City of Colorado Springs

2005
Budget

January 1, 2005

CITY OF COLORADO SPRINGS

CITY COUNCIL

Lionel Rivera, Mayor
Richard Skorman, Vice Mayor
Tom Gallagher
Darryl Glenn
Jerry Heimlicher
Scott Hente
Randy Purvis
Margaret Radford
Larry Small

Council Appointees

Lorne C. Kramer, City Manager
Gary Seckman, Municipal Presiding Judge
Jeff F. Litchfield, City Auditor
Patricia K. Kelly, City Attorney
Kathryn M. Young, City Clerk

Senior City Management Staff

David D. Nickerson, Deputy City Manager
Mary S. Collins, Assistant City Manager
Paul D. Butcher, Parks, Recreation and Cultural Services Director
Ron Cousar, Internal Support Director
Ann M. Crossey, Human Resources Director
Mark Earle, Airport Director
William T. Healy, City Planning and Community Development Director
Terri L. Velasquez, Finance Director
Ronald L. Mitchell, Public Works Director
Manuel Navarro, Fire Chief
Luis Velez, Police Chief

Budget Department

Michael L. Anderson, Budget Director

Lisa M. Bigelow, Principal Analyst
Pam Carson, Office Specialist
Carol M. Christjohn, Staff Assistant
David C. Hens, Principal Analyst
Leslie M. Hickey, Senior Analyst
Kevin C. McKinnon, Senior Analyst
Elena E. Nunez, Principal Analyst
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Melissa E. Rowberg, Public Comm. Specialist
Charae T. M. Sachanandani, Principal Analyst

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Colorado Springs at a Glance

Form of Government:
Council-Manager, nine member Council (popularly elected mayor, four Council members elected at large, four elected by district)

Population: 387,666 (2005 est.)

College Population *: 29,522 (Fall 2002)

Median Age **: 33.1 (2003)

Median Household Income **: $59,035 (2003)

Unemployment Rate *:** 5.9% (2004)

Ethnicity **:
White (71.9%)
Hispanic American/Latino (13.2%)
Black/African-American (6.8%)
American Indian/Alaska Native (0.8%)
Asian (4.1%)
Native Hawaiian/Pacific Islander (0.1%)
Other (0.2%)
Two or more races (2.9)

Area in Square Miles: 190.8

Street Miles: 1,637 (Year 2005 est.)

Parkland Acres: 12,522 (Year 2005 est.)

Sales Tax Rate for 2005:
City (2.5%); County (1%); State (2.9%)
Pikes Peak Rural Transportation Authority (1%)

City Property Tax Rate (2004 for taxes payable in 2005): 4.944 mills

Median sales price of an existing house in El Paso County in 2003 **:** $184,595

Property taxes paid on a $184,595 house in School District 11 for 2004 Taxes payable in 2005:
$874 total, City share is $73

Serious Crimes per Thousand: 55.5 (Year 2003) compared to 2002 national average of 71.4 for cities 250,000-499,999; crimes include murder, rape, robbery, aggravated assault, burglary, larceny, and auto theft)

Major Industries *:
Defense
Manufacturers/Design
Software/Systems/Research Firms
Customer Service Firms
National Nonprofit Organizations

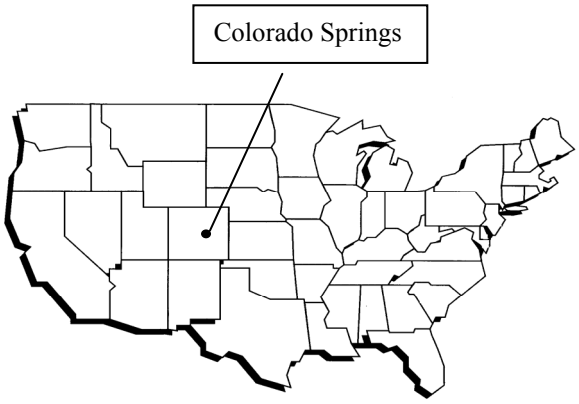
Major Attractions *:
Garden of the Gods
United States Air Force Academy
United States Olympic Training Center
Pikes Peak – America's Mountain
Sky Sox Minor League Baseball

Average # of Days of Sunshine *: 247

Average Annual Precipitation *: 17.4 inches

Sources:
* Colorado Springs Economic Development Corporation Fact Sheet (5/03)
** American Community Survey 2003
*** U.S. Department of Labor, Bureau of Labor Statistics
**** Pikes Peak Association of Realtors

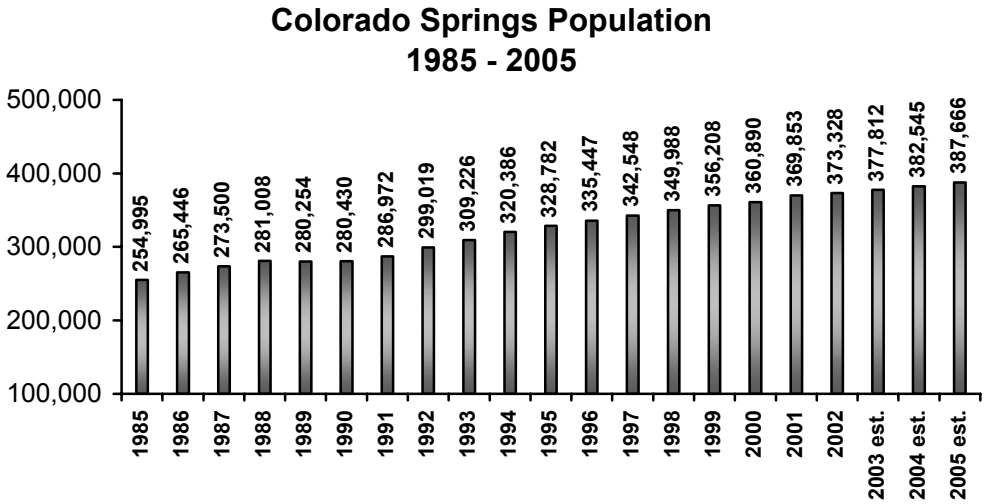
Community Profile



Colorado Springs is located at the foot of Pikes Peak, 70 miles south of Denver. With a 2005 estimated population of 387,666 and a land area of 185.7 square miles, Colorado Springs is the State's largest city in terms of land and second only to Denver in population.

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, making Colorado Springs a tourist destination. At an elevation of 6,000 feet, the area also became a health mecca where thousands of people came to relieve their tuberculosis in the dry mountain air.

The population of Colorado Springs has grown dramatically since 1985. The 1980s saw a 31 percent increase in population; and from 1990 through 2000, the population increased approximately 28 percent.



The local economy has been strong over the past decade, although recent trends indicate some slowing in the rate of economic growth. The economic base has become quite diversified with a mix of military installations, defense contracting, software development, semiconductor manufacturing, telecommunications, religious and nonprofit associations, and of course, tourism.

TOP TEN PRIVATE SECTOR EMPLOYERS	
Company	**# of Employees**
School District 11	3,440
Penrose-St. Francis Health Services	2,944
School District 20 – Air Academy	2,563
Hewlett Packard	2,200
Atmel Corporation	2,000
University of Colorado Springs at Colorado Springs	1,528
School District 2 – Harrison	1,517
Focus on the Family	1,272
The Broadmoor Hotel.	1,232
Progressive Insurance Company	1,167

Source: Economic Development Corporation

Area military installations are a significant factor in the local economy as well. 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. Other large employers contributing to the economy in Colorado Springs include software/systems firms, manufacturing, information processing companies, and national nonprofit associations.

Colorado Springs has 5 school districts with over 145 schools including public elementary, middle, junior, and senior high schools. Of that 150, over 21 are private and parochial schools. In addition, Colorado Springs has more than 20 colleges and universities and 30 vocational and 2-year schools.

Over the years, Colorado Springs has been a tourist destination due to its surrounding natural beauty and other features. Some of the more popular sightseeing in and around Colorado Springs include Garden of the Gods, Pikes Peak – America's Mountain, Pikes Peak Cog Railway, United States Olympic Headquarters, Cheyenne Mountain Zoo, United States Air Force Academy, and The Broadmoor Hotel.

TOP TEN POST-SECONDARY SCHOOLS (Fall 2002)	
School	**# of Students**
Pikes Peak Community College	8,831
University of Colorado at Colo. Springs	7,407
United States Air Force Academy	4,000
The Colorado College	1,921
Colorado Technical University	1,800
University of Phoenix at Colorado Springs	1,200
Regis University	1,065
Nazarene Bible College	700
Blair College	500
Colorado Christian University	400

Source: Economic Development Corporation

A Guide to the Colorado Springs City Budget

This guide provides a brief overview of the budget document and helps identify the section in which the reader may be most interested. The ***City Budget*** begins with the City Manager's Letter and is followed by the Budget Development Process, All Funds Summary, General Fund Summary, Position Summary, Department Narratives, General Costs, Enterprise Funds, Other Funds and Agencies, Capital Improvements, and Appendices.

- The **City Manager's Letter** provides an overview of the budget, the major financial and service issues, and strategies for the General Fund.
- The **Budget Development Process** section describes the annual City Budget development process and its component phases. It also presents the budget process timeline used in the preparation of the budget and includes a summary of the City's Strategic Action Plan adopted by City Council.
- The **All Funds Summary** section provides an overview of budgets, a revenue overview for all funds, and a brief review of the City's financial and fund structure.
- The **General Fund Summary** section contains the economic, revenue, and expenditure overviews. The General Fund includes basic services such as Police; Municipal Court; Fire; Parks, Recreation and Cultural Services; and Public Works. This section provides tables and graphs of revenues and expenditures.
- The **Position Summary** section provides an overview of the distribution of employees by fund and division. It also presents changes in employees between current year and prior year as well as historical budget information.
- The **Department Narratives** section contains summary information at the division level. This includes a mission statement, a list of services provided, operating budget, personnel summary, performance indicators, major objectives, and changes to the budget.
- The **General Costs** section contains information on general costs, internal services charges and allocations, and debt management.
- The **Enterprise Funds** section contains summary information at the division level. This includes a mission statement, a list of services provided, sources of funds operating budget, personnel summary, performance indicators, major objectives, and changes to the budget.
- The **Other Funds and Agencies** section contains information on special revenue, internal services, and fiduciary funds.
- The **Capital Improvements** section provides a description of the City's ongoing capital improvements proposed for funding in 2005.
- The **Appendices** section includes a glossary of terms, detailed revenue estimates, a list of human services contracts, a list of the City's lease-purchase obligations, the changes to General Fund Budget, user fees and charges, appropriation ordinances, and an index.

Other Information:

Copies of this *Budget* are located at the Penrose and East Public Libraries, the University of Colorado at Colorado Springs (UCCS), and other college libraries which express interest. The *Budget* can also be accessed on the City's website at SpringsGov.com under City Council & City Management, City Budget.

For further information, please contact the Budget Department via e-mail at budget@springsgov.com or call 719-385-5970.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Colorado Springs
Colorado

For the Fiscal Year Beginning

January 1, 2004

President | Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Colorado Springs, Colorado, for its annual budget for the fiscal year beginning January 1, 2004. 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.

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LORNE C. KRAMER
CITY MANAGER

CITY OF COLORADO SPRINGS

January 3, 2005

Dear Mayor and Members of City Council:

This letter transmits the final 2005 City Budget which allocates resources in a manner consistent with the priorities of the Strategic Action Plan and specific budget objectives established by City Council. The condition of the local economy has improved. Spurred by growth in the national economy, modest improvement in the advanced technology sector, and the return this past spring of nearly 11,000 Fort Carson troops from Iraq, the local economy is strengthening. This strength has been evident in City Sales and Use Tax collections, which posted healthy gains through much of 2004. Through November, City collections were up 9.6 percent from the same period last year. Over half of the revenue supporting the General Fund Budget is derived from Sales and Use Tax collections. Thus, the rebound in the local economy has resulted in some improvement in the City's fiscal condition.

The 2005 General Fund Budget totals $228.9 million. Assuming continued economic growth in 2005 and no major national incidents, total General Fund revenues are anticipated to climb by $20.1 million in 2005. Most of this increase in resources available for budgeting in 2005, however, will be consumed by either unavoidable or uncontrollable cost increases. These inescapable increases in expenditures stem from actions taken to balance the 2004 City Budget, prior-year commitments, legal mandates, set-asides for required Taxpayer's Bill of Rights (TABOR) revenue refunds, and soaring fuel and utilities costs.

2004 General Fund Budget	**$208,862,291**
Less:	
2004 Onetime Expenditures	-2,899,077
Reduced Debt Service	-328,075
Plus:	
Increased Contribution to CIP	3,870,657
TABOR Revenue Refund of 2004 Revenue	1,371,671
TABOR Revenue Refund of 2005 Revenue	939,930
Employee Salaries and Benefits	6,888,338
Unavoidable Increases	
Police and Fire Old Hire Pension Plan Costs	3,704,051
Fuel and Utilities Increases	1,155,167
2005 Municipal Election Costs	800,000
Increased Vehicle Replacement Costs	1,842,665
Other Unavoidable Budget Increments	257,486
Strategic Action Plan Implementation	
Transit	1,042,744
Other Strategic Plan Priorities	766,981
Other Increases/Decreases (net)	654,460
2005 General Fund Budget	**$228,929,919**

Therefore, this budget contains few enhancements in City services or increased service levels. Similarly, there was not sufficient room in this budget to accomplish any large-scale restoration of the nearly $5.4 million of service cuts or reductions that were made in the 2004 General Fund Budget. However, this Budget does afford almost $370,000 for the partial restoration of some cuts and reductions made in 2004 in the Parks, Recreation and Cultural Services and City Planning and Community Development budgets.

The 2005 Budget allocates available resources in a manner consistent with the strategic priorities and budget objectives established by City Council at the beginning of the budget preparation cycle in May. Although restricted, resources are focused to fund progress towards achieving the goals and objectives of the City's Strategic Action Plan.

Over half of the $20.1 million increase in the 2005 General Fund Budget must be used to fill funding gaps resulting from actions taken in balancing the 2004 Budget and by supplemental appropriations made during 2004. Specifically, a significant portion of the 2004 capital improvements program was funded from onetime revenue sources outside of the General Fund that are no longer available. To maintain the 2004 level of funding for emergency repair and maintenance required an additional $3.87 million General Fund allocation in 2005. Also, the full-year cost of employee raises granted in mid-2004 is reflected in the 2005 Budget. The 2005 costs of employee salary increases approved by Council in July 2004 will be just over $6.2 million. The cost of these two items alone will total over $10 million in 2005.

Among other unavoidable increases is an unforeseen increase in City police and fire pension costs of $3.7 million resulting from a substantial unfunded liability in the Old Hire pension plans for those employees. By law, the City must increase its contribution to those plans by $3.7 million in 2005 with similar contributions projected to be necessary in each year through 2021. Vehicle fuel costs and utilities rate increases will result in increased costs of over $1.1 million in 2005. Those unavoidable cost increases would be much greater if not for the City fuel savings program and building utilities audits implemented over the last year. Other unavoidable budget increases result from federal environmental mandates and the $800,000 cost of the April municipal election. Increases in Transit service costs totaling over $1.0 million are also included in the 2005 General Fund Budget. Deep cuts in transit routes and hours of service would be necessary if these increased Transit service costs were not funded in 2005.

Finally, not all of the increase in resources available for budgeting in 2005 will be available for use in providing services to citizens in 2005. In accordance with the provisions of TABOR and the City Charter, a total of $2.3 million must be set aside for potential refunds to City taxpayers. Current calculations regarding compliance with revenue limitation provisions project 2004 revenue to be over the TABOR limit by about $1.4 million. Those calculations further show 2005 City revenues are likely to be at least $940,000 above the projected limit for 2005. Resources for both of these potential refunds of City revenues have been set aside in the 2005 General Fund Budget.

The 2005 Budget has been constructed in accordance with the 12 key budgetary objectives established by City Council. The Budget achieves all but two of those objectives. The 2005 objective of maintaining the unreserved, undesignated General Fund balance at 10 percent of 2005 budgeted expenditures is not accomplished. Also, it remains unclear if the mix of municipal services and infrastructure contained in the 2005 Budget can be sustained through current revenue streams over the next three years as desired by City Council.

A $1.84 million draw from the fund balance is necessary to balance the 2005 General Fund Budget. As of year-end 2004, the unreserved, undesignated General Fund balance is anticipated to total $23.1 million. The onetime draw from the fund balance is specifically allocated to address a backlog of City vehicle replacement needs. After the 2005 drawdown, the General Fund balance would total approximately $21.3 million in 2005, or about 9.3 percent of the 2005 General Fund Budget. Without the draw from the fund balance, substantial cuts in City services and operations would be necessary.

In accordance with the provisions of the Public Safety Sales Tax (PSST) ballot question approved by City voters in 2001, the share of the 2005 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 percent. The 2005 General Fund Budget allocates 50.28 percent of total resources for public safety purposes, which is 2.6 percent greater than the 2002 share and $6.0 million more than the amount required by the PSST election.

The 2005 General Fund Budget provides for a total of 1,874.75 full-time equivalent (FTE) permanent positions reflecting a net addition of only 8.5 new positions from 2004. Funding for 15.5 additional employees is included in 2005, although a total of 7 employees in Fire Prevention are being transferred from the General Fund to the Development Review Enterprise Fund. The cost of all but 6.5 of the 15.5 employees added in the General Fund are primarily funded through revenue offsets or are conversions of existing temporary positions that result in no increased cost.

Unavoidable Increases

Almost $7.8 million of unavoidable budget increases must be accommodated in the 2005 General Fund Budget. These increases result from contractual obligations, increased utilities costs, federal environmental mandates, and prior-year commitments made by City Council. Nearly half of the unavoidable increase stem from an unforeseen jump in City police and fire pension costs. Actuarial results for the City's Old Hire police and fire pension plans for 2004 disclose that plan assets are not sufficient to meet actuarial funding requirements. The unprecedented stock market downturns in 2000, 2001, and 2002 have been recognized in the 2004 actuarial analysis. Even though the market rebounded somewhat in 2003, delayed investment losses from previous years are now being realized, leading to increases in unfunded liabilities and an increased contribution requirement. The market value of plan assets for the Old Hire plans dropped by 32 percent between 2000 and 2003. According to the recent actuarial analysis, the unfunded liability of the Old Hire pension plans was $36.9 million. By law, the City must increase its contribution to those plans in 2005 by $3.7 million. Similar contributions are projected to be necessary in each year through 2021.

Other unavoidable budget increments include $800,000 for the April 2005 municipal election and an estimated $560,000 increase in utility costs resulting from past water rate increases and anticipated utility rate increases in 2005. Specifically, this Budget anticipates a 16 percent increase in natural gas rates and a 25 percent increase in wastewater rates. A nearly 50 percent jump in gasoline and diesel fuel prices over the last year is also impacting the 2005 City Budget with vehicle fuel costs up $595,000. As a result of increased fuel costs, a comprehensive fuel conservation program for all City vehicles was launched last summer with a target of reducing overall fuel consumption by 10 percent (5 percent for emergency response vehicles). Without this conservation program, the necessary increase in vehicle fuel budgets would have been even greater. Additional resources of $202,000 are also included to ensure City compliance with federal environmental mandates including the Prebles Mouse regional habitat conservation plan and the National Pollutant Discharge Elimination System (NPDES) stormwater permit program.

Finally, the cost of necessary replacements of aging City vehicles is over $1.8 million higher than the normal replacements budgeted in 2004. Most of this increase ($1.7 million) is due to the need to replace 33 heavy vehicles in Streets and Transportation Engineering. Some of the larger and most expensive vehicles will be financed via lease purchase in an effort to minimize the immediate impact on the Budget. The age and condition of the City's fleet continues to pose a considerable unfunded liability. A study conducted in 2001 estimated that past deferrals of necessary replacements of City vehicles have created an unfunded liability of nearly $22 million. Little progress has been made in reducing that unfunded liability, as the increased replacement budget recommended for 2005 will only replace 12 percent of the total number of City vehicles eligible for replacement.

Employee Compensation

Employee salary surveys conducted by the Human Resources Department in the spring of 2004 indicated that the salaries of civilian employees were on average 4 percent below the 2004 market median. Similarly, the survey data showed the salaries of uniformed Police Officers and Firefighters to be an average of 6 percent below the 2004 market median. Given that the stated goal of the City has been to pay at the median of relevant labor markets, City Council approved midyear increases in employee salaries in the amounts listed above effective July 4, 2004. The $3.1 million cost in 2004 was covered through a onetime supplemental appropriation of funds from the unreserved, undesignated General Fund balance that was over the 10 percent of the 2004 Budget level. The full-year cost of those employee raises granted midyear in 2004 is included in the 2005 Budget and is just over $6.2 million in 2005.

Salary surveys of projected pay increases for 2005 indicate that jurisdictions surveyed anticipate an average of 2.5 percent wage movement for civilian salaries and 3 percent for sworn police and fire salaries. An additional $3.6 million would be necessary to bring employee salaries up to those projected market medians for 2005. However, any further adjustments in City employee salaries in 2005 to bring them closer to the projected market medians are not included in the 2005 City Budget because sufficient resources do not exist.

A 3.25 percent increase in employee medical insurance premium costs is budgeted for 2005. This increase is appreciably below national trends and is primarily due to improved claims experience resulting from a number of plan changes made in previous years and some restructuring of the premiums paid by employees. Also, a 7.2 percent increase in dental insurance costs to the City has been included. A total of $426,280 is included in the 2005 General Fund Budget for the City's share of these increased health and dental insurance costs.

The employees' share of the cost of health and dental coverage will also increase depending upon which health plan is chosen by the employee. The health benefit plan premiums paid by employees will increase by an average of 11.6 percent for the EPO plan with no premium increase recommended for employees choosing the EPO Mid-level plan.

A total of $250,000 is added to cover an increase in City workers' compensation costs combined with an adjustment in amounts budgeted for Public Employees' Retirement Association (PERA) retirement contributions. The cost of a 4.2 percent increase in the PERA employer contribution rate that became effective in 2004 was not fully budgeted in the 2004 City Budget. The full cost of the increased employer contribution rate is reflected in the 2005 Budget.

General Fund Contribution to Capital Improvements Program (CIP)

An important budget objective established by City Council for the 2005 Budget was to maintain the current level of funding effort for the maintenance/construction of roads, bridges, and drainage infrastructure. An additional $3.87 million contribution from the General Fund is necessary in 2005 to maintain the level of funding effort for capital improvements.

The 2004 adjusted Budget included a total of $19.4 million for ongoing CIP projects, debt service on the Springs Community Improvements Program (SCIP) bonds, and funding for emergency repair and maintenance projects. The total General Fund contribution towards the funding of capital improvements in 2004 was $13.6 million with the balance of the $19.4 million derived from onetime revenue sources.

A total of $19.6 million is recommended in the 2005 Budget for such capital improvements projects. However, the required contribution from the General Fund in 2005 has grown to $17.5 million given that a large portion of the onetime revenue outside of the General Fund used to fund the 2004 capital improvements program is no longer available. Nevertheless, onetime funding of $2.6 million is again being allocated to the 2005 Capital Improvements Program. Of that total, $724,000 is comprised of onetime rebudgeted General Fund revenues. Another $535,677 results from interest earnings on unexpended balances in the City CIP Construction Fund along with a $322,612 transfer of excess funds in the City Claims Reserve Fund. Additionally, $1,050,331 of the required 2005 debt service payment on the SCIP bonds will be paid directly from the SCIP Fund. Those SCIP funds are derived primarily from project savings resulting from SCIP projects completed under budget.

A total of $4.74 million is budgeted in 2005 for emergency repair and maintenance projects. Of that total, $1.5 million is for use in the critical maintenance and repair of 27 bridges. A total of $2.1 million will be used for repair or reconstruction of a number of stormwater drainage structures, with another $959,000 dedicated to additional roadway repair and maintenance. The remaining $192,000 will be used to help offset the cost of City Engineering project management staff dedicated to implementing the projects. In addition to the $4.74 million for emergency repairs and maintenance, another $13.8 million of ongoing CIP projects are funded in the City CIP Construction Fund in 2005. These projects include the annual street resurfacing program, City matching funds for TEA-21 (Transportation Equity Act) federal transportation grants, the annual debt service payment on the 1999 SCIP bonds, and ongoing infrastructure maintenance.

Strategic Action Plan Priorities

Given that nearly all additional resources in this Budget must be dedicated to the maintenance of current City services and service levels, few resources are available to fund progress towards achieving the goals and objectives of the City's Strategic Action Plan. However, the following Strategic Action Plan focus areas have been addressed to the extent possible.

Focus Area – Transportation

In accordance with Council direction, the 2005 General Fund Budget does not contain any cuts or reductions in transit services to City residents. Uncontrollable increases in Transit service costs totaling over $1.0 million are included in the 2005 General Fund Budget. These increases include a required increase in the contribution to the City self-insurance fund for liability insurance for the fleet of Transit buses and a continued surge in the number of requests for paratransit rides. Increased fuel costs and a substantial jump in the cost of the City's contract with Professional Transit Management (PTM) will also have to be absorbed in 2005 due to a likely increase in labor costs under a collective bargaining agreement. If these costs were not covered in the 2005 City Budget, deep cuts in transit routes and hours of service would have been necessary.

Other transportation-related budget increments included in the 2005 General Fund Budget are $25,000 in Streets for increased overtime costs associated with snow and ice control and $52,107 in Transportation Engineering to help cover increased utilities costs for traffic signals.

Focus Area – Public Safety

Funding for a half-time Office Specialist in the Fire Department's Office of Emergency Management is included in the 2005 General Fund Budget to offset the loss of grant funds previously used to fund the position. Similarly, $65,520 is added in Police to fund a Chemist position in the crime lab dedicated to the analysis of drug and blood-alcohol evidence. The position was partially funded through a federal Local Law Enforcement Block Grant that has been reduced. The cost of the position will be largely offset by revenues to be received from other area jurisdictions for lab services provided to those entities. A total of $132,286 is also added in Police for the cost of the Animal Control contract. Most of the increase ($100,000) is to pay the Humane Society of the Pikes Peak Region for a pro rata share of the maintenance costs of the City-occupied area of the animal shelter as required by a building use agreement. The remaining $32,286 is to bring the budget for animal control services up to the amount of the City's contract with the Colorado Humane Society. Both of the increases in Animal Control costs are covered by dog licensing fee revenue that is now accounted for in the City General Fund. Further, resources for a $.50/hr. increase in pay for school crossing guards is included in the 2005 Police Department budget. The pay increase is intended to help address turnover problems that school districts have had with Crossing Guard positions due to low pay. The increase is funded by increased traffic ticket surcharge revenue that has resulted from increased traffic enforcement efforts.

The conversion of two temporary Collection Clerks to permanent full-time status in the Municipal Court is also included to help address a 25 percent increase in workload that has occurred over the last year with the implementation of the Police Department's Neighborhood Speeding program. The net increase in cost of the two positions is only $25,320. Additionally, $16,000 is added for a contractually mandated increase in the compensation of Municipal Judges in 2005.

Finally, the development review and new building inspections functions of the Fire Prevention Division are being moved from the Fire Department to the City's Development Review Enterprise Fund. Seven FTE and one special position along with expenses of $536,714 are to be moved to the Development Review Enterprise in 2005. This move will help accomplish a number of objectives including improving service to the development and construction community and allowing Fire inspection staffing to expand with increases in development activity. The organizational change will also enhance the capacity of Fire Prevention to increase the number of regular commercial inspections and hazardous materials inspections of existing buildings.

Focus Area – Citizen Services and City Workforce
A total of $30,000 is added to the Human Resources Department budget for the cost of testing of applicants for City job openings. The written tests are standardized and measure the skills and knowledge of applicants for various civilian positions. The testing program will help ensure that the best applicants with superior job skills are selected for City job openings. Funds are also added in the City Forestry Division budget for a new Urban Forester position to address a backlog of necessary inspections of diseased trees in City parks and medians.

Focus Area – Community Development and Growth
Two Planner II positions were added in Land Use Review during 2004 to improve customer service to individuals and entities submitting items in the City's land development review process. The additional positions allow each review planner to undertake a project management role in addition to their regulatory responsibilities. For 2005, the full-year cost of $149,145 for the two positions is added to the Land Use Review Division budget.

Restoration of Service Cuts

Just under $370,000 is added for the restoration of some service cuts and reductions made in 2004 to help address a projected budget shortfall. A total of $84,457 will restore a Comprehensive Planner position in City Planning. The majority of the 2004 service restorations are in Parks, Recreation and Cultural Services and include $94,513 for the maintenance of 19 restrooms in selected parks; $60,895 to permit horticulture staff to grow flowers and administer volunteer planting of the Springs in Bloom program; $68,500 for the full funding of the Colorado Springs Philharmonic Symphony for the 4th of July concert; and $54,210 for a Vegetation Control Specialist to provide right-of-way mowing and weed control services.

