
651	2299	40188	GIS Operations	4,600	0	0	0	0	0.00%
651	2299	40190	Firewise	0	163	0	0	0	0.00%
651	2299	40191	Home Inspection Prog	5,200	0	0	0	0	0.00%
651	2299	40201	Fire Lntb	500	28,215	0	0	0	0.00%
651	2299	40205	Fire Gifts For Stations	6,368	826	0	0	0	0.00%
651	2299	40208	Fire Safety Trailer	(1,500)	0	0	0	0	0.00%
651	2299	40209	Wildland Risk	1,160	2,770	0	0	0	0.00%
651	2299	40257	Juvenile Fire Setter Prog	20,290	403	0	0	0	0.00%
651	2299	40356	Fire Senior Program	2,000	0	0	0	0	0.00%
651	2299	40386	Medical Event Trailer	21,573	2,550	0	0	0	0.00%
651	2299	40396	FD Chaplain Program	100	0	0	0	0	0.00%
651	2299	40419	Bike Safety Fair	200	0	0	0	0	0.00%
651	2299	40437	Fire File Of Life	0	40	0	0	0	0.00%
651	3099	40025	Bicycle Project Gift Trust	0	10,285	0	0	0	0.00%
651	3099	40214	Pikes Peak Preservation	23,180	12,579	0	0	0	0.00%
651	3099	40434	Bike Map Gift Trust	0	8,200	0	0	0	0.00%
651	3099	40438	Signs For Life	3,500	1,500	0	0	0	0.00%
651	4099	40038	Senior Center-General	12,155	9,001	0	0	0	0.00%
651	4099	40040	Gift-Therapeutic	37,664	1,646	0	0	0	0.00%
651	4099	40055	Neigh Res-Admin	86	0	0	0	0	0.00%
651	4099	40063	Senior Cit Gift Shop	15,607	0	0	0	0	0.00%
651	4099	40108	Mayor's Teens	10,500	0	0	0	0	0.00%
651	4099	40315	Gift-Hillside Scholarship	80	125	0	0	0	0.00%
651	4099	40316	Gift-West Center	210	0	0	0	0	0.00%
651	4099	40317	Gift-Deerfield	27,568	5,265	0	0	0	0.00%
651	4099	40318	Gift-Meadows Park	23,403	484	0	0	0	0.00%
651	4099	40319	Gift-Hillside	38,135	14,279	0	0	0	0.00%
651	4099	40320	Gift-Otis Park	0	0	0	0	0	0.00%
651	4099	40321	Block Party	6,569	55	0	0	0	0.00%
651	4099	40404	USOC Archery Grant	0	11,325	0	0	0	0.00%
651	4099	40435	Colbert Sr Prog West Of I25	(257,359)	0	0	0	0	0.00%
651	4899	40270	Geo Has Study Consultants	1,644	4,032	0	0	0	0.00%
651	5199	40005	Park&Rec Volunteer	126,765	125,000	0	0	0	0.00%
651	5199	40009	P Butcher	0	756	0	0	0	0.00%
651	5199	40022	Helen Hunt Falls	1,396	1,000	0	0	0	0.00%
651	5199	40035	Garden Of The Gods Fndtn	113,444	116,848	0	0	0	0.00%
651	5199	40036	White House Ranch General	80,806	44,623	0	0	0	0.00%
651	5199	40039	Visitor Centers	12,924	8,600	0	0	0	0.00%
651	5199	40051	Palmer Park Traffic Control	0	1,000	0	0	0	0.00%
651	5199	40053	Tree Memorials	800	450	0	0	0	0.00%
651	5199	40057	Park&Rec Maintenance	12,843	10,210	0	0	0	0.00%
651	5199	40059	Sports & Facilities	4,310	11,552	0	0	0	0.00%
651	5199	40060	Design & Develop	1,072	1,950	0	0	0	0.00%
651	5199	40064	White House Ranch Stock	1,239	26,150	0	0	0	0.00%
651	5199	40069	Aquatics	5,000	0	0	0	0	0.00%
651	5199	40183	N Chey Canon Visitors Ctr	75,000	54,500	0	0	0	0.00%
651	5199	40192	Rock Island Trail Gift	68,800	0	0	0	0	0.00%

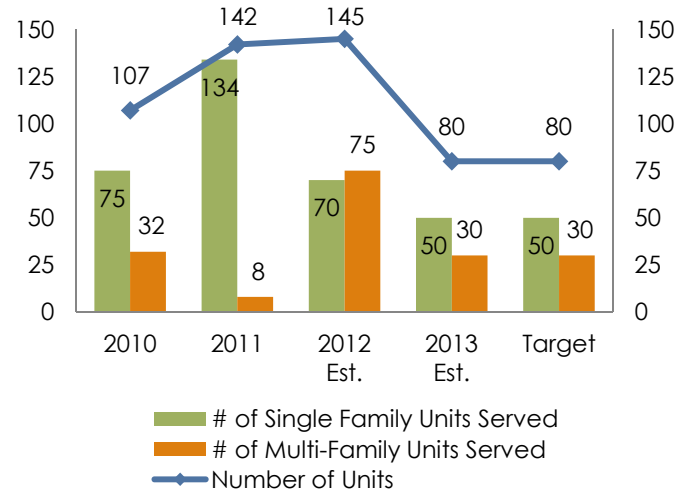
2013 Special Funds Revenue									
Fund	Org	Acct	Account Description	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2012-2013 $ Change	2012-2013 % Change
651	5199	40194	Blunt Park Maintenance	1,720	0	0	0	0	0.00%
651	5199	40199	Tat/GOG Maintenance	22,187	1,667	0	0	0	0.00%
651	5199	40210	N Lewis Park Maintenance	47,702	0	0	0	0	0.00%
651	5199	40211	General Forestry	25	0	0	0	0	0.00%
651	5199	40212	Youth Adult Sports Programs	5,000	0	0	0	0	0.00%
651	5199	40217	Springs In Bloom	0	1,525	0	0	0	0.00%
651	5199	40248	Zamboni Proceeds	1,240	0	0	0	0	0.00%
651	5199	40250	Old Farm Park Maintenance	2,680	0	0	0	0	0.00%
651	5199	40269	Safety Patrol GofG	0	14,000	0	0	0	0.00%
651	5199	40273	Boxing Program	26,250	28,234	0	0	0	0.00%
651	5199	40305	Trails	0	53,243	0	0	0	0.00%
651	5199	40310	L Starsmore/Sdc	500	0	0	0	0	0.00%
651	5199	40325	Hand Ball Court Gift Trust	0	20,000	0	0	0	0.00%
651	5199	40339	Rlr-Chambers Family	0	220	0	0	0	0.00%
651	5199	40341	Quail Lake/Atmel	966	0	0	0	0	0.00%
651	5199	40344	Parks & Rec Maps	34	22	0	0	0	0.00%
651	5199	40378	City Auditorium	2,630	2,900	0	0	0	0.00%
651	5199	40395	GOG School Prog	11,330	46,110	0	0	0	0.00%
651	5199	40397	Orchard House Roof	1,958	1,000	0	0	0	0.00%
651	5199	44020	Miscellaneous General	0	0	1,900,000	1,900,000	0	0.00%
651	5199	40448	Uncle Wilber Gt	15,000	0	0	0	0	0.00%
651	5199	40451	Broadmoor Bluff Park Gt	1,950	1,325	0	0	0	0.00%
651	5699	40042	Museum	134,858	111,084	0	0	0	0.00%
651	5699	40044	Museum U Archives	66,805	6,219	0	0	0	0.00%
651	5699	40046	Museum EB&WS Jackson Trust	10,667	9,600	0	0	0	0.00%
651	5699	40202	MUSEUM UNHACS	0	2,791	0	0	0	0.00%
651	5699	40394	Sculpture Maintenance	15,690	1,700	0	0	0	0.00%
651	5699	40446	Building Restoration Gt	0	15,000	0	0	0	0.00%
Total				**1,182,167**	**1,254,578**	**1,900,000**	**1,900,000**	**0**	**0.00%**
Senior Programs									
653	9707	40435	Colbert Sr Prog West of I-25	257,359	0	0	0	0	0.00%
653	9707	43005	G Koch Trust Fund	8,122	0	0	0	0	0.00%
653	9707	43010	Curtis Estate	489	0	0	0	0	0.00%
653	9707	43040	Donations	72,355	0	0	0	0	0.00%
653	9707	43180	Gain/Loss Inv Mkt Value	(5,091)	(276)	0	0	0	0.00%
653	9707	44025	Cash Over/Short	73	0	0	0	0	0.00%
653	9707	45898	Classes Seniors	92,824	0	0	0	0	0.00%
653	9707	45906	Rentals	11,450	0	0	0	0	0.00%
653	9707	46025	Interest	11,066	0	0	0	0	0.00%
Total				**448,648**	**(276)**	**0**	**0**	**0**	**0.00%**
Therapeutic Recreation									
654	9708	43040	Donations	66,000	0	0	0	0	0.00%
654	9708	45895	Therapeutic Programs	16,156	0	0	0	0	0.00%
654	9708	45898	Classes Seniors	88	0	0	0	0	0.00%
654	9708	46025	Interest	853	52	300	300	0	0.00%
Total				**83,096**	**52**	**300**	**300**	**0**	**0.00%**

Performance Measures

Administrative Services & Innovation

HOUSING

Households Served



Objective: To improve the existing affordable housing stock for low income renters and homeowners

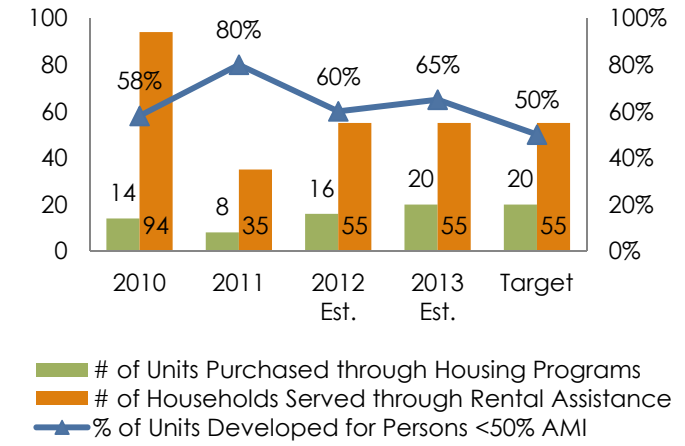
Program: Through grant and loan programs, staff facilitates rehabilitation of existing multi-family and single-family housing, emergency repairs, energy efficiency upgrades, removal of architectural barriers for persons with disabilities, and general housing quality standards.

Other: None

Impact: Housing rehabilitation protects the health and safety of residents while improving living conditions, reducing energy costs, and maintaining affordability and accessibility of housing in the community for residents at or below 60% of area median income (AMI).

HOUSING

Affordable Housing



Objective: To expand the availability of affordable housing for rental and homeownership

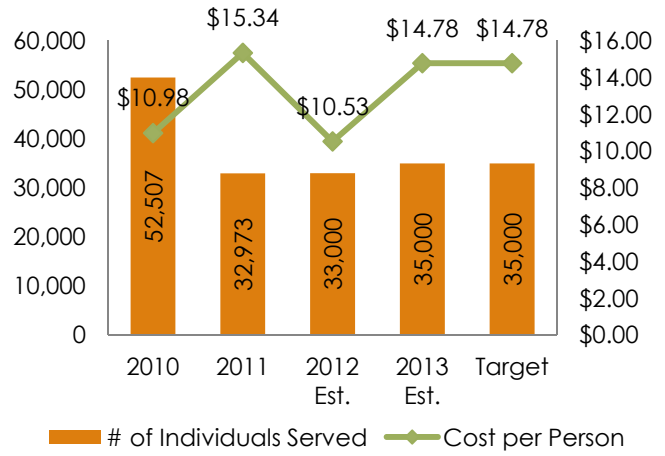
Program: Through grants, loans, and direct service in partnership with non-profit and for-profit developers, increase the number of affordable housing units available for both rental and homeownership.

Other: Programs measured include Tenant Based Rental Assistance, homeownership programs, and development of low income rental.

Impact: Increase the availability of affordable housing targeting residents that are at or below 50% for rental housing and at or below 70% for homeownership.

HOUSING

Human Services



Objective: To improve access to vital social services for low to moderate income persons in the community

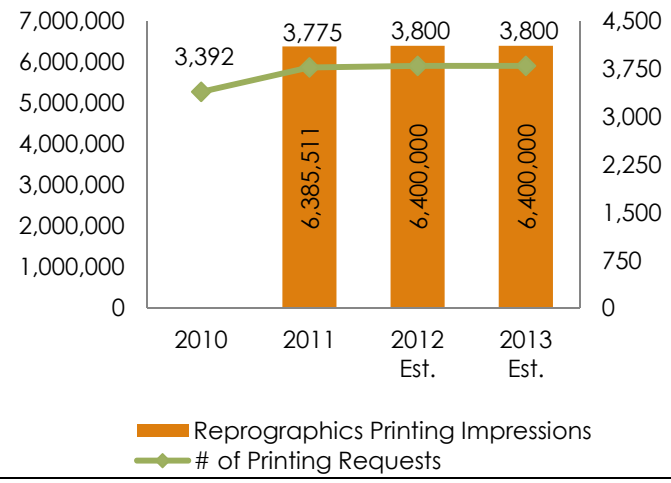
Program: The program increases the availability and affordability of service delivery to vulnerable persons in the community.

Other: None

Impact: Services benefit low to moderate income persons that enable them to live independently, have access to food, affordable child care, youth education and recreation, senior services, child and family violence prevention services, and homeless prevention services.