Reductions in Service

No reductions in services to City residents are included in the 2005 General Fund Budget. The cuts and reductions necessary over the last two years were very difficult. Over $5.4 million of service reductions and expenditure cuts occurred in 2004 alone along with a reduction in the size of the General Fund workforce that resulted in the elimination of 67.5 positions. The 2005 City Budget contains sufficient resources to maintain the current mix of services and programs provided by the City. However, there was not sufficient room in this Budget to accomplish any large-scale restoration of the service cuts or reductions made in the 2004 General Fund Budget. The extent of the service restorations was limited to those mentioned above.

Nonetheless, this Budget does include a reduction in City-funded Transit services provided to non-residents. Specifically, transit services to most of the unincorporated portions of El Paso County are no longer included in the City Budget. Similarly, all transit services to Manitou Springs and the City of Fountain are removed. However, with the approval of the Pikes Peak Rural Transportation Authority (RTA) at the November 2004 election, transit services to those areas will not be reduced. The RTA will fund transit services to County and Manitou Springs residents. The City of Fountain, which previously contracted with the City for transit services to its residents, will contract directly with the RTA for transit services in 2005.

It should be noted that transit routes to Pikes Peak Community College and Fort Carson, although in the unincorporated portion of the County, will continue to be subsidized by the City given their critical contributions to the local economy.

Fiscal Sustainability

Another key budget objective established by City Council for the 2005 Budget was to ensure that the mix of services and infrastructure contained in the 2005 Budget are sustainable by current revenue streams over the next three years. The services funded through the General Fund in 2005 along with the level of funding provided for the ongoing CIP projects can be sustained over the next few years. However, it is clear that the $4.74 million included in the 2005 Budget for emergency repair and maintenance projects cannot be sustained in 2006 and beyond without additional ongoing revenue.

The 2005 Budget is balanced, to a considerable extent, with onetime revenues. A total of $10.6 million of onetime revenue is included in the 2005 Budget including 2004 General Fund revenues in excess of budget; rebudgeted CIP funds; a $1.8 million draw from the General Fund balance; the use of SCIP project savings to help pay the 2005 debt service payment on the 1999 SCIP bonds; and onetime transfers from the Claims Reserve, Special Assessment Bonds, and Escrow Funds totaling over $822,000. Onetime expenditures total $5.3 million and are comprised primarily of the $1.8 million included in the 2005 General Fund Budget to address a backlog of City vehicle replacement needs, the cost of the 2005 municipal election, and the $2.3 million set aside for potential refunds of City revenues in excess of TABOR limits in 2004 and 2005. This would essentially leave a $5.3 million budget gap going into the 2006 Budget development process. However, if the $4.7 million included in the 2005 Budget for emergency repairs and maintenance is deemed by Council to be a onetime expenditure, the budget gap for 2006 is narrowed to only $600,000 which is manageable.

Multiyear financial projections for the General Fund, under an assumption of moderate economic and revenue growth in 2005 and 2006, show resources sufficient to address the issue of keeping employee compensation at a competitive level and providing a constant level of funding for only ongoing CIP. However, little, if any, increase in personnel or operating expenses can be accommodated within projected revenues over the next four years.

Prospect Lake

A key budget priority established by City Council for the 2005 City Budget development process was the formulation of a strategy for funding the repair of Prospect Lake. The 51-acre lake is a community water recreation site for fishing, boating, jet skiing, waterskiing, and swimming. The lake has been steadily losing water for many decades despite efforts in the 1950's to repair the bottom with clay. The cost to line the lake with a synthetic membrane to help eliminate seepage is $2.1 million. The 2005 City Budget includes an interfund loan of $1,371,671 from the unreserved, undesignated General Fund balance to the Conservation Trust Fund (Lottery Fund) to help fix the lake in an effort to complete the project by the end of summer. The proceeds from the loan would be combined with onetime savings in the 2004 Parks Maintenance water utilities budget resulting from near-record rainfall last summer along with $200,000 that the El Paso County Board of Commissioners has authorized for the lake repair project.

The term of the interfund loan will be five years starting in April 2005 with repayment beginning in 2006. Interest for 2005 would be capitalized over the remaining four years of the loan. The annual repayment from Conservation Trust to the General Fund for the Years 2006 through 2009 would be approximately $389,000. This method of funding can be viewed as an internal investment of the General Fund. The City's investment policy allows the City to invest for up to five years in various instruments including U.S. Treasuries.

Recognizing that the projected 2006 Conservation Trust Fund Budget will have little room to accommodate the projected interfund loan payment and could crowd out the funding of new parks projects with Lottery funds over the next five years, Council further decided that the estimated 2004 TABOR revenue refund be placed on the April 2005 ballot seeking voter authorization to repay the interfund loan. Therefore, voter authorization of the TABOR refund at the April 2005 election will be critical to the continued development and maintenance of the City's park system.

Public Safety Sales Tax Fund

The 2005 City Budget allows the continued implementation of the 10-year Plan for the Public Safety Sales Tax (PSST) Fund. A total of $11,859,988 is allocated to the Fire Department in 2005 allowing the Department to continue all current activities and services and to provide the full-year funding for staffing Station 20 that opened in mid-2004. In addition, funding is provided to purchase the chassis for Truck 19, complete the Truck 19 apparatus purchase, and open the Fire Station 19 truck company. Also, the Station 17 remodel, the Fire Department Complex (FDC) Phase II design, and the Station 1 design and remodel will be completed. A total of 21 FTE positions are added in 2005 of which 16 are uniformed and 5 are civilian positions. The civilian positions include a HazMat Specialist, an Information Systems Analyst, a Warehouse Supply Technician, a Senior Fire Protection Engineer, and an Office Specialist.

In 2005, PSST funding for the Police Department totals $13.05 million. Funding of $1,550,000 is to complete the Gold Hill Substation construction and the Police Operations Center (POC) renovation. Ten FTE positions are added in 2005, which includes one police officer, seven Police Service Representatives for the Gold Hill Division, and two Code Enforcement Officers.

Support Services expenditures for 2005 total $393,250. This allows the continued funding for 1.5 Body Shop Technicians in Fleet, a clerical support position in Human Resources and an Accounts Payable Clerk in the Finance Department. In 2005, one Analyst II position is added in the Purchasing section of the Finance Department and one Analyst II position is added in Human Resources. All of these additions are in accordance with the 10-Year Plan for PSST.

Conclusion

I believe this Budget allocates resources in a manner consistent with the City's Strategic Action Plan and the budgetary objectives established by City Council last summer. This Budget contains sufficient resources to maintain the current mix of services and service levels provided by the City to its residents. That is in stark contrast to the cuts and reductions necessary over the last two years as a result of lagging revenues. Those reductions cut deeply into our organization and its capacity to deliver quality service. Pressure to restore some of those cuts will continue.

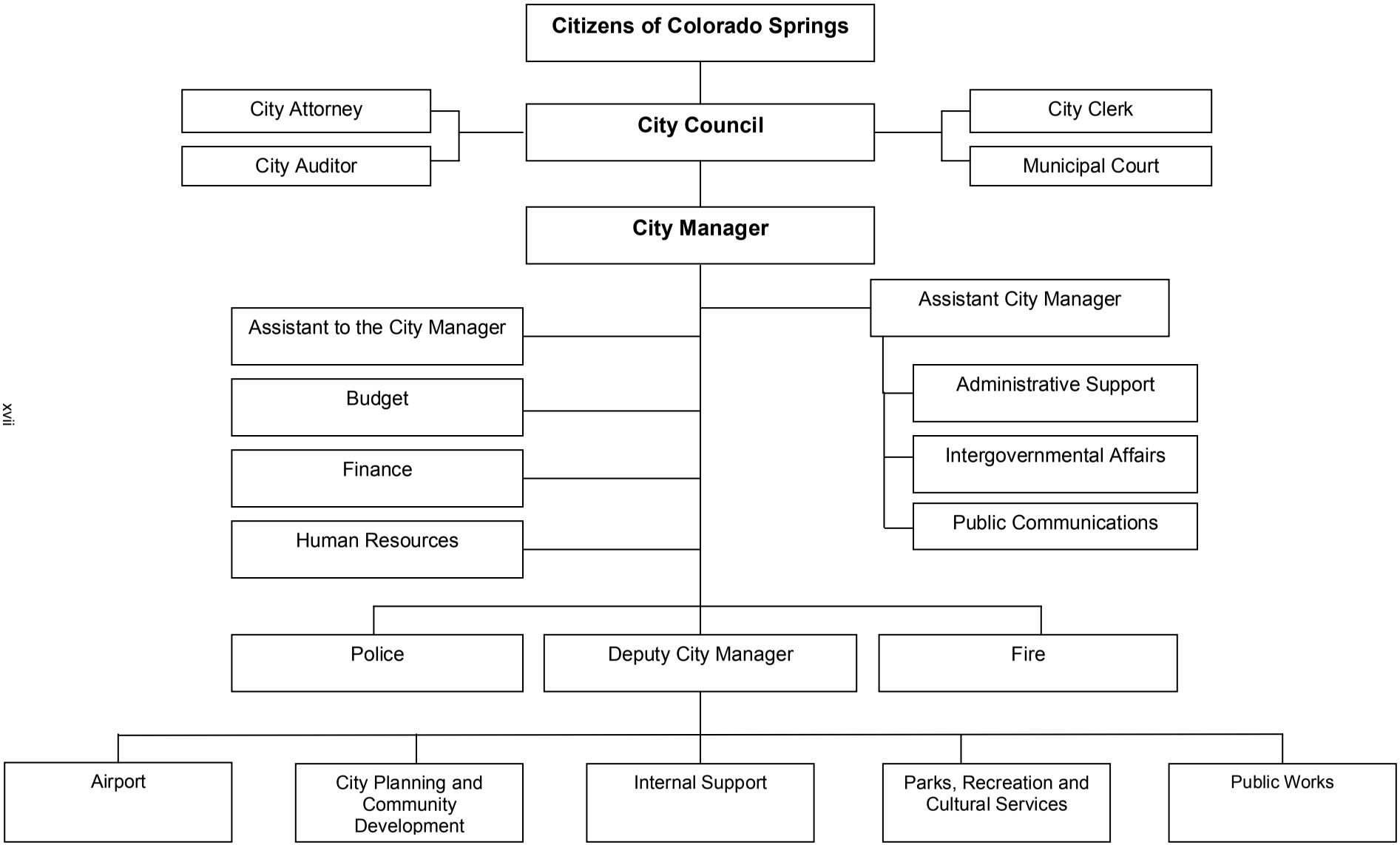
However, there was not sufficient room in this Budget to accomplish any significant restoration of the reductions that were made in 2004. This may seem paradoxical with the rebound in City revenues that began earlier in 2004. Yet, nearly all of the additional resources available for budgeting in 2005 are consumed by cost increases beyond our control. These inescapable increases in expenditures stem from actions taken to balance the 2004 City Budget, prior-year commitments, legal mandates, a set-aside for a required TABOR revenue refund, and soaring fuel and utilities costs. In spite of the limitations outlined above, this is a budget focused on the Strategic Action Plan, fiscal sustainability, and serving our citizens.

I want to express my appreciation for the work of City Council in developing this budget. I also wish to acknowledge and thank our Department Heads and City staff at all levels for their countless hours of effort devoted to the preparation of this document.

Sincerely,

Lorne C. Kramer
City Manager

City of Colorado Springs Organizational Chart



2005 Budget Objectives

The 2005 General Fund Budget allocates resources in a manner consistent with the specific budgetary objectives that were established by City Council at the beginning of the 2005 Budget preparation cycle. The 2005 General Fund Budget is designed to achieve the following budgetary objectives:

- ➔ Allocate resources in a manner consistent with the priorities, goals, and objectives of the City Strategic Action Plan 2005 – 2010.
- ➔ Public safety services directly impacting the health and welfare of citizens and the maintenance/construction of roads, bridges, and drainage infrastructure are core municipal services. As such, the current level of funding effort will be maintained for these core services.
- ➔ Bring employee compensation to the median of respective markets.
- ➔ Provide funding for the City portion of employee health insurance cost increases.
- ➔ Ensure that the mix of municipal services and infrastructure contained in the 2005 Budget can be sustained through current revenue streams over the next three years.
- ➔ Direct additional funding towards the achievement of priority objectives as identified by City Council in the Strategic Action Plan. No major new programs or expansion of services, other than public safety and infrastructure maintenance, will be included in 2005 unless funded by a new and sustainable revenue source.
- ➔ Ensure that all City services continue to be delivered to citizens in the most efficient manner.
- ➔ Thoroughly evaluate all information technology expenditures of City Departments to identify any opportunities for increased efficiencies.
- ➔ Thoroughly evaluate all General Fund rates for fees and charges for services to ensure appropriate cost recovery. Specifically, delineate all City fees and charges in the budget process for concurrent approval with the budget.
- ➔ Maintain the unreserved, undesignated General Fund balance at 10 percent of the 2005 expenditure budget.
- ➔ Ensure that the share of the General Fund budget allocation for Public Safety purposes is at least the same percentage (47.65%) as the 2002 General Fund Budget.
- ➔ Continue the implementation of the Ten-Year Plan for the Public Safety Sales Tax (PSST) Fund to the extent allowed by available revenues to that fund.

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Budget Development Process

The annual City Budget development process is ongoing throughout the year. However, the actual formulation of the budget and budget document begins in June and ends in December with the final review and formal adoption of the Budget. Immediately following this section is a table which presents a summary of the different phases of the process and a calendar of specific dates. Following is a brief overview of the key phases of the budget process.

Planning - The budget development process begins in January when City Council reviews annual reports of progress and accomplishments towards achievement of Strategic Action Plan goals and objectives. City Council then updates the City's Strategic Action Plan as necessary. The updated Strategic Action Plan serves as the framework for the next year's budget. A review of the financial outlook of the City General Fund, (including a five-year financial forecast), the identification of key fiscal issues, and proposed budgetary objectives and guidelines are prepared in early spring and presented to City Council in May. This financial planning exercise provides Council the opportunity early in the budget process to give direction on the establishment of key budgetary objectives for the annual budget as well as longer-range budget and financial issues. At the conclusion of this phase, the City Manager establishes budget guidelines and instructions for departments and divisions to follow in preparing budget requests.

Department and Division Budget Requests - During this phase, formal instructions and guidelines are issued to departments and divisions for use in preparing budget requests. The Budget Department meets with the division managers of each City department to discuss guidelines and instructions and to identify emerging budget issues. Using the guidelines, divisions prepare and submit budget requests to the Budget Department. The Budget Department then reviews and analyzes division budget requests and prepares summaries and recommendations for the City Manager budget review sessions.

Formulation of City Manager's Recommended Budget - The City Manager conducts budget review meetings with each department to review budget submittals of each division of the department. At these sessions, a detailed discussion and review of mission statements, services provided, trends in key performance indicators, and what can be accomplished with initial funding allocations occurs. Additionally, a line-item review of all requested expenditures by individual expenditure account and how those expenditures relate to accomplishing the division's mission and/or Strategic Plan goals is accomplished at these sessions. Division managers have the opportunity to raise issues that cannot be addressed within their initial funding allocations and to discuss their operations. After final adjustments of revenue and expenditure estimates, the City Manager balances the budget. The Budget Department then prepares the budget document.

Enhanced Public Input Sessions - The City Council requested that the development of the 2002 City Budget provide expanded opportunities for public input. This public input process was continued for the development of the 2003 and 2004 Budgets and will be continued for the development of the 2005 Budget. The public input process gives citizens more ways and occasions to participate in the budget process. For the 2005 Budget, one E-Town Hall meeting is scheduled and will be televised on Cable Channel 18 as well as simulcast on the internet at www.SpringsGov.com. Citizens can submit comments and questions by e-mail, fax, or telephone; or, they can attend the session in person. All input will be transmitted to City Council.

City Council Review and Approval of Budget – The City Manager's Budget is transmitted to City Council in early October. A series of City Council budget work sessions open to the citizens are then conducted during the month. At the conclusion of these sessions, a formal public hearing on the entire City budget is held in late October. The City Council makes final resource allocation and policy decisions at a final budget balancing session normally held in early November.

Final Review and Adoption of Budget - The City Council formally adopts the budget through the approval of an appropriations ordinance. Adoption of the ordinance takes two readings. The Council also sets the mill levy through a resolution that must be approved by December 15. By Colorado Revised Statute and in accordance with the City Charter, the budget must be adopted by December 31.

Major Phases

PHASE I – PLANNING **January – July**

1. Council reviews progress and accomplishments towards achievement of Strategic Action Plan goals and objectives
2. Council updates Strategic Action Plan
3. Budget Department presents financial outlook and key fiscal issues for upcoming year
4. City Manager establishes 2005 budget guidelines

PHASE II – DEPARTMENT BUDGET REQUESTS **June - July**

1. Budget manual distributed to departments and divisions
2. Departments prepare 2005 budget requests
3. Budget Department reviews and analyzes budget requests and prepares summaries and recommendations for City Manager budget review sessions with departments

PHASE III – FORMULATION OF CITY MANAGER'S RECOMMENDED BUDGET **August - September**

1. City Manager conducts budget review sessions with each department to review budget submittals of each division within the department
2. Final adjustments in revenue and expenditure estimates prepared by the Budget Department
3. City Manager balances budget
4. Budget Department produces 2005 Budget document

PHASE IV – ENHANCED PUBLIC INPUT SESSIONS **October**

1. Council holds public input session to receive input on the 2005 budget

PHASE V – CITY COUNCIL REVIEW AND APPROVAL OF BUDGET **October - November**

1. Council reviews recommended 2005 Budget
2. Council holds budget work sessions
3. Public hearing held on Budget
4. Council makes allocation and policy decisions at final budget markup session

PHASE VI – FINAL REVIEW AND ADOPTION **November - December**

1. First reading of appropriations ordinance held adopting 2005 Budget
2. Council sets 2004 mill levy for taxes payable in 2005
3. Second reading of appropriations ordinance held adopting 2005 Budget
4. Budget Department produces final 2005 Budget document

Key Dates 2005 Budget Development

PLANNING

April 12	City Council review of 2005 Budget Development Calendar
April 26	Strategic Action Plan 2004 – 2009 semiannual report
April 26	City Council Work Session – Review/discussion of 2005 financial outlook and key issues
May 10	Strategic Action Plan 2005 – 2010 review and prioritization
May 24	City Council Work Session – Review/discussion of key budgetary objectives and guidelines for development of the 2005 Budget
June 8	Strategic Action Plan 2005 – 2010 approval and adoption of annual prioritized policy goals for 2005 Budget

DEPARTMENT BUDGET REQUESTS

May 28	Budget manual with guidelines distributed to departments and divisions
June 2 – June 11	Office of Budget and Financial Analysis holds budget review meetings with departments and divisions
July 2	Departments and divisions submit budgets to the Office of Budget and Financial Analysis

FORMULATION OF CITY MANAGER'S RECOMMENDED BUDGET

August 2 – August 19	Directors and their respective division managers meet with City Manager to review budget submittals
August 27	City Manager finalizes recommended 2005 Budget for submittal to City Council
October 1	2005 Budget transmitted to City Council

CITY COUNCIL REVIEW AND APPROVAL OF BUDGET

October 7	E-Town Hall Meeting to receive input on the 2005 City budget
October 13	City Council Budget Work Session
October 14	City Council Budget Work Session
October 15	City Council Budget Work Session
October 28	Formal Public Hearing on entire 2005 Budget
November 2	City Council Budget Markup Session
November 5	City Council Budget Markup Session

FINAL REVIEW AND ADOPTION

November 8	City Council informal review of final Appropriations Ordinances and 2005 Budget
November 23	First reading of 2005 Appropriations Ordinances and Mill Levy certification
December 14	Second reading of 2005 Appropriation Ordinances; 2005 City Budget officially adopted

CITY COUNCIL BUDGET WORK SESSIONS

Wednesday, October 13 1:00 p.m. – 5:00 p.m.	**City Council Budget Work Session** Budget Overview Police (General Fund and PSST) City Attorney
Thursday, October 14 8:30 a.m. – 5:00 p.m.	**City Council Budget Work Session** Public Works City Planning and Community Development Parks, Recreation and Cultural Services Internal Support Fire (General Fund and PSST)
Friday, October 15 8:30 a.m. – 5:00 p.m.	**City Council Budget Work Session** Airport City Management City Clerk City Auditor Municipal Court General Costs Lodgers and Automobile Rental Tax (LART) Capital Improvements (Lottery, Trails, Open Space and Parks – TOPS, General Fund Public Safety Sales Tax Oversight Committee
Thursday, October 28 7:00 p.m.	**Public Hearing**
Tuesday, November 2 10:30 a.m. – 5:00 p.m.	**City Council Budget Markup Session**
Friday, November 5 8:30 a.m. – 5:00 p.m.	**City Council Budget Markup Session** Mill levy set

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STRATEGIC ACTION PLAN 2005-2010

VISION STATEMENT

Colorado Springs – the community of choice for living, working and leisure

FOCUS AREAS

1. **Transportation**

   Provide an effective, efficient, affordable and sustainable transportation network

2. **Public Safety**

   Proactively safeguard our community as our family by providing principled police and fire services

3. **Infrastructure**

   Improve and maintain existing infrastructure and leverage opportunities for new infrastructure

4. **Citizen Services and City Workforce**

   Provide an environment that supports a diverse, high performing workforce that delivers superior, cost effective City services to the public

5. **Economic Development**

   Foster an environment that makes Colorado Springs an attractive location for quality jobs and businesses for generations to come

6. **Community Development and Growth**

   Preserve a sustainable and affordable quality of life while protecting the environment to foster pride in vibrant neighborhoods and promote identification with the larger community

1. Transportation: *Provide an effective, efficient, affordable and sustainable transportation network*

Objectives

1.1 Provide funding to develop, implement, and maintain a transportation and bridge system that meets present and future mobility needs

1.1.1 Ensure sustainable funding for construction and maintenance through a combination of measures, including ballot initiatives, user fees, grants, State and Federal funds, and developer contributions

1.1.2 Preserve adequate right-of-way for all major transportation corridors, including interchanges where required.

1.1.3 Sustain a service level of “D” or better for all major thoroughfares

1.2 Develop multiple transportation options that are mutually supportive and function as a single transportation system

1.2.1 Decrease rider wait time, and increase ridership for City transit system

1.2.2 Establish and implement an access plan linking major highway corridors to the Colorado Springs Airport

1.2.3 Expand trail linkages for bicycle, pedestrian and other non-motorized circulation systems

1.2.4 Expand transit service hours and routes

1.3 Coordinate the development of transportation systems with land use planning to promote a livable environment.

1.3.1 Include a Traffic Impact Analysis (TIA) with all major development plans

1.3.2 Develop zoning ordinances to protect airport approach and departure corridors

2. Public Safety: *Proactively safeguard our community as our family by providing principled police and fire services*

Objectives

2.1 Deliver prompt, responsive, quality public safety services

2.1.1 Staff all fire stations with paramedics

2.1.2 First company fire response to emergency calls for services will arrive within 8 minutes or less at least 90% of the time

2.1.3 Effective fire force will arrive to structure fires within 12 minutes or less at least 90% of the time

2.1.4 First police response to emergency calls for service will arrive within 8 minutes 90% of the time

2.1.5 Violent and property crime rates in Colorado Springs will remain below the national average of similar size cities

2.1.6 CSPD clearance rates for violent and property crimes shall exceed the national average of similar size cities

2.1.7 Identify target areas for drug enforcement strategies and respond and take appropriate action in 24 hours where open-air drug dealing and prostitution is occurring

2.1.8 Maximize current Fire Department resources and future revenues to reduce response times city-wide and modernize existing facilities.

2.2 Support pro-active programs that reduce threat to life and property

2.2.1 Develop a Citizen Emergency Response Training (CERT) Program

2.2.2 Continue to implement elements of the Wildfire Mitigation Plan

2.2.3 Develop capacity of Fire Prevention to conduct routine commercial fire inspections

2.2.4 Improve service to development and construction community

2.2.5 Reduce motor vehicle crashes at the City's top 25 targeted intersections

2.2.6 Maintain and enhance the Neighborhood Speeding Program

2.2.7 Increase the number of traffic safety presentations by CSPD personnel at public meetings and media outlets

2.2.8 Expand use of non-lethal alternatives in law enforcement

2.2.9 Create a DNA lab capability within CSPD

2.2.10 Expand AED program in the City

2.2.11 Direct resources to enforce housing-related codes to provide safe, habitable housing and property

2.3 Improve funding for public safety service

2.3.1 Obtain grant funding and partnerships

3. Infrastructure: *Improve and maintain existing infrastructure and leverage opportunities for new infrastructure*

Objectives

3.1 Prepare a City infrastructure needs list, that identifies and prioritizes all capital projects necessary for providing core municipal services

3.1.1 Update infrastructure needs list to be completed and prioritized by June 30, 2004 and be updated annually thereafter

3.2 Develop ongoing funding sources to address priority capital improvement projects on approved infrastructure needs list

3.2.1 Measure annual level of funding for infrastructure construction

3.2.2 Measure completion of projects and number of projects underway

3.3 Develop ongoing funding sources to improve the maintenance of infrastructure

3.3.1 Increase annual level of funding for stormwater drainage system maintenance

3.3.2 Increase annual level of funding over the next 5 years for street resurfacing

3.3.3 Sustain annual level of funding dedicated to the maintenance of City facilities and buildings used in the provision of core municipal services

3.4 Maintain existing infrastructure to prevent excessive deterioration or premature replacement

3.4.1 Increase percentage of stormwater drainage system that receive regular maintenance

3.4.2 Increase percentage of streets resurfaced each year

3.4.3 Increase percentage of facilities and buildings that receive regular maintenance

4. Citizen Services and Workforce: *Provide an environment that supports a diverse, high-performing workforce that delivers superior, cost-effective City services to the public*

Objectives

4.1 Provide specialized services and facilities for all citizens in the community

4.1.1 Maintain the full range of existing senior, single-parent, early childhood, disabled, teen, and minority-outreach programs

4.1.2 Identify other agencies as suitable partners to provide neighborhood and senior services at new locations

4.2 Support the expansion of public art throughout the community in highly visible and accessible spaces and encourage partnerships with the Arts community

4.3 Provide incentives and opportunities for residents to enhance the appearance of their neighborhoods

4.4 Provide an array of affordable recreational opportunities

4.4.1 Continue to evaluate fees for recreational activities and recover appropriate costs while maintaining affordability

4.4.2 Continue to implement the Open Space Master Plan to acquire parcels that preserve unique vegetation/landforms

4.4.3 Plan and construct neighborhood parks within an approximate ½ mile radius of identified neighborhood areas

4.4.4 Plan and construct trail linkages that are continuous from neighborhood areas to the major spine trails

4.4.5 Concentrate efforts on building youth sports complexes to service fast-growing areas of the city

4.5 The City will identify, attract and retain high-performing individuals, support a diverse workforce and inclusive environment, and compensate competitively

4.5.1 Evaluate the organizational climate for workplace satisfaction; department managers will develop and implement a plan to address any significant issues that emerge

4.5.2 Annually determine the appropriate level for compensation to remain a competitive employer

4.5.3 Meet or exceed applicable ICMA, EEO and industry benchmarks

4.5.4 Achieve compensation goal of paying at least to the median of comparable organizations

4.5.5 Evaluate turnover and recruitment data

4.6 Increase access to City government via e-government initiatives

4.7 Strive to increase the current level of funding for Human Service programs

4.8 Employees will provide citizen services at the highest levels of courtesy, professionalism and accountability

4.8.1 Annually measure internal customer and citizen satisfaction ratings

4.8.2 Meet or exceed applicable ICMA industry benchmarks

4.9 Employees will receive sufficient ongoing training and development, and will have sufficient technology, tools and resources to perform their jobs

4.9.1 Measure the number of performance plans that include career development

5. Economic Development: *Foster an environment that makes Colorado Springs an attractive location for quality jobs and businesses for generations to come*

Objectives

5.1 Use economic development financing tools to attract and retain businesses

5.1.1 Measure the number of businesses that expanded and added employees in the city

5.1.2 Measure the number of packages created to attract business

5.2 Promote the creation of quality jobs in the Colorado Springs metropolitan area by assisting private and public economic development organizations

5.2.1 Measure change in net job growth from previous year

5.2.2 Measure change in relative level of economic diversification from previous year

5.2.3 Measure changes in City's level of per capita personal income and changes as a percentage of State and U.S. per capita income

5.2.4 Decrease city's unemployment rate

5.2.5 Measure change in City sales and use tax revenues from previous year

5.2.6 Attract retail establishments to the city to increase new sales tax revenue

5.2.7 Support business development in the downtown core

5.3 Expedite the City development review and other regulatory approval processes

5.3.1 Continue to utilize Rapid Response Team to coordinate and expedite the City's response to prospective major employers

5.4 Partner with appropriate agencies to retain and expand existing businesses and industries in Colorado Springs

5.4.1 Actively participate in the operation of the Business Retention and Expansion Visitation Program (BREV)

5.4.2 Measure the number of existing businesses that have added employees and number of employees added

5.4.3 Measure City's comparative rank with comparable cities regarding business closures (fewest closings)

5.5 Emphasize efforts to retain existing military installations and units and attract other U.S. Department of Defense activities and units to relocate here

5.6 Maximize use of the Colorado Springs Airport as a catalyst and magnet for economic development

5.6.1 Aggressively pursue the development of new and expanded commercial air service

5.6.2 Promote general aviation and the development of the west side of the Airport for new aviation-related and freight business

5.6.3 Complete the development plan for the Airport Business Park to ensure that sites are available in 2004 for new and expanding businesses

6. Community Development and Growth: *Preserve a sustainable and affordable quality of life while protecting the environment to foster pride in vibrant neighborhoods and promote identification with the larger community*

Objectives

6.1 Preserve neighborhood identity and character

6.1.1 Reduce cut-through traffic in neighborhoods

6.1.2 Measure citizen satisfaction with code enforcement through annual CSPD surveys

6.1.3 Reduce neighborhood traffic speeds by implementing traffic calming projects

6.2 Foster compatibility between existing neighborhoods and new development

6.3 Preserve and enhance existing community centers throughout the city

6.4 Maintain and enhance neighborhood employment opportunities

6.4.1 Promote mixed-use neighborhoods

6.5 Continue to implement the 2000-2010 Parks and Recreation Master Plan

6.5.1 Emphasize completing neighborhood-based recreation centers

6.5.2 Expand community centers throughout the city

6.5.3 Expand community and neighborhood parks throughout the city

6.6 Provide a wide variety of housing opportunities in neighborhoods

6.6.1 Provide rehabilitation loans/grants to qualified owner occupants and investors

6.6.2 Identify potential in-fill sites with neighborhood input

6.6.3 Support a mixture of housing densities to include traditional neighborhood design and other strategies

6.6.4 Develop funding strategies and incentives for affordable housing

6.6.5 Where possible, integrate affordable housing into neighborhoods

6.7 Increase development partnerships with non-profit and private developers

6.8 Strive to dedicate 33% of Police patrol officer time to proactive policing to address neighborhood problems such as crime, disorder, traffic problems, and delinquency

6.9 Support partnerships between CSPD and community organizations

6.9.1 Create and maintain Neighborhood Watch groups

Strategic Plan Assumptions

Established October 29, 2003, Updated May 10, 2004

Planning Assumptions

- City Council's Strategic Plan is for the good of the community
- Challenges for tax revenue, infrastructure and traffic will continue
- Growth will continue and increase outside city center
- Consider Colorado Springs Utilities side of the house: assume water and other resources continue to be available (Southern Delivery Pipeline in place)
- City Council will take prudent action to develop utility resources
- Population growth will continue, stretching resources in Public Safety and all departments
- Population growth will shift to annexed areas, vacant land north and east
- Threat of terrorism continues
- Drought conditions will continue over next 2 years
- Our youth will move away if no jobs are available

Economy

- Tourism will still be important to Colorado Springs economy
- Slight increase in tourism and air travel
- Military will still be important to Colorado Springs economy; possible increase in overall impact
- High-tech may no longer be driver for Colorado Springs economy (EDC reviewing)
- Don't rely on large manufacturing businesses (some businesses moving to India)
- Citizens will continue to expect City Council to do something about job creation
- Continue to deal with TABOR, Gallagher Amendment, and #23
- Economy will remain uncertain

Revenue

- With $1 billion in infrastructure backlog, even if economy turns around, not enough in budget to catch up
- Cannot fix existing infrastructure without increasing or new revenue source
- Money in State of Colorado budget will remain available for I-25 and a portion of Powers as planned today
- Federal budget (for CDBG, Transit grants, housing, urban renewal, etc.) will remain stable, but will not increase
- Federal transportation allocations affect transportation planning and may affect City budget decisions

All Funds Summary

CITY SERVICES OVERVIEW

The City of Colorado Springs is a home-rule city, organized under provisions of the Colorado constitution, with a council/manager form of government. The City provides a full range of municipal government services to an estimated 2005 population of 387,666 residents. The services include police and fire protection, street construction and maintenance, park construction and maintenance, recreational and cultural events, courts, planning and zoning, building and code enforcement, mass transit, health and welfare, and economic development.

Also, the City owns and operates enterprise activities that include the Airport, Cemeteries, Development Review Enterprise, Human Services Complex, Patty Jewett Golf Course, Parking, Pikes Peak – America's Mountain, and Valley Hi Golf Course. Other fund types included in the All Funds Summary are Special Revenue Funds, Internal Services Funds, and Permanent Funds. The table and corresponding graph on the following page identify all City funds and the 2005 budgeted expenditures stated in dollars and percent of total.

OVERVIEW OF 2005 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 2005 budgets by specific fund.

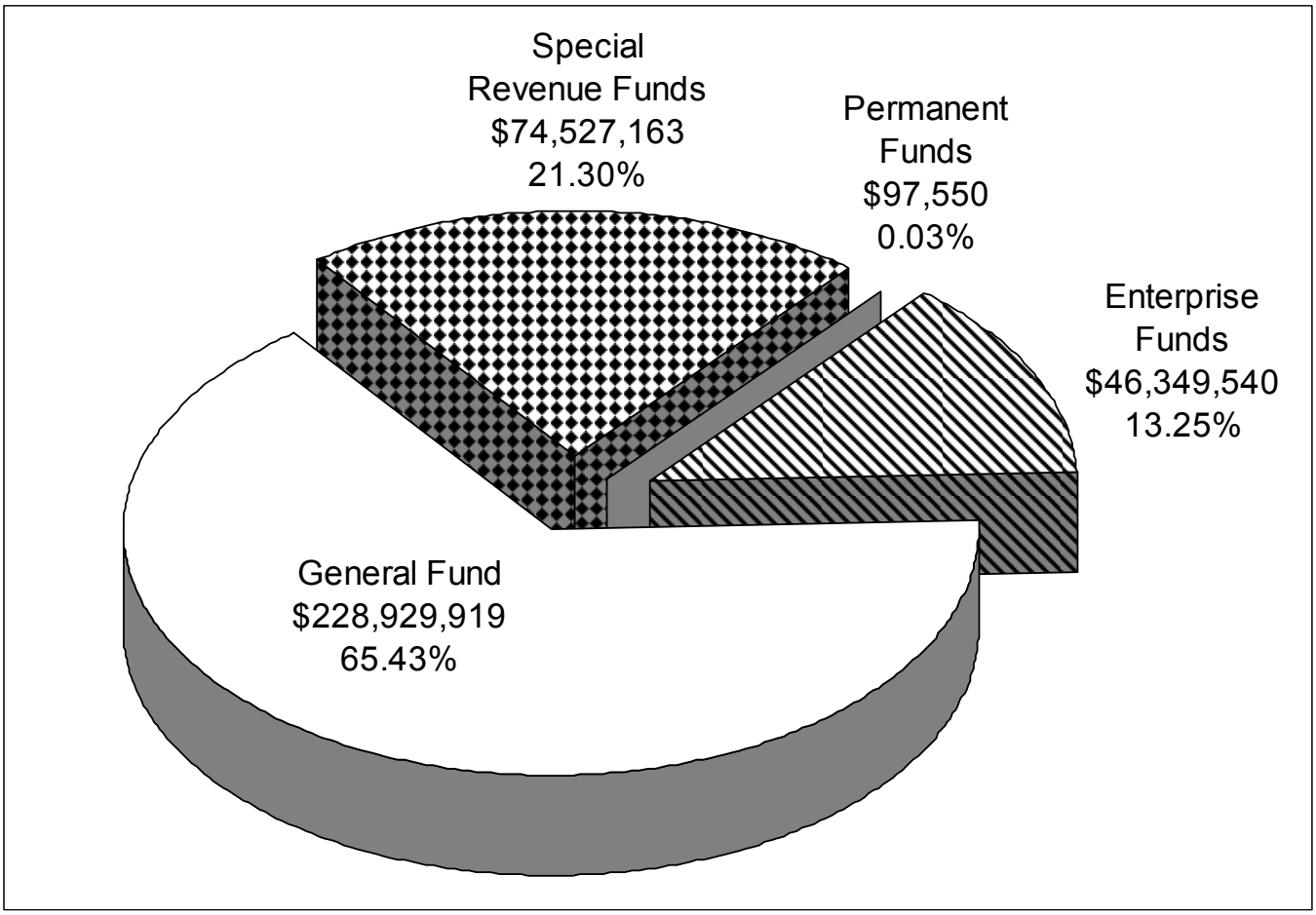
The budget document focuses primarily on the General Fund because it is the largest fund. The General Fund 2005 Budget is $228,929,919, which is 65.43 percent of the total funds. The second largest type of fund is the Special Revenue Funds. The 2005 Special Revenue Funds budgets total $74,527,163, which is 21.3 percent of the total funds. The 2005 Enterprise Funds budgets total $46,349,540, which is 13.25 percent of the total funds. The remaining 0.03 percent balance of the total funds is comprised of the Permanent Funds 2005 budgets, which total $97,550.

2005 ALL FUNDS EXPENDITURES

FUND	AMOUNT
General Fund	$228,929,919
Special Revenue Funds	74,527,163
Enterprise Funds	
Airport **	32,959,314
Cemeteries	1,340,483
Development Review	2,276,309
Human Services Complex	281,498
Parking System	2,646,333
Patty Jewett Golf Course	2,098,682
Pikes Peak - America's Mountain	3,529,009
Valley Hi Golf Course	1,217,912
Permanent Funds	97,550
All Funds Total	**$349,904,172**

NOTE: The total of the Internal Services Funds is $63,523,273. A portion of this is allocated in the General and Enterprise Funds

** Includes $12,846,409 in anticipated CIP expenditures, which are not currently appropriated, in order to accurately reflect the fund balance.



BUDGET IN BRIEF

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Revenue by source				
Taxes	$160,010,984	$158,962,535	$159,109,451	$176,522,668
Licenses and Permits	490,093	537,903	500,325	949,843
Intergovernmental	31,330,426	30,829,103	31,313,742	30,799,360
Charges for Services	76,212,568	73,466,113	74,738,084	80,600,502
Fines and Forfeits	5,222,506	7,767,606	8,675,000	9,000,000
Miscellaneous	12,857,836	14,902,819	8,291,834	7,201,290
Transfers from Other Funds	69,790,000	67,743,089	77,471,805	85,111,694
Total Revenue	**$355,914,413**	**$354,209,168**	**$360,100,241**	**$390,185,357**
Expenditures by source				
Salaries and Benefits	$152,426,458	$164,129,662	$173,766,382	$190,662,040
Operating	113,817,812	116,433,679	123,809,617	130,384,266
Capital Outlay	7,713,026	6,076,392	10,951,874	9,641,830
Capital Improvement Projects **	46,211,222	44,998,390	36,087,957	52,145,546
Debt Service	19,366,003	14,879,266	10,690,911	10,800,997
TABOR Refund	0	0	0	2,311,601
Transfers to CIP funds	25,003,472	10,794,002	13,610,508	17,481,165
Total Expenditures	**$364,537,991**	**$357,311,391**	**$368,917,249**	**$413,427,445**

NOTE: The total of the Internal Service Funds is included in the 2003, 2004 and 2005 Budgets.

** The 2005 Budget includes $12,846,409 in anticipated CIP expenditures in the Airport Enterprise, which are not currently appropriated, in order to accurately reflect the fund balance. The projects are appropriated as they are identified throughout the year. However, the estimate is included to accurately identify the fund balance that would be available for appropriation.

In 2002 and 2003, Taxes accounted for 44.96 and 44.88 percent of the total revenue, respectively. For 2004 and 2005, Taxes were projected to account for 44.18 and 45.24 percent of the total revenue, respectively. In 2002 and 2003, the second largest revenue source was Charges for Services due increases in a number of non-tax revenue enhancements. For 2004 and 2005, Transfers from Other Funds is the second largest category, accounting for 21.51 and 21.81 percent, respectively. Transfers from Other Funds revenue is primarily a payment to the General Fund from Colorado Springs Utilities for property and sales tax revenue and a franchise fee.

In 2002 and 2003, Salaries and Benefits accounted for 41.81 and 45.93 percent, respectively, of the total expenditures. These were projected to increase to 47.10 percent of the total expenditures in 2004 and 46.12 percent in 2005. The second largest category is Operating expenditures, which accounted for 31.22 and 32.59 percent, respectively, of the total expenditures in 2002 and 2003. Operating expenditures represent 33.56 percent and 31.54 percent, respectively, of the total expenditures in 2004 and 2005. In 2002, the three largest funds – General Fund, Airport Enterprise Fund, and Springs Community Improvements Program (SCIP) Special Revenue Fund – accounted for 70.2 percent of the total expenditures. For 2003, 2004 and 2005, the three largest funds are the General Fund, the Public Safety Sales Tax Special Revenue Fund and the Airport Enterprise Fund, which account for 67.0, 68.3 and 69.5 percent, respectively, of the total expenditures.

2005 ALL FUNDS REVENUE TRENDS

The Taxes revenue source is comprised of sales and use taxes, property taxes, and other taxes. The major component is the sales and use tax, which has increased by an annual average of 4.11 percent since 2002. Property tax revenue is the second largest component and has decreased by an average of 0.31 percent since 2002. The decrease is primarily due to the 2004 decrease in assessed value of the city and a 0.088 mill reduction in the city mill levy for 2004 property taxes payable in 2005. Other taxes, which include the City's occupational tax and specific ownership taxes, have decreased by an average of 0.97 percent since 2002.

Intergovernmental revenue includes Federal grants, State-shared revenue, and the City's share of the El Paso County Road and Bridge Tax and shared fines. Federal grant revenue is projected to decrease by 1.51 percent. The State-shared revenue includes revenue generated by the State Lottery program and Highway Users Tax Fund (HUTF) revenue. The State Lottery Program is distributed from the Conservation Trust Fund to the City based on population. The projected revenue is $4,542,375. This estimate is based upon a weighted city population of 377,812, an $8.34 per capita distribution, interest earnings of $11,426 and a General Fund loan of $1,371,671. The HUTF revenue results from State-imposed excise taxes on gasoline and special fuels as well as various motor vehicle registration, title, and license fees and taxes. Total HUTF revenue is projected to decrease 1.52 percent from the 2004 budget. Revenue resulting from the El Paso County Road and Bridge Tax is estimated to increase by 1.29 percent from the 2004 budget.

Revenue from Charges for Services is projected to increase 7.84 percent from the 2004 Budget. The General Fund Charges for Services category is projected to increase approximately 2.59 over the 2004 Budget. The Special Revenue Funds Charges for Services category is estimated to increase 33 percent, which is primarily due to a increase in the Subdivision Drainage Fund. The Enterprise Funds Charges for Services category is estimated to increase 7.05 percent. The Internal Services Funds Charges for Services category is expected to decrease by 4 percent from 2004 to 2005.

The Transfers from Other Funds revenue is projected to increase 9.9 percent from the 2004 Budget due to the increase in the transfer from the General Fund to the City-Funded CIP Fund.

2005 SUMMARY OF MAJOR REVENUE AND EXPENDITURES

		Special Funds			
	* General Fund	Arterial Roadway	Ballfield Capital Improvements	Bicycle Tax	Briargate SIMD
Beginning Fund Balance	**29,264,565**	**900,357**	**328,528**	**86,711**	**303,919**
Revenue by Source					
Taxes	141,405,095	0	0	110,000	713,441
Licenses and Permits	949,843	0	0	0	0
Intergovernmental	20,515,933	0	0	0	0
Charges for Services	13,064,646	225,000	85,000	0	0
Fines and Forfeits	9,000,000	0	0	0	0
Miscellaneous	3,882,649	0	25,000	3,000	15,455
Transfers from Other Funds	32,125,698	0	0	0	0
Total Revenue	**220,943,864**	**225,000**	**110,000**	**113,000**	**728,896**
Expenditures by Category					
Salaries and Benefits	148,161,104	0	0	0	377,151
Operating	50,727,450	0	0	0	568,745
Capital Outlay	7,218,874	0	0	0	0
Capital Improvements Projects	0	400,000	0	0	0
Debt Service	3,029,725	0	110,000	0	0
Transfers to CIP Funds	2,311,601	0	0	0	0
TABOR Refund	17,481,165	0	0	0	0
Total Expenditures	**228,929,919**	**400,000**	**110,000**	**0**	**945,896**
Ending Fund Balance	**21,278,510**	**725,357**	**328,528**	**199,711**	**86,919**

* General Fund revenue does not include the rebudgeted revenue of $6,143,390 and a draw from the fund balance of $1,842,665.

2005 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Special Funds					
	Cable Franchise	CDBG - Neighborhood Services	City-funded CIP	Conservation Trust	Economic Development	Emergency Shelter Act Grant
Beginning Fund Balance	**42**	**0**	**723,969**	**649,284**	**596,338**	**0**
Revenue by Source						
Taxes	0	0	0	0	0	0
Licenses and Permits	0	0	0	0	0	0
Intergovernmental	0	3,801,777	0	3,159,278	0	116,030
Charges for Services	1,232,640	0	0	0	4,286	0
Fines and Forfeits	0	0	0	0	0	0
Miscellaneous	0	0	535,677	11,426	0	0
Transfers from Other Funds	0	0	17,267,325	1,371,671	0	0
Total Revenue	**1,232,640**	**3,801,777**	**17,803,002**	**4,542,375**	**4,286**	**116,030**
Expenditures by Category						
Salaries and Benefits	378,129	1,366,808	0	456,811	0	0
Operating	0	1,739,969	0	37,905	600,624	116,030
Capital Outlay	0	0	0	0	0	0
Capital Improvements Projects	854,511	695,000	18,526,971	4,696,943	0	0
Debt Service	0	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0	0
TABOR Refund	0	0	0	0	0	0
Total Expenditures	**1,232,640**	**3,801,777**	**18,526,971**	**5,191,659**	**600,624**	**116,030**
Ending Fund Balance	**42**	**0**	**0**	**0**	**0**	**0**

2005 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Special Funds				
	Garfield School Maintenance	Gateway SIMD	Gift	Home Investment Partnership	HOPE III Reuse
Beginning Fund Balance	**54,377**	**9,765**	**2,495,515**	**0**	**0**
Revenue by Source					
Taxes	0	3,035	0	0	0
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	0	0	2,533,342	668,000
Charges for Services	0	0	0	0	0
Fines and Forfeits	0	0	0	0	0
Miscellaneous	26,650	305	1,100,000	0	0
Transfers from Other Funds	0	0	0	0	0
Total Revenue	**26,650**	**3,340**	**1,100,000**	**2,533,342**	**668,000**
Expenditures by Category					
Salaries and Benefits	0	0	0	94,338	0
Operating	25,150	8,340	1,100,000	2,439,004	668,000
Capital Outlay	0	0	0	0	0
Capital Improvements Projects	0	0	0	0	0
Debt Service	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0
TABOR Refund	0	0	0	0	0
Total Expenditures	**25,150**	**8,340**	**1,100,000**	**2,533,342**	**668,000**
Ending Fund Balance	**55,877**	**4,765**	**2,495,515**	**0**	**0**

2005 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Special Funds				
	Lodgers & Auto Rental Tax	Norwood SIMD	Old Colorado City SIMD	Platte Avenue SIMD	Public Safety Sales Tax
Beginning Fund Balance	**195,607**	**205,502**	**134,832**	**48,369**	**3,714,975**
Revenue by Source					
Taxes	3,451,702	521,042	90,826	8,499	24,056,867
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges for Services	0	0	0	0	0
Fines and Forfeits	0	0	0	0	0
Miscellaneous	5,000	15,481	5,019	1,462	70,856
Transfers from Other Funds	0	0	0	0	0
Total Revenue	**3,456,702**	**536,523**	**95,845**	**9,961**	**24,127,723**
Expenditures by Category					
Salaries and Benefits	0	215,624	54,735	0	16,581,060
Operating	3,652,309	445,899	71,110	25,961	2,878,581
Capital Outlay	0	0	0	0	1,055,114
Capital Improvements Projects	0	0	0	0	4,793,150
Debt Service	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0
TABOR Refund	0	0	0	0	0
Total Expenditures	**3,652,309**	**661,523**	**125,845**	**25,961**	**25,307,905**
Ending Fund Balance	**0**	**80,502**	**104,832**	**32,369**	**2,534,793**

2005 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Special Funds				
	Public Space & Development	SCIP	Senior Programs	Stetson Hills SIMD	Street Tree
Beginning Fund Balance	**2,651,067**	**1,026,015**	**504,998**	**100,904**	**594,240**
Revenue by Source					
Taxes	0	0	0	182,710	0
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges for Services	610,000	0	0	0	130,000
Fines and Forfeits	0	0	0	0	0
Miscellaneous	90,000	171,316	15,000	7,282	10,000
Transfers from Other Funds	0	0	0	0	0
Total Revenue	**700,000**	**171,316**	**15,000**	**189,992**	**140,000**
Expenditures by Category					
Salaries and Benefits	0	0	0	0	0
Operating	0	0	50,000	279,992	250,000
Capital Outlay	0	0	0	0	0
Capital Improvements Projects.	350,000	147,000	0	0	0
Debt Service	0	1,050,331	0	0	0
Transfers to CIP Funds	0	0	0	0	0
TABOR Refund	0	0	0	0	0
Total Expenditures	**350,000**	**1,197,331**	**50,000**	**279,992**	**250,000**
Ending Fund Balance	**3,001,067**	**0**	**469,998**	**10,904**	**484,240**

2005 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Special Funds				
	Subdivision Drainage	Therapeutic Recreation	Trails, Open Space and Parks	Tree City USA	Woodstone SIMD
Beginning Fund Balance	**2,800,886**	**18,164**	**195,124**	**16,832**	**100,854**
Revenue by Source					
Taxes	0	0	5,964,762	0	14,689
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges for Services	1,570,000	0	0	0	0
Fines and Forfeits	0	0	0	0	0
Miscellaneous	0	500	90,685	0	2,717
Transfers from Other Funds	0	0	0	0	0
Total Revenue	**1,570,000**	**500**	**6,055,447**	**0**	**17,406**
Expenditures by Category					
Salaries and Benefits	0	0	0	0	0
Operating	0	1,000	0	12,000	17,406
Capital Outlay	0	0	0	0	0
Capital Improvements Projects	2,000,000	0	5,335,462	0	0
Debt Service	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0
TABOR Refund	0	0	0	0	0
Total Expenditures	**2,000,000**	**1,000**	**5,335,462**	**12,000**	**17,406**
Ending Fund Balance	**2,370,886**	**17,664**	**915,109**	**4,832**	**100,854**

2005 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Enterprise Funds				
	Airport	Cemeteries	Development Review	Human Services Complex	Parking System
Beginning Fund Balance	**22,419,138**	**312,364**	**930,173**	**578,808**	**2,879,981**
Revenue by Source					
Taxes	0	0	0	0	0
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	0	0	5,000	0
Charges for Services	21,508,870	1,079,350	2,204,870	256,500	2,643,477
Fines and Forfeits	0	0	0	0	0
Miscellaneous	477,587	260,000	20,000	10,000	75,000
Transfers from Other Funds	0	0	0	0	132,000
Total Revenue	**21,986,457**	**1,339,350**	**2,224,870**	**271,500**	**2,850,477**
Expenditures by Category					
Salaries and Benefits	7,420,756	755,209	1,423,116	83,588	458,213
Operating	6,602,441	557,774	624,987	177,910	857,932
Capital Outlay	261,360	27,500	228,206	20,000	129,250
Capital Improvements Projects	** 12,846,409	0	0	0	500,000
Debt Service	5,828,348	0	0	0	700,938
Transfers to CIP Funds	0	0	0	0	0
Total Expenditures	**32,959,314**	**1,340,483**	**2,276,309**	**281,498**	**2,646,333**
Ending Fund Balance	**11,446,281**	**311,231**	**878,734**	**568,810**	**3,084,125**

** Includes $12,846,409 in anticipated CIP expenditures, which are not currently appropriated, in order to accurately reflect the fund balance. The projects are appropriated as they are identified throughout the year. However, the estimate is included to accurately identify the fund balance that would be available for appropriation.

2005 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Enterprise Funds		
	Patty Jewett Golf Course	Pikes Peak - America's Mountain	Valley Hi Golf Course
Beginning Fund Balance	**803,293**	**410,354**	**228,719**
Revenue by Source			
Taxes	0	0	0
Licenses and Permits	0	0	0
Intergovernmental	0	0	0
Charges for Services	2,077,059	2,615,800	1,184,731
Fines and Forfeits	0	0	0
Miscellaneous	63,211	69,300	43,162
Transfers from Other Funds	0	800,000	0
Total Revenue	**2,140,270**	**3,485,100**	**1,227,893**
Expenditures by Category			
Salaries and Benefits	707,494	1,420,413	401,862
Operating	994,188	1,022,241	774,550
Capital Outlay	397,000	4,700	41,500
Capital Improvements Projects	0	1,000,000	0
Debt Service	0	81,655	0
Transfers to CIP Funds	0	0	0
Total Expenditures	**2,098,682**	**3,529,009**	**1,217,912**
Ending Fund Balance	**844,881**	**366,445**	**238,700**

2005 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Internal Service Funds			
	Claims Reserve Self-Insurance	Employee Benefits Self-Insurance	Support Services	Workers Comp. Self-Insurance
Beginning Fund Balance	**0**	**0**	**0**	**0**
Revenue by Source				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	24,008,273	6,100,000
Fines and Forfeits	0	0	0	0
Miscellaneous	0	0	0	0
Transfers from Other Funds	1,000,000	32,415,000	0	0
Total Revenue	**1,000,000**	**32,415,000**	**24,008,273**	**6,100,000**
Expenditures by Category				
Salaries and Benefits	0	0	9,994,930	310,699
Operating	1,000,000	32,415,000	13,755,017	5,789,301
Capital Outlay	0	0	258,326	0
Capital Improvements Projects	0	0	0	0
Debt Service	0	0	0	0
Transfers to CIP Funds	0	0	0	0
Total Expenditures	**1,000,000**	**32,415,000**	**24,008,273**	**6,100,000**
Ending Fund Balance	**0**	**0**	**0**	**0**

2005 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Permanent Funds				
	C.D. Smith	Perkins	Sabine	Trails, Open Space and Parks Maintenance	Woods
Beginning Fund Balance	**0**	**0**	**0**	**0**	**0**
Revenue by Source					
Taxes	0	0	0	0	0
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges for Services	0	0	0	0	0
Fines and Forfeits	0	0	0	0	0
Miscellaneous	85,600	150	100	11,500	200
Transfers from Other Funds	0	0	0	0	0
Total Revenue	**85,600**	**150**	**100**	**11,500**	**200**
Expenditures by Category					
Salaries and Benefits	0	0	0	0	0
Operating	85,600	150	0	11,500	200
Capital Outlay	0	0	0	0	0
Capital Improvements Projects	0	0	100	0	0
Debt Service	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0
Total Expenditures	**85,600**	**150**	**100**	**11,500**	**200**
Ending Fund Balance	**0**	**0**	**0**	**0**	**0**

FUND BALANCE SUMMARY

Fund	Funds Available for Appropriation 1/1/04	Estimated 2004 Revenue	Estimated 2004 Expenditures	Estimated Funds Available for Appropriation 1/1/05	Budget 2005 Revenue	Budget 2005 Expenditures	Estimated Funds Available for Appropriation 1/1/06
GENERAL FUND	27,833,698	214,432,180	213,001,313	29,264,565	220,943,864	228,929,919	21,278,510
Funds Available for Appropriation 1/1/04 excludes TABOR emergency reserve of $5,794,877							
SPECIAL REVENUE FUNDS							
Arterial Roadway	900,357	75,000	75,000	900,357	225,000	400,000	725,357
Ballfield Capital Improvements	328,528	110,000	110,000	328,528	110,000	110,000	328,528
Bicycle Tax	97,926	113,000	124,215	86,711	113,000	0	199,711
Briargate SIMD	344,919	711,001	752,001	303,919	728,896	945,896	86,919
Cable Franchise	42	1,260,000	1,260,000	42	1,232,640	1,232,640	42
CDBG	0	4,142,606	4,142,606	0	3,801,777	3,801,777	0
City-funded CIP	5,488,536	13,610,508	18,375,075	723,969	17,803,002	18,526,971	0
Conservation Trust	936,156	3,317,844	3,604,716	649,284	4,542,375	5,191,659	0
Economic Development	862,800	163,538	430,000	596,338	4,286	600,624	0
Emergency Shelter Act Grant	0	111,000	111,000	0	116,030	116,030	0
Garfield School Maintenance	52,077	24,300	22,000	54,377	26,650	25,150	55,877
Gateway SIMD	9,765	3,344	3,344	9,765	3,340	8,340	4,765
Gift Trust	2,495,515	1,000,000	1,000,000	2,495,515	1,100,000	1,100,000	2,495,515
Home Investment Partnership	0	2,323,127	2,323,127	0	2,533,342	2,533,342	0
HOPE III	0	668,000	668,000	0	668,000	668,000	0
Lodgers & Auto Rental Tax	144,884	3,323,944	3,273,221	195,607	3,456,702	3,652,309	0
Norwood SIMD	326,402	498,424	619,324	205,502	536,523	661,523	80,502
Old Colorado City SIMD	158,832	94,191	118,191	134,832	95,845	125,845	104,832
Platte Avenue SIMD	48,369	9,470	9,470	48,369	9,961	25,961	32,369
Public Safety Sales Tax	3,219,593	23,315,151	22,819,769	3,714,975	24,127,723	25,307,905	2,534,793
Public Space & Development	2,301,067	700,000	350,000	2,651,067	700,000	350,000	3,001,067
SCIP	1,026,015	600,000	600,000	1,026,015	171,316	1,197,331	0
Senior Programs	539,998	15,000	50,000	504,998	15,000	50,000	469,998
Stetson Hills SIMD	155,904	173,491	228,491	100,904	189,992	279,992	10,904
Street Tree	604,740	139,500	150,000	594,240	140,000	250,000	484,240
Subdivision Drainage	2,800,886	723,000	723,000	2,800,886	1,570,000	2,000,000	2,370,886
Therapeutic Recreation	18,664	500	1,000	18,164	500	1,000	17,664
Trails, Open Space and Parks	(307,733)	5,438,777	4,935,920	195,124	6,055,447	5,335,462	915,109
Tree City USA	11,832	10,000	5,000	16,832	0	12,000	4,832
Woodstone SIMD	100,854	16,646	16,646	100,854	17,406	17,406	100,854
ENTERPRISE FUNDS							
Airport **	25,302,996	21,524,202	24,408,060	22,419,138	21,986,457	32,959,314	11,446,281
Cemeteries	307,751	1,282,408	1,277,795	312,364	1,339,350	1,340,483	311,231
Development Review	722,495	1,139,000	931,322	930,173	2,224,870	2,276,309	878,734
Human Services Complex	589,156	293,000	303,348	578,808	271,500	281,498	568,810
Parking System	2,902,812	3,014,716	3,037,547	2,879,981	2,850,477	2,646,333	3,084,125
Patty Jewett Golf Course	941,205	1,818,394	1,956,306	803,293	2,140,270	2,098,682	844,881
Pikes Peak - America's Mountain	617,476	3,357,247	3,564,369	410,354	3,485,100	3,529,009	366,445
Valley Hi Golf Course	290,058	1,063,046	1,124,385	228,719	1,227,893	1,217,912	238,700
INTERNAL SVCS. FUNDS							
Claims Reserve Self-Insurance	0	1,000,000	1,000,000	0	1,000,000	1,000,000	0
Employee Benefits Self-Ins.	0	31,395,000	31,395,000	0	32,415,000	32,415,000	0
Support Services	0	22,142,385	22,142,385	0	24,008,273	24,008,273	0
Workers Compensation	0	5,600,000	5,600,000	0	6,100,000	6,100,000	0
PERMANENT FUNDS							
C. D. Smith Trust	0	85,000	85,000	0	85,600	85,600	0
Perkins Trust	0	150	150	0	150	150	0
Sabine Trust	0	100	100	0	100	100	0
Trails, Open Space & Prks Mnt.	0	11,500	11,500	0	11,500	11,500	0
Woods Trust	0	200	200	0	200	200	0

** 2005 Expenditure Budget includes $12,846,409 in anticipated CIP expenditures, which are not currently appropriated, in order to accurately reflect the fund balance. The projects are appropriated as they are identified throughout the year. However, the estimate is included to accurately identify the fund balance that would be available for appropriation.