OFFICE SERVICES

Reprographics



Objective: To provide quality printing services to all City organizations at affordable prices

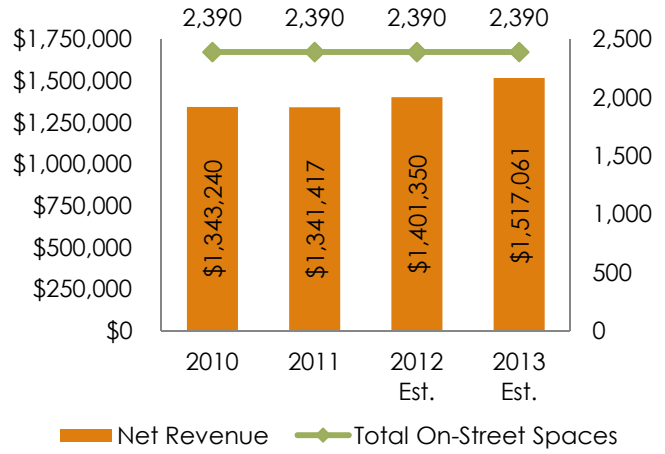
Service: Provides quality printing/offset services. Newsletters, brochures, business cards, and other printed material are also available.

Other: Since implementation of the City Smart Print initiative in early 2011 that eliminated desktop printers, the number of print requests has increased. With new updated copier and printer equipment, Office Services can perform all color copy/printing in-house, reducing print costs and turnaround times.

Impact: By continually providing reliable, cost-effective and quality print jobs, the number of impressions is expected to increase. Estimated turnaround time for printing projects is within same work day or 24 hours.

PARKING SYSTEM ENTERPRISE

On-Street Public Parking



Objective: To provide on-street public parking in the downtown area and other major activity centers in a cost-efficient manner

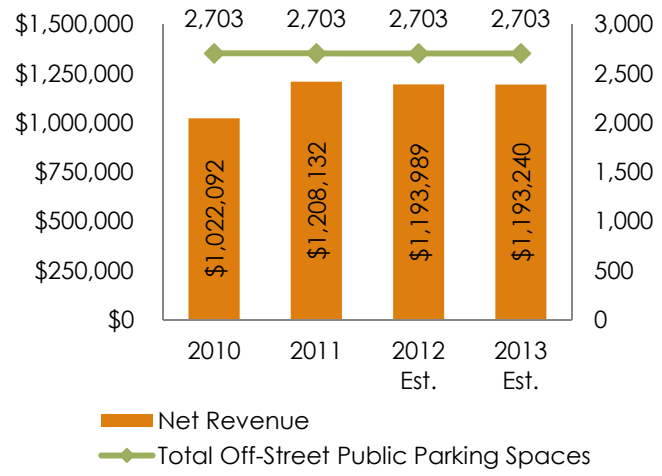
Service: Providing on-street public parking ensures adequate turnover of limited spaces to provide parking for the greatest number of patrons of the many retail, restaurants and businesses within these areas.

Other: None

Benefit: Providing on-street public parking for patrons is a key element in fostering a more vibrant pedestrian commercial environment. On-street public parking generates revenue used to maintain and/or enhance parking infrastructure, fund the Downtown Streetscape Improvements, and allow an opportunity for system bond financing.

PARKING SYSTEM ENTERPRISE

Off-Street Public Parking



Objective: To provide off-street public parking in the downtown area and major activity centers in a cost-efficient manner

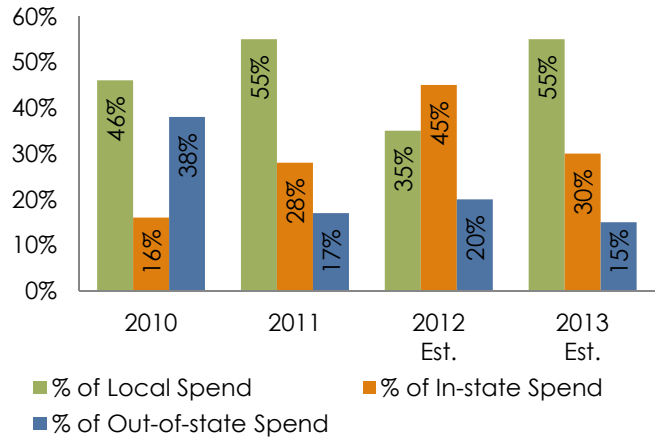
Service: Providing off-street public parking for the many employees and long-term patrons to the downtown and major activity centers, supports the City's Parking Exempt Zones, and provides an economic incentive for private development in these areas.

Other: None

Benefit: Providing off-street public parking is an economic development tool that supports the City's Parking Exempt Zones and provides incentives for private development in these areas. Off-street parking generates excess revenue that is used to maintain and/or enhance off-street parking facilities, increase system capacity, and allow an opportunity for system bond financing.

PROCUREMENT SERVICES

Local Spend



Objective: To support the local economy by continuing to encourage and award contracts to businesses in the Pikes Peak Region

Process: City Council adopted the "Think Local" resolution in 2010. The efforts in reaching out to local businesses in the selection criteria, where applicable, have had positive results.

Other: None

Benefit: Contracts awarded to local businesses help boost the local economy.

PROCUREMENT SERVICES

Contract Appeals



Objective: To be accurate and fair with all solicitations and awards made

Process: By providing a transparent and effective negotiation and selection process, Procurement is satisfying not only the citizens but also the business community.

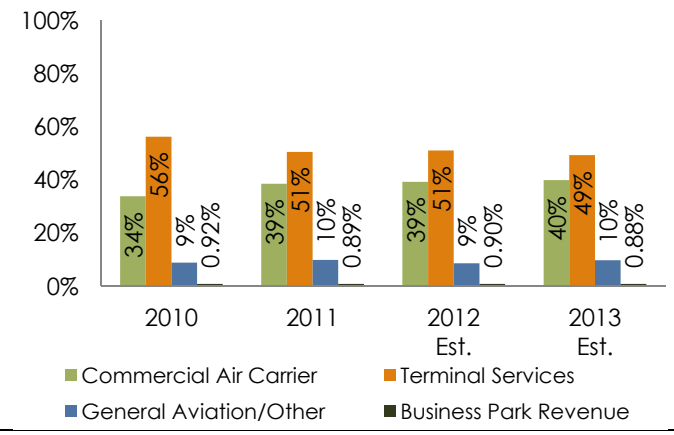
Other: Appeals are a reflection of the desire for businesses to obtain jobs. They may question the selection without an appeal after a debriefing by the office exploring the process.

Impact: Appeals can delay projects, therefore minimizing appeals through a fair selection process saves time and money for the City and those awarded the contract.

Airport

AIRPORT

Airport Revenue Sources



Objective: To keep the costs borne by commercial airlines at an acceptable level in relation to total revenue earned by the Airport

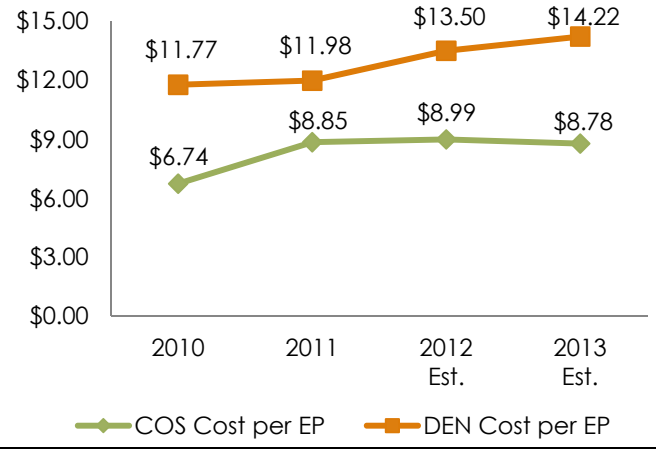
Process: The Airport is self-supporting and receives revenue from the commercial air carrier sector, various services associated with the terminal, general aviation sector, and the Airport's business park.

Other: None

Impact: Airport Management has successfully kept Commercial Air Carrier revenue below 40% of total revenue. This ratio ensures stable airline rates and charges.

AIRPORT

Cost per Enplaned Passenger



Objective: To maintain the Airport efficiently by keeping the Airline Cost per Enplaned Passenger (CPE) at an affordable level

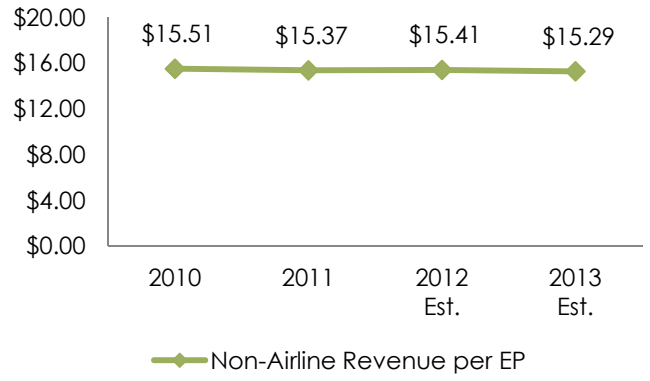
Process: Through the use of tight budget controls and effective financial management, the Airport has been able to keep its CPE comparable to similar-sized airports and well below that of its nearest competing airport.

Other: Since most of the Airport's costs are fixed, the CPE will subsequently increase as enplanements decrease.

Impact: By providing travelers with an excellent experience, from cleanliness to customer service, we will be the airport of choice for the citizens of Colorado Springs and surrounding areas, and a destination airport for travelers around the world.

AIRPORT

Non-Airline Revenue per Enplaned Passenger



Objective: To optimize its non-airline revenue per enplaned passenger

Process: Through a number of management decisions, the Airport has been successful in improving its non-airline revenue per enplaned passenger over the last few years by improving and modernizing its terminal concessions, as well as diversifying its revenue streams.

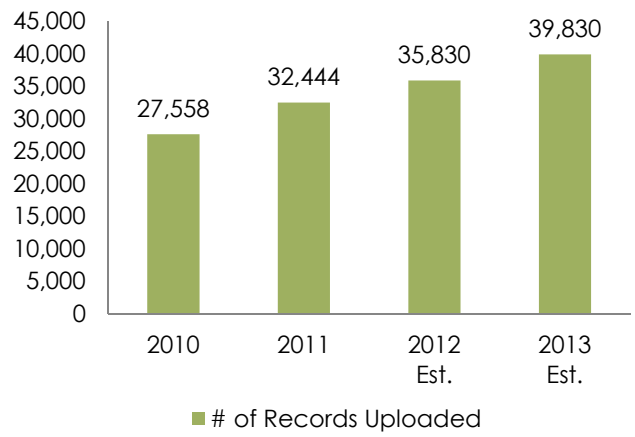
Other: None

Impact: Continuing development and growth of non-airline revenue reduces pressure on airline rates and makes the Airport an attractive location for commercial air service.

City Clerk

CITY CLERK

Records Management



Objective: Enhance the records management program to ensure preservation of official City documents and provide citizen access to City records

Process: The City Clerk's Office scans and uploads records from the City's incorporation in 1872 to present.

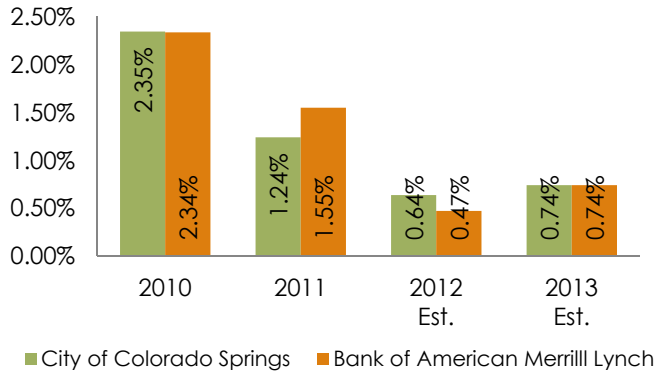
Other: None

Impact: To date, an estimated 36,000 documents have been scanned and are available for public review. This greatly improves access to official City documents for both citizens and the City organization.

Finance

ACCOUNTING

Cash Management



Objective: To achieve investments results that generate additional revenue for the City

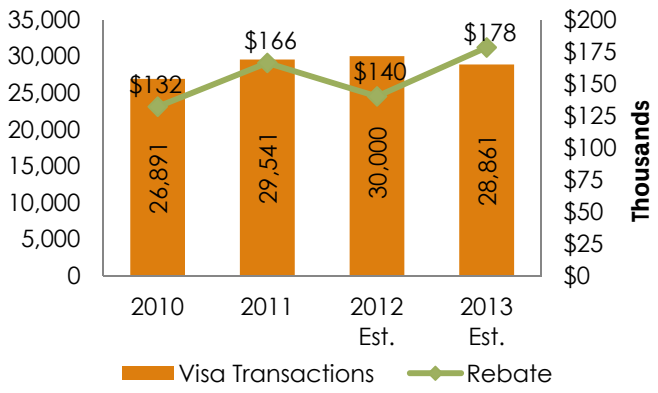
Service: Selection of the money management firm and proper portfolio monitoring to ensure that investments and cash management are meeting the City's operating needs and maximizing interest earnings.

Other: Investments are contracted out to professional money managers.

Benefit: The City earns additional revenue from the Rate of Return gained from proper investment management.

ACCOUNTS PAYABLE

Visa Card Program



Objective: To increase the Visa card program rebate annually

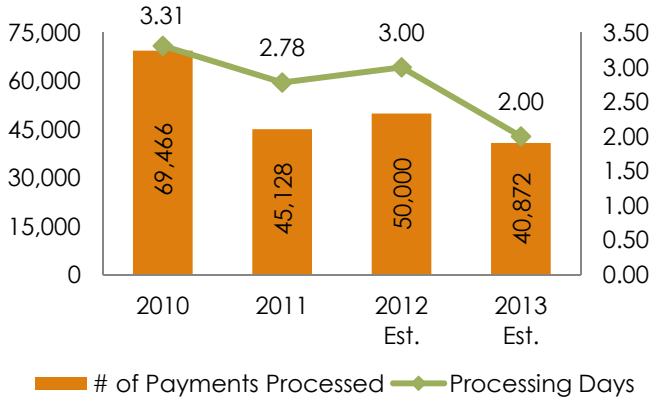
Process: Accounts Payable continually looks for ways to increase the Visa card program by utilizing the Visa card for payments processed in Accounts Payable.

Other: None

Impact: The more Visa cards are utilized as a payment mechanism, the larger the rebate the City receives thereby increasing revenue.