THE CITY'S FUND STRUCTURE

City revenue is designated and set aside in funds. The fund structure used by the City is detailed below. The funds of the City of Colorado Springs are organized according to generally accepted accounting principles. For revenue and expenditure budgets for each fund, refer to the All Funds Summary table.

TYPES OF FUNDS

General Fund - The General Fund includes all activities of the City supported by City taxes and other non-dedicated revenue. These other revenue includes 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 public works.

Special Revenue Funds - These funds account for specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specific purposes. For example, Special Improvement Maintenance Districts (SIMDs) provide revenue for maintenance of specific public improvements within the boundaries of the district. Additional information on the following funds is located in the Other Funds and Agencies Section.

Arterial Roadway
Ballfield Capital Improvements
Bicycle Tax
Briargate SIMD
Cable Franchise
CDBG – Neighborhood Services
City-Funded CIP
Conservation Trust (State Lottery Program)
Economic Development
Emergency Shelter Act Grant
Garfield School Maintenance
Gateway SIMD
Gift Trust
Home Investment Partnership
HOPE III
Lodgers and Automobile Rental Tax
Norwood SIMD
Old Colorado City Maintenance & Security District
Platte Avenue SIMD
Public Safety Sales Tax
Public Space and Development
Springs Community Improvements Program (SCIP)
Senior Programs
Stetson Hills SIMD
Street Tree
Subdivision Drainage
Therapeutic Recreation
Trails, Open Space and Parks (TOPS)
Tree City USA
Woodstone SIMD

Other grant funds are budgeted on a federal fiscal year basis and are not included in this document.

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 Funds Section

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

Internal 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.

Internal Support Section

- Fleet Management
- Information Technology
- Office Services
- Radio Communications
- Real Estate Services

Other Funds and Agencies Section

- Claims Reserve Self-Insurance
- Employee Benefits Self-Insurance
- Workers' Compensation Self-Insurance

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.

Other Funds and Agencies Section

- C. D. Smith Trust
- Perkins Trust
- Sabine Trust
- Trails, Open Space and Parks Maintenance
- Woods Trust

HOW FUNDS INTERACT

City funds interact in a variety of ways. One fund may pay another fund for either goods or services or to cover operating and capital expenses. Also, cash transfers result from the exchange of resources between funds to cover operating and capital expenses. Transfers between funds result in the budgeting of the dollars in both participating funds.

BASIS OF ACCOUNTING AND ACCOUNTING STRUCTURE

Governmental accounting, governed by State statute and Generally Accepted Accounting Principles (GAAP), differs substantially from private sector accounting. Private sector financial reports measure economic profits, whereas governmental accounting discloses how public money is spent, thus controlling the amount spent for any given purpose.

Types of Accounting - The General Fund, Special Revenue Funds, Capital Improvements Projects 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 funds require City Council action. An encumbrance accounting system is used to assist in accomplishing budgetary control.

FINANCIAL POLICIES

General Fund Balance Reserve – In accordance with its Charter, the City is required to maintain an emergency reserve in the amount of 3 percent of fiscal year spending less debt service. This reserve can be used to meet any emergency except those caused by economic conditions, revenue shortfalls, and salary or fringe benefit increases. The other portion of the fund balance is the unreserved. Of the unreserved, the accepted policy for the undesignated fund balance of the General Fund is 10 percent of the following year's budgeted expenditures.

Cash Management – The City attempts to remain abreast of current developments and procedures in cash management to ensure the safe, efficient, and profitable use of its idle cash resources. Idle funds are invested primarily in certificates of deposit, United States Treasury and Agency obligations, and repurchase agreements collateralized by U.S. obligations. The City investment policy is designed to provide liquidity sufficient to cover normal cash operating requirements.

Risk Management – The City has established a Risk Management Division to coordinate and administer a workers'compensation, property, and general liability insurance program for all its activities and operations. For workers compensation coverage, the City has purchased commercial insurance to cover losses in excess of $500,000 per occurrence. The City pays losses less than this amount through its Workers' Compensation Self-Insurance Fund. For major property coverage, the City has purchased commercial insurance policies with varying deductibles. General liability coverage is self-insured.

CHANGES TO THE ADOPTED BUDGET

When necessary, the City Manager may revise or amend the budget to reflect corrections of revenue and expenditures. The amendment to the annual appropriations ordinance is 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.

Economic Overview and Outlook

CURRENT TRENDS

A long-awaited recovery of the local economy appears to have arrived. The local economy has endured several significant blows over the last three years including the aftermath of the tragic events of 9/11 and its chilling effect on local tourism and travel, the meltdown in advanced technology, and the deployment of nearly 11,000 Fort Carson troops to Iraq. Those events resulted in considerable adverse economic consequences for Colorado Springs including the layoff of over 9,000 local residents. Yet, the local economy has shown remarkable resiliency in that it has largely worked through those economic dislocations and appears to be moving back onto a growth track. Spurred by growth in the national economy, modest improvement in the advanced technology sector, and the return last spring of Fort Carson troops from Iraq, the local economy has begun to show signs of strengthening. Indeed, most key indicators of local economic activity posted positive gains through November 2004. Some improvement in local labor market conditions has occurred, retail sales are up, and new construction activity continues at a healthy clip.

LOCAL ECONOMIC SCORECARD
Colorado Springs Area
(Percent Change Over Prior Year)
2004 - 2003

Economic Indicator	2004	2003	Direction	Assessment *
Unemployment Rate **	5.4	5.9	↓	Better
Total Nonag Employment 1/	0.6	(1.0)	↑	Better
Manufacturing Employment 1/	(1.5)	(7.4)	↓	Better
City Sales & Use Tax Revenue 1	9.6	(3.0)	↑	Better
Total New Const. Spending	23.8	(5.3)	↑	Better
Residential Building Permits	22.3	(22.2)	↑	Better

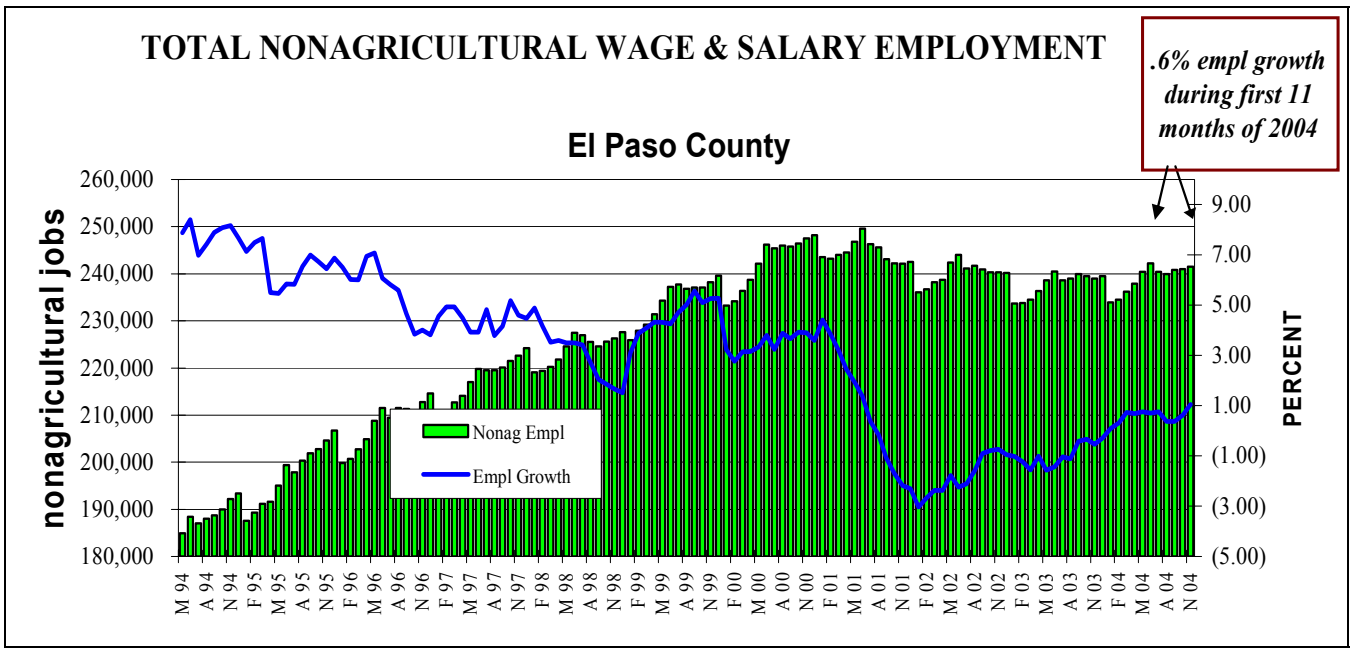
* Is Colorado Springs better off or worse off than a year ago?
** Actual rate for November.
1/ Data through November.

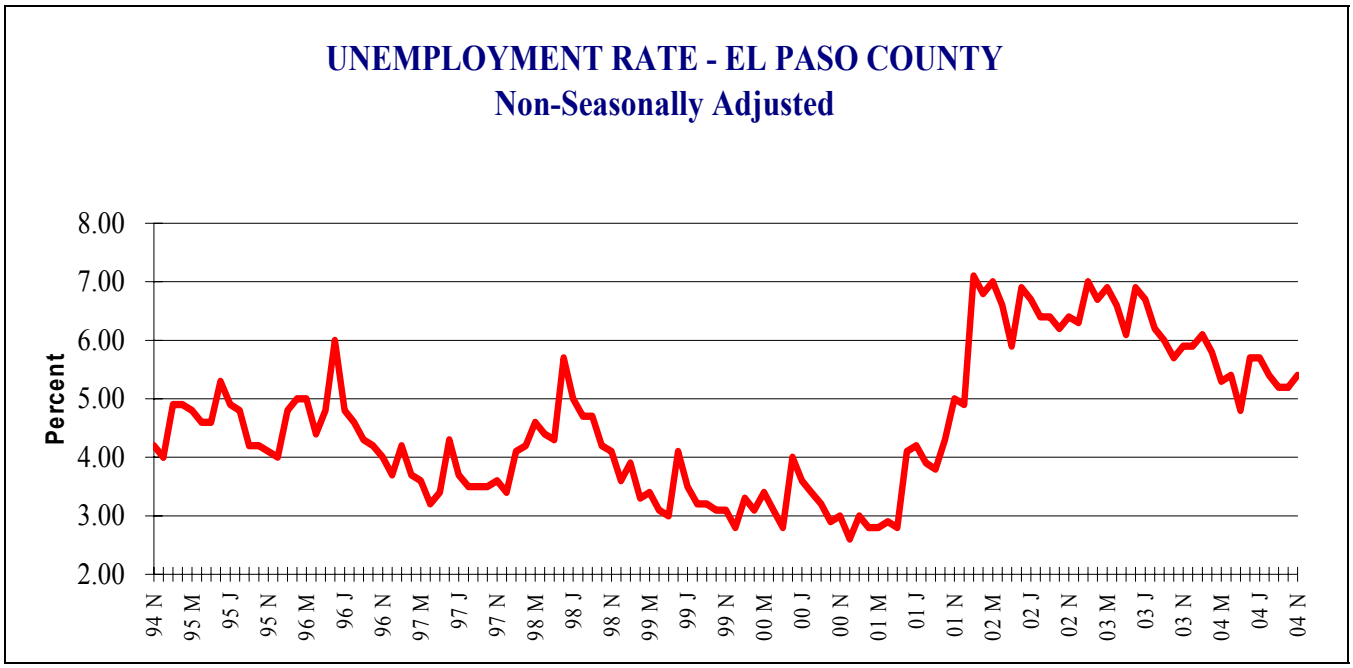
- Total non-agricultural wage and salary employment through the first eleven months of 2004 was up 0.6 percent from the same period of 2003. Net gains in local employment, albeit modest, have been posted in every month since December 2003. These job gains come on the heels of 29 consecutive months of year-over-year employment losses. Indeed, a total of 12,400 jobs were lost between the summer of 2001 and December 2003. Those job losses represented over 5 percent of local employment. The recent gains in employment are a welcome reversal in trend with the gains being concentrated in retail trade, professional and technical services (defense-related contracting), and local school districts.

- Since July 2001, a total of 4,700 jobs at area manufacturers have been lost due to the decline in advanced technology and the relocation of jobs overseas allowing businesses to take advantage of lower wage and operating costs. The job losses in manufacturing, however, have begun to abate. As of November 2004, total manufacturing employment in the Colorado Springs area was actually up 500 from the same month one year ago. Nevertheless, total employment in that industry has shrunk by over 18 percent since the middle of 2001.

- Through the first 11 months of 2004, the local unemployment rate averaged 5.5 percent. As of November, the non-seasonally adjusted rate stood at 5.4 percent which is down from the 5.9 percent posted in November of the previous year. The local rate continues to be slightly higher than the State rate (which was at 5.0 percent in November) but matched the 5.4 percent posted for the nation as a whole.

- Local homebuilding continues to be a bastion of strength in the local economy. Nearly 6,500 new dwelling units were permitted during 2004 with 5,774 of that being for single family units. Indeed, 2004 was the strongest year on record for area homebuilders. However, only 710 new multifamily units were permitted during the year. New apartment construction has slowed considerably in recent years in response to vacancy rates that have hovered in the low double-digit range. Low home mortgage interest rates, however, continue to spur demand for new single-family homes. Also, with both the stock market and bond market generating meager yields, it appears that many area residents have been viewing real estate as a better investment alternative.


TOTAL NONAGRICULTURAL WAGE & SALARY EMPLOYMENT
.6% empl growth during first 11 months of 2004
El Paso County
nonagricultural jobs
PERCENT
Nonag Empl
Empl Growth
260,000
250,000
240,000
230,000
220,000
210,000
200,000
190,000
180,000
9.00
7.00
5.00
3.00
1.00
(1.00)
(3.00)
(5.00)
M 94 A 94 N 94 F 95 M 95 A 95 N 95 F 96 M 96 A 96 N 96 F 97 M 97 A 97 N 97 F 98 M 98 A 98 N 98 F 99 M 99 A 99 N 99 F 00 M 00 A 00 N 00 F 01 M 01 A 01 N 01 F 02 M 02 A 02 N 02 F 03 M 03 A 03 N 03 F 04 M 04 A 04 N 04


UNEMPLOYMENT RATE - EL PASO COUNTY
Non-Seasonally Adjusted
Percent
8.00
7.00
6.00
5.00
4.00
3.00
2.00
94 N 95 M 95 J 95 N 96 M 96 J 96 N 97 M 97 J 97 N 98 M 98 J 98 N 99 M 99 J 99 N 00 M 00 J 00 N 01 M 01 J 01 N 02 M 02 J 02 N 03 M 03 J 03 N 04 M 04 J 04 N

City of Colorado Springs Sales Tax Revenue By Industry 2003 – 2004 YTD Comparison	
CATEGORY	**YTD CHANGE 1/**
Utilities	19.42%
Auto Dealers	1.82%
Building Materials	11.33%
Dept/Discount	4.91%
Grocery	-4.17%
Auto Repair and Leases	1.61%
Clothing	9.51%
Furniture/Appliances/Electronics	5.00%
Restaurants	6.46%
Hotel/Motel	2.50%
Misc Retail	2.39%
Sales To Business	-5.48%

1/ February – November sales data.

City Sales and Use Tax collections are primarily dependent upon the level of local economic activity, consumer confidence, and tourist activity. City sales and use tax revenue through November, which is collected in December, were up 9.6 percent from the same period in 2003 and posted over-the-year increases in each of the last 12 months. All but 2 of the 12 retail sectors posted sales gains through November.

However, after a late spring surge in collections, apparently due to pent up demand of returning Fort Carson troops, growth in the Sales Tax component appears to be moderating. This moderation is expected to continue through the balance of 2004 and into 2005 in response to higher energy prices, rising interest rates, and restrained wage increases. Use Tax revenue through November was up a surprisingly strong 34.2 percent as a result of a jump in local business investment in new plant and equipment at many area manufacturers. Combined Sales and Use Tax collections for 2004 are projected to total $115.9 million, which is up 9.2 percent from the 2003 total.

OUTLOOK FOR 2005

The recovery of the Colorado Springs economy is anticipated to gain momentum in 2005 although the overall performance of the economy will likely be below historic norms.

Employment growth of 2.0 percent is anticipated in 2005 for the Colorado Springs area with the local jobless rate expected to edge down only slightly to about 5.3 percent. With business confidence continuing to be fragile, companies will continue to be reluctant to commit to expanding their payrolls. Nevertheless, new and expanding primary employers in the area have announced that they intend to create almost 1,100 new jobs in 2005. Additionally, the recent announcement of the relocation of the 3,700 troops of the 2nd Brigade Combat Team of the 2nd Infantry Division to Fort Carson will help serve to boost civilian employment. It is estimated that spending by those troops could result in the creation of nearly 1,150 additional civilian jobs in the local retail and service industries. However, those troops are not slated to begin arriving at Fort Carson until mid-2005. Also, the impact of the deployment to Iraq of 1,800 troops of the 43rd Area Support Group in October of 2004 and another 5,200 troops with the 3rd Armory Cavalry Division in March of 2005 is projected to largely offset the positive impact in 2005 of the incoming troops of the 2nd Brigade Combat Team.

Total employment at area manufacturing plants in 2005 is expected to show its first increase in over three years. Conditions for new business investment continue to be favorable with low interest rates and generally healthy corporate balance sheets. Investment in information technology equipment and software will continue to be strong in 2005 as companies invest in new technologies to maintain productivity and avoid hiring new workers. This should bode well for the advanced technology segment of the local manufacturing industry. Increased DoD investment in new defense-related technologies should also serve to help buoy the defense-contracting segment.

New homebuilding is expected to remain relatively strong through 2005 in spite of slightly higher home mortgage interest rates. The prospect for more in-migration of new households in response to improving labor market conditions combined with an increase in demand for housing by relocating Fort Carson troops should more than offset any dampening effect of higher interest rates. A total of 6,500 new units are anticipated to be constructed in 2005 with nearly 6,000 of that total being single-family units.

For 2005, Sales and Use Tax revenue is projected to total $120.3 million, which is 3.8 percent above the 2004 year-end estimate. The surge in consumer spending that normally accompanies a strengthening economy will be somewhat dampened in 2005 because much consumer demand has already been satisfied as consumers took advantage of low interest rates and tax rebates over the last year to make many major purchases earlier than they would otherwise. Also, higher energy prices, rising interest rates, and restrained wage increases will likely serve to moderate consumer spending through 2005. The combined impact of the various troop movements at Fort Carson is projected to result in a net loss of about $328,000 in 2005 City Sales Tax revenue.

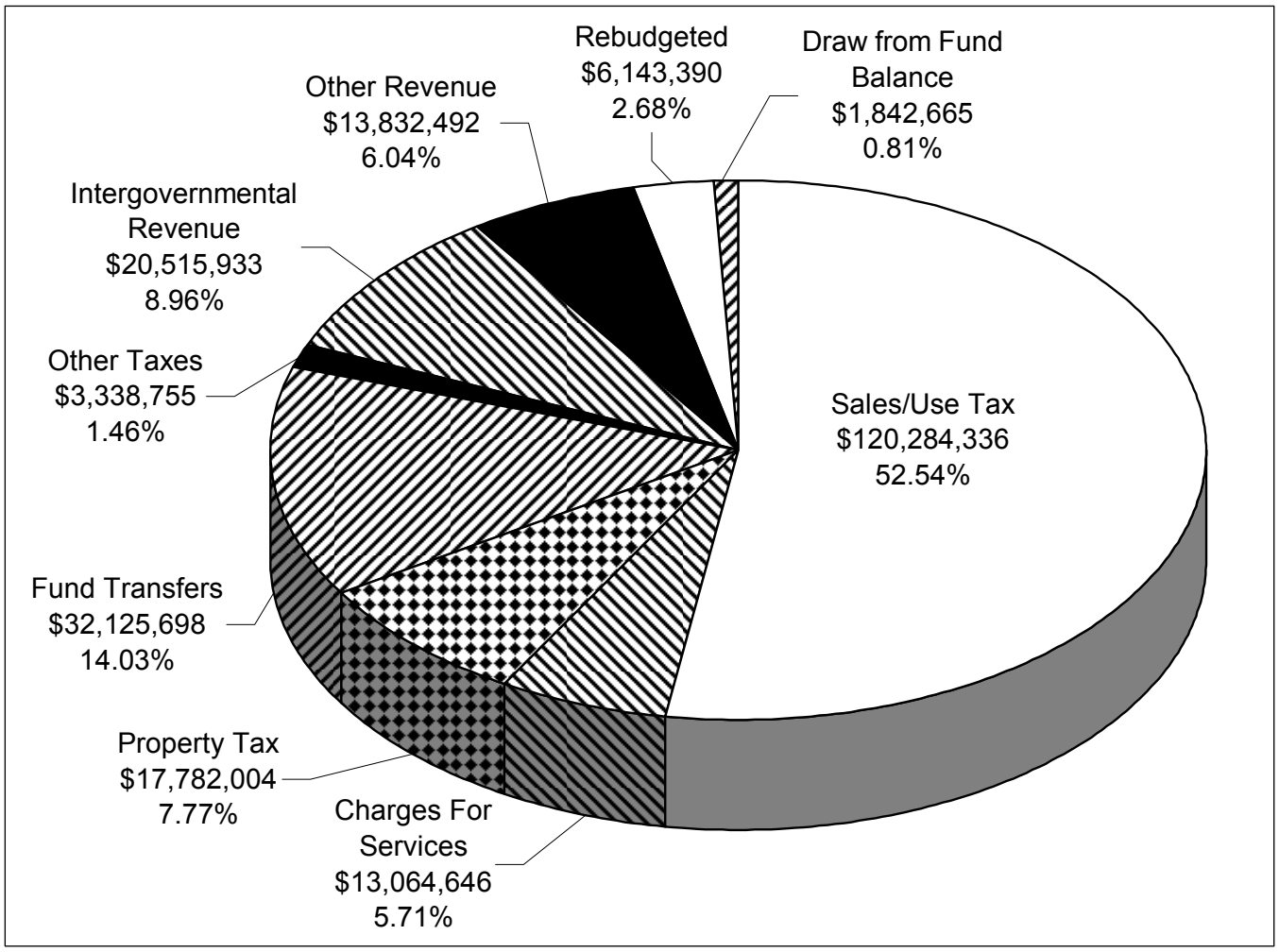
KEY ECONOMIC INDICATORS
Colorado Springs Area

	1997	1998	1999	2000	2001	2002	2003	ESTIMATE 2004	FORECAST 2005
EMPLOYMENT									
Unemployment Rate (%)	3.6	4.5	3.3	3.2	4.5	6.6	6.4	5.5	5.3
Actual Change	(1.0)	0.9	(1.2)	(0.1)	1.3	2.1	(0.2)	(0.9)	(0.2)
Wage & Salary Employment	217,500	224,000	234,300	242,500	244,500	240,050	237,742	239,498	244,288
Percent Change	4.47%	2.99%	4.60%	3.50%	0.82%	-1.82%	-0.96%	0.74%	2.00%
Manufacturing Employment	24,700	24,900	24,700	25,300	25,200	22,208	20,600	20,275	20,376
Percent Change	5.56%	0.81%	-0.80%	2.43%	-0.40%	-11.87%	-7.24%	-1.58%	0.50%
REAL ESTATE MARKET CONDITIONS									
Residential Building Permits	4,807	5,214	5,941	6,286	7,117	6,813	5,302	6,484	6,500
Percent Change	-9.74%	8.47%	13.94%	5.81%	13.22%	-4.27%	-22.18%	22.29%	0.25%
SALES TAX COLLECTIONS									
2% City Sales & Use Tax Rev. ($ millions)	$88.5	$94.0	$100.8	$112.2	$113.00	$108.30	$106.15	$115.90	$120.3
Percent Change	2.66%	6.05%	7.29%	11.31%	0.71%	-4.16%	-1.99%	9.19%	3.78%
POPULATION									
Total Population - City of Colo Sprgs	342.6	350.0	356.2	360.9	369.9	373.3	377.8	382.6	387.7
Percent Change	1.93%	2.17%	1.78%	1.31%	2.50%	0.93%	1.20%	1.25%	1.34%
COST OF LIVING									
Denver-Boulder CPI-U (1982-84 = 100)	158.1	161.9	166.7	173.3	181.3	184.8	186.8	187.0	190.4
Percent Change	3.27%	2.40%	2.96%	3.96%	4.62%	1.93%	1.08%	0.11%	1.82%

City of Colorado Springs, Budget Department

Revenue Overview

GENERAL FUND
RESOURCES AVAILABLE FOR APPROPRIATION
$228,929,919

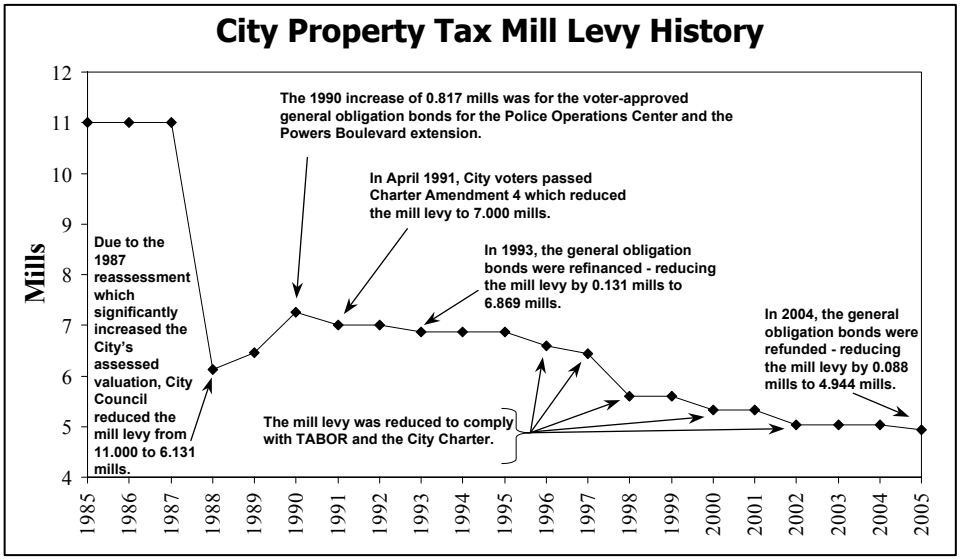


Other Revenue includes Licenses and Permits, Fines and Forfeits, and Miscellaneous Revenue.
Other Taxes include Specific Ownership Taxes, Selective Sales and Use Taxes, and Business Taxes.

General Fund resources available for appropriation in 2005 are estimated to total $228.9 million, an increase of $20.1 million from the 2004 Budget. The 2005 total is comprised of revenue of $220.9 million along with rebudgeted revenue of $6.1 million and a draw of $1.8 million from the unappropriated/unrestricted fund balance. City Sales and Use Tax collections are projected to be $13.6 million above the 2004 budgeted amount. Various increases and decreases in all other revenue to the General Fund result in a net increase of $20.1 million in resources available for appropriation in 2005.

PROPERTY TAX REVENUE $17,782,004

Property tax revenue for 2005 is projected to increase by 0.62 percent from the 2004 budgeted level. The 2005 estimate of $17,782,004 is based upon a preliminary assessed valuation of $3,783,962,017 and a tax levy of 4.944 mills. The increase in revenue is the net result of a slight increase in the assessed value of the city along with a 0.088 mill reduction in the City tax levy. The reduction in the 2005 levy will be the eighth since 1990, with six of those reductions the result of the revenue limitation provisions of the Taxpayers Bill of Rights (TABOR). The City's Series 1993 General Obligation Bonds were refunded early in 2004 at a lower interest rate. The refunding resulted in a total of $1.57 million of present value debt service savings over the next five years. The savings in 2005 are $328,075. However, in accordance with TABOR, any such savings resulting from reduced debt service cannot be used in providing services to citizens but rather must be used to lower the City's mill levy.



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 Consumer Price Index (CPI) plus local growth for the previous calendar year. For 2005, the projected TABOR formula increase is 4.0 percent, which is comprised of a projected 0.1 percent increase in the Denver/Boulder CPI and an anticipated 3.9 percent increase in local growth. However, the estimated assessed valuation of the city grew by only 1.3 percent between 2003 and 2004 according to the certified estimate received from the El Paso County Assessor. Thus, 2005 property tax revenue will actually fall short of the TABOR limit.

It should be noted that both of the 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, if the actual combined increase in the factors is substantially short of the projected amount, 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 percent Treasurer's fee, a 1.0 percent provision for uncollectable taxes, and a provision for economic development rebates. Economic development rebates of City property tax revenue are estimated to reach just under $552,000 in 2005, which is $200,000 less than in 2004.

SALES AND USE TAX REVENUE $120,284,336

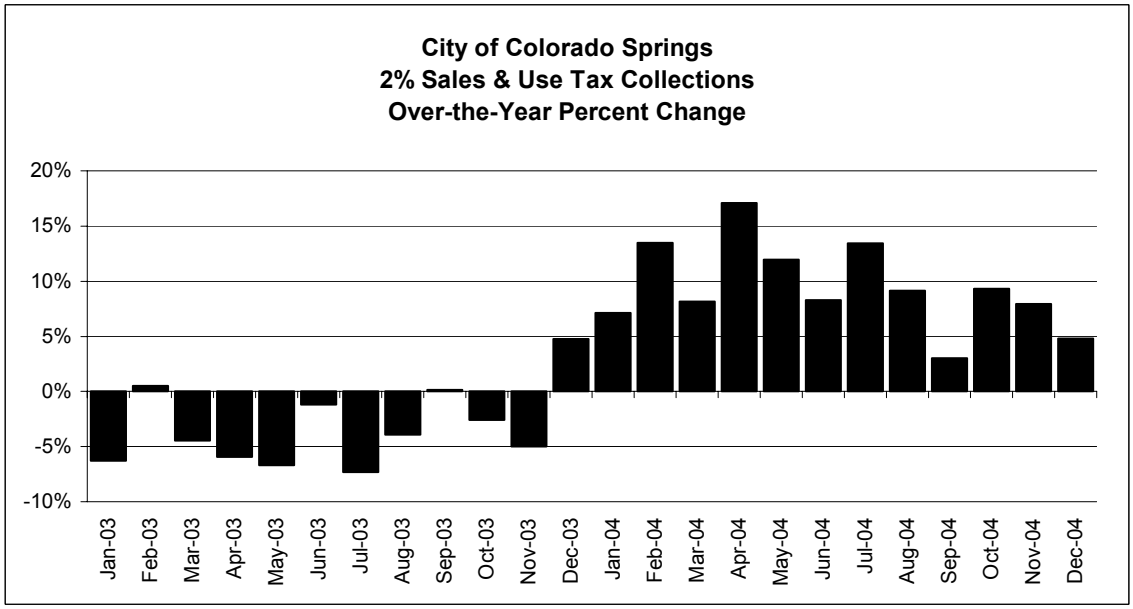
City Sales and Use Tax collections are dependent upon the level of local economic activity, consumer confidence, and tourist activity. Spurred by growth in the national economy, modest improvement in the advanced technology sector, and the return of nearly 11,000 Fort Carson troops from Iraq this past spring, the local economy has begun to show some signs of strengthening. This strength has been evident in City sales and use tax collections, which posted healthy gains through 2004. City sales and use tax revenue through November, which is collected in December, were up 9.6 percent from the same period in 2003 and have posted over-the-year increases in each of the last 13 months. However, after a late spring surge in collections, apparently due to pent up demand of returning Fort Carson troops, growth in the Sales Tax component appears to be moderating. This moderation is expected to continue through the balance of 2004 and into 2005. Use Tax revenue through November was up a surprisingly strong 34.2 percent as a result of a jump in local business investment in new plant and equipment at many area manufacturers. Combined Sales and Use Tax collections for 2004 are projected to total $115.9 million, which is up 9.2 percent from the 2003 total.

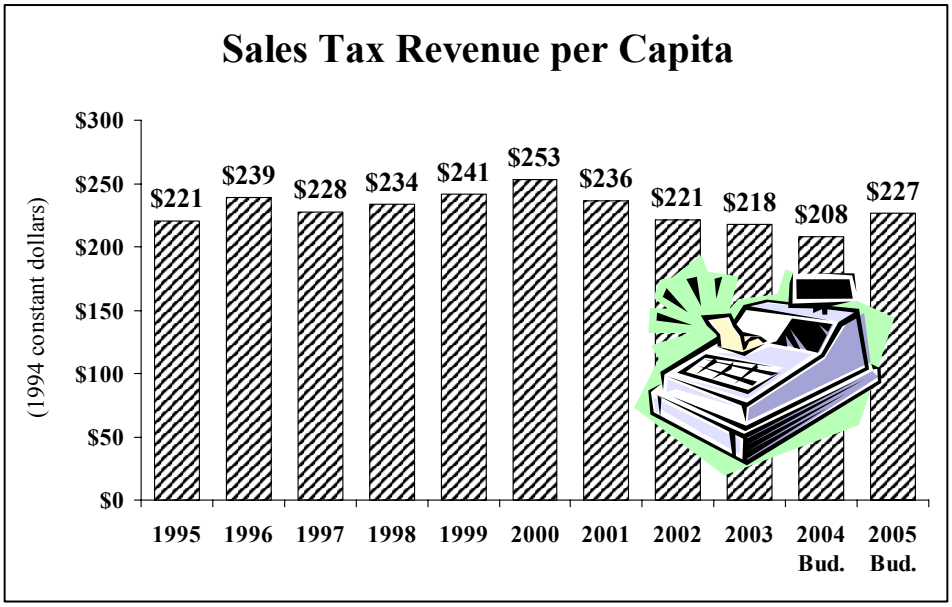
For 2005, Sales and Use Tax revenue is projected to total $120.3 million, which is 3.8 percent above the 2004 year-end estimate. Continued moderate growth is assumed for 2005 with total civilian employment in El Paso County anticipated to increase by about 2 percent. Inflation of only 1.8 percent is anticipated for 2005. This outlook assumes no major terrorist attack or other economic dislocation will impact the national economy in 2005.

In 2005, spending increases by consumers will likely be less than implied by the strengthening economy because consumer demand has already been satiated as consumers took advantage of low interest rates and tax rebates to make purchases earlier than would have occurred otherwise. Also, higher energy prices, rising interest rates, and restrained wage increases will likely serve to moderate consumer spending through 2005.

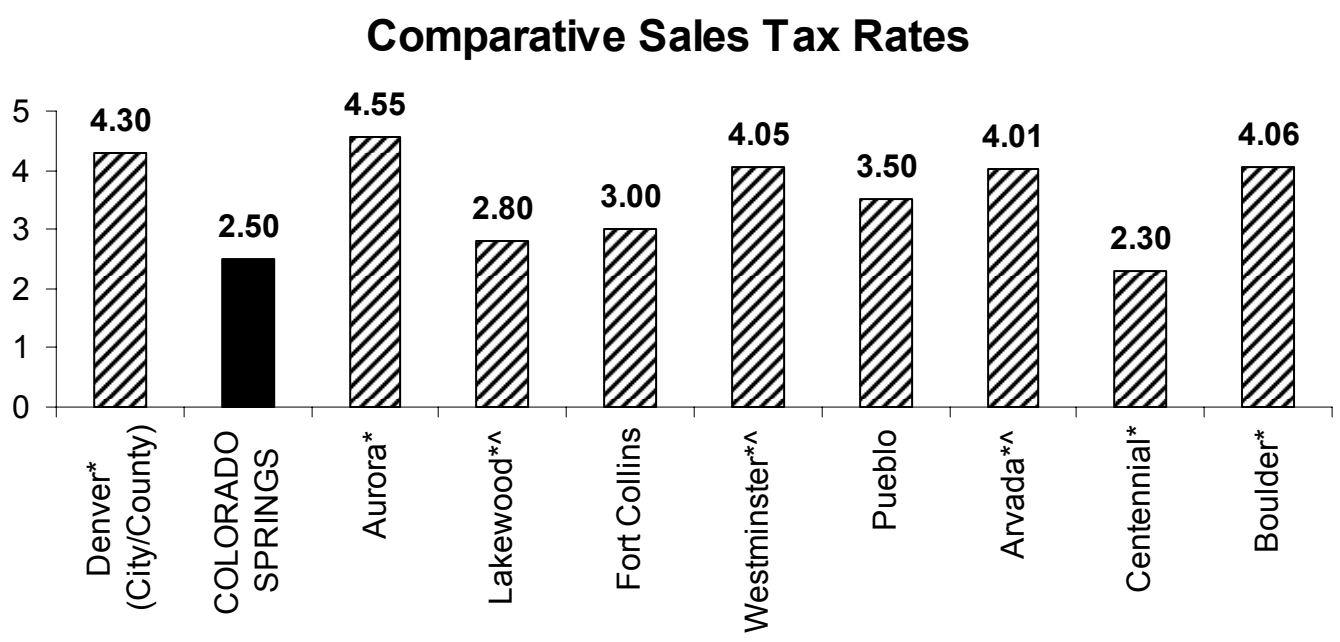
The 2004 announcement of the relocation of the 3,700 troops of the 2nd Brigade Combat Team of the 2nd Infantry Division to Fort Carson will help boost City sales tax collections in 2005. However, those troops are not slated to begin arriving at Fort Carson until mid-2005. Also, the impact of the deployment to Iraq of 1,800 troops of the 43rd Area Support Group in October of 2004 and another 5,200 troops with the 3rd Armored Cavalry Regiment in March of 2005 is projected to more than offset the positive impact in 2005 of the incoming troops of the 2nd Brigade Combat Team. The combined impact of the troop movements is projected to be a net loss of about $328,000 in 2005 City Sales Tax revenue.

City Sales and Use Tax is up 9.6 percent from 2003.





For 2005, Sales and Use Tax revenue will account for 52.5 percent of total General Fund revenue.

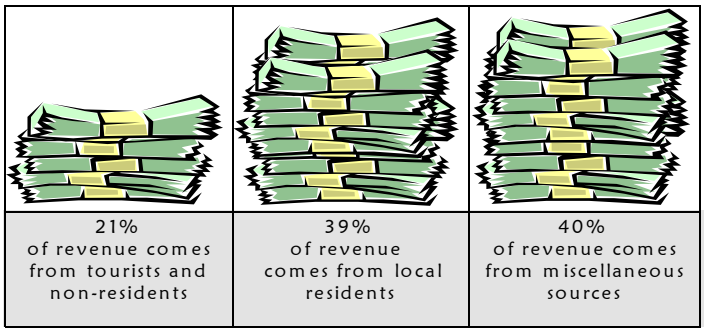


Current as of 1/1/04, cities are in order of descending population

* Includes RTD 0.6%, Cultural and Scientific Facilities Dist. 0.1%, and Metro Football Stadium Dist. Sales Tax 0.1% Sales Tax rates.

^ Does not include Jefferson County Sales Tax for Open Space of 0.5%.

Local residents pay only 39 percent of the General Fund revenue through property taxes and sales taxes.



OTHER TAXES REVENUE $3,338,755

The Other Taxes category of revenue includes the City occupational tax on establishments selling alcoholic beverages, the City sales tax on motion picture theater tickets, and revenue stemming from Specific Ownership Taxes imposed by the State on licensed motor vehicles registered in the city. Revenue from these taxes is expected to total $3.34 million, an increase of $57,957 or 1.8 percent from the 2004 Budget amount.

INTERGOVERNMENTAL REVENUE $20,515,933

Revenue received from other governments for 2005 is projected to fall $375,219 or 1.8 percent below the 2004 Budget amount, dropping to a total of $20.5 million. Part of this decline is attributable to the payoff of the Metex Metropolitan District loan that the City had provided since 1991. Also, State Highway Users Tax revenue is projected to decrease by $201,489.

Revenue resulting from the El Paso County Road and Bridge mill levy is estimated to total $2.99 million for 2005 and assumes that the Board of El Paso County Commissioners leave the Road and Bridge levy unchanged from the 1.582 mills that was levied for 2004. While the Board of Commissioners has enacted a policy to eliminate the application of the County's share of the Road and Bridge levy on business personal property, this estimate assumes that the County Treasurer will continue to collect the City's share of such taxes on business personal property.

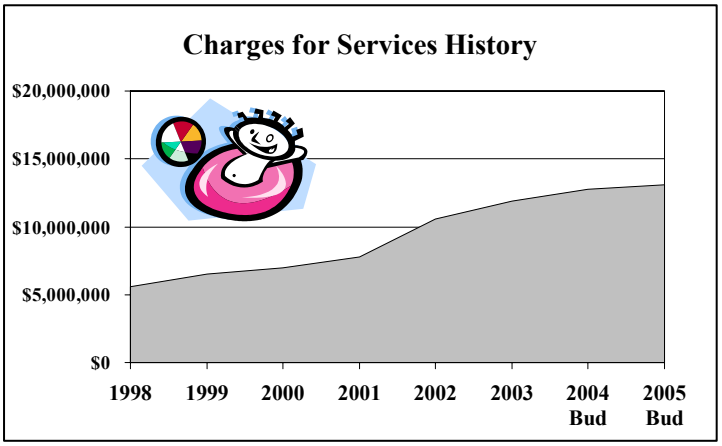
Highway Users Tax Fund (HUTF) revenue in 2005 is projected to decline slightly from the 2004 Budget amount. HUTF revenue results from State-imposed excise taxes on gasoline and special fuels as well as various motor vehicle registration, title, and license fees and taxes. Total revenue of $13.1 million is anticipated for 2005. A reduction in consumption stemming from the State's weakened economy appears to be hampering any 2005 growth in HUTF revenue.

In accordance with an intergovernmental agreement among the City, El Paso County, and the Metex Metropolitan District, the City loaned Metex a portion of the City's share of Road and Bridge revenue received. Those loans totaled over $2.93 million and were made over the 1991-1999 period to assist Metex in meeting its financial obligations to holders of general obligation bonds it issued to construct Powers Boulevard. Due to a recent surge in development along Powers Boulevard, which has resulted in a substantial jump in the Metex Metropolitan District's tax base, the District is anticipated to pay off the City loan in 2004; thereby reducing intergovernmental revenue to the City by $195,000 in 2005.

Finally, an $11,400 decrease is reflected in Federal Transit Administration (FTA) grant reimbursements to the General Fund. In accordance with FTA regulations, certain qualifying operating expenses associated with the operation of the City's transit system can be reimbursed from the annual FTA capital grant. The grant reimbursements is included in the 2005 revenue estimate and in the 2005 Transit expenditure budget to reflect the total resources dedicated to the entire Transit Services program.

CHARGES FOR SERVICES REVENUE $13,064,646

Revenue from charges for services to the public in 2005 is projected to increase by $330,294 from the 2004 Budget amount. Totaling $13.1 million for 2005, charges for services revenue is anticipated to be up 2.59 percent from the $12,734,352 budgeted in 2004. The charges for services revenue category includes charges for services provided by the Police; Fire; Parks, Recreation and Cultural Services; City Clerk; Municipal Court; and City Planning and Community Development Departments.



Revenue from charges for services has almost doubled over the last five years as a result of a concerted effort to increase cost recovery for municipal services that benefit users of those services and to allow some bolstering of staffing engaged in development review and inspection. This is consistent with the City's user pay philosophy.

Fire Department revenue from charges for services is reduced by a total of $667,000 as a result of certain functions of the Fire Prevention Division being moved from the General Fund to the City's Development Review Enterprise Fund. Specifically, all development review and new building inspection functions of the Fire Prevention Division are being moved outside of the General Fund. This move will help accomplish a number of objectives including improving service to the development and construction community and allowing Fire inspection staffing to expand with increases in development activity. The organizational change will also enhance the capacity of Fire Prevention to increase the number of regular commercial inspections and hazardous materials inspections of existing buildings.

Police Department revenue will grow by just over $360,000 as a result of a change in the way that selected expenditures with offsetting revenues are accounted for in the Police Department. In past years, a few expenditures of the Department were not specifically reflected in the City Budget but were rather accounted for through a credit against current expenditures. This approach is being modified in 2005 to budget both the revenues and expenditures for these activities. The items included in this accounting change that result in higher Police Department revenues include vehicle auction tow charges, restitution and sale of vehicles, badge purchases, office space rent for DVERT that is paid by the El Paso County Department of Human Services, and firing range billings.

FUND TRANSFERS REVENUE $32,125,698

Transfers from other funds total $32.1 million for 2005, up $1,591,401 from the 2004 Budget. Total Payments-in-Lieu of Tax (PILT) revenue is projected to increase by $192,507 from the 2004 Budget. The PILT payments from the Cemeteries, Human Service Complex, Parking System and Valley Hi Golf Course decreased slightly due to the lower assessed valuation and lower expenditures; and the PILT from Colorado Springs Utilities (CSU) increased by $200,720 due to a slight increase in sales. The total CSU payment to the General Fund PILT is projected to total $24.7 million in 2005. PILT payments from the Cemeteries, Human Services Complex, Parking System, and Valley Hi Golf Course enterprises are expected to total $44,163 in 2005.

Transfers to the General Fund in 2005 also reflect an increase of $357,930 in payments from City enterprises, Colorado Springs Utilities, and Internal Services funds for their share of common staff and expenses. This increase stems from the results of a new cost allocation study prepared by an outside consultant in 2004.

An increase of $924,206 is reflected in other fund transfers. This increase is primarily the result of an increase in funds transferred from the Lodgers and Automobile Rental Tax (LART) Fund and a number of onetime transfers from other funds that were necessary to help balance the 2005 General Fund Budget. The transfer from the LART Fund is estimated to total $417,436, which is up $126,000 from the 2004 Budget. The increase is the result of recent growth in LART revenue due to improving economic conditions. A total of $300,000 of excess funds in the Special Assessment Bond Fund will be transferred to the General Fund in 2005 along with $200,000 of funds being held by the City in the Escrow Fund that are no longer necessary. A $222,623 transfer from the Gift Trust Fund is also included to help offset increased Old Hire Fire Pension costs that will have to be borne by the 2005 General Fund Budget.

Also added to other fund transfers in 2005 are increased reimbursements to the General Fund by the Police and Fire Pension Funds and Colorado Springs Utilities. The cost of a new Analyst II position proposed to be added in the Finance Department to assist with the administration of the police and fire pension plans will be paid through a $74,570 payment to the General Fund from the Police and Fire Pension Funds. Additionally, the cost of a new Information Systems Auditor position proposed to be added in the City Auditor's office will be offset through an additional $97,140 payment to the General Fund by Colorado Springs Utilities. The position will be dedicated solely to utilities information system audit activities. Also included for 2005 is a transfer of $118,000 from Memorial Hospital for reimbursement of its prorated share of the City Auditor's Office.

OTHER REVENUE $13,832,492

Other revenue includes fines and forfeits, licenses and permits, and miscellaneous revenue. The total of the Other Revenue category is $13.8 million, which is up $78,897 or 0.6 percent from the 2004 Budget. Fines and forfeits revenue, which includes fines for traffic and parking meter violations, is projected to increase by $325,000. The increase in the payable traffic fine schedule and a doubling of parking fines that were implemented in 2002 and 2003 are generating the level of revenue anticipated. The 2005 projection for those revenue sources reflects a leveling off as the number of tickets issued is anticipated to remain constant.

The Licenses and Permits revenue category totals $949,843 in 2005. This is an increase of $449,518, or 90 percent from the 2004 Budget. Most of this increase is due to the inclusion of $400,000 in anticipated dog license revenue stemming from the animal control contract with the Colorado Humane Society. Under that contract, the dog license revenue is to flow directly to the City.

Miscellaneous revenue is expected to drop by $695,621. Included in miscellaneous revenue are interest earnings, Transit Services revenue, and other miscellaneous revenue. Interest earnings on General Fund balances are anticipated to increase by $285,000 in response to recovering interest rates, and Transit revenue is projected to decrease by over $450,000. The decreased Transit revenue is due primarily to the elimination of a transit services contract with El Paso County, the City of Fountain, the City of Manitou Springs, and a projected decline in fare revenue. The main component of the decrease in miscellaneous revenue is the removal of onetime revenue that was included in 2004 from the sale of old Fire Station 14.

DRAW FROM FUND BALANCE $1,842,665

A $1.84 million draw from the unreserved/undesignated General Fund balance is necessary to balance the 2005 General Fund Budget. As of year-end 2004, the unreserved/undesignated General Fund balance is anticipated to total $23.1 million. That fund balance is maintained for cash flow purposes and to serve as a cushion against revenue shortfalls and unforeseen fiscal events. The proposed onetime draw from the fund balance is specifically allocated to address a backlog of City vehicle replacement needs. After the proposed 2005 drawdown, the General Fund balance would total approximately $21.3 million in 2005, or about 9.3 percent of the 2005 General Fund Budget.

REBUDGETED REVENUE $6,143,390

Rebudgeted revenue typically results from the underexpenditure of budgets in the prior fiscal year or from the receipt of revenue which is greater than the budgeted amount in the prior fiscal year. A total of $6,143,390 is anticipated to be available for rebudgeting in 2005. Total General Fund revenue is projected to be about $5.4 million over the budgeted amount due primarily to stronger-than-anticipated City Sales and Use Tax collections. Another $523,000 stems from CIP projects, budgeted in the General Fund, being completed under budget. Finally, $201,089 is available as a result of project savings in several old TABOR revenue refund accounts. The remaining funds from those projects approved by voters have been sitting idle in those accounts for many years. The City Attorney has opined that the excess funds can be used for similar capital improvement projects in 2005.

***NOTE**: All estimates of 2005 revenue are presented for all funds, by detailed revenue account, in Appendix B.*

REVENUE SUMMARY – GENERAL FUND

Statement of Estimated Revenue

	2002 Actual	2003 Actual	2004 Budget	2004 Revised Est.	2005 Budget	2004-2005 Budget $ Change	2004-2005 Budget % Change
TAXES							
General Property Taxes (A)	18,132,770	18,518,837	17,671,576	18,073,519	17,782,004	110,428	0.62%
Specific Ownership Taxes (B)	2,828,082	2,824,157	2,677,402	2,579,689	2,615,804	(61,598)	-2.30%
General Sales and Use Tax	107,735,252	105,398,025	106,724,967	115,903,668	120,284,336	13,559,369	12.70%
Selective Sales and Use Taxes	387,840	303,064	353,145	440,977	447,151	94,006	26.62%
Business Taxes (C)	232,070	242,462	250,250	252,106	275,800	25,550	10.21%
Total Taxes	**129,316,014**	**127,286,545**	**127,677,340**	**137,249,959**	**141,405,095**	**13,727,755**	**10.75%**
LICENSES AND PERMITS							
Total Licenses and Permits	**490,093**	**537,903**	**500,325**	**500,325**	**949,843**	**449,518**	**89.85%**
INTERGOVERNMENTAL REVENUE							
Federal Grants (D)	1,639,427	1,878,904	1,832,426	1,832,426	1,821,026	(11,400)	-0.62%
State Grants	0	0	0	0	0	0	0.00%
State Shared Revenue (E)	16,002,678	15,512,225	15,867,720	15,535,297	15,660,069	(207,651)	-1.31%
Other Govt Units (F)	4,306,603	4,120,868	3,191,006	3,191,006	3,034,838	(156,168)	-4.89%
Total Intergovernmental	**21,948,708**	**21,511,997**	**20,891,152**	**20,558,729**	**20,515,933**	**(375,219)**	**-1.80%**
CHARGES FOR SERVICES							
General Government (G)	4,703,496	6,035,748	5,822,708	8,307,212	6,543,587	720,879	12.38%
Public Safety (H)	2,802,328	3,010,446	3,815,334	3,228,916	3,564,029	(251,305)	-6.59%
Highways and Streets	0	0	30,000	30,000	20,000	(10,000)	-33.33%
Culture - Recreation (I)	3,083,529	2,870,621	3,066,310	3,066,310	2,937,030	(129,280)	-4.22%
Total Charges for Services	**10,589,353**	**11,916,815**	**12,734,352**	**14,632,438**	**13,064,646**	**330,294**	**2.59%**
FINES AND FORFEITS							
Total Fines and Forfeits	**5,222,506**	**7,767,606**	**8,675,000**	**9,029,712**	**9,000,000**	**325,000**	**3.75%**
MISCELLANEOUS REVENUE							
Earnings on Deposits and Invest.	733,035	1,095,935	765,000	1,000,000	1,050,000	285,000	37.25%
Transit	3,215,186	3,095,134	2,714,534	2,615,803	2,264,476	(450,058)	-16.58%
Miscellaneous	1,564,241	3,559,372	1,098,736	841,533	568,173	(530,563)	-48.29%
Total Miscellaneous Revenue	**5,512,462**	**7,750,441**	**4,578,270**	**4,457,336**	**3,882,649**	**(695,621)**	**-15.19%**
TRANSFERS FROM OTHER FUNDS							
Utilities (J)	1,674,876	1,737,876	1,760,803	1,812,620	2,118,733	357,930	20.33%
Other Transfers	1,334,630	1,516,212	1,027,419	923,785	1,951,625	924,206	89.95%
Administrative Charges	1,666,284	2,997,780	3,214,899	3,214,899	3,331,657	116,758	3.63%
Utilities-in-Lieu of Tax	24,808,829	21,957,572	24,531,176	22,052,376	24,723,683	192,507	0.78%
Total Transfers Fr. Other Funds	**29,484,619**	**28,209,440**	**30,534,297**	**28,003,680**	**32,125,698**	**1,591,401**	**5.21%**
Subtotal	**202,563,755**	**204,980,747**	**205,590,738**	**214,432,180**	**220,943,864**	**15,353,127**	**7.47%**
Rebudgeted	**0**	**0**	**886,992**	**886,992**	**6,143,390**	**5,256,398**	**592.61%**
Total General Fund Revenue	**202,563,755**	**204,980,747**	**206,477,730**	**215,319,172**	**227,087,254**	**20,609,525**	**9.98%**
Draw From Fund Balance	**0**	**0**	**2,385,191**	**2,437,008**	**1,842,665**	**(542,526)**	**-22.75%**
Total Estimated Revenue	**$202,563,755**	**$204,980,747**	**$208,862,921**	**$217,756,180**	**$228,929,919**	**$20,066,999**	**9.61%**

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

COMPARISON OF GENERAL FUND REVENUE BY PERCENTAGE OF TOTAL

	2003 Actual	2004 Budget	2005 Budget
Sales and Use Taxes	51.42%	51.10%	52.54%
Property Taxes	9.03%	8.46%	7.77%
Other Taxes	1.64%	1.57%	1.46%
Licenses and Permits	0.26%	0.24%	0.41%
Intergovernmental	10.49%	10.00%	8.96%
Charges for Services	5.81%	6.10%	5.71%
Fines and Forfeits	3.79%	4.15%	3.93%
Miscellaneous	3.78%	2.19%	1.70%
Fund Transfers	13.76%	14.62%	14.03%
Rebudgeted	0.00%	0.42%	2.68%
Draw From Fund Balance	0.00%	1.14%	0.81%
Total	100.00%	100.00%	100.00%

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

COMPOSITION OF USES OF PROPERTY TAX MILL LEVY

	Mills
Interest Paid on General Obligation Bonds	0.096
Redemption of General Obligation Bonds	0.747
General Purpose	4.101
Total	**4.944**
***NOTE**: A one mill net revenue equivalent is:*	*$3,596,684*

NOTES TO GENERAL FUND REVENUE ESTIMATES

A. Property Tax: Includes current-year revenue, delinquent taxes, and interest on taxes. The 2005 estimate is based on the application of 4.944 mills on an estimated assessed valuation of $3,783,962,017 less 2.0 percent for collection costs and uncollectable accounts. The estimate was further adjusted for economic development personal property tax rebates.