ACCOUNTS PAYABLE

Payment Processing



Objective: To provide payment processing services for City departments and management to ensure timely vendor payments for goods and services

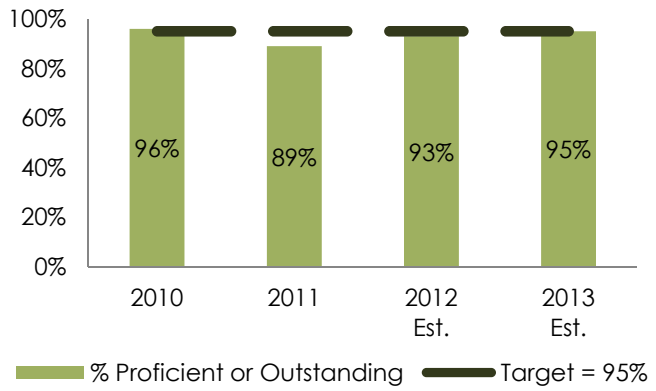
Process: Accounts Payable reviews and audits pay requests from City departments for accuracy and schedules payments for check generation. Accounts Payable handles several different types of payments and processes them in a timely manner.

Other: Processing payments in a timely manner reduces vendor complaints.

Impact: Processing time of payments averages approximately three working days on a consistent basis.

BUDGET

GFOA Award



Objective: To present budgets, policies, plans, and programs in a coherent, understandable format

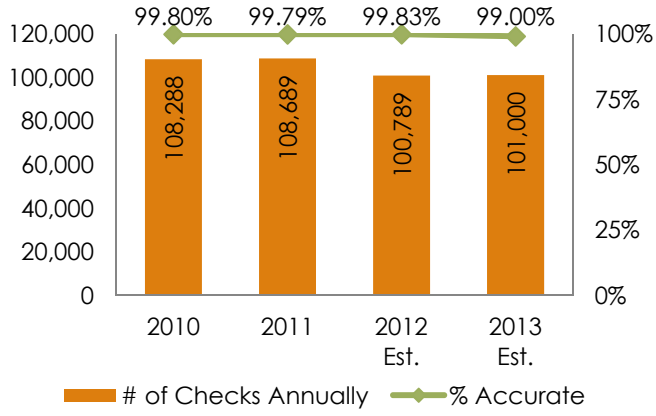
Process: The annual budget process is a year-long process designed to create a document that communicates the City's fiscal plan and multi-year financial outlook.

Other: Best practices include a budget document that complies with Government Finance Officers Association (GFOA) standards.

Benefit: A continuously improving document that meets all the requirements of GFOA while presenting information that is clear, relevant, and informative.

PAYROLL & PENSIONS

Payroll Accuracy



Objective: To provide accurate payments to City employees

Service: Payroll will maintain a greater than 99% accuracy rate on City employees' paychecks.

Other: None

Benefit: Accurate payments to employees will help to maintain employee morale and reduce the City's exposure to penalties or FLSA issues.

PAYROLL & PENSIONS

Customer Service



Objective: To provide excellent customer service to all City employees

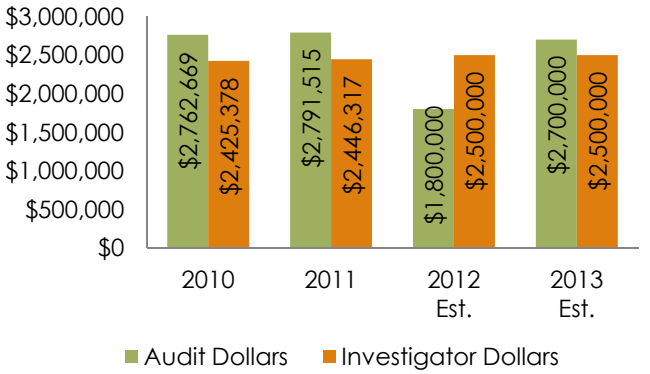
Service: Customer service will be measured through an annual survey.

Other: This is a new measurement and therefore data is not available prior to 2011.

Benefit: Employees know that if they have a question or concern regarding Payroll & Pensions, they will receive accurate, timely, and friendly customer service.

SALES TAX

Sales & Use Tax Code Compliance



Objective: To promote compliance with the sales and use tax code

Service: The Audit staff conducts routine sales and use tax audits. The Investigator staff pursues collection efforts of delinquent sales and use tax as well as licensing of businesses.

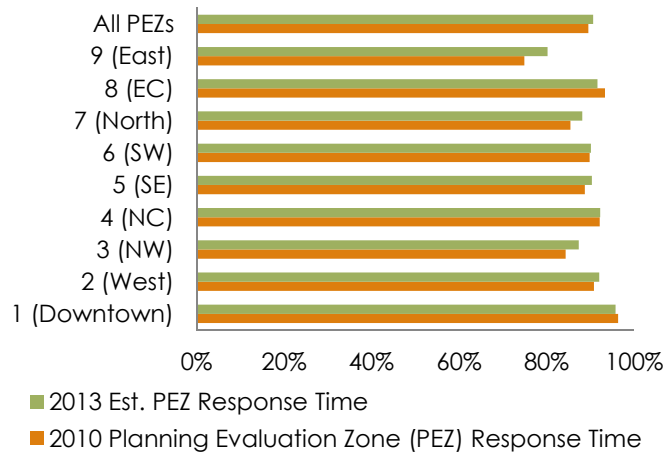
Other: None

Impact: Audit and collection efforts consistently add approximately $5 million per year to the City's sales and use tax revenue.

Fire

FIRE

8 Minute Response Standard



Objective: To maintain the response standards adopted by City Council to the extent possible with budgeted resources

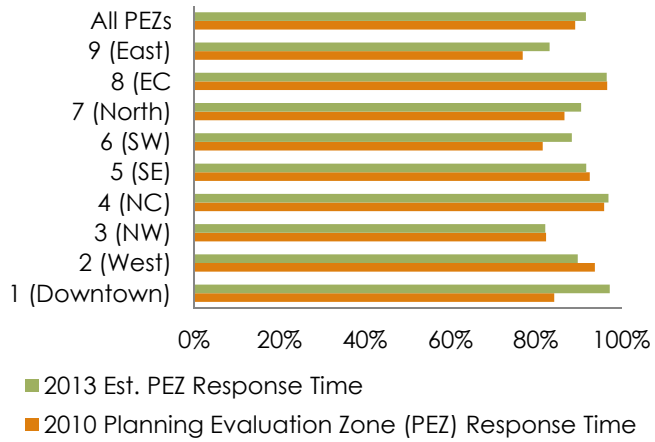
Service: CSFD strives to meet the response standard of 8 minutes from the time Colorado Springs Public Safety Communications Center receives a call to the arrival of the first unit at the scene 90% of the time. CSFD evaluates and adjusts the deployment of resources to meet the response goal.

Other: Response time is measured from the time the call is received by 9-1-1 until the first CSFD unit arrives on scene.

Impact: Achievement varies from 95.7% in the downtown portion of the city to 80.2% in the area east of Powers Boulevard. The target is 90%.

FIRE

12 Minute Response Standard



Objective: To maintain the response standards adopted by City Council to the extent possible with budgeted resources

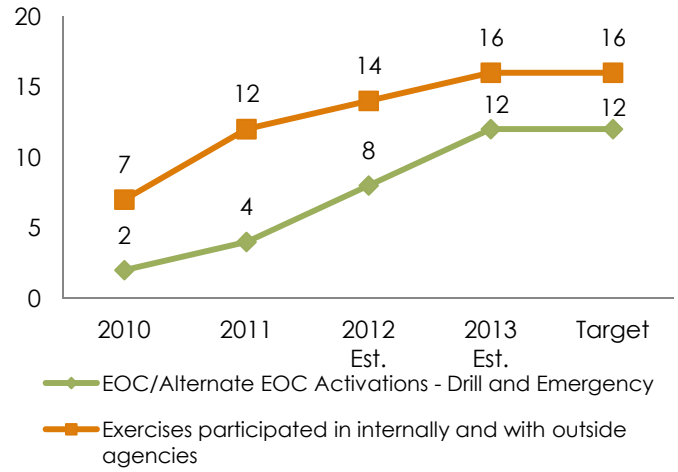
Service: CSFD strives to meet the response standard of 12 minutes from the time Colorado Springs Public Safety Communications Center receives a call to the arrival of the minimum effective force at the scene 90% of the time. CSFD evaluates and adjusts the deployment of resources to meet the response goal.

Other: Response time is measured from the time the call is received by 9-1-1 until two engines and a ladder truck arrive on scene.

Impact: Achievement varies from 97.3% in the downtown portion of the city to 82.2% in the northwest area of the city. The target is 90%.

FIRE

Operational Readiness



Objective: To ensure City government's preparedness in the event of an emergency or other incident affecting residents' health and safety

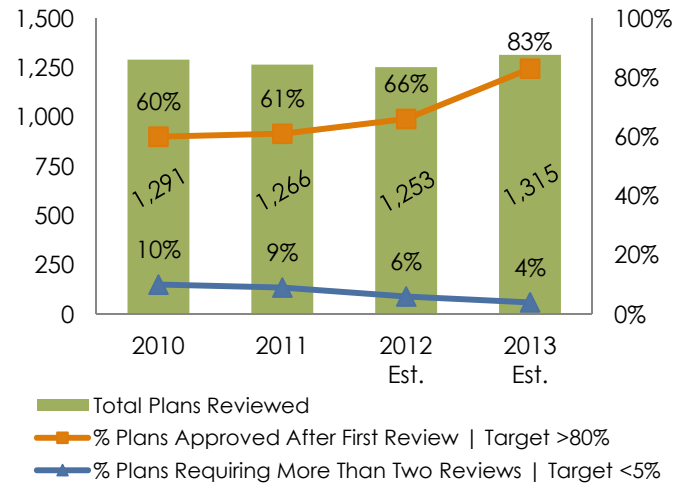
Process: Maintain operational readiness of the Emergency Operation Center (EOC) and the Alternate EOC through training and exercises; development, maintenance, and execution of the City's Emergency Operations Plan.

Other: None

Impact: Provide continuity of City operations during an emergency or other incidents, supporting the safety of the City employees and residents, and providing for disaster recovery planning of Colorado Springs.

FIRE

Plan Reviews



Objective: To provide thorough and efficient plan review services

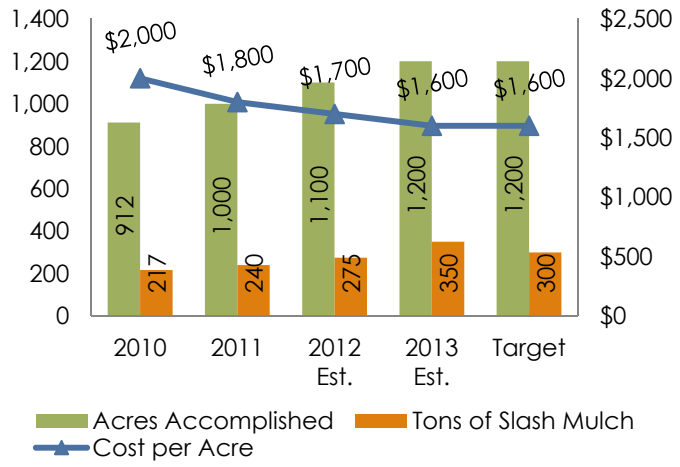
Process: Establish policies, procedures, training programs, and explanatory materials to assist contractors with expedited review and approval of construction documents. This includes thorough first reviews, contractor training courses, information packets, willingness to red-line plans, and meeting with design teams prior to and during the plan review process.

Other: Success is dependent upon the number of plan submittals, as well as the participation of contractors and design professionals to attend training, pre-design meetings, and plan review update meetings.

Impact: Implementation of the new processes has reduced the number of plans that have two or more reviews.

FIRE

Wildfire Mitigation



Objective: To reduce the level of risk for wildland fires in the wildland/urban interface (WUI) areas of Colorado Springs

Process: In an effort to protect the community and reduce risk in the wildland/urban interface (WUI) areas, the Wildfire Mitigation Section works with homeowners in the WUI to prune or selectively remove trees and shrubs to reduce fire risk, while maintaining or improving wildlife habitat.

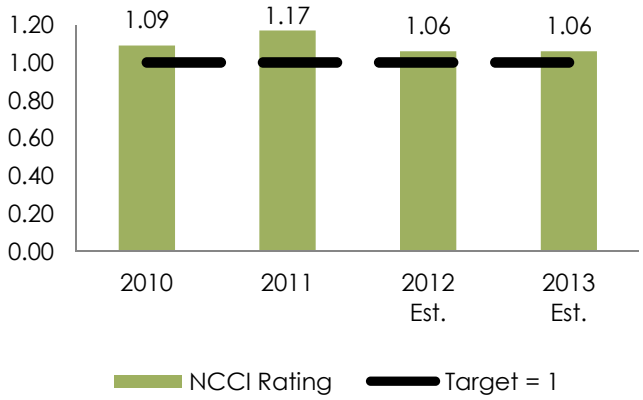
Other: This process relies on grant funding awards. Larger projects tend to drive down the per acre mitigation cost.

Impact: As funding and grant awards allow, dense vegetation growth in treated areas is reduced by up to 5 tons of slash mulch per acre.

Human Resources

RISK MANAGEMENT

NCCI Rating



Objective: To manage the workers' compensation claims efficiently and effectively to minimize claim expenses

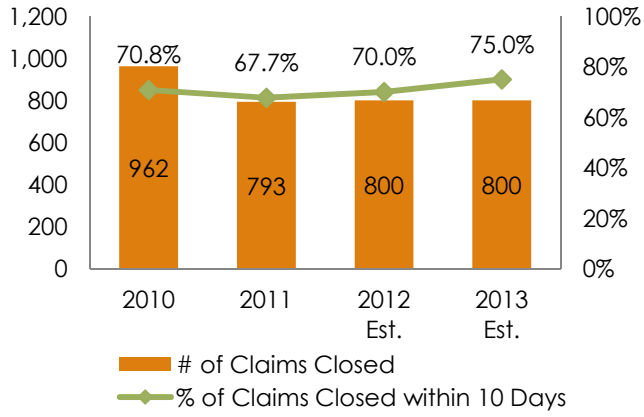
Service: The NCCI Experience Modification Rating is calculated by NCCI using historical claim data. This rating is reflective of the frequency and severity of workers' compensation claims made against the City.