B. Specific Ownership Tax: A tax imposed by the State of Colorado for the ownership of a licensed motor vehicle registered.

C. Business Taxes: Comprised solely of the City Occupational Liquor Tax.

D. Federal Grants: Includes Department of Transportation-Federal Transit Administration operating and capital assistance, U.S. Department of Justice Universal Hiring Grant, and Housing Authority payment-in-lieu-of property tax.

E. State-Shared Revenue: Includes Cigarette Tax revenue (State collected), State Severance Tax distribution, Highway Users Tax, and additional fees under Highway Users Tax.

F. Other Governmental Units: City share of County Road and Bridge Tax, shared fines (County), and loan repayment from the Metex metropolitan district.

G. General Government: Includes charges for services provided by the Municipal Court, City Planning, City Engineering, and Transportation Engineering.

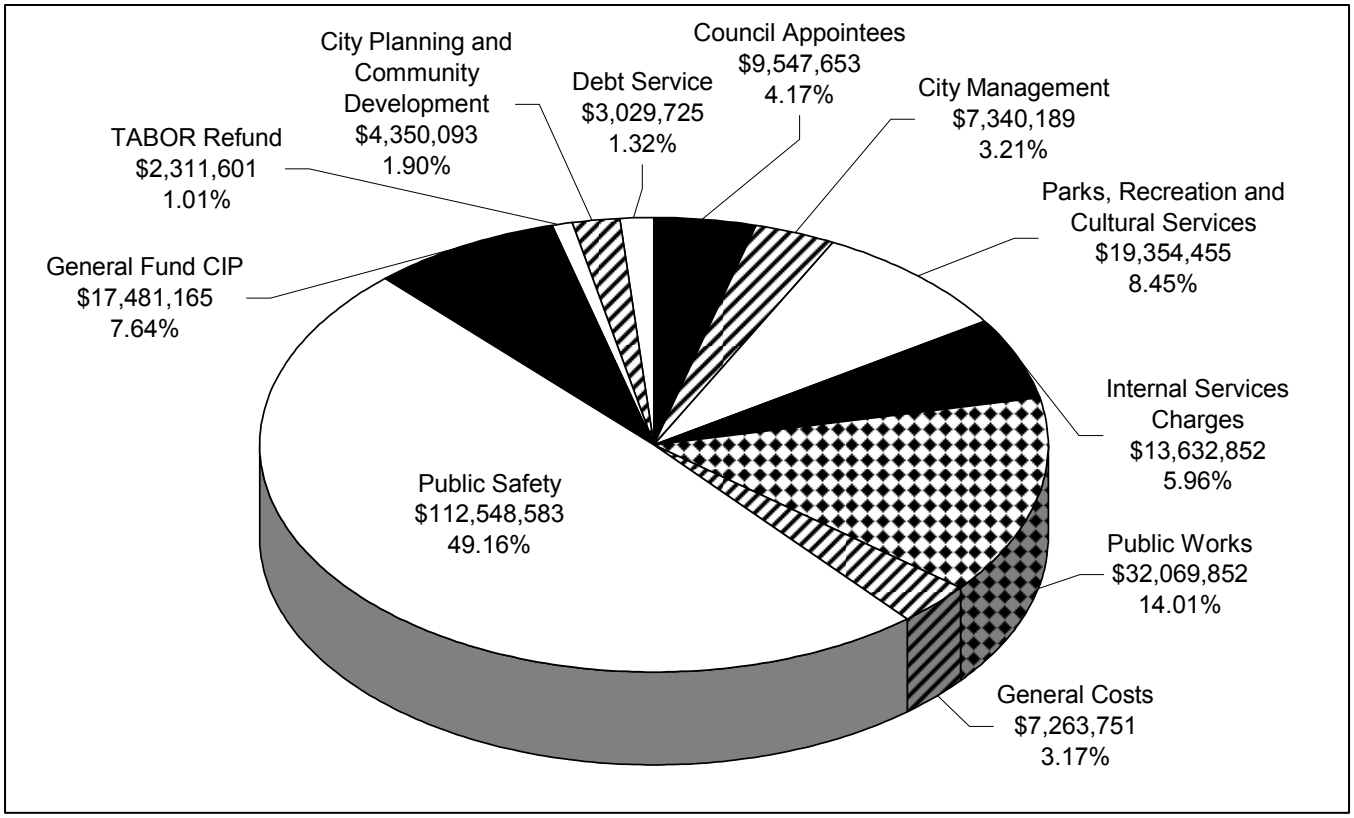
H. Public Safety: Police Department and Fire Department charges for services.

I. Culture-Recreation: Charges for services provided by Parks, Recreation and Cultural Services - includes revenue from sports activities, community resources, aquatic activities, the Sertich Ice Center, and Community and Senior Centers.

J. Utilities Staff Share: Includes payment from Colorado Springs Utilities for its proportionate share of the Pikes Peak Area Council of Governments (PPACG), City Attorney, City Auditor, Police Building Security, General Administration, Economic Development, City Clerk, and City Council.

Expenditure Overview

GENERAL FUND
EXPENDITURES
$228,929,919



GENERAL FUND SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget	Difference 2005 v. 2004
Salaries/Benefits	**$129,708,908**	**$135,166,669**	**$137,641,988**	**$148,161,104**	**$10,519,116**
Operating	**49,239,458**	**46,772,023**	**46,411,636**	**50,727,450**	**4,315,814**
Capital Outlay	**6,134,033**	**1,018,792**	**7,835,202**	**7,218,874**	**(616,328)**
Debt Service	**3,355,536**	**3,354,895**	**3,363,587**	**3,029,725**	**(333,862)**
CIP	**14,441,061**	**8,720,705**	**13,610,508**	**17,481,165**	**3,870,657**
TABOR Refund	**0**	**0**	**0**	**2,311,601**	**2,311,601**
SCIP Pay-as-you-go Projects	**7,974,397**	**1,020,833**	**0**	**0**	**0**
Total	**$210,853,393**	**$196,053,916**	**$208,862,921**	**$228,929,919**	**$20,066,998**

OVERVIEW

The 2005 General Fund Budget totals $228.9 million. This represents a $20.1 million, or 9.6 percent increase, from the 2004 Budget. The majority of the 9.6 percent increase is to address unavoidable cost increases. These increases in expenditures stem from actions taken to balance the 2004 City Budget, prior-year commitments, legal mandates, a set-aside for a required TABOR revenue refund, and soaring fuel and utilities costs.

Therefore, the 2005 General Fund Budget contains few enhancements in City services or increased service levels. Similarly, there is not sufficient room in this budget to accomplish any large-scale restoration of the nearly $5.4 million of service cuts or reductions that were made in the 2004 General Fund Budget. The Budget does, however, afford almost $370,000 for the restoration of some service cuts and reductions made to help address a projected budget shortfall in 2004.

2004 – 2005 Changes to General Fund Budget	
2004 Budget	**$208,862,921**
Less:	
2004 Onetime Expenditures	-2,899,077
Reduced Debt Service from 2004 Refunding of Series 1993 General Obligation Bonds	-328,075
Plus:	
Unavoidable Increases/Prior-Year Commitments	
Increased Police and Fire Old Hire Pension Plan Costs	3,704,051
Fuel and Utilities Increases	1,155,167
2005 Municipal Election Costs	800,000
Increased Vehicle Replacement Costs	1,842,665
Other Unavoidable Budget Increments	257,486
2004 Market Adjustment in Employee Salaries and Increased Health Ins Costs	6,888,338
Increased General Fund Contribution to CIP	3,870,657
Strategic Action Plan Implementation	
Transit	1,042,744
Other Strategic Plan Priorities	766,981
Estimated TABOR Revenue Refund of 2004 Revenue	1,371,671
Estimated TABOR Revenue Refund of 2005 Revenue	939,930
Miscellaneous Increases/Decreases (net)	950,562
Service Reductions	-296,102
2005 Budget	**$228,929,919**

NOTE: A detailed summary presentation of all changes in General Fund expenditures between the 2004 Budget and 2005 Budget can be found in Appendix E

Over half of the $20.1 million increase in the 2005 General Fund Budget is to fill funding gaps resulting from actions taken to balance the 2004 Budget and supplemental appropriations made during 2004. Specifically, a significant portion of the 2004 capital improvements program was funded from onetime revenue sources outside of the General Fund that are no longer available. To maintain the 2004 level of funding for emergency repair and maintenance, CIP requires an additional $3.87 million General Fund contribution in 2005. Also, the full-year cost of employee raises granted in mid-2004 is reflected in the 2005 Budget. The 2005 costs of employee salary increases approved by Council in July 2004 will be just over $6.2 million. The cost of these two items alone will total over $10 million in 2005.

Another unavoidable increase is an unforeseen increase in City police and fire pension costs of $3.7 million resulting from a substantial unfunded liability in the Old Hire pension plans for those employees. By law, the City must increase its contribution to those plans by $3.7 million in 2005 with similar contributions projected to be necessary in each year through 2021. Vehicle fuel costs and utilities rate increases will result in increased costs of over $1.1 million in 2005. Those unavoidable cost increases would be much greater next year if not for the City fuel savings program and building utilities audits implemented over the last year. Other unavoidable budget increases result from federal environmental mandates and the cost of the April municipal election. Uncontrollable increases in Transit service costs totaling just over $1.0 million are also included in the 2005 General Fund Budget. The cost of necessary replacements of aging City vehicles in 2005 is over $1.8 million higher than the normal vehicle replacement budget in 2004. A onetime draw from the unreserved, undesignated General Fund balance is necessary to cover these increased vehicle replacement costs in 2005.

Finally, not all of the increase in resources available for budgeting in 2005 can be used in providing services to citizens in 2005. In accordance with the provisions of the Taxpayers' Bill of Rights (TABOR) and the City Charter, an estimated $2.3 million must be set aside for refunds to City taxpayers in 2005 and 2006. Current calculations regarding compliance with revenue limitation provisions project 2004 revenue to be over the TABOR limit by $1.4 million. Those calculations further show that the City must set aside an additional $940,000 of 2005 revenue for a TABOR revenue refund in 2006.

The 2005 General Fund Budget provides for a total of 1,874.75 full-time equivalent (FTE) permanent positions reflecting a net addition of only 8.5 new positions from 2004. Funding for 15.5 additional employees is included in 2005 although a total of 7 employees in Fire Prevention are transferred from the General Fund to the Development Review Enterprise Fund. The cost of all but 6.5 of the 15.5 employees added in the General Fund are totally or partially funded through revenue offsets or are conversions of existing temporary positions that result in no increased cost.

2005 Budget Objectives

The 2005 General Fund Budget allocates resources in a manner consistent with the following budgetary objectives established by City Council at the beginning of the 2005 Budget preparation cycle:

- ➔ Allocate resources in a manner consistent with the priorities, goals, and objectives of the City Strategic Action Plan 2005 – 2010.
- ➔ Public safety services directly impacting the health and welfare of citizens and the maintenance/construction of roads, bridges, and drainage infrastructure are core municipal services. As such, the current level of funding effort will be maintained for these core services.
- ➔ Bring employee compensation to the median of respective markets.
- ➔ Provide funding for the City portion of employee health insurance cost increases.
- ➔ Ensure that the mix of municipal services and infrastructure contained in the 2005 Budget can be sustained through current revenue streams over the next three years.
- ➔ Direct additional funding towards the achievement of priority objectives as identified by City Council in the Strategic Action Plan. No major new programs or expansion of services, other than public safety and infrastructure maintenance, will be included in 2005 unless funded by a new and sustainable revenue source.
- ➔ Ensure that all City services continue to be delivered to citizens in the most efficient manner.
- ➔ Thoroughly evaluate all information technology expenditures of City Departments to identify any opportunities for increased efficiencies.
- ➔ Thoroughly evaluate all General Fund rates for fees and charges for services to ensure appropriate cost recovery. Specifically, delineate all City fees and charges in the budget process for concurrent approval with the budget.
- ➔ Maintain the unreserved, undesignated General Fund balance at 10 percent of the 2005 expenditure budget.
- ➔ Ensure that the share of the General Fund budget allocation for Public Safety purposes is at least the same percentage (47.65 percent) as the 2002 General Fund Budget.
- ➔ Continue the implementation of the 10-year Plan for the Public Safety Sales Tax (PSST) Fund to the extent allowed by available revenue to that fund.

Unavoidable Increases/Prior-Year Commitments

Almost $7.8 million of unavoidable budget increases must be accommodated in the 2005 General Fund Budget. These increases result from contractual obligations, increased utilities costs, federal environmental mandates, and prior-year commitments made by City Council. Nearly half of the unavoidable increases stem from an unforeseen jump in City police and fire pension costs. Actuarial results for the City's Old Hire Police and Fire pension plans for 2004 disclose that plan assets are not sufficient to meet actuarial funding requirements. The unprecedented stock market downturns in 2000, 2001, and 2002 have been recognized in the 2004 actuarial analysis. Even though the market rebounded somewhat in 2003, delayed investment losses from previous years are now being realized, leading to increases in unfunded liabilities and an increased contribution requirement. Indeed, the market value of plan assets for the Old Hire plans dropped by 32 percent between 2000 and 2003. According to the recent actuarial analysis, the unfunded liability of the Old Hire pension plans was $36.9 million. By law, the City must increase its contribution to those plans in 2005 by $3.7 million. Similar contributions are projected to be necessary in each year through 2021.

Other unavoidable budget increments include $800,000 for the April 2005 municipal election and an estimated $560,000 increase in utility costs resulting from past water rate increases and anticipated utility rate increases in 2005. Specifically, this Budget anticipates a 16 percent increase in natural gas rates and a 25 percent increase in wastewater rates. A nearly 50 percent jump in gasoline and diesel fuel prices over the last year is also impacting the 2005 City Budget with vehicle fuel costs up $595,000. A comprehensive fuel conservation program for all City vehicles was launched last summer with a target of reducing overall fuel consumption by 10 percent. Without this conservation program, the necessary increase in vehicle fuel budgets would have been even greater. Additional resources of $184,000 are also included to ensure City compliance with federal environmental mandates including the Prebles Mouse regional habitat conservation plan and the federal National Pollutant Discharge Elimination System (NPDES) stormwater permit program.

Finally, the cost of necessary replacements of aging City vehicles is over $1.8 million higher than the normal replacements budgeted in 2004. Most of this increase ($1.7 million) is due to the need to replace 33 heavy vehicles in Streets and Transportation Engineering. Some of the larger and most expensive vehicles will be financed via lease purchase in an effort to minimize the immediate impact on the Budget. The age and condition of the City's fleet continues to pose a considerable unfunded liability. Even with this increased budget allocation for vehicle replacement, little progress has been made in reducing that unfunded liability as the increased replacement budget recommended for 2005 will only replace 12 percent of the total number of City vehicles eligible for replacement.

UNAVOIDABLE INCREASES/PRIOR YEAR COMMITMENTS	2005 Additional Resources
Police - Increased Old Hire Pension Costs	$1,618,865
Fire - Increased Old Hire Pension Costs	2,085,186
Increased Vehicle Replacement Costs	1,842,665
Increased Vehicle Fuel Costs	595,000
Increased Utilities Costs Due to Rate Increases	151,667
Parks Maintenance - Water Rate/Usage Increases	408,500
General Costs - 2005 Municipal Election Costs	800,000
City Engineering - Prebles Mouse Regional Habitat Conservation Plan	55,000
City Engineering - NPDES Stormwater Permit Fee Program	129,486
General Costs - Employee Compensation Study	30,000
Streets - CSU Charge for Fire Hydrant Use	25,500
General Costs - Fleet Division Fuel Monitoring Equipment	17,500
TOTAL	**$7,759,369**

Employee Compensation

Employee salary surveys conducted by the Human Resources Department in the spring of 2004 indicated that the salaries of civilian employees were on average 4 percent below the 2004 market median. Similarly, the survey data showed the salaries of uniformed Police Officers and Firefighters to be an average of 6 percent below the 2004 market median. Given that the stated goal of the City has been to pay at the median of relevant labor markets, City Council approved mid-year increases in employee salaries in the amounts listed above effective July 4, 2004. The $3.1 million cost in 2004 was covered through a onetime supplemental appropriation of funds from the unreserved, undesignated General Fund Balance that was over the 10

percent of the 2004 Budget level. The full-year cost of those employee raises of just over $6.2 million granted mid-year in 2004 is included in the 2005 Budget.

Recent salary surveys of projected pay increases for 2005 indicate that jurisdictions surveyed anticipate an average of 2.5 percent wage movement for civilian salaries with 3 percent for sworn police and fire salaries. Additional funding of $3.6 million would be necessary to bring employee salaries up to those projected market medians for 2005. However, no further adjustment in City employee salaries in 2005 to bring them closer to the projected market medians is included in the 2005 City Budget because sufficient resources do not exist.

A 3.25 percent increase in employee medical insurance premium costs is projected for 2005. This increase is appreciably below national trends and is primarily due to improved claims experience resulting from a number of plan changes made in previous years as well as some restructuring of the premiums paid by employees. Also, a 7.2 percent increase in dental insurance costs to the City is projected for 2005. Included in the 2005 General Fund Budget is $426,280 for the City's share of these increased health and dental insurance costs.

The employees' share of the cost of health and dental coverage will also increase depending upon which health plan is chosen by the employee. The health benefit plan premiums paid by employees will increase by an average 11.6 percent for the EPO plan with no premium increase recommended for employees choosing the EPO Mid-level plan.

A total of $250,000 is added to cover an increase in City workers' compensation costs combined with an adjustment in amounts budgeted for Public Employees' Retirement Association (PERA) retirement contributions. The cost of a 4.2 percent increase in the PERA employer contribution rate that became effective in 2004 was not fully budgeted in the 2004 City Budget. The full cost of the increased employer contribution rate is reflected in the 2005 Budget.

EMPLOYEE COMPENSATION	**2005 Additional Resources**
2004 Market Adjustment in Employee Base Salaries and Benefits	
Civilian Employees: 4%	$2,273,208
Uniformed Police and Fire Employees: 6%	3,938,850
Increased Employee Health Insurance Costs (Medical 3.25%; Dental 7.2%; Vision 0%)	426,280
Increased Workers' Compensation and PERA Costs	250,000
TOTAL	**$ 6,888,338**

Funding of Capital Improvements and Infrastructure Repair and Maintenance

An important budget objective established by City Council for the 2005 Budget was to maintain the current level of funding effort for the maintenance/construction of roads, bridges, and drainage infrastructure. An additional $3.87 million contribution from the General Fund is necessary in 2005 to maintain the level of funding effort for capital improvements.

The 2004 Budget included a total of $19.4 million for ongoing CIP projects, debt service on the SCIP bonds, and funding for emergency repair and maintenance projects. The total General Fund contribution towards the funding of capital improvements in 2004 was $13.6 million with the balance of the $19.4 million derived from onetime revenue sources.

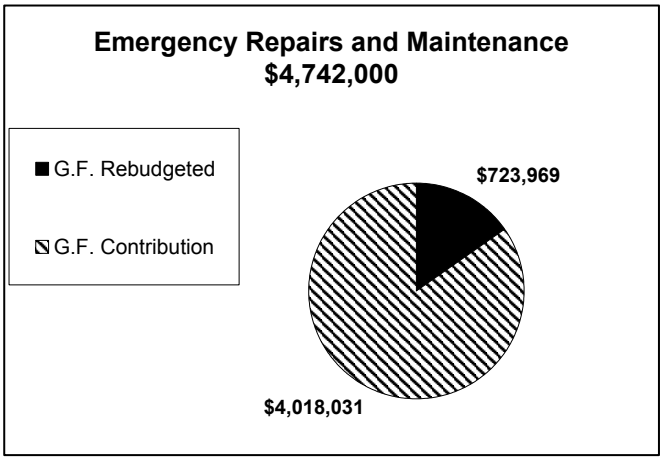
A total of $19.6 million is included in the 2005 Budget for such capital improvement projects. However, the required contribution from the General Fund in 2005 has grown to $17.5 million given that a large portion of the onetime revenue outside of the General Fund used to fund the 2004 capital improvement program is no longer available. Nevertheless, onetime funding of $2.6 million is again being allocated to the 2005 Capital Improvements Program. Of that total, $724,000 is comprised of onetime rebudgeted General Fund revenue. Another $535,677 results from interest earnings on unexpended balances in the City CIP Construction Fund along with a $322,612 transfer of excess funds in the City Claims Reserve fund. Additionally, $1,050,331 of the required 2005 debt service payment on the SCIP bonds will be paid directly from the SCIP Fund. Those SCIP funds are derived primarily from project savings resulting from SCIP projects being completed under budget.

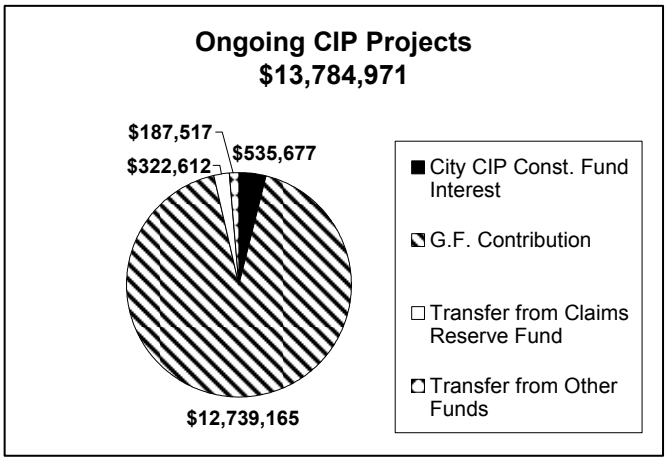
A total of $4.74 million is budgeted in 2005 for emergency repair and maintenance projects. Of that total, $1.5 million is for use in the critical maintenance and repair of 27 bridges. A total of $2.1 million will be used for repair or reconstruction of a number of stormwater drainage structures, with another $959,000 dedicated to additional roadway repair and maintenance. The remaining $192,000 will be used to help offset the cost of City Engineering project management staff dedicated to

implementing the projects. In addition to the $4.74 million for emergency repairs and maintenance, another $13.8 million of ongoing CIP projects are funded in the City CIP Construction Fund in 2005. These projects include the annual street resurfacing program, City matching funds for TEA-21 (Transportation Equity Act) federal transportation grants, the annual debt service payment on the 1999 SCIP bonds, and ongoing infrastructure maintenance.

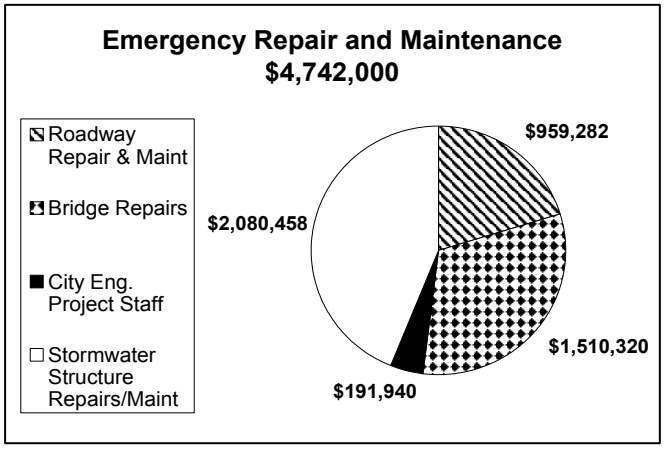
CITY CIP CONSTRUCTION FUND

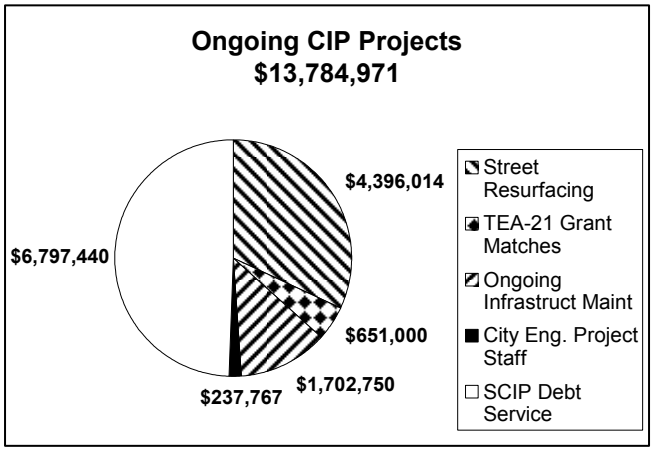
Sources of Funds





Uses of Funds





Strategic Action Plan Implementation

Given that most additional resources in this Budget are dedicated to the maintenance of current City services and service levels, few resources are available to fund progress towards achieving the goals and objectives of the City's Strategic Action Plan.

Focus Area – Transportation

In accordance with Council direction, the 2005 General Fund Budget does not contain any cuts or reductions in transit services to City residents. Rather, uncontrollable increases in Transit service costs totaling just over $1.0 million have been included in the 2005 General Fund Budget. These increases include a required increase in the contribution to the City self-insurance fund for liability insurance for the fleet of Transit buses and a continued surge in the number of requests for paratransit rides. Increased fuel costs and a substantial jump in the cost of the City's contract with Professional Transit Management (PTM) will also have to be absorbed in 2005 due to a likely increase in labor costs under a collective bargaining agreement. If these costs are not covered in the 2005 City Budget, deep cuts in transit routes and hours of service would be necessary.

Other transportation-related budget increments included in the 2005 General Fund Budget include additions for Streets of $25,000 for increased overtime costs associated with snow and ice control and $75,000 for assuming all roadway maintenance in the Banning-Lewis Ranch. Also, $52,000 is added in Transportation Engineering to help cover increased utilities costs for traffic signals.

Focus Area – Public Safety

Funding for a half-time Office Specialist in the Fire Department's Office of Emergency Management is included in the 2005 General Fund Budget to offset the loss of grant funds previously used to fund the position. Similarly, $65,520 is added in Police to fund a Chemist position in the crime lab dedicated to the analysis of drug and blood-alcohol evidence. The position was partially funded through a federal Local Law Enforcement Block Grant that has been reduced. The cost of the position will be largely offset by revenue to be received from other area jurisdictions for lab services provided to those entities. A total of $132,286 is also added in Police for the cost of the Animal Control contract. Most of the increase ($100,000) will be used to pay the Humane Society of the Pikes Peak Region for a pro rata share of the maintenance costs of the City-occupied area of the animal shelter. The remaining $32,286 is to bring the budget for animal control services up to the amount of the City's contract with the Colorado Humane Society. Both of the increases in Animal Control costs are being covered by dog licensing fee revenue that is now being accounted for in the City General Fund. Further, resources for a $0.50/hour increase in pay for school Crossing Guards have been included in the 2005 Police Department budget. The pay increase is intended to help address turnover problems that school districts have had with crossing guard positions due to low pay. The increase of $29,000 is being funded by increased traffic ticket surcharge revenue that has resulted from increased traffic enforcement efforts.

The conversion of two temporary Collection Clerks to permanent full-time status in the Municipal Court is included to help address a 25 percent increase in workload that has occurred over the last year with the implementation of the Police Department's Neighborhood Speeding program. The net increase in cost of the two positions is only $25,320. Additionally, $16,000 is added for a contractually mandated increase in the compensation of Municipal Judges in 2005.

An Analyst II position is included in the Finance Department to assist with the administration of the police and fire pension plans which have grown in both workload and complexity. The cost of the new position will be offset through a payment to the General Fund from the Police and Fire Pension Funds.

Focus Area – Community Development and Growth

Two Planner II positions were added in Land Use Review during 2004 to improve customer service to individuals and entities submitting items in the City's land development review process. The additional positions will allow each review planner to undertake a project management role in addition to their regulatory responsibilities. The full-year cost of the two positions in 2005 is $149,145 and is added to the Land Use Review Division budget.

Focus Area – Citizen Services and City Workforce

A total of $30,000 is added to the Human Resources Department budget for the cost of testing of applicants for City job openings. The written tests are standardized and measure the skills and knowledge of applicants for various civilian positions. The testing program will help ensure that the best applicants with superior job skills are selected for City job openings. Funds are also added in the City Forestry Division budget for a new Urban Forester position to address a backlog of necessary inspections of diseased trees in City parks and medians.

STRATEGIC ACTION PLAN IMPLEMENTATION	2005 Additional Resources
Transportation	
Transit - Increased Paratransit Costs	$ 303,000
Transit - Management Contract Increase	12,324
Transit - Increased Fuel Costs	280,000
Transit - Allowance for Increased Transit Labor Costs	329,479
Transit - Increased Liability Insurance Costs	117,941
Streets - Increased Overtime Costs	25,000
Streets - Assume All Roadway Maintenance in Banning-Lewis Ranch	75,000
Transportation Engineering - Increased Utilities Costs for Traffic Signals	52,107
Public Safety	
Fire – OEM Office Specialist (.5 FTE)	20,328
Police - Chemist (1 FTE) with $51,215 Revenue Offset	65,520
Police - Animal Control Contract Adjustment	32,286
Police - Animal Control Contract Share of Building Maintenance Costs	100,000
Police - School Crossing Guards $.50/hr. Pay Increase	29,109
Municipal Court - Conversion of 2 Temp Collection Clerks to Permanent Full-Time (2 FTE)	25,320
Municipal Court - Contractual Increase in Municipal Judges Compensation	16,000
Finance - Analyst II for Police and Fire Pension Admin (1 FTE) with $74,570 Revenue Offset	74,570
Community Development and Growth	
Planning - Planner II Positions in Land Use Review (2 FTE)	149,145
Planning - Land Use Review Planning Commission Broadcast Costs at PPRDC	3,000
Citizen Services and City Workforce	
Human Resources - Job Applicant Testing	30,000
Parks, Recreation and Cultural Services - New Urban Forester Position (1 FTE)	69,596
TOTAL	**$1,809,725**

Miscellaneous Increases/Decreases

Other miscellaneous budget increases and decreases included in the 2005 General Fund Budget result in a total net increase of $1,809,725. A Sales Tax Investigator in the Finance Department and $63,074 is added due to projected revenue from additional enforcement of sales tax investigations which will offset the expenses. Funding of $156,274 is included in City Engineering for two special positions that will review plans for the Banning-Lewis Ranch development. An Information Systems Auditor position and $91,140 is included in the City Auditor's budget but will be paid by Colorado Springs Utilities since it will be dedicated solely to utilities information system audit activities. Additionally, two Auditor positions are included at a cost of $150,000 to increase performance audits and enhance efforts to detect and protect against fraud and abuse. An unavoidable upgrade to the City's e-mail system with a total cost of $165,000 is included; however, $100,000 is budgeted in the City's Cable Franchise Fund and $65,000 is included in the General Fund Budget. Various increases in internal services charges to the General Fund for Fleet, Information Technology, and Office Services total $312,498.

An increase of $154,000 in the share of funding for the City's automated payroll/financial system is also included in the General Fund. In 2004, a large portion of the City's cost of that system was transferred from the General Fund to the Cable Franchise Fund to help balance the 2004 General Fund Budget. A portion of those costs transferred to the Cable Franchise Fund cannot be accommodated in that fund in 2005. Specifically, the full costs of the operation of SpringsTV must be included in the 2005 Cable Franchise Fund budget, leaving less room for the General Fund information technology costs off-loaded to that fund in 2004.

A $309,085 increase in the 2005 Police Department Budget is the result of an accounting change to accurately reflect selected expenditures and offsetting revenue in that budget. In past years, a few expenditures of the Department were not specifically reflected in the City Budget but were rather accounted for through a credit against current expenditures. In the 2005 Budget, this approach is modified to reflect actual expenditures and revenue. The items included in this accounting change include vehicle auction tow charges, restitution and sale of vehicles, badge purchases, office space rent for DVERT that is paid by the El Paso County Department of Human Services, and firing range billings.

Just under $370,000 is added for the restoration of some service cuts and reductions made in 2004 to help address a projected budget shortfall in 2004. A total of $84,457 is used to restore a comprehensive planner position in City Planning. The

majority of service restorations are in Parks, Recreation and Cultural Services and include $94,513 for the maintenance of 19 restroom in selected parks, $60,895 to permit horticulture staff to grow flowers and administer volunteer planting of the Springs in Bloom program, $68,500 for full funding of the Colorado Springs Philharmonic Symphony for the 4th of July concert, and $54,210 for a vegetation control specialist to provide right-of-way mowing and weed control services.

Finally, the development review and new building inspections functions of the Fire Prevention Division are moved from the Fire Department to the City's Development Review Enterprise Fund. Seven FTE and one special position along with expenses of $536,714 will be moved to the Development Review Enterprise in 2005 to will help accomplish a number of objectives including improving service to the development and construction community and allowing Fire inspection staffing to expand with increases in development activity. The organizational change will also enhance the capacity of Fire Prevention to increase the number of regular commercial inspections and hazardous materials inspections of existing buildings.

MISCELLANEOUS INCREASES/DECREASES	**2005 Additional Resources**
Finance - Sales Tax Investigator (1 FTE) with $63,074 Revenue Offset	$ 63,074
Planning - Housing Authority Staff Share Costs	11,372
Planning - Correction of Transportation Planning Communications Costs	1,187
Planning - New Comprehensive Planner Position (1 FTE)	84,457
City Engineering - Funding for Training and Professional Licenses	12,750
City Engineering - Funding for 2 Special Positions Related to Banning-Lewis Ranch	156,274
City Auditor - Information Systems Auditor (1 FTE) with $91,140 Revenue Offset from CSU	91,140
City Auditor - Correction of Salaries and Benefits	44,256
City Auditor - Two New Auditor Positions (2 FTE)	150,000
Parks, Recreation and Cultural Services - Recreation Services: Correction of Salaries and Benefits	25,000
Parks, Recreation and Cultural Services - Restore Restroom Maintenance	94,513
Parks, Recreation and Cultural Services - Restore Greenhouse Flower Program (1 FTE)	60,895
Parks, Recreation and Cultural Services - 4th of July Concert – Colo Spgs Philharmonic Symphony	68,500
Parks, Recreation and Cultural Services - Expand Helen Hunt Falls Visitors Center Hours	1,684
Parks, Recreation and Cultural Services - Expand Starsmore Hours - Open on Weekends in April, May, September, October	5,325
Parks, Recreation and Cultural Services - New Vegetation Control Specialist (1 FTE)	54,210
Police - Accounting Change: Removal of Credits to Expenditures	309,085
Police - Funding for Youth Assessment Center	30,000
Police - Reduce Office Supp., Paper Supp., Gen. Supp., Software, Maintenance of Bldg/Structures	-30,000
General Costs - Regional Building Rent Reduction Due to Use of Less Space by General Fund	-17,624
General Costs - Fleet: Rent Payment to CSU for Fleet South Facility	40,437
General Costs - Fleet: General Fund Share of New Parts Specialist Position	27,500
General Costs - Info Tech: License/Hardware Maint Costs of Upgraded Network Systems Software	28,000
General Costs - Info Tech: Upgrade City e-mail to Exchange 2003	65,000
General Costs - Office Services: Increased Salary Costs Due to Reorganization	2,650
General Costs - Citizen Survey	17,000
General Costs - Increased Share of Funding for Automated Payroll/Financial System (Cable Grant Funds Reduced)	154,000
General Costs - Increased EAP and Drug Testing Costs	14,547
General Costs - PPACG Dues Increase	3,905
General Costs - Colorado Municipal League Dues Increase	3,000
General Costs - Fallen Firefighter Memorial Special Event Costs	5,000
General Costs - Internal Services Charges - Admin Pro Rate Adjustment	213,911
Fire - Development Review and New Building Inspection Functions of Fire Prevention Transferred to Development Review Enterprise (-7 FTE)	-536,714
Parks, Recreation and Cultural Services - Transfer of Portion of Park Maintenance Costs to Conservation Trust Fund	-303,772
TOTAL	**$950,562**

Reductions in Service

No reductions in services to City residents are included in the 2005 General Fund Budget. The cuts and reductions necessary over the last two years were very difficult. Over $5.4 million of service reductions and other expenditure cuts occurred in 2004 alone along with a reduction in the size of the General Fund workforce that resulted in the elimination of 67.5 positions. The 2005 City Budget contains sufficient resources to maintain the current mix of services and programs provided by the City. However, there was not sufficient room in this Budget to accomplish any large-scale restoration of the service cuts or reductions made in the 2004 General Fund Budget.

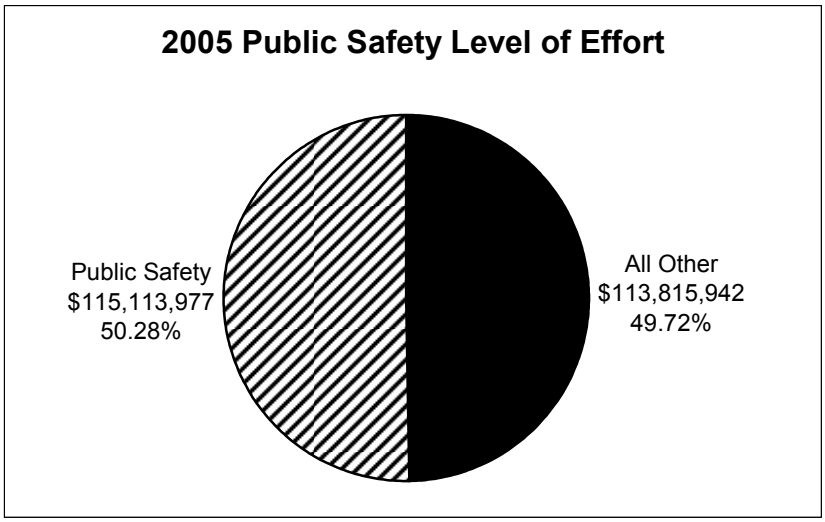
Nonetheless, this Budget does include a reduction in City-funded Transit services provided to non-residents. Specifically, transit services to most of the unincorporated portions of El Paso County are no longer included in the City Budget. Similarly, all transit services to Manitou Springs and the City of Fountain are removed. However, with the approval of the Pikes Peak Rural Transportation Authority (RTA) at the November 2004 election, transit services to those areas will not be reduced. The RTA will fund transit services to County and Manitou Springs residents. The City of Fountain, which previously contracted with the City for transit services to its residents, will contract directly with the RTA for transit services in 2005.

It should be noted that transit routes to Pikes Peak Community College and Fort Carson, although in the unincorporated portion of the County will continue to be subsidized by the City given their critical contributions to the local economy.

REDUCTIONS IN SERVICE	2005 Reduced Resources
Transit - Elimination of Service to Unincorporated Portions of El Paso County	$-101,275
Transit - Remove City of Fountain Service	-150,000
Transit - Remove City of Manitou Springs Service	-44,827
TOTAL	**$-296,102**

Public Safety Maintenance 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 2005 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 percent. The 2005 General Fund Budget allocates 50.28 percent of total resources for public safety purposes. That percentage share is 2.6 percent greater than the 2002 share and translates into $6.0 million more than the amount required by the PSST election.



Public Safety	2005 Budget
Police	$ 72,108,615
Fire	40,439,968
Internal Support – Fleet	2,025,450
Internal Support – Radio	539,944
TOTAL	**$115,113,977**

Fiscal Sustainability

Another key budget objective established by City Council for the 2005 Budget was to ensure that the mix of services and infrastructure contained in the 2005 Budget are sustainable by current revenue streams over the next three years. It appears that the services funded through the General Fund in 2005, along with the level of funding provided for the ongoing CIP projects, can be sustained over the next few years. However, it is clear that the $4.74 million included in the 2005 Budget for emergency repair and maintenance projects cannot be sustained in 2006 and beyond.

The 2005 Budget is balanced, to a considerable extent, with onetime revenue. A total of $10.6 million of onetime revenue in the 2005 Budget includes 2004 General Fund revenue in excess of budget; rebudgeted CIP funds; a $1.8 million draw from the General Fund balance; the use of SCIP project savings to help pay the 2005 debt service payment on the 1999 SCIP bonds; and onetime transfers from the Claims Reserve, Special Assessment Bonds, and Escrow Funds totaling over $822,000. Onetime expenditures total $5.3 million and include $1.8 million to address to address a backlog of City vehicle replacement needs, the $800,000 for the 2005 municipal election, and $2.3 million set aside for refunds of City revenue projected to be in excess of TABOR limits in 2004 and 2005. This would essentially leave a $5.3 million budget gap going into the 2006 Budget development process. However, if the $4.7 million included in the 2005 Budget for emergency repairs and maintenance is deemed by Council to be a onetime expenditure, the budget gap for 2006 is narrowed to only $600,000.

2005 Budget – Onetime Revenue and Expenditures	
Onetime Revenue and Expenditure Savings	
Rebudgeted General Fund Revenue	$ 6,143,390
Draw from Fund Balance of General Fund	1,842,665
Use of SCIP Fund Project Savings for Portion of Debt Service on 1999 SCIP Bonds	1,050,331
City CIP Construction Fund Interest Earnings	535,637
Transfer from Claims Reserve Fund	322,612
Transfer from Special Assessment Bond Fund	300,000
Transfer from Escrow Fund	200,000
Transfer from Gift Trust Fund - Fire Pension Costs	222,489
Subtotal	**$10,617,124**
Onetime Expenditures	
Vehicle Replacement	$1,842,665
2005 Municipal Election Expenses	800,000
Estimated TABOR Revenue Refund of 2004/2005 Revenue	2,311,601
Employee Compensation Study - Salary Survey	30,000
NPDES Stormwater Permit Program	129,486
Info Tech: Upgrade of City e-mail to Exchange 2003 Exchange 2003	65,000
Prebles Mouse Regional Habitat Conservation Plan	55,000
Citizen Survey	17,000
Fleet Division: Fuel Monitoring Equipment	17,500
Subtotal	**$5,268,252**
Net Budget Gap for 2006 Budget	**($5,348,872)**

Multiyear financial projections for the General Fund, under an assumption of moderate economic and revenue growth in 2005 and 2006, show resources sufficient to address the issue of keeping employee compensation at a competitive level and providing a constant level of funding for only ongoing CIP. However, little, if any, increase in personnel or operating expenses can be accommodated within projected revenue over the next four years.

CITY OF COLORADO SPRINGS
GENERAL FUND
2005 - 2010

5-Year Financial Projection

	2005 BUDGET	2006 FORECAST	2007 FORECAST	2008 FORECAST	2009 FORECAST	2010 FORECAST
POPULATION	387,666	393,248	399,265	405,494	411,860	418,244
EMPLOYEES PER 1,000 Population	4.8360	4.7673	4.6955	4.6234	4.5519	4.4824
EXISTING FTE EMPLOYEES	1,866.25	1,874.75	1,874.75	1,874.75	1,874.75	1,874.75
New Public Safety/Public Works Positions	(5.50)	0.00	0.00	0.00	0.00	0.00
All Other Positions	14.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE EMPLOYEES	**1,874.75**	**1,874.75**	**1,874.75**	**1,874.75**	**1,874.75**	**1,874.75**
BEGINNING FUND BALANCE	**$23,121,175**	**$21,278,510**	**$20,705,456**	**$22,023,925**	**$24,338,719**	**$27,511,813**
REVENUE						
PROPERTY TAX	17,782,004	18,244,336	19,083,576	20,075,921	21,039,566	18,863,292
SALES & USE TAX	120,284,336	125,501,509	131,718,030	136,802,346	141,959,795	147,709,166
OTHER TAXES	3,338,756	3,386,834	3,438,653	3,492,296	3,547,125	3,602,105
INTERGOVERNMENTAL	20,515,933	20,811,518	21,144,864	21,476,716	21,812,759	22,160,933
CHARGES FOR SERVICES	13,064,646	13,106,555	13,321,080	13,543,010	13,770,079	13,998,599
OTHER REVENUE	13,832,491	14,016,560	14,214,948	14,420,321	14,630,235	14,840,729
FUND TRANSFERS	32,125,698	32,172,767	32,769,278	33,385,683	34,017,446	34,657,103
REBUDGETED	6,143,390	0	0	0	0	0
DRAW FROM FUND BALANCE	0	0	0	0	0	0
TOTAL REVENUE	**227,087,254**	**227,240,079**	**235,690,430**	**243,196,294**	**250,777,005**	**255,831,928**
EXPENDITURES						
BASE SALARIES & BENEFITS	140,263,680	148,161,104	153,994,867	159,786,068	165,792,120	172,068,075
NEW EMPLOYEES SAL & BEN	1,009,086	0	0	0	0	0
WAGE PACKAGE						
Market Movement	6,212,058	4,006,260	4,482,521	4,671,822	4,851,237	5,036,801
Employee Benefits	676,280	1,827,503	1,308,680	1,334,230	1,424,719	1,528,062
OPERATING EXPENSES	50,727,450	50,655,347	50,878,977	50,909,586	50,891,103	51,021,545
CAPITAL OUTLAY	7,218,874	5,489,109	5,637,315	5,766,974	5,893,847	6,041,193
DEBT SERVICE	3,029,725	3,026,025	3,026,325	3,023,550	3,023,050	0
GENERAL FUND C.I.P.	17,481,165	14,647,785	15,043,275	15,389,271	15,727,834	16,121,030
TABOR REFUND	2,311,601	0	0	0	0	0
TOTAL EXPENDITURES	**228,929,919**	**227,813,133**	**234,371,961**	**240,881,500**	**247,603,910**	**251,816,706**
ANNUAL SURPLUS/DEFICIT	**(1,842,665)**	**(573,054)**	**1,318,469**	**2,314,794**	**3,173,095**	**4,015,222**
ENDING FUND BALANCE	$21,278,510	$20,705,456	$22,023,925	$24,338,719	$27,511,813	$31,527,035
FUND BALANCE %	**9.29%**	**9.09%**	**9.40%**	**10.10%**	**11.11%**	**12.52%**

Modest improvement in local economy assumed with Sales & Use Tax revenue assumed to increase with inflation and pop growth

2.5% increase in civilian salaries and 3.0% increase in uniformed salaries assumed in 2006 then increase at 3% per year

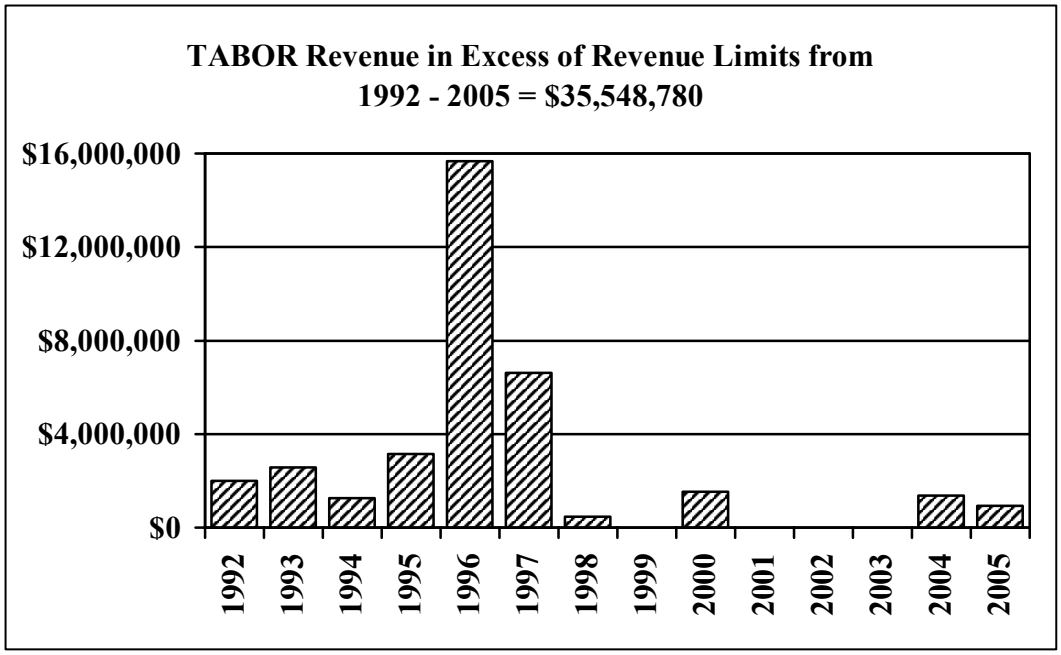
operating and capital outlay and CIP assumed to increase with inflation only

"Emergency Repairs and Maint" CIP not included 2006 - 2010

Assumptions:	**2006**	**2007**	**2008**	**2009**	**2010**
Population Growth	1.4%	1.5%	1.6%	1.6%	1.2%
Inflation	2.1%	2.7%	2.3%	2.2%	2.5%
Increase in Employee Salaries	2.8%	3.0%	3.0%	3.0%	3.0%
Increase in Empl Health Insurance Costs	5.0%	5.0%	5.0%	5.0%	5.0%

TABOR CALCULATION

The revenue limitation provisions of 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 either be refunded to local taxpayers or retained upon voter approval. In eight of the last twelve years, since the inception of the revenue limitation provisions of the City Charter, City revenue has exceeded the annual limit. In fact, TABOR refund estimates totaled $33.2 million over the 1992-2001 period. When the projected 2004 and 2005 TABOR refunds are included, the total increases to $35.5 million.



In 2004, City revenue is also projected to be over the TABOR limit by nearly $1.4 million in 2004 due primarily to strong City Sales and Use Tax collections and the ratchet-down effect of TABOR during periods of economic contraction. Under TABOR, the annual growth formula increase is applied to either previous year's actual revenue or to the previous year 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. This ratchet-down effect is evidenced by the fact that the City's 2004 TABOR limit is $3.2 million less than the actual revenue limit for 2003. Current calculations for 2005 project City revenue to be above the TABOR limit by $940,000.

Upon first glance, the calculation of the annual TABOR revenue cap appears to be relatively straightforward. However, in actual practice, the calculation is difficult in that data for both of the 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 new construction expressed as a percent of all taxable and nontaxable property on the assessment rolls plus the value of new annexations.

For 2004, the TABOR formula increase is 5.56 percent which includes a 1.08 percent increase in the CPI for 2003 and 4.48 percent local growth. The formula increase for 2005 is down from the growth allowed for 2004. For 2005, the CPI is projected to grow by only 0.1 percent and local growth is expected to edge down to 3.9 percent. Thus, the combined formula increase for 2005 is projected to total 4.0 percent.

City of Colorado Springs
1999 – 2005
Projected TABOR & City Charter Revenue Limits

Revenue

Fiscal Year	Total Eligible Revenue	TABOR Limit	Over (Under) Limit
1999	$190,697,485	$196,532,379	($5,834,894)
2000	$182,134,775	$180,577,144	$1,557,631
2001	$185,218,902	$193,653,820	($8,434,918)
2002	$195,767,375	$203,629,521	($7,862,146)
2003	$193,162,582	$209,636,903	($16,474,321)
2004	$207,845,501	$206,473,830	$1,371,671
2005	$215,672,713	$214,732,783	$939,930

Revenue Limitation Estimates

Fiscal Year	Inflation	Plus	Local Growth	equals	Limit
1999	2.403542%	+	3.663830%	=	6.067372%
2000	2.933910%	+	2.172138%	=	5.106047%
2001	3.960396%	+	3.281205%	=	7.241601%
2002	4.676674%	+	5.141216%	=	9.817891%
2003	1.930502%	+	4.659391%	=	6.589893%
2004	1.082251%	+	4.475548%	=	5.557799%
2005	0.100000%	+	3.900000%	=	4.000000%

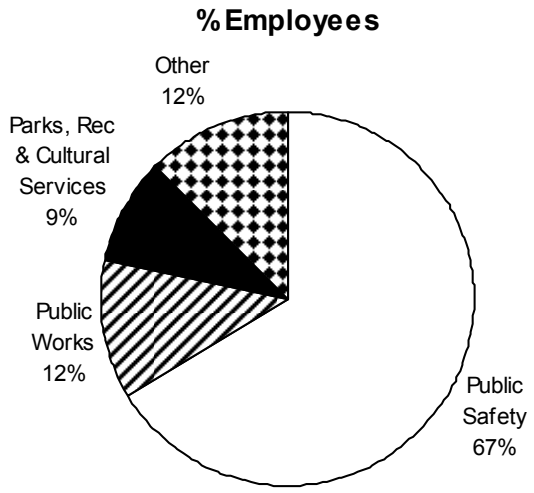
EMPLOYEE AND EXPENDITURE DISTRIBUTION

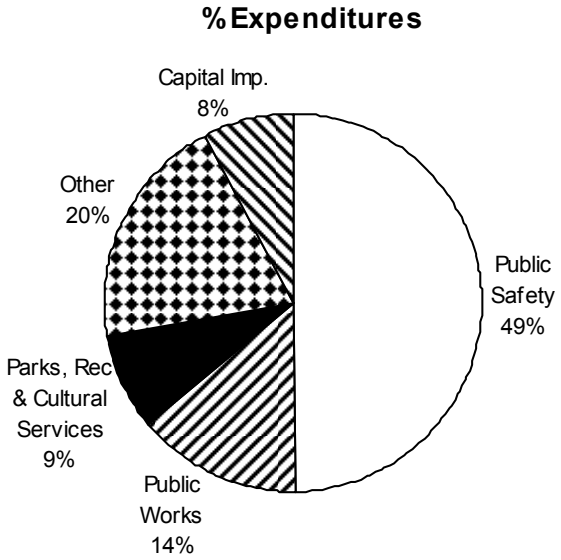
The following chart combines the number of employees and associated costs by major categories of service. It provides a summary view of the percent of total General Fund employees and the percent of expenditures allocated to each of the major categories of service delivered to the citizens of Colorado Springs. More than three-fourths of all General Fund employees are in Public Safety and Public Works. Over 71 percent of the total budget dollars are allocated to Public Safety, Public Works, and capital improvements.

	Function	Number of Employees	% of Total	Cum.* %	Expenditures	% of Total	Cum.* %
	PUBLIC SAFETY	1,245.00	66.41	66.41	$112,548,583	49.66	49.66
	PUBLIC WORKS	222.75	11.88	78.29	$32,069,852	14.15	63.82
	CAPITAL IMPROVEMENTS	0.00	0.00	78.29	$17,481,165	7.71	71.53
	PARKS, REC & CULTURAL SERVICES	174.50	9.31	87.60	$19,354,455	8.54	80.07
**	OTHER	232.50	12.40	100.00	$45,164,263	19.93	100.00
	Total	**1,874.75**	**100.00**	**100.00**	**$226,618,318**	**100.00**	**100.00**
	TABOR REFUND				*$2,311,601*		
	TOTAL GENERAL FUND BUDGET				**$228,929,919**		

* Cumulative Percentage

** Appointees, City Management, City Planning and Community Development, General Costs, Debt Service, and Internal Services Charges.