Other: Safety can positively influence the numbers of injuries that occur and claims that are filed.

Impact: A lower NCCI Experience Rating implies an effective safety program and claims management system.

RISK MANAGEMENT

Claims Management



Objective: To investigate the legal liability associated with claims filed against the City and Colorado Springs Utilities in a timely manner

Service: Risk Management provides claims adjustment services that exceed industry standards for quality and efficiency. While the claims unit does not control the number of claims filed, it can reduce claim cost and litigation by responding and resolving claims quickly.

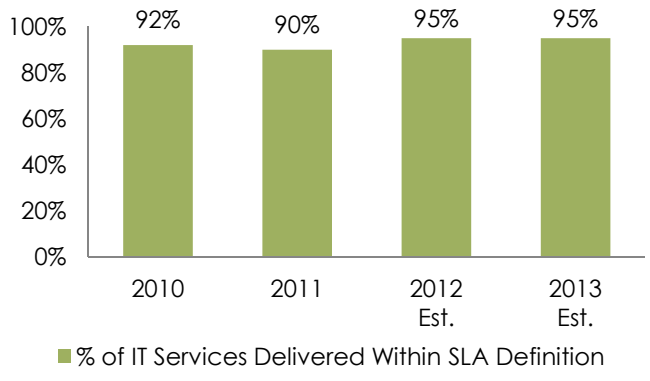
Other: One indicator of effective claim response is the number of days a claim is open. We strive to close at least 50% of claims with in 10 days of reporting. The City consistently averages approximately 70%.

Impact: The quick resolution of general liability claims reduces claim and litigation costs.

Information Technology

INFORMATION TECHNOLOGY

Service Desk Performance



Objective: To meet or exceed performance levels of IT Support Services to internal and external customers based on established Service Level Agreements (SLA)

Service: Deliver efficient IT services to all customers based on established Service Level Agreements.

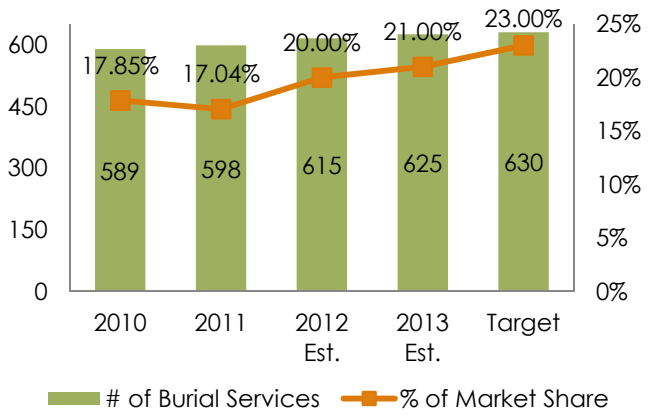
Other: None

Impact: Establish a baseline metric that aligns with established IT Service Desk SLAs. Ability to proactively manage, recognize, and address deficiencies in IT Service Desk "services" to achieve delivering service within SLA 95% of the time. We will be utilizing Footprints work management tool to capture all metrics.

Parks, Recreation & Cultural Services

CEMETERIES ENTERPRISE

Market Share



Objective: To increase the number of burial services annually and cemetery market share within El Paso County

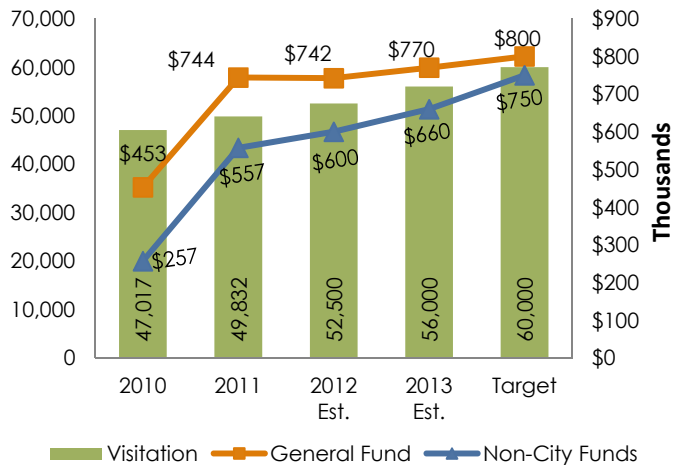
Service: Provide the perpetual care and maintenance necessary for the cemeteries to be attractive and inviting to new potential customers.

Other: None

Impact: Increasing the number of burial services annually will result in increased revenues. Burial services increased slightly from 2010 to 2011 and are anticipated continue.

CULTURAL SSERVICES

Pioneer Museum Visitation



Objective: To attract visitors to the Museum and educate the public about the history and culture of the Pikes Peak region by providing a high-quality visitor experience for both residents and tourists

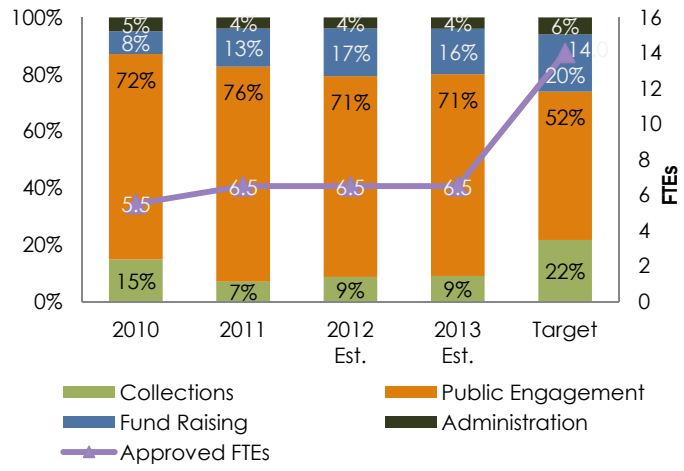
Service: Museum staff develops and implements exhibitions, tours, lectures, programs, and special events that foster respect and appreciation for the unique heritage of the Pikes Peak region.

Other: A much higher level of non-city funding has been necessary to maintain museum programming/preservation activities.

Impact: The Pioneers Museum is the only institution of its kind to comprehensively collect and preserve the history/culture of the Pikes Peak region. It served over 50,000 visitors in 2012, and that number is expected to continue increasing.

CULTURAL SSERVICES

Museum Staff by Key Functions



Objective: To acquire and preserve collection items in order to educate and engage the public about the heritage of the community

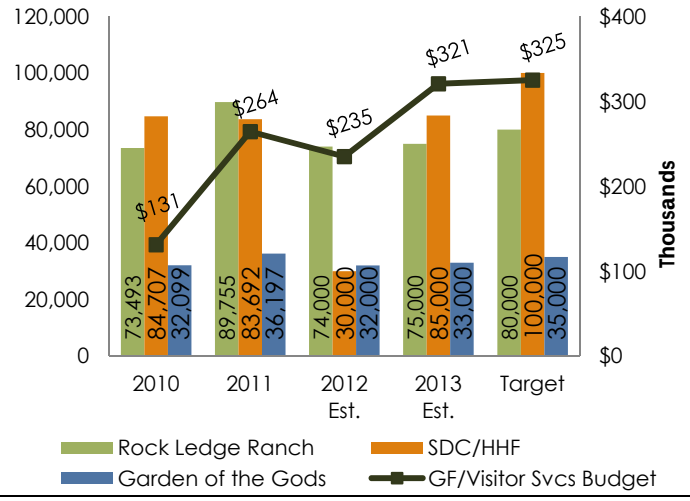
Process: Since public engagement activities are crucial to remaining relevant/sustainable, more resources went to these activities. Fundraising activities have increased in response to the shrinking City budget.

Other: Currently, more museum functions are performed by temporary employees/volunteers that have less training and experience. The target figures are based on industry averages for institutions of a similar size and scope.

Impact: Staff hours were reprioritized to maintain significant public participation in its programs.

CULTURAL SSERVICES

Museum Visitor Services Participation



Objective: To educate the public about the natural/cultural history of the Pikes Peak region through living history and visitor center programs

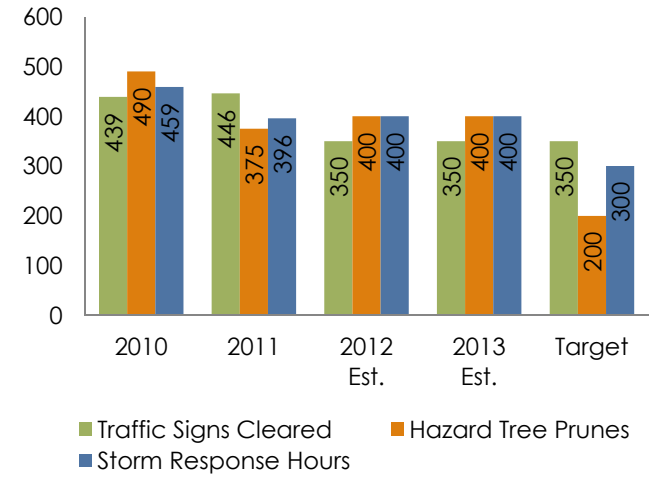
Program: Provide educational and park safety programs through a coordinator, temporary staff, and volunteers.

Other: Starsmore Discover Center and Helen Hunt Falls are denoted as "SDC/HHF" in the chart. These programs are only possible due to financial support from Friends groups, corporations, neighborhood associations and individuals.

Impact: These facilities are among the most visible and visited tourist amenities in the region. They provide educational and recreation opportunities and feature the best that our community has to offer.

FORESTRY

Emergency Response



Objective: To reduce the City's exposure to liability due to hazardous trees and tree related emergencies

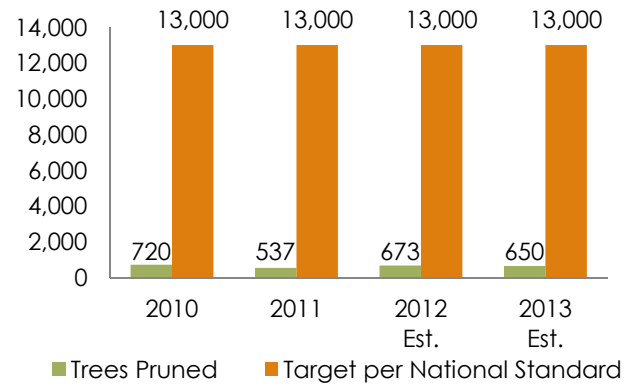
Process: City Forester and staff identify/address hazardous trees, and inspect/verify calls for service. Forestry crews clear traffic signs and obstructed intersections to improve visibility. Staff removes failed trees/hanging branches, addresses trees hit by cars, and responds to storm events as needed.

Other: City Forestry responds to over 2,000 calls for service annually. Lack of scheduled maintenance pruning increases the need for and instances of having to respond to tree-related emergencies.

Impact: Increase safety and decrease the need for responding to tree-related emergencies along City street rights-of-way and in City parks.

FORESTRY

Tree Maintenance



Objective: To prune all 129,000 street and park trees, as inventoried, on a 10-year prune cycle

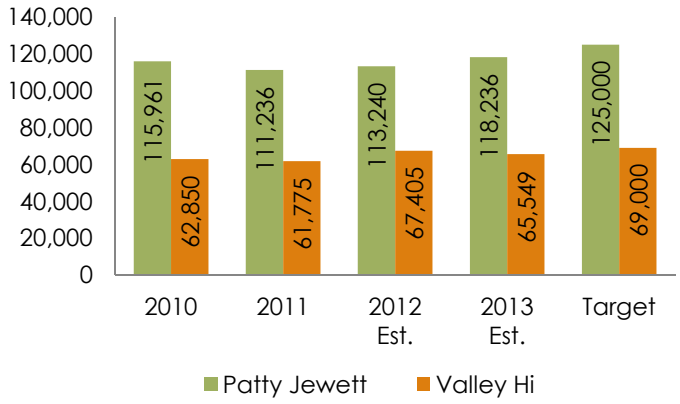
Process: Areas are inventoried and trees are assessed for pruning and maintenance needs. Lists are updated and prepared for contractor or City crew and work is scheduled.

Other: The City currently has no funding allocated for scheduled maintenance of the urban forest.

Impact: Scheduled maintenance minimizes the need for responding to calls for service and tree-related emergencies. It also enhances the health and vigor of the urban forest by proactively responding to maintenance needs.

GOLF ENTERPRISE

9-Hole Rounds Played



Objective: To attract golfers to play a 9-hole round of golf at Patty Jewett and Valley Hi Golf Courses

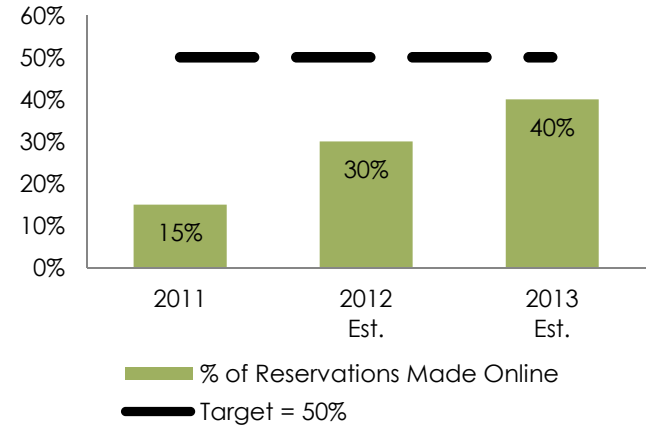
Service: The number of rounds played is the most critical measurement of the Enterprise's ability to generate revenue and sustain its self-supporting status.

Other: None

Impact: The number of rounds played have declined for the last several years with the economy, fuel prices and general cost of living pressures weighing heavily on discretionary spending including golf.

PARK OPERATIONS AND DEVELOPMENT

Online Reservation/Registration System Usage



Objective: To increase use of the online reservation/registration system to a minimum of 50% of all reservations and registrations made on an annual basis

Service: An online reservation system was installed in 2010 to serve the community as effectively and efficiently as possible. As awareness of the system increases, it is anticipated that usage will increase as well.

Other: With budget reductions and the elimination of administrative staff, alternative methods of continuing services have been explored.

Benefit: The online reservation/registration system allows customers to make pavilion reservations and program registrations at their convenience, while eliminating the need for staff involvement.

PIKES PEAK - AMERICA'S MOUNTAIN

Visitor Attendance



Objective: To become the most recognized and visited mountain in the world while maintaining an average operational cost per visitor that is fair and equitable

Service: A fully paved road, new tollgate for improved access to Pikes Peak, and ongoing development/availability of interpretive programs will enhance our visitors' experience.

Other: Average operational cost per visitor includes both child and adult rates.

Benefit: By offering the best visitor experience possible, Pikes Peak has the opportunity to become the most visited and recognized mountain in the world. It currently ranks second to Mount Fuji in Japan.

PIKES PEAK - AMERICA'S MOUNTAIN

Visitor Satisfaction



Objective: To achieve an above average to excellent customer service and experience satisfaction rating

Service: Services include interpretive programs, courtesy safety patrols, greeting guests, answering questions, and providing customer support.

Other: Ratings are based on an annual survey ranking customer satisfaction/experience from 1-5, with 5 being exceptional.

Benefit: Positive customer interaction and satisfaction will result in return visits and positive word-of-mouth referrals to visit the Pikes Peak Highway.

RECREATION AND ADMINISTRATION

Recreational Services Customer Satisfaction



Objective: To achieve a 95% customer satisfaction rating of good to excellent for services delivered by staff for recreational and community programs as well as facilities supported

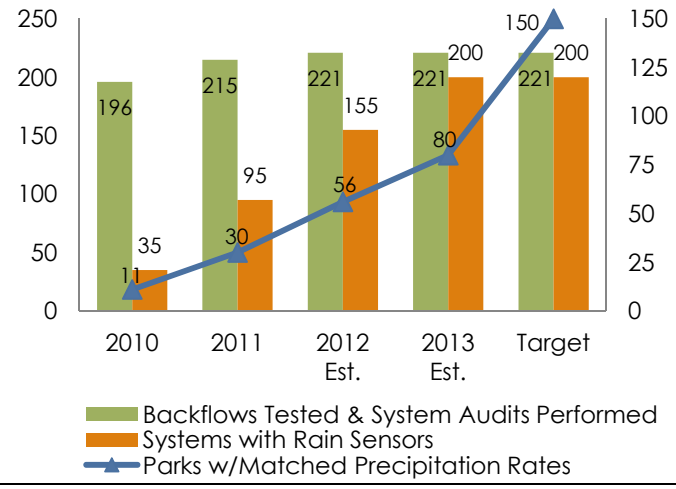
Program: Programs provided in this Division include adult/youth sports, day camps, after-school, senior and adult, music, entertainment, and therapeutic recreation, and Paralympic sports activities.

Other: Staff also supports renting facilities for a wide variety of events and programs.

Benefit: Positive customer satisfaction will result in maintaining and/or increasing participation in the programs offered as well as usage of facilities.

RECREATION AND ADMINISTRATION

Irrigation Management



Objective: To assure efficient and effective irrigation system operation and use of the Department's purchased water

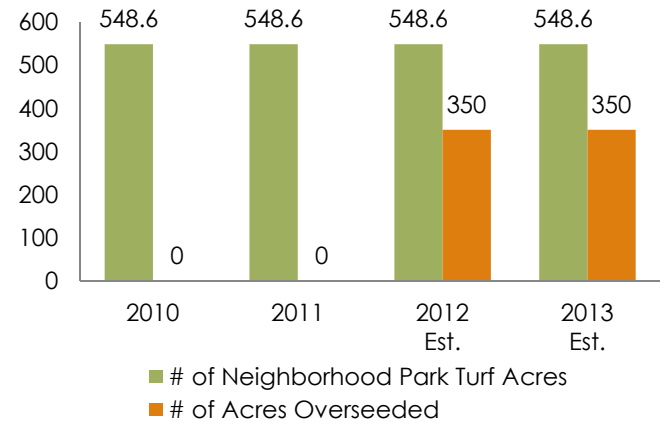
Process: Perform irrigation audits to assure that systems are operating efficiently. Routinely check system operation during the growing season and take advantage of available technologies to increase system efficiency. Provide staff with training to heighten their skill set and effectiveness.

Other: Budgets limit staffs' ability to address all system upgrades/renovations that will be needed. A multi-year program is needed to bring all of the irrigation systems to an efficient state of operations.

Impact: City budget dollars are spent more efficiently, which allows a significant capital investment in the parks to be protected.

RECREATION AND ADMINISTRATION

Turf Management



Objective: To re-establish turf in the neighborhood parks and generally improve the condition of the turf in all parks

Process: Implement the appropriate cultural practices (watering, fertilizing, spraying, overseeding, aerating) to re-establish the turf and to facilitate healthy and aggressive turf growth.

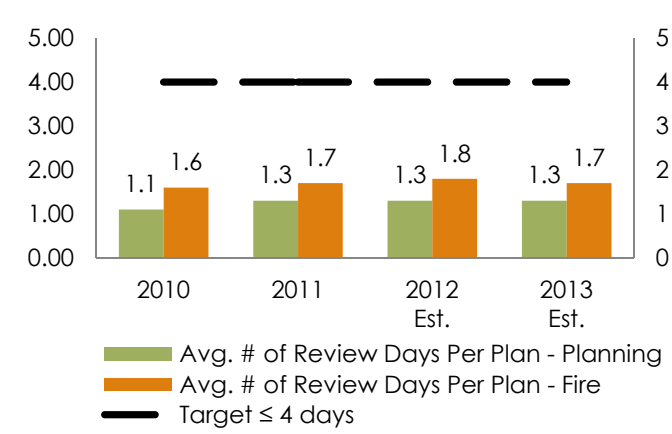
Other: Weather conditions play a significant role in the successful establishment of turf and its survivability.

Impact: Turf conditions are improved making it more likely to withstand inhospitable weather and the impacts of athletic uses. Better turf also creates a safer playing surface thus reducing potential City liability.

Planning & Development

DEVELOPMENT REVIEW ENTERPRISE

Plan Review Turnaround Times



Objective: To maintain a program that is responsive to customer needs for fast plan reviews

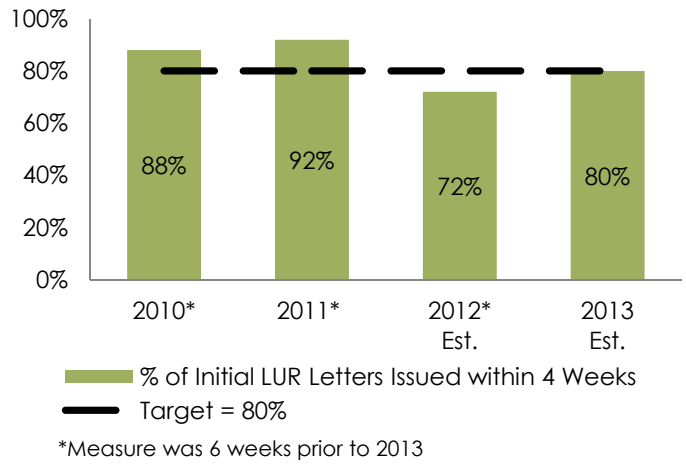
Service: Staff offers fast turnaround times for plan reviews, providing approvals or comments in a timely manner.

Other: The DRE Customer Advisory Committee views plan turnaround time as one of their top priority needs.

Impact: Over the years, plan review turnaround times have improved by 55% for the Planning group and 69% for Fire. In more recent years, these gains stabilized near the current levels. Staff continually exceeds the goal of a four-day turnaround time.

LAND USE REVIEW

Timeliness of Project Reviews



Objective: To ensure timely project review to maintain project schedules, meet industry targets, and to ensure compliance

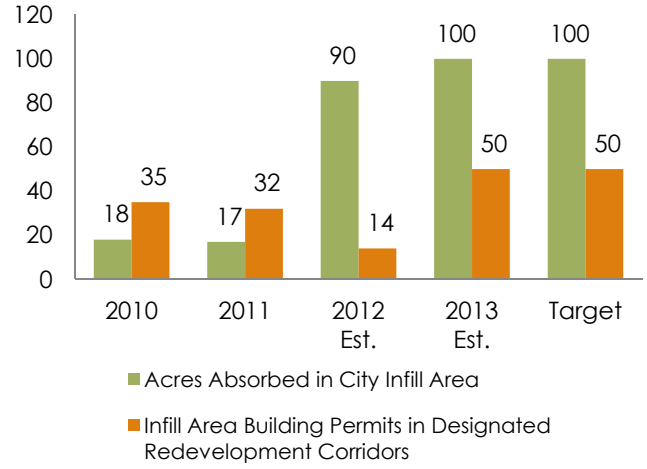
Process: Development applications undergo review, analysis and response within a four-week time frame for non-contentious projects. Staff coordinates with review agencies and affected stakeholders to ensure a complete and timely review.

Other: Staff's goal is to complete the project review letters within four weeks of submittal. The established target is the minimum benchmark.

Impact: Timely project review is critical to developers maintaining their project schedules. The time between application submittal and issuance of the initial project review letter is considered a good measure of priorities, resources and established benchmarks.

LAND USE REVIEW

Implement City Infill Objectives



Objective: To provide useful guidance and effective implementation strategies to City leadership and the community resulting in continued progress with infill especially in Economic Priority Zone (EPZ) areas

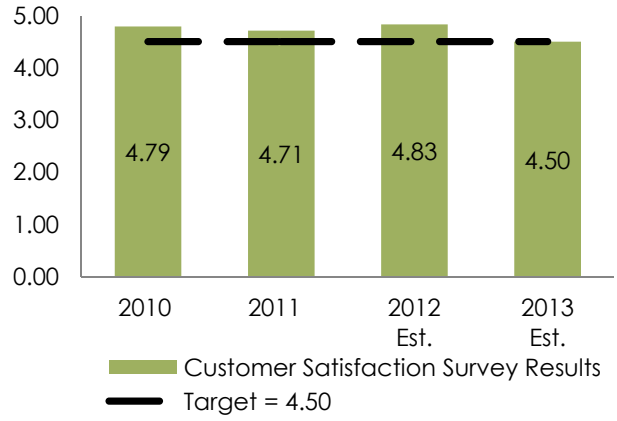
Program: Provide valuable information and analysis for allocation of limited City and regional resources; implement infill strategies such as elimination of unnecessary barriers.

Other: Details of 2013 work program is contingent upon subsequent direction and available resources. Infill is affected by external factors such as the economy.

Impact: Existing City and CSU infrastructure more efficiently utilized; neighborhoods and existing business areas stabilized; long term City fiscal costs reduced; and core area municipal revenues increased or stabilized.

LAND USE REVIEW

Customer Satisfaction



Objective: To maintain a high level of customer satisfaction

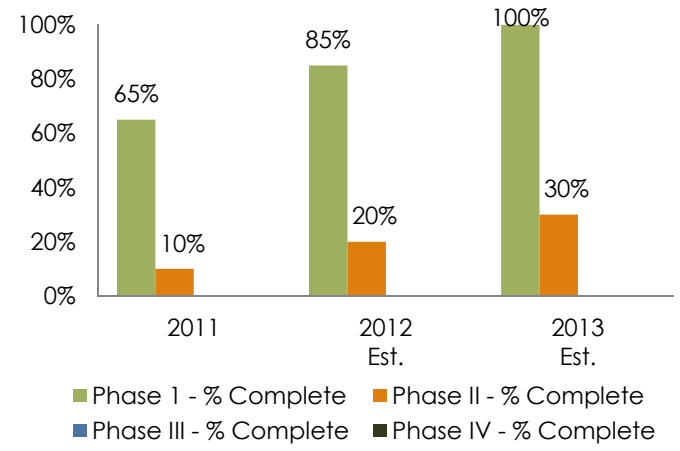
Service: Staff provides review, analysis, and response to development applications within a specified time frame.

Other: A survey is used to measure staff performance with a ranking of 1-5, with 5 as the highest level of performance.

Benefit: The survey measures staff performance considering timeliness, knowledge, assistance, and professionalism. This allows management to address deficiencies, allocate resources, and provide training as necessary.

REAL ESTATE SERVICES

Property Inventory



Objective: To provide ongoing management of the City's real property assets

Process: This four-phase project includes identifying any surplus properties for sale or lease, valuing these assets, and creating a property management plan.

Other: Phases: (1) develop an inventory of all City-owned property; (2) determine if properties may be considered surplus and/or available for disposal/lease; (3) value the properties; and (4) maintain, lease, dispose of, and/or upgrade real property assets pursuant to the direction of departments, Mayor, or City Council.

Benefit: An overall Property Inventory will provide information regarding the City's real property assets for various purposes such as identifying surplus properties and reduced response times.

REAL ESTATE SERVICES

Customer Service



Objective: To provide excellent customer service to City departments and enterprises

Process: RES staff strives to complete projects in a timely and responsive manner while complying with The City of Colorado Springs Procedure Manual for the Acquisition and Disposition of Real Property Interest.

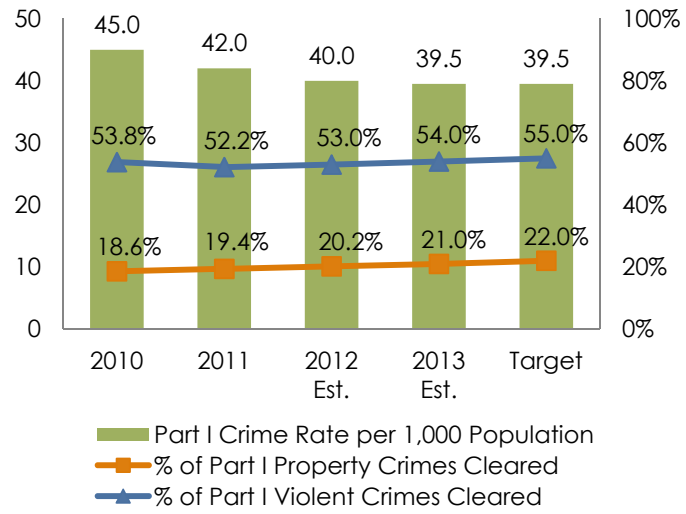
Other: Customers responded to the online survey, scoring the services provided by RES on a 1 to 5 scale, 5 being strongly satisfied.

Benefit: RES is able to use the rankings and comments to make improvements to service levels when necessary.

Police

POLICE

Crime and Clearance Rates



Objective: To respond to citizen calls for service and solve crimes reported to CSPD

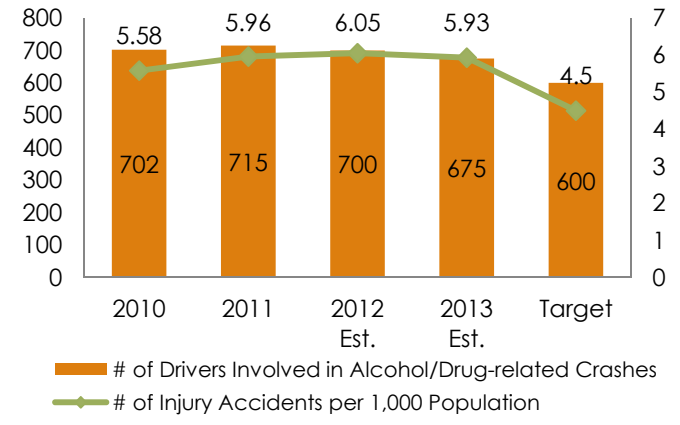
Service: CSPD receives and responds to citizen calls for police service, investigates and solves reported crimes, makes arrests, provides supportive services to crime victims, and analyzes crime and call for service data to enhance police response.

Other: Part I property crimes include burglary, larceny, and motor vehicle theft; Part I violent crimes include homicide, sexual assault, robbery, and aggravated assault.

Impact: The decrease in violent crime clearance rate in 2011 was due to a decrease in clearance of adult sexual assault cases. Improving this outcome is a focus of the Investigations Division in 2013. CSPD also anticipates improving property crime clearance rates with the addition of Community Service Officers.

POLICE

Traffic Safety



Objective: To improve traffic safety

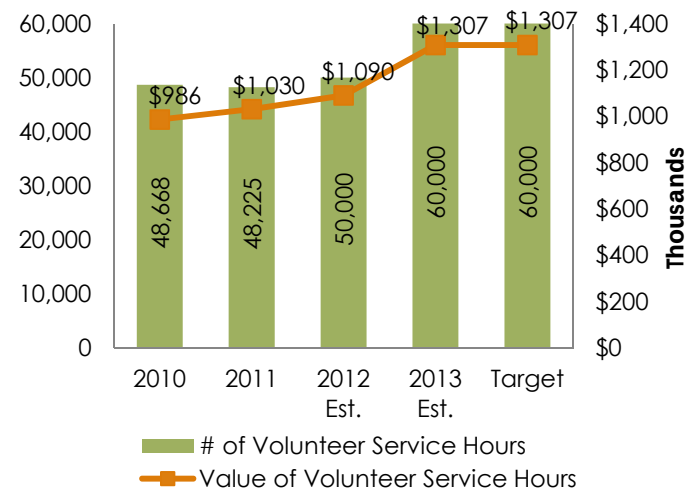
Process: CSPD enforces traffic laws and ordinances, conducts targeted enforcement in problem or higher risk areas, conducts DUI enforcement and saturation patrols, and deploys speed monitoring trailers in neighborhoods.

Other: None

Impact: The number of injury traffic accidents per 1,000 population is expected to go down in 2013.

POLICE

Public Safety Volunteer Program



Objective: To sustain and enhance volunteer opportunities by proactively engaging citizens in volunteering their time with the Community Advancing Public Safety (CAPS) program

Program: CSPD and CSFD united in 2010 to create a self-sustaining public safety volunteer program, building a diverse and dedicated group of citizen volunteers who freely give their time in committed service to their community.

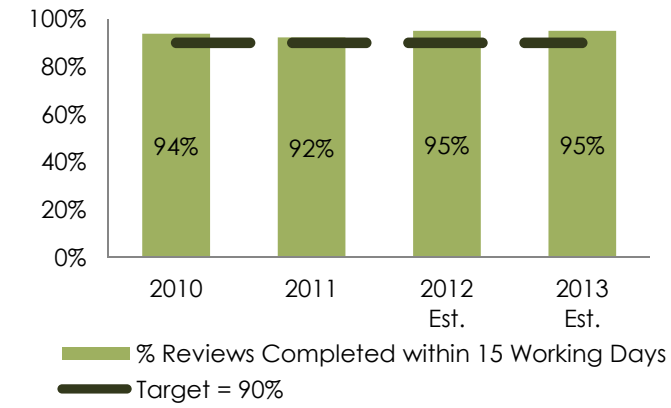
Other: Information provided reflects public safety volunteers under the CAPS program. A 2011 national average rate of $21.79 is used to calculate the value of the volunteer service hours for 2012 and beyond.

Impact: There is increased volunteer support in units such as Records & ID and Investigations, along with new programs being created that free police officers to other duties.

Public Works

CITY ENGINEERING

Project Reviews



Objective: To provide timely review of engineering submittals to maintain project schedules, meet industry targets, and ensure that projects meet City standards

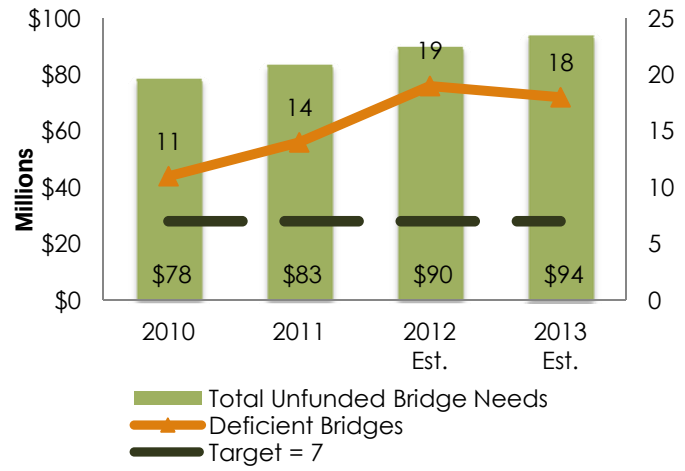
Service: Staff efficiency is measured by the number of business days it takes for staff review once an engineering document has been submitted.

Other: Staff's goal is to review submittals within 15 days 90% of the time. The established target is the minimum benchmark.

Impact: Timely review is critical to developers maintaining their project schedules.

CITY ENGINEERING

Deteriorating Bridges



Objective: To maintain the City's bridge infrastructure in a safe condition for the public

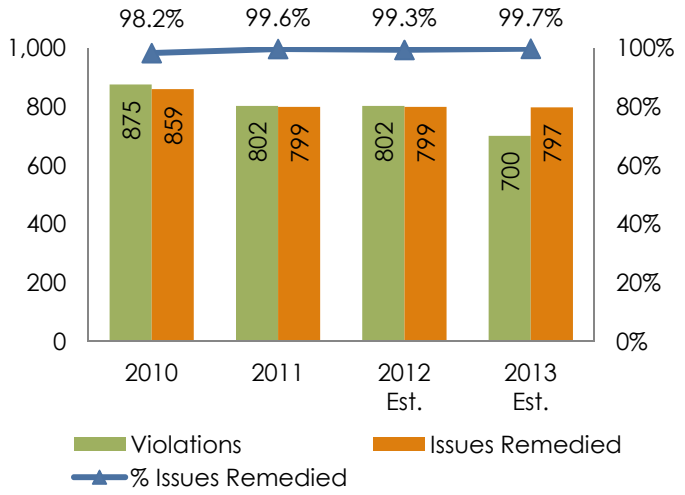
Program: The Bridge Program is designed to manage approximately 450 bridge assets so that a sustainable level of overall bridge condition is maintained in our community.

Other: Due to the lack of capital funding, more maintenance funds are shifted to address capital needs. The bridges that are programmed for funding by the PPRTA Capital funds are not included in this list of "needs".

Impact: In the past year, one bridge was removed from the list of deteriorating City bridges or structures that have exceeded their functional lives. Hancock over Templeton Gap Floodway bridge was replaced.

CITY ENGINEERING

MS4 Permit Compliance



Objective: To ensure the City is in compliance with its Municipal Separate Storm Sewer System (MS4) permit and with Environmental Protection Agency (EPA) stormwater regulations

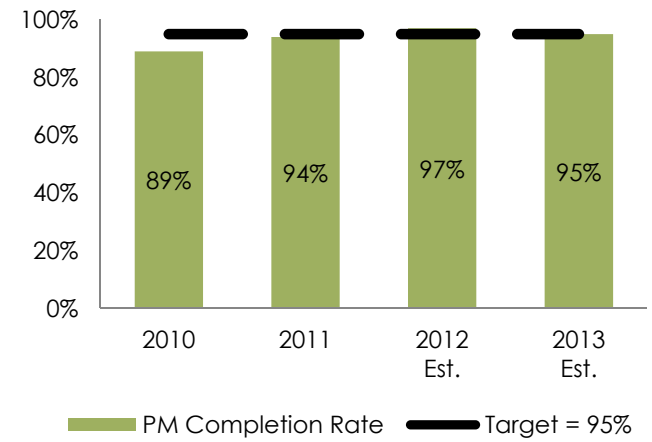
Program: Compliance with EPA regulations of stormwater systems includes inspections, stream water quality monitoring, municipal facilities runoff control, and education.

Other: Non-compliance can also result in federal fines of up to $27,500 per violation per day and state fines up to $10,000 per violation per day for federal civil penalties with possible jail terms.

Impact: City inspections identify erosion control issues on private construction sites. If the site is non-compliant, a formal notification is issued; if not remedied, a Stop Work Order is enforced. This ensures environmental protection, public health. and compliance with EPA Stormwater regulations.

FLEET MANAGEMENT

Preventive Maintenance



Objective: To provide timely preventive maintenance services to the City of Colorado Springs, Colorado Springs Utilities, and enterprises

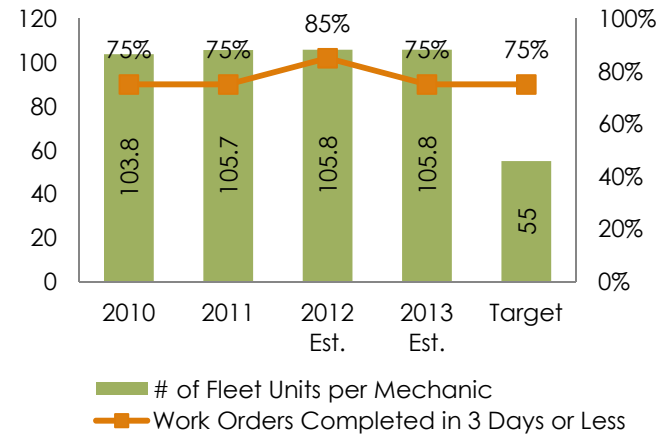
Service: Fleet coordinates with customers to schedule regular preventative maintenance including daily reminders and postings on the Fleet website.

Other: The completion rate is impacted by no shows as well as vehicles turned in for disposal without notification.

Benefit: The completion of routine maintenance extends the life of vehicle well past the recommended replacement date. This service is critical when there is little or no funding available for vehicle replacement.

FLEET MANAGEMENT

Fleet Units per Mechanic



Objective: To enhance customer service through improved turnaround times for work orders

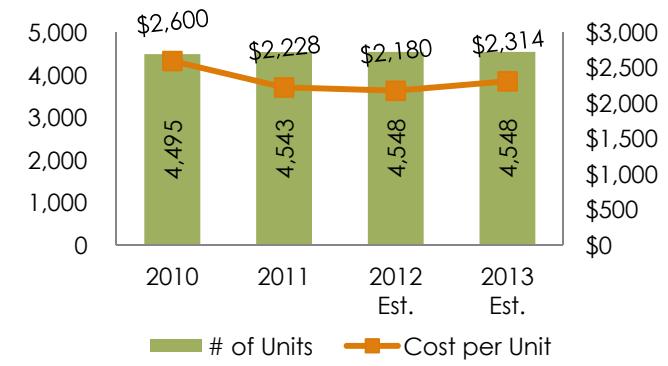
Process: Review unit usage and remove low use units from Fleet, thus reducing the ratio of units to mechanic. Track duration of time unit is in the garage to increase turnaround time.

Other: None

Impact: The impact on Fleet's operations is increased turnaround time on repairs. As the number of units per mechanic increases, the number of work orders completed in a timely manner decreases.

FLEET MANAGEMENT

Cost per Vehicle



Objective: To provide cost-effective, quality fleet services to the City of Colorado Springs, Colorado Springs Utilities, and enterprises

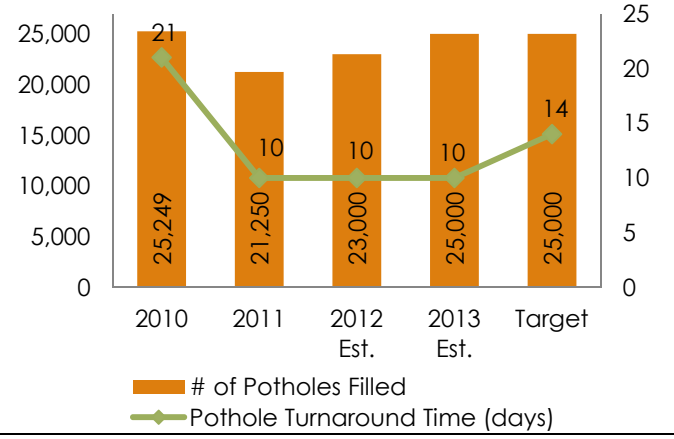
Service: Fleet staff provides both preventative maintenance and emergency support. Staff also tracks and analyzes vehicle costs to ensure efficiencies.

Other: None

Impact: As the average age of the City's fleet increases, the need for maintenance and repair work also increases, driving up the cost per vehicle.

STREETS

Pothole Repair



Objective: To maximize productivity and effectiveness of the Streets Division pothole filling operations

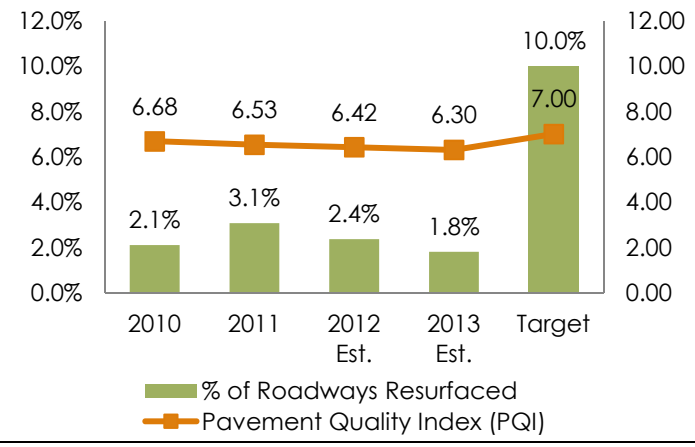
Program: The pothole program was altered in 2011to provide faster turnaround times for pothole repair. Previously, all potholes were dug out and patched. The new process includes filling all potholes immediately and then assessing the ones that require dig-out and more extensive repairs.

Other: None.

Impact: Because of the deferred maintenance on our City's streets, the number of potholes filled per year is anticipated to increase.

STREETS

Percent of Roads Resurfaced



Objective: To maintain the City's roadway infrastructure to provide safe and efficient travel to the citizens

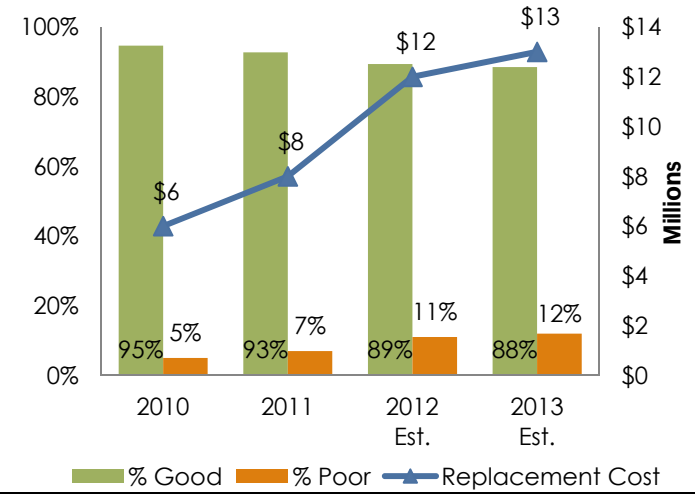
Program: The combined Streets and PPRTA resurfacing programs provide for both concrete repair/replacement and asphalt resurfacing each year. Best practices indicate a 10% target for annual repaving of the City's roadways.

Other: Pavement Quality Index (PQI) is a rating of road conditions on a scale of 1 to 10, with 1 being the worst.

Impact: The impact of not maintaining the 10% target for resurfacing is that the condition of the roadway system continues to decline as measured by the average PQI.

TRAFFIC ENGINEERING

Traffic Signal Systems



Objective: To maintain public safety by ensuring the Traffic Signal System complies with federal mandates, traffic signal control systems are upgraded/replaced, and operating systems are properly maintained

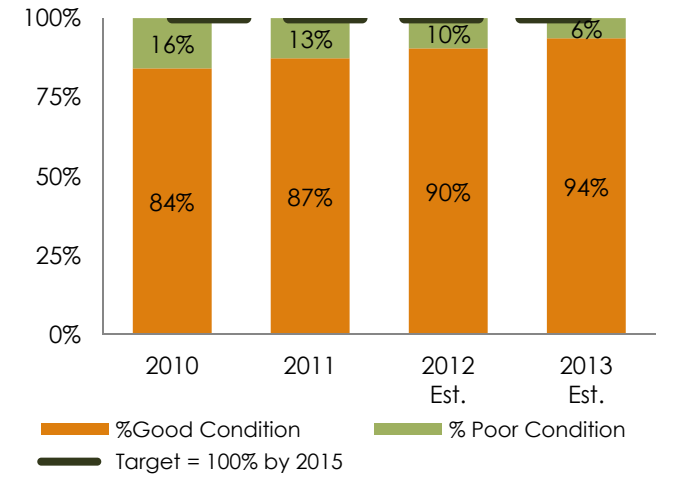
Program: Staff inspects signals for wear/tear and tracks the life of our current span wire signals. Damaged and obsolete systems are repaired, upgraded, or replaced.

Other: Currently, approximately 4 signals per year are replaced and 56% of the maintenance required is completed.

Impact: The number of Traffic Signals in poor condition increases each year. The age of the traffic signal infrastructure has reached the point that a signal replacement plan must be instituted to avoid widespread signal equipment/hard-ware failures. At an average cost is $200,000 per signal, the financial implications are significant.

TRAFFIC ENGINEERING

Traffic Sign Condition



Objective: To maintain public safety by ensuring roadway traffic signs comply with federal mandates, are visible, and in good condition

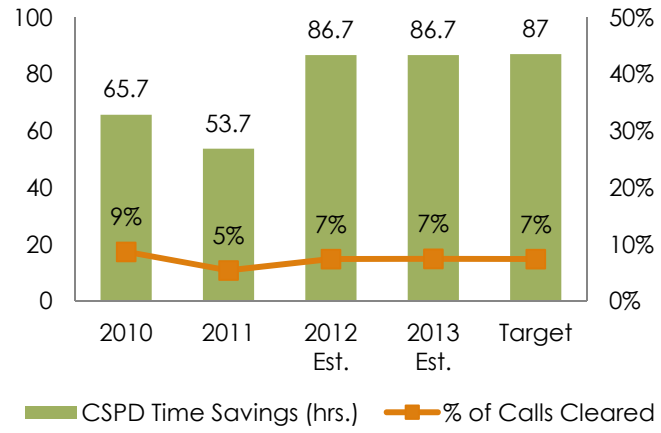
Program: Staff inspects sign conditions and repair/replace worn/damaged signs. Staff is able to increase sign maintenance due to additional funding of $200,000 per year for five years (2010-2015).

Other: Inspections in 2010 identified 11,892 signs that need to be replaced to meet the federally mandated MUTCD retro-reflectivity and legend font size requirements. In 2011, 2,367 signs were replaced. In 2012, new signs were added which increased the total number of signs in the City that need to be maintained.

Impact: Sign replacements have increased by approximately 2,375 per year. By 2015, it is estimated the City will be in 100% compliance.

TRAFFIC ENGINEERING

Clearance Rate on Calls for Service



Objective: To utilize traffic camera technology to assist the Police Department (CSPD) to reduce the number of traffic-related calls for service that require police response

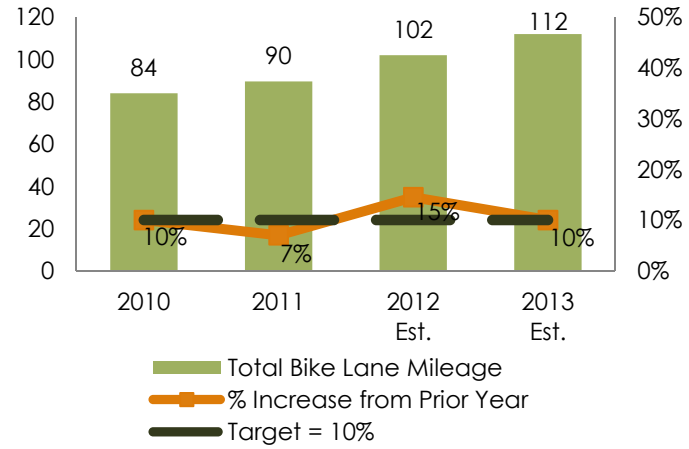
Process: Staff monitors traffic cameras and notifies CSPD when police response is no longer necessary. The clearance can occur whenever debris, stalled vehicles, pedestrians, and animals are no longer a hazard. This frees up officers for response to other calls for service.

Other: The installation of additional cameras in 2011 and 2012 should increase monitoring capabilities.

Impact: Each call the CSPD does not have to respond to can save approximately 20 minutes of an officer's time.

TRAFFIC ENGINEERING

Bicycle Lane Mileage



Objective: To increase on-street bicycle lane (centerline) mileage by at least 10% annually

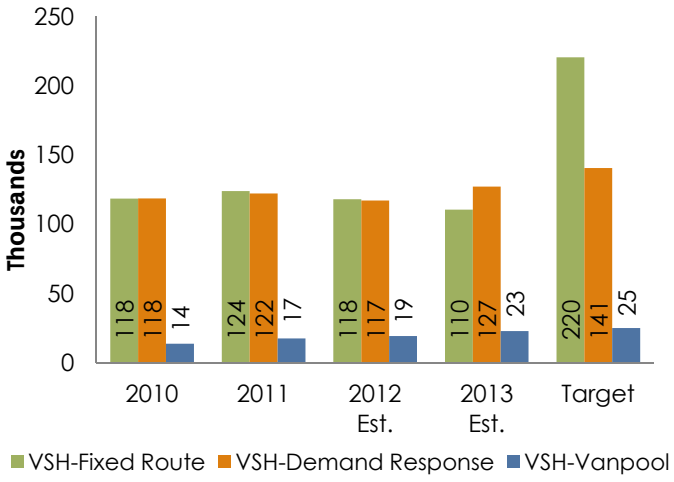
Program: Each year new bicycle lane installations are planned and implemented, often in conjunction with other transportation projects including street resurfacing projects.

Other: The City's Comprehensive Plan, Intermodal Transportation Plan, and Bicycle Transportation Plan share a common objective to increase the centerline bicycle lane mileage by at least 10% annually.

Benefit: Increased bike lanes promote safe bicycle travel and improve transportation options available to the residents and visitors to the City of Colorado Springs.

TRANSIT

Vehicle Service Hours (VSH)



Objective: To provide transit services that meet the needs of the community

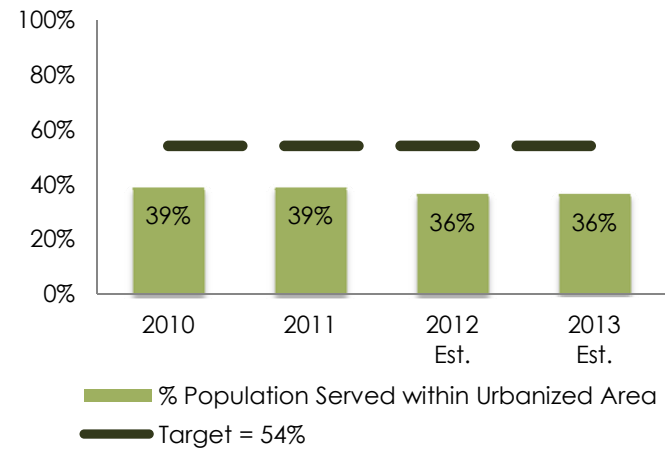
Service: Transit will provide local fixed route, ADA paratransit, special paratransit, and vanpool services in 2013.

Other: The targets for fixed-route and ADA paratransit services were established by the Future of Regional Transit (FoRT) study to meet the community's basic level of transit needs. The fixed-route vehicle service hours is expected to decrease in 2013 due to the cancellation of the FrontRange Express bus service.

Benefit: As a benefit to the community, Transit expects to provide approximately 250,000 service hours in 2013. Residents can rely on the continued safe and reliable services at the current limited levels in 2013.

TRANSIT

Area Served



Objective: To provide businesses of the connectivity to the community and employee accessibility to jobs

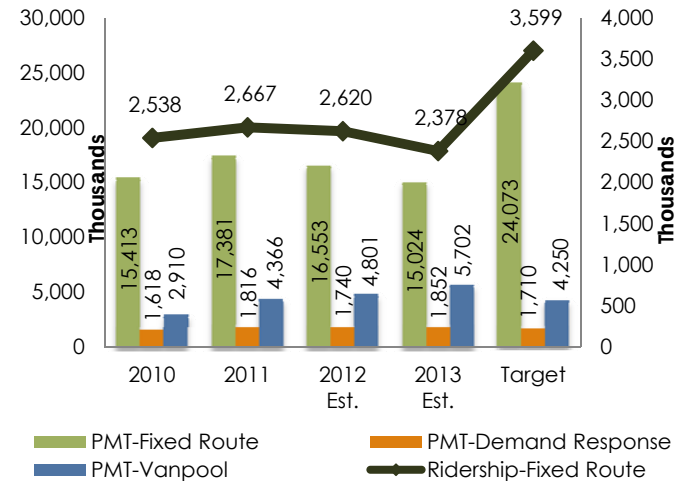
Service: Transit will provide local fixed route, ADA paratransit, special paratransit, and vanpool services in 2013.

Other: Other: The target was established by the Future of Regional Transit (FoRT) study to meet the basic level of transit needs for the community.

Impact: Lack of services to the majority of the urbanized area restricts access to jobs and adversely impacts economic vitality. It is anticipated that this percentage will continue to decline as the community grows and resources remain stagnant.

TRANSIT

Passenger Miles Traveled (PMT) and Ridership



Objective: To provide personal mobility to the citizens of the community

Service: Transit will provide local fixed route, ADA paratransit, special paratransit, and vanpool services in 2013.

Other: The targets for fixed-route and ADA paratransit services were established by the Future of Regional Transit (FoRT) study to meet the community's basic level of transit needs.

Benefit: Transit expects to provide approximately 22 million passenger miles and 2.6 million passenger trips in 2013, linking residents in the service area to medical services, schools, and other daily life activities.

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.

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.

Assigned Fund Balance – This describes the portion of fund balance that reflects the City's intended use of resources. This authority rests with Mayor and is delegated to staff through the use of encumbrances.

Balanced Budget – A budget in which revenue sources are identified to balance with expenditures for services provided in a specific fiscal year.

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.

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.

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.

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 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.

Highway Users Tax Fund (HUTF) – A State fund which receives revenue from the State-imposed excise taxes on gasoline and special fuels as well as various motor vehicle registration, title, and license fees and taxes.

Home Investment Partnership Act (HOME) – Federal grant funds dedicated for programs and activities which primarily benefit low and moderate-income families, individuals, and neighborhoods. Programs include but are not limited to housing rehabilitation, affordable housing development and preservation, human service activities, and capital improvement activities.

HOPE III – Federal grant funds dedicated for home ownership programs to benefit low and moderate-income families.

Human Services – These programs address emergency care and shelter, youth, and self-sufficiency services. The City currently funds these community programs with the City's General Fund and Community Development Block Grant (CDBG) funds.

Infrastructure – The underlying foundation or basic framework of the City's physical assets, buildings, roadways, etc.

Internal Service Funds – Internal Service Funds are used to account for the financing of goods or services provided by one department to other City departments on a cost-reimbursement basis. The divisions include Fleet, Office Services, and Radio.

International City/County Management Association (ICMA) – Professional organization of which the City of Colorado Springs is a member. Within ICMA is the Center for Performance Management, which provides benchmark data enabling the City to make comparisons to other cities.

Key Measures – An indicator which measures the degree of accomplishment of a department or unit'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.

Lottery – See Conservation Trust Fund.

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.

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.

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. 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.

Rebudgeted Revenue – The amount of revenue from the previous year due to the receipt of unbudgeted revenue and/or the receipt of revenue exceeding the budgeted amount.

Restricted Fund Balance – This represents the portion of fund balance that is subject to externally enforceable legal restrictions. Such restrictions are typically imposed by parties altogether outside the City such as creditors, grantors, contributors or other governments. Restrictions can also arise when the authorization to raise revenues is conditioned upon the revenue being used for a particular purpose.

Retailers Fee – The reimbursement for sales tax collections. This was budgeted for the first time in 2006 and is the result of an accounting change. This expenditure is offset by a matching increase in revenue. This is also referred to as the Vendors Fee.

Revenue – Money received by the City during the fiscal year, which includes taxes, fees, charges, special assessments, grants, and other funds collected that support the services the City provides.

Revenue Bonds – Bonds issued by a public agency authorized to build, acquire, or improve a revenue-producing property and payable out of revenue derived from such property.

RTA – See PPRTA.

Safe, Accountable, Flexible, Efficient Transportation Equity Act-Legacy for Users (SAFETEA-LU) – The federal and state governments provide grants to local governments for approved regional transportation-related projects such as bridge replacement, installation of additional traffic signals, road widening, etc. These grants usually award 80% of the total project cost - provided the City can fund the local 20% share. This program was originally authorized in 1996 and was called the Intermodal Surface Transportation Efficiency Act (ISTEA). It was then reauthorized as the Transportation Equity Act for the 21st Century (TEA-21) in 1998 and reauthorized again in 2004 as SAFETEA-LU.

Sales Tax Revenue Bonds – Those bonds issued to finance various capital improvement projects that have a definable revenue base. These bonds are secured by the City Sales Tax revenue.

Special Improvement Maintenance District (SIMD) – Districts formed primarily by developers to provide for maintenance of a certain public improvement of general benefit to the residents of the district.

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.

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 – On April 1, 1997, voters approved a 0.1% local sales tax dedicated for the purchase of open space and development of parks and trails.

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.

ORDINANCE NO. 12-108

THE ANNUAL APPROPRIATION ORDINANCE ADOPTING THE ANNUAL BUDGET AND APPROPRIATING MONIES FOR THE SEVERAL PURPOSES NAMED IN SAID BUDGET FOR THE YEAR ENDING DECEMBER 31, 2013

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLORADO SPRINGS:

Section 1. The Mayor prepared and presented to this City Council on October 1, 2012, the annual budget for the year ending December 31, 2013, attached hereto as Exhibit A, which details the aggregate sum of revenue and expenditures allowed to each department and fund ("the 2013 Budget"). For the purpose of implementing the annual budget the term "Department" is defined in the General Fund as the Police Department, the Fire Department, the Parks, Planning & Public Works Department, the City Council Department and the Administration Department. Each fund other than the General Fund is defined as its own Department.

Section 2. Pursuant to City Charter, the City Council hereby adopts the 2013 Budget with the General Fund changes noted below and upon the basis of said budget, the several sums of money hereinafter specified are hereby appropriated out of the revenue of the City of Colorado Springs for the year 2013 and out of the respective fund balances to the several purposes herein named to meet the expenses of the City of Colorado Springs for the year 2013.

	2013 Revenue	Draw from (Add to) Fund Balance	2013 Expenditure
General Fund Budget as presented on October 1, 2012	**$232,096,000**	**$0**	**$232,096,000**
1. Century Link franchise agreement - SCETC to remain at 2012 funding level - pd from General Fund	13,600		22,336
2. Land Use - funding for current position			83,500
3. Special Events application software and maintenance			45,000
4. Copper wire theft covered from other funding sources			(370,000)
5. City Clerk - funding adjustment for Deputy City Clerk position			12,000
6. Parks Operations - maintenance of Nevada medians			7,200
7. Attorney - addition of Paralegal position for Utilities division	78,500		78,500
8. Sales Tax License renewal and fee change	209,500		
9. Executive Branch approved fee increases	50,000		
10. Streetlight charge increase			145,892
11. Full cost of water rate increase, offset by one-time payment from Utilities' share of Cherokee Water lease	455,000		517,410
12. City Auditor	(178,127)		11,635
13. Add IS Auditor position (revenue from Utilities)	55,650		85,650
14. Reduce transfer from LART	(45,000)		
General Fund inclusive of all changes above	**$232,735,123**	**$0**	**$232,735,123**

Other Funds	2013 Revenue	Draw from (Add to) Fund Balance	2013 Expenditure
Special Revenue Funds			
Arterial Roadway	$250,000	$150,000	$400,000
Ballfield Capital Improvements	100,000	0	100,000
Banning Lewis Ranch	145,000	(142,060)	2,940
Bicycle Tax	100,000	0	100,000
Briargate Special Improvement Maintenance District	854,643	75,000	929,643
Cable Franchise Fund	1,006,812	0	1,006,812
CDBG	2,501,500	100,000	2,601,500
City-Funded CIP	9,444,633	0	9,444,633
Conservation Trust (State Lottery Program)	3,848,623	(148,623)	3,700,000
Emergency Shelter Act Grant	201,570	0	201,570
Gateway Special Improvement Maintenance District	3,104	4,996	8,100
Gift Trust	1,900,000	0	1,900,000
Home Investment Partnership	1,490,942	0	1,490,942
HOPE III	225,125	0	225,125
Lodgers and Automobile Rental Tax (LART)	3,894,000	0	3,894,000
Norwood Special Improvement Maintenance District	671,328	45,297	716,625
Old Colorado City Maintenance and Security District	102,387	15,508	117,895
Platte Avenue Special Improvement Maintenance District	9,204	24,346	33,550
Public Safety Sales Tax (PSST)	26,264,414	764,594	27,029,008
Public Space and Development	800,000	(800,000)	0
Stetson Hills Special Improvement Maintenance District	285,849	35,000	320,849
Street Tree	12,000	0	12,000
Subdivision Drainage	2,000,000	0	2,000,000
Therapeutic Recreation	300	(300)	0
Trails, Open Space and Parks (TOPS)	6,655,000	(2,727,295)	3,927,705
Woodstone Special Improvement Maintenance District	19,279	35,000	54,279
Enterprise Funds			
Airport Gross Income	$21,500,057	($291,064)	$21,208,993
Cemetery	1,268,275	36,527	1,304,802
Development Review	1,441,635	(240,816)	1,200,819
Parking System Gross Income	4,235,167	924,939	5,160,106
Patty Jewett Golf Course	2,071,381	14,525	2,085,906
Pikes Peak – American's Mountain	3,682,314	0	3,682,314
Valley Hi Golf Course	1,162,759	4,696	1,167,455

	2013 Revenue	Draw from (Add to) Fund Balance	2013 Expenditure
Internal Services Funds			
Claims Reserve Self-Insurance	$1,000,000	$0	$1,000,000
Employee Benefits Self-Insurance	31,308,850	0	31,308,850
Office Services	1,756,035	0	1,756,035
Radio	2,109,798	0	2,109,798
Support Services – Fleet	16,230,273	0	16,230,273
Workers' Compensation Self-Insurance	7,685,000	0	7,685,000
Permanent Funds			
C.D. Smith	$75,000	$0	$75,000
Cemetery Endowment	250,000	0	250,000
Trails, Open Space and Parks (TOPS) Maintenance	11,500	0	11,500
Grant Funds			
Grants Fund	$45,000,000	$0	$45,000,000

Section 3. Based on the budget so adopted, this City Council by separate ordinance has estimated and declared the amount of money necessary to be raised by tax levy, taking into account the amounts available from other sources to meet the expenses of the City for the year 2013.

Section 4. The Mayor, City Council President and the City Clerk are directed to sign said budget and tax levy estimate as herein adopted, and to file the same with the Chief Finance Officer.

Section 5. All ordinances or parts of ordinances in conflict herewith are hereby repealed and all statutes of the State of Colorado or parts thereof in conflict herewith are hereby superseded.

Section 6. This ordinance approving the annual budget and appropriating monies shall be in full force and effect on January 1, 2013.

Section 7. Council deems it appropriate that this ordinance be published by title and summary prepared by the City Clerk and that this ordinance shall be available for inspection and acquisition in the office of the City Clerk.

Introduced, read, passed on first reading and ordered published this 27nd day of November, 2012.

Finally passed: December 11, 2012

Scott Hente, Council President

Mayor's Action:

☒ Approved: _____

☐ Disapproved: _____, based on the following objections:

_____

_____

_____

_____

Steve Bach, Mayor

Council Action:

☒ Finally adopted on a vote of 6 to 0, on December 17, 2012

☐ Amended and resubmitted _____

Scott Hente, Council President

ATTEST:

Sarah B. Johnson, City Clerk

Revenue	$232,735,123
Expenditures	$232,735,123
Balance	$0

Key Assumption:

This budget assumes City Council will direct Utilities to offer a municipal government water rate that will save the City $545,000. If a municipal government rate is not offered, expenditures need to increase by $545,000. This expenditure increase would need to be offset either through an equivalent reduction in other expenditures, or an increase in revenue to balance the budget.

		Revenue	Expenditure
Administrative Changes			
1.	City Auditor	($178,127)	$11,635
2.	Century Link franchise agreement - SCETC to remain at 2012 funding level - pd from General Fund	$13,600	$22,336
3.	Land Use - funding for current position		$83,500
4.	Special Events application software and maintenance		$45,000
5.	Copper wire theft covered from other funding sources		($370,000)
6.	City Clerk - funding adjustment for Deputy City Clerk position		$12,000
7.	Parks Operations - maintenance of Nevada medians		$7,200
8.	Attorney - addition of Paralegal position for Utilities division	$78,500	$78,500
9.	Sales Tax License renewal and fee change	$209,500	
10.	Fee increase implementation	$50,000	
11.	New information for 2013 Streetlight charge - per email from Utilities on 11-08-12 - for all streetlights being lit in 2013		$145,892
12.	Smaller water rate increase, offset by one-time payment from Utilities' share of Cherokee Water lease	$455,000	$455,000
13.	Contribution to fund balance for Administrative and City Council changes		$62,410
	Total Administrative Changes	$628,473	$553,473

		Revenue	Expenditure
City Council Changes			
14.	Add IS Auditor position (revenue from Utilities)	$55,650	$85,650
15.	Reduce transfer from LART	($45,000)	
	Total City Council Changes	$10,650	$85,650
	Total Change from October 1 Budget	**$639,123**	**$639,123**

	Risks/Issues	
a.	Parks - verbal agreement that water savings stays in parks	$630,000
b.	TOPS Ballot initiative	$500,000
c.	Fleet transition	+/- $1,000,000
d.	Extraordinary legal fees	t.b.d.
	Total	**$2,130,000**

ORDINANCE NO. 12-112

THE ANNUAL APPROPRIATION ORDINANCE FOR THE MEMORIAL HEALTH SYSTEM ENTERPRISE ADOPTING THE ANNUAL BUDGET AND APPROPRIATING MONIES FOR THE PURPOSES NAMED IN SAID BUDGET FOR THE YEAR ENDING DECEMBER 31, 2013

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLORADO SPRINGS:

Section 1. The annual budget for the Memorial Health System Enterprise for the year ending December 31, 2013, attached hereto as Exhibit A, details the aggregate sum of revenue and expenditures.

Section 2. Pursuant to City Charter, the City Council hereby adopts the 2013 Budget for the Memorial Health System Enterprise and upon the basis of said budget the sum of money hereinafter specified is hereby appropriated out of the revenue of the Memorial Health System Enterprise for the year 2013 to the purposes herein named to meet the expenses of the City of Colorado Springs Memorial Health System Enterprise for the year 2013.

	2013 Revenue	Draw from (Add to) Fund Balance	2013 Expenditure
Enterprise Fund			
Memorial Health System Enterprise	$5,612,112	$30,000,000	$35,612,112

Section 3. The Mayor, City Council President and the City Clerk are directed to sign said budget as herein adopted, and to file the same with the Chief Finance Officer.

Section 4. All ordinances or parts of ordinances in conflict herewith are hereby repealed and all statutes of the State of Colorado or parts thereof in conflict herewith are hereby superseded.

Section 5. This ordinance approving the annual budget and appropriating monies shall be in full force and effect from and after its passage and publication as provided by the Charter.

Section 6. Council deems it appropriate that this ordinance be published by title and summary prepared by the City Clerk and that this ordinance shall be available for inspection and acquisition in the office of the City Clerk.

Introduced, read, passed on first reading and ordered published this 11th day of December, 2012.

Finally passed: January 8, 2013

Scott Hente, Council President

Mayor's Action:

☑ Approved: SB

☐ Disapproved: _____, based on the following objections:

_____

_____

_____

LW SB

Steve Bach, Mayor

Council Action:

☒ Finally adopted on a vote of 9 to 0, on January 15, 2013

☐ Amended and resubmitted _____

Scott Hente, Council President

ATTEST:

Sarah B. Johnson, City Clerk

Exhibit A

MEMORIAL HEALTH SYSTEM
ENTERPRISE FUND
2013 PROPOSED BUDGET

	2013 Proposed Budget
Beginning available balance - January 1*	$ 30,000,000
Revenues:	
Lease payments	5,612,112
Total revenues	5,612,112
Expenditures:	
Operating expenditures	35,612,112
Total expenditures	35,612,112
Ending available balance - December 31*	$ -

***Does not include $259,000,000 currently held in a court supervised escrow account.**

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