2005 BUDGET
Expenditure Summary Table
General Fund

		2002 Actual	2003 Actual	2004 Budget	2005 Budget
GENERAL FUND					
APPOINTEES					
City Attorney					
	Salaries/Benefits	$2,860,245	$2,928,557	$3,317,353	$3,456,660
	Operating	$218,374	$160,874	$209,621	$209,621
	Capital	$21,343	$62,840	$4,000	$4,000
	Total	**$3,099,962**	**$3,152,271**	**$3,530,974**	**$3,670,281**
	FTE	*43.00*	*43.00*	*43.00*	*43.00*
City Auditor					
	Salaries/Benefits	$617,736	$720,314	$739,889	$1,049,520
	Operating	$38,163	$38,460	$37,302	$43,202
	Capital	$14,796	$5,330	$5,000	$8,500
	Total	**$670,695**	**$764,104**	**$782,191**	**$1,101,222**
	FTE	*8.00*	*9.00*	*9.00*	*12.00*
City Clerk					
	Salaries/Benefits	$534,526	$620,951	$596,052	$621,395
	Operating	$114,118	$467,178	$172,110	$193,161
	Capital	$38,642	$5,069	$38,551	$44,400
	Total	**$687,286**	**$1,093,198**	**$806,713**	**$858,956**
	FTE	*10.00*	*10.00*	*10.00*	*10.00*
City Council					
	Salaries/Benefits	$66,689	$66,859	$62,581	$62,808
	Operating	$93,904	$78,491	$61,012	$61,012
	Capital	$2,750	$8,189	$4,400	$4,400
	Total	**$163,343**	**$153,539**	**$127,993**	**$128,220**
	FTE	*0.00*	*0.00*	*00.0*	*0.00*
Municipal Court					
	Salaries/Benefits	$1,619,801	$1,772,586	$1,943,525	$2,057,588
	Operating	$1,602,203	$1,549,860	$1,717,876	$1,731,386
	Capital	$7,493	$795	$0	$0
	Total	**$3,229,497**	**$3,323,241**	**$3,661,401**	**$3,788,974**
	FTE	*36.50*	*36.50*	*36.50*	*38.50*
PUBLIC SAFETY					
Fire					
	Salaries/Benefits	$32,255,625	$32,964,545	$33,809,169	$37,261,366
	Operating	$2,623,701	$1,965,564	$2,449,964	$2,341,467
	Capital	$808,761	$88,369	$1,284,873	$837,135
	Total	**$35,688,087**	**$35,018,478**	**$37,544,006**	**$40,439,968**
	FTE	*425.50*	*425.75*	*422.50*	*416.00*
Police					
	Salaries/Benefits	$53,080,057	$56,682,807	$58,879,702	$63,611,444
	Operating	$6,041,238	$6,031,814	$6,058,877	$6,461,333
	Capital	$2,246,209	$188,880	$2,259,073	$2,035,838
	Total	**$61,367,504**	**$62,903,501**	**$67,197,652**	**$72,108,615**
	FTE	*830.00*	*833.00*	*827.00*	*829.00*

2005 BUDGET
Expenditure Summary Table
General Fund

		2002 Actual	2003 Actual	2004 Budget	2005 Budget
CITY MANAGEMENT					
Budget					
	Salaries/Benefits	$939,391	$1,036,152	$803,024	$874,349
	Operating	$101,501	$61,507	$84,540	$48,763
	Capital	$19,465	$0	$4,400	$3,200
	Total	**$1,060,357**	**$1,097,659**	**$891,964**	**$926,312**
	FTE	*11.00*	*11.00*	*9.00*	*9.00*
City Manager					
	Salaries/Benefits	$945,063	$843,122	$848,235	$884,590
	Operating	$93,440	$63,591	$93,874	$95,570
	Capital	$11,796	$0	$5,396	$3,700
	Total	**$1,050,299**	**$906,713**	**$947,505**	**$983,860**
	FTE	*8.00*	*9.00*	*8.00*	*8.00*
Finance					
	Salaries/Benefits	$2,541,912	$2,712,431	$2,752,559	$3,001,356
	Operating	$273,639	$221,783	$254,500	$251,249
	Capital	$18,034	$5,630	$0	$8,651
	Total	**$2,833,585**	**$2,939,844**	**$3,007,059**	**$3,261,256**
	FTE	*43.75*	*43.75*	*42.25*	*44.25*
Human Resources					
	Salaries/Benefits	$1,116,075	$1,071,975	$1,098,180	$1,181,729
	Operating	$246,500	$213,817	$198,073	$198,073
	Capital	$2,759	$0	$6,350	$0
	Total	**$1,365,334**	**$1,285,792**	**$1,302,603**	**$1,379,802**
	FTE	*15.00*	*16.00*	*15.00*	*15.00*
Safety Services					
	Salaries/Benefits	$179,257	$152,039	$131,503	$137,081
	Operating	$63,365	$39,192	$37,799	$37,799
	Capital	$20	$0	$0	$0
	Total	**$242,642**	**$191,231**	**$169,302**	**$174,880**
	FTE	*2.00*	*2.00*	*2.00*	*2.00*
Public Communications					
	Salaries/Benefits	$550,558	$557,970	$462,764	$487,030
	Operating	$76,687	$73,743	$123,405	$118,039
	Capital	$704	$0	$9,000	$9,010
	Total	**$627,949**	**$631,713**	**$595,169**	**$614,079**
	FTE	*8.00*	*7.75*	*5.75*	*5.75*

2005 BUDGET
Expenditure Summary Table
General Fund

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
PARKS, RECREATION AND CULTURAL SERVICES				
Cultural Services				
Salaries/Benefits	$1,209,943	$1,120,676	$1,020,595	$1,064,845
Operating	$257,188	$202,865	$228,388	$230,840
Capital	$0	$0	$0	$0
Total	**$1,467,131**	**$1,323,541**	**$1,248,983**	**$1,295,685**
FTE	*18.00*	*16.75*	*13.75*	*13.75*
Design & Development				
Salaries/Benefits	$361,749	$367,608	$0	$0
Operating	$21,705	$24,684	$0	$0
Capital	$7,800	$0	$0	$0
Total	**$391,254**	**$392,292**	**$0**	**$0**
FTE	*5.00*	*5.00*	*0.00*	*0.00*
Forestry				
Salaries/Benefits	$894,154	$866,815	$850,863	$955,559
Operating	$316,599	$299,569	$260,074	$259,374
Capital	$2,282	$2,951	$3,000	$3,700
Total	**$1,213,035**	**$1,169,335**	**$1,113,937**	**$1,218,633**
FTE	*15.00*	*15.00*	*13.00*	*14.00*
Park Maintenance, Trails and Open Space				
Salaries/Benefits	$5,131,394	$5,215,153	$4,802,263	$5,222,637
Operating	$1,982,280	$2,113,571	$2,026,480	$2,202,992
Capital	$112,704	$0	$133,000	$75,000
Total	**$7,226,378**	**$7,328,724**	**$6,961,743**	**$7,500,629**
FTE	*85.00*	*85.00*	*79.00*	*84.00*
Parks, Recreation and Cultural Services Administration				
Salaries/Benefits	$1,003,667	$1,041,966	$845,669	$881,382
Operating	$802,648	$551,570	$382,686	$451,724
Capital	$341,263	$0	$1,208,737	$909,030
Total	**$2,147,578**	**$1,593,536**	**$2,437,092**	**$2,242,136**
FTE	*15.75*	*15.75*	*12.75*	*12.75*
Recreation Services				
Salaries/Benefits	$4,987,013	$5,042,357	$4,827,219	$4,926,834
Operating	$2,263,929	$2,064,071	$2,132,384	$2,170,538
Capital	$0	$0	$0	$0
Total	**$7,250,942**	**$7,106,428**	**$6,959,603**	**$7,097,372**
FTE	*54.00*	*54.00*	*51.00*	*50.00*
NEIGHBORHOOD SERVICES				
Neighborhood Services				
Salaries/Benefits	$266,977	$201,677	$0	$0
Operating	$789,542	$763,374	$0	$0
Capital	$0	$0	$0	$0
Total	**$1,056,519**	**$965,051**	**$0**	**$0**
FTE	*3.00*	*2.00*	*0.00*	*0.00*

2005 BUDGET
Expenditure Summary Table
General Fund

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
CITY PLANNING AND COMMUNITY DEVELOPMENT				
Comprehensive Planning				
Salaries/Benefits	$659,682	$606,117	$353,419	$449,878
Operating	$125,246	$58,822	$21,209	$22,209
Capital	$0	$0	$0	$1,500
Total	**$784,928**	**$664,939**	**$374,628**	**$473,587**
FTE	*8.00*	*8.00*	*4.00*	*5.00*
Data Systems / GIS				
Salaries/Benefits	$352,766	$439,942	$465,169	$485,021
Operating	$48,804	$35,724	$41,352	$41,352
Capital	$0	$0	$0	$0
Total	**$401,570**	**$475,666**	**$506,521**	**$526,373**
FTE	*5.00*	*6.00*	*6.00*	*6.00*
Housing & Community Development and Urban Redevelopment				
Salaries/Benefits	$286,716	$168,106	$147,968	$149,434
Operating	$28,544	$7,764	$13,928	$18,670
Capital	$0	$1,380	$1,800	$1,800
Total	**$315,260**	**$177,250**	**$163,696**	**$169,904**
FTE	*3.00*	*2.00*	*2.00*	*2.00*
Land Use Review				
Salaries/Benefits	$1,527,575	$1,517,206	$1,467,016	$1,668,879
Operating	$165,214	$118,400	$106,308	$114,753
Capital	$7,889	$0	$27,985	$17,175
Total	**$1,700,678**	**$1,635,606**	**$1,601,309**	**$1,800,807**
FTE	*25.50*	*24.50*	*21.00*	*23.00*
Office of the Planning Director				
Salaries/Benefits	$0	$0	$266,841	$278,713
Operating	$0	$0	$568,922	$582,943
Capital	$0	$0	$549	$44,425
Total	**$0**	**$0**	**$836,312**	**$906,081**
FTE	*0.00*	*0.00*	*3.00*	*3.00*
Transportation Planning				
Salaries/Benefits	$0	$0	$435,820	$454,594
Operating	$0	$0	$17,560	$18,747
Capital	$0	$0	$0	$0
Total	**$0**	**$0**	**$453,380**	**$473,341**
FTE	*0.00*	*0.00*	*6.00*	*6.00*

2005 BUDGET
Expenditure Summary Table
General Fund

		2002 Actual	2003 Actual	2004 Budget	2005 Budget
PUBLIC WORKS					
City Engineering					
	Salaries/Benefits	$3,648,927	$3,993,578	$3,414,085	$3,716,025
	Operating	$556,867	$354,253	$327,457	$444,844
	Capital	$134,430	$0	$20,270	$56,574
	Total	**$4,340,224**	**$4,347,831**	**$3,761,812**	**$4,217,443**
	FTE	*54.00*	*56.00*	*48.00*	*48.00*
Streets					
	Salaries/Benefits	$6,474,931	$6,865,024	$7,283,540	$7,617,933
	Operating	$884,808	$832,945	$893,339	$1,326,545
	Capital	$1,604,220	$120,796	$2,462,569	$2,607,701
	Total	**$8,963,959**	**$7,818,765**	**$10,639,448**	**$11,552,179**
	FTE	*120.00*	*124.50*	*124.50*	*125.50*
Transit System					
	Salaries/Benefits	$128,843	$97,552	$99,963	$110,056
	Operating	$9,466,860	$10,009,434	$9,958,285	$10,702,327
	Capital	$498,640	$452,740	$195,100	$195,100
	Total	**$10,094,343**	**$10,559,726**	**$10,253,348**	**$11,007,483**
	FTE	*1.00*	*1.00*	*1.00*	*1.00*
Transportation Engineering					
	Salaries/Benefits	$3,853,318	$4,030,581	$3,373,780	$3,509,156
	Operating	$4,980,241	$1,253,028	$1,303,158	$1,435,556
	Capital	$232,033	$75,823	$161,149	$348,035
	Total	**$9,065,592**	**$5,359,432**	**$4,838,087**	**$5,292,747**
	FTE	*55.25*	*57.25*	*48.25*	*48.25*
GENERAL COSTS					
General Costs					
	Salaries/Benefits	$1,614,317	$1,462,003	$2,543,242	$1,983,242
	Operating	$4,493,228	$4,391,960	$4,253,797	$5,280,509
	Capital	$0	$0	$0	$0
	Total	**$6,107,545**	**$5,853,963**	**$6,797,039**	**$7,263,751**
Debt Service		$3,355,536	$3,354,895	$3,363,587	$3,029,725
Internal Service Charges		$10,468,922	$12,724,115	$12,377,356	$13,632,852
TABOR Refund		$0	$0	$0	$2,311,601
General Fund C.I.P.		$14,441,061	$8,720,705	$13,610,508	$17,481,165
SCIP Pay-as-you-go Projects		$7,974,397	$1,020,833	$0	$0
GENERAL FUND TOTAL		**$210,853,392**	**$196,593,476**	**$208,862,921**	**$228,929,919**
	FTE	**1,908.25**	**1,919.50**	**1,863.25**	**1,874.75**

2005 BUDGET
Expenditure Summary Table
Internal Service Funds

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
INTERNAL SERVICE FUNDS				
Facilities Management				
Salaries/Benefits	$1,217,153	$0	$0	$0
Operating	$3,519,968	$0	$0	$0
Capital	$37,524	$0	$0	$0
Total	**$4,774,645**	**$0**	**$0**	**$0**
FTE	*20.00*	*0.00*	*0.00*	*0.00*
Fleet Management				
Salaries/Benefits	$4,413,258	$4,466,857	$4,343,797	$4,605,990
Operating	$6,348,896	$7,191,922	$7,361,444	$8,596,001
Capital	$59,969	$38,324	$97,691	$90,820
Total	**$10,822,123**	**$11,697,103**	**$11,802,932**	**$13,292,811**
FTE	*74.00*	*74.00*	*72.00*	*74.00*
Information Technology				
Salaries/Benefits	$2,643,391	$2,675,157	$2,685,464	$2,871,550
Operating	$1,860,536	$1,868,273	$2,383,435	$2,361,572
Capital	$102,252	$66,000	$120,606	$120,606
Total	**$4,606,179**	**$4,609,430**	**$5,189,505**	**$5,353,728**
FTE	*35.00*	*35.00*	*32.00*	*33.50*
Office Services				
Salaries/Benefits	$805,119	$811,491	$809,290	$851,567
Operating	$1,164,701	$1,453,315	$1,521,336	$1,517,616
Capital	$32,609	$0	$0	$27,400
Total	**$2,002,429**	**$2,264,806**	**$2,330,626**	**$2,396,583**
FTE	*16.00*	*16.00*	*14.75*	*15.00*
Radio Communications				
Salaries/Benefits	$504,366	$539,428	$621,492	$680,383
Operating	$475,122	$419,159	$823,791	$821,092
Capital	($83,748)	$49,353	$19,500	$19,500
Total	**$895,740**	**$1,007,940**	**$1,464,783**	**$1,520,975**
FTE	*8.0*	*7.0*	*8.0*	*8.00*
Real Estate Services				
Salaries/Benefits	$259,651	$250,461	$278,924	$292,414
Operating	$101,046	$110,996	$85,730	$141,032
Capital	$0	$0	$0	$0
Total	**$360,697**	**$361,457**	**$364,654**	**$433,446**
FTE	*5.00*	*5.00*	*4.00*	*4.00*
Risk Management				
Salaries/Benefits	$643,515	$709,977	$658,974	$693,026
Operating	$222,731	$255,369	$330,911	$317,704
Capital	$0	$5,973	$0	$0
Total	**$866,246**	**$971,319**	**$989,885**	**$1,010,730**
FTE	*11.00*	*11.00*	*10.00*	*10.00*
FUND TOTAL	**$24,328,059**	**$20,912,055**	**$22,142,385**	**$24,008,273**
FTE	***169.00***	***148.00***	***140.75***	***144.50***

Facilities Management was transferred to Colorado Springs Utilities in 2003.

2005 BUDGET
Expenditure Summary Table
Public Safety Sales Tax Fund

		2002 Actual	2003 Actual	2004 Budget	2005 Budget
PUBLIC SAFETY SALES TAX FUND					
Fire					
	Salaries/Benefits	$939,192	$1,967,575	$4,437,484	$6,305,870
	Operating	$382,442	$653,404	$1,428,798	$1,339,754
	Capital Outlay	$327,229	$835,175	$1,292,625	$971,214
	Capital Projects	$2,543,445	$4,466,191	$3,860,405	$3,243,150
	Total	**$4,192,308**	**$7,922,345**	**$11,019,312**	**$11,859,988**
	FTE	*8.75*	*32.75*	*52.75*	*73.75*
Police					
	Salaries/Benefits	$2,049,598	$4,601,914	$8,460,593	$9,912,642
	Operating	$884,287	$1,047,437	$1,661,605	$1,103,483
	Capital Outlay	$1,348,518	$1,152,246	$496,962	$77,550
	Capital Projects	$1,639,732	$5,013,183	$1,375,089	$1,952,434
	Total	**$5,922,135**	**$11,814,780**	**$11,994,249**	**$13,046,109**
	FTE	*69.00*	*86.00*	*127.00*	*137.00*
Finance					
	Salaries/Benefits	$28,104	$43,000	$51,640	$134,245
	Operating	$4,872	$3,910	$4,872	$9,872
	Capital	$4,500	$0	$0	$3,000
	Total	**$37,476**	**$46,910**	**$56,512**	**$147,117**
	FTE	*1.00*	*1.00*	*1.00*	*2.00*
Fleet Management					
	Salaries/Benefits	$0	$29,810	$92,404	$94,056
	Operating	$0	$500	$500	$12,888
	Capital	$0	$0	$0	$350
	Total	**$0**	**$30,310**	**$92,904**	**$107,294**
	FTE	*0.00*	*0.50*	*1.50*	*1.50*
Human Resources					
	Salaries/Benefits	$1,448	$35,322	$51,640	$134,245
	Operating	$25,726	$1,556	$5,152	$10,152
	Capital	$3,216	$0	$0	$3,000
	Total	**$30,390**	**$36,878**	**$56,792**	**$147,397**
	FTE	*1.00*	*1.00*	*1.00*	*2.00*
FUND TOTAL		**$10,001,807**	**$19,851,223**	**$23,219,769**	**$25,307,905**
	FTE	***79.75***	***121.25***	***183.25***	***216.25***

2005 BUDGET
Expenditure Summary Table
Enterprise Funds

		2002 Actual	2003 Actual	2004 Budget	2005 Budget
ENTERPRISE FUNDS					
Airport	Salaries/Benefits	$6,219,745	$6,612,203	$6,979,848	$7,420,756
	Operating	$5,770,590	$6,206,928	$6,913,578	$6,602,441
	Capital	$236,974	$1,049,684	$236,985	$261,360
	Debt Service	$6,053,771	$5,653,560	$5,829,685	$5,828,348
	Total	**$18,281,080**	**$19,522,375**	**$19,960,096**	**$20,112,905**
	FTE	*107.00*	*116.00*	*116.00*	*117.00*
Cemeteries	Salaries/Benefits	$681,803	$717,386	$747,668	$755,209
	Operating	$445,496	$374,182	$538,179	$557,774
	Capital	$23,103	$225,000	$62,500	$27,500
	Total	**$1,150,402**	**$1,316,568**	**$1,348,347**	**$1,340,483**
	FTE	*12.00*	*12.00*	*12.00*	*12.00*
Development Review Enterprise					
	Salaries/Benefits	$421,784	$486,258	$638,856	$1,423,116
	Operating	$87,092	$98,444	$236,141	$624,987
	Capital	$27,279	$59,960	$58,200	$228,206
	Total	**$536,155**	**$644,662**	**$933,197**	**$2,276,309**
	FTE	*7.50*	*7.50*	*10.50*	*22.00*
Human Services Complex					
	Salaries/Benefits	$39,540	$41,419	$81,042	$83,588
	Operating	$126,362	$110,308	$192,306	$177,910
	CIP Projects	$57,068	$0	$30,000	$20,000
	Total	**$222,970**	**$151,727**	**$303,348**	**$281,498**
	FTE	*1.00*	*1.00*	*1.00*	*1.00*
Parking System					
	Salaries/Benefits	$360,217	$370,320	$450,976	$458,213
	Operating	$625,938	$739,427	$797,427	$857,932
	Capital	$20,722	$15,140	$129,250	$129,250
	Debt Service / CIP Projects	$4,307,439	$1,453,117	$1,659,894	$1,200,938
	Total	**$5,314,316**	**$2,578,004**	**$3,037,547**	**$2,646,333**
	FTE	*9.00*	*9.00*	*8.00*	*8.00*
Patty Jewett Golf Course					
	Salaries/Benefits	$626,029	$610,084	$687,458	$707,494
	Operating	$905,512	$852,989	$905,344	$994,188
	Capital	$300,903	$432,545	$385,000	$397,000
	Total	**$1,832,444**	**$1,895,618**	**$1,977,802**	**$2,098,682**
	FTE	*9.5*	*9.5*	*9.5*	*9.50*
Pikes Peak – America's Mountain					
	Salaries/Benefits	$1,142,142	$1,233,330	$1,409,819	$1,420,413
	Operating	$732,810	$800,844	$1,027,611	$1,022,241
	Capital	$0	$1,939	$6,800	$4,700
	Debt Service / CIP Projects	$0	$924,090	$1,081,700	$1,081,655
	Total	**$1,874,952**	**$2,960,203**	**$3,525,930**	**$3,529,009**
	FTE	*24.00*	*21.00*	*21.00*	*21.00*
Valley Hi Golf Course					
	Salaries/Benefits	$302,229	$339,481	$374,146	$401,862
	Operating	$693,210	$706,078	$706,243	$774,550
	Capital	$113,476	$91,793	$69,360	$41,500
	Total	**$1,108,915**	**$1,137,352**	**$1,149,749**	**$1,217,912**
	FTE	*5.00*	*5.00*	*5.00*	*5.00*

2005 BUDGET
Expenditure Summary Table
Grant Funds

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
COMMUNITY DEVELOPMENT GRANTS				
Housing and Community Development/Urban Redevelopment (PKA C.D.B.G., H.O.M.E., and Emergency Shelter Grant (E.S.G.))				
Salaries/Benefits	$1,375,691	$1,299,548	$1,458,534	$1,461,146
Operating	$5,349,236	$4,602,311	$5,786,199	$4,963,003
Capital	$922	$0	$0	$0
CIP Projects	$0	$431,063	$0	$695,000
Total	**$6,725,849**	**$6,332,922**	**$7,244,733**	**$7,119,149**
FTE	*25.00*	*22.00*	*21.00*	*21.00*

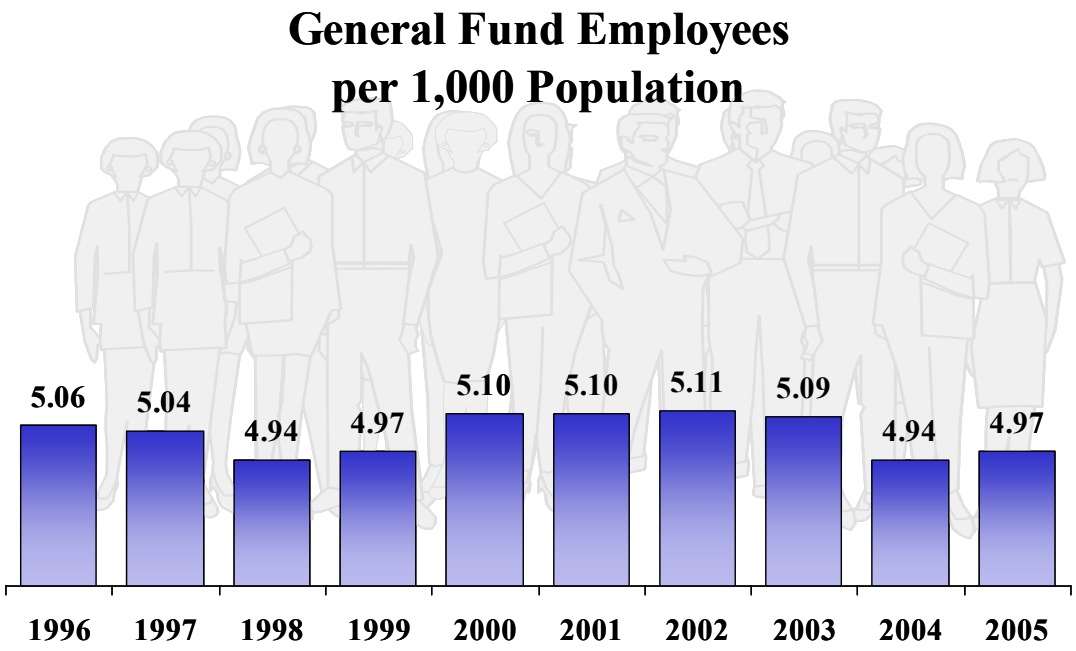
Position Summary

GENERAL FUND

The 2005 Budget provides for a total of 1,874.75 full-time equivalent (FTE) permanent positions in the General Fund, which reflects a net increase of 8.5 positions from the 2004 authorized number. A total of 15.5 FTE are added to the General Fund, but the transfer of Fire Prevention to the Development Review Enterprise offsets 7 of the positions. Of the 15.5 added, all but 6.5 positions are offset by revenue or are conversions of existing special/temporary positions. An additional 3.75 FTE are included in the Support Services Fund.

Over the past 5 years, the General Fund employees per 1,000 population has decreased by 2.5 percent.

For 2005, the employees per 1,000 population in the General Fund is 4.97.



2004 Budget Adjustments in Positions
During 2004, with the retirement of a manager position in the Parks, Recreation and Cultural Services Department, two divisions were merged together under one manager. The new division, Recreation Services, includes the Youth and Recreation Division and the Community and Senior Centers Division. The manager position was converted into three Maintenance Technician II positions in the Park Maintenance, Trails and Open Space Division. This organizational change provided much needed relief to the parks maintenance effort. Also in 2004 and to address the increased workload in the Police Impound Lot, an Evidence Technician position was added from temporary staffing funds.

Police 1 Full-Time Position
A special Chemist position in the Police Crime Laboratory, partially funded in 2004 by a federal grant, is converted to regular FTE status for 2005. The grant funding is decreasing but fees paid by other agencies for lab services performed by the chemist offset most of the cost of this position.

Fire 0.5 Half-Time Position
For 2004, a half-time Office of Emergency Management (OEM) Office Specialist position was transferred to the OEM Grant Fund. Due to restrictions on the grant, in 2005 this position is funded in the General Fund.

City Auditor 3 Full-Time Positions
Colorado Springs Utilities (CSU) is funding a new Information Systems Auditor for two years, starting in 2005, to work on CSU's Customer Service System (CorDapTix). Two new Auditor positions will provide additional performance audits and detection of fraud and abuse. The City, CSU, and Memorial Hospital fund these positions.

City Planning and Community Development 3 Full-Time Positions
Two Planner II positions are added to improve customer service in the City's land use development review process. A new Comprehensive Planner position is also added for 2005.

2004 GENERAL FUND BUDGET	**1,863.25**
2004 Adjustment	
Parks, Recreation and Cultural Services	2.00
Police Department	1.00
	3.00
2005 GENERAL FUND BUDGET	
Transfers	
Fire Department	-7.00
	-7.00
Additions	
City Auditor	3.00
City Planning and Community Development	3.00
Finance	2.00
Fire Department	0.50
Municipal Court	2.00
Parks, Recreation and Cultural Services	3.00
Police Department	1.00
Public Works – Streets	1.00
	15.50
2005 GENERAL FUND BUDGET	**1,874.75**

2004 SUPPORT SERVICES FUND BUDGET	**140.75**
2005 SUPPORT SERVICES FUND BUDGET	
Additions	
Fleet Management	2.00
Information Technology	1.50
Office Services	0.25
	3.75
2005 SUPPORT SERVICES FUND BUDGET	**144.50**

Finance 2 Full-Time Positions
A new Sales Tax Investigator position is added. This position is funded by additional revenue anticipated from the investigation of sales tax audits. In addition, the administration of the police and fire pension plans has grown and become more complex. As a result, an Analyst II position is added to address this need and is funded by the pension plans.

Municipal Court 2 Full-Time Positions
Due to the workload increase as a result of the Police Neighborhood Speeding program, two temporary Collections Clerks are converted to regular FTE status.

Parks, Recreation and Cultural Services 3 Full-Time Positions
A new Urban Forester position for diseased tree inspection has been added. A Maintenance Technician II position has been added for the Greenhouse Flower program. Also new for 2005, a Vegetation Control Specialist position will provide right-of-way mowing and weed control services.

Public Works – Streets 1 Full-Time Position
For 2005, a temporary Clerk Dispatcher is converted to regular FTE status.

Number of Employees – General Fund by Department

Year	Police	Fire	Public Works	All Other	Total	Population
1995	692	379	160.50	430	1,661.50	328,782
2005	829	416	222.75	407	1,874.75	387,666
Change	**137**	**37**	**62.25**	**-23**	**213.25**	**58,884**
% Change	**19.80**	**9.76**	**38.78**	**-5.35**	**12.83**	**17.91**

The Police change from 1995 to 2005 of 137 positions includes:

⇒ 100 uniformed (108 Officers added, plus 7 Park Police reclassed from civilian to uniformed, minus 13 Officers transferred to the Airport Enterprise Fund, and minus 2 Park Police reclassed from uniformed to civilian)

⇒ 37 civilian (21 civilians were added, plus 24 positions transferred in, 17 from Fire Communications Center and 7 Code Enforcement positions from the All Other category, minus 7 Park Police reclassed from civilian to uniformed, minus 3 Parking Enforcement positions transferred to the Parking Enterprise Fund, plus 2 positions reclassed from uniformed to civilian)

The Public Works change from 1995 to 2005 of 62.25 positions includes a transfer of 36 FTE from the All Other category as part of the 1997 reorganization. Therefore, only 26.25 FTE are new employees.

Although population increased 17.91 percent over the last 10 years, the number of employees increased only 12.83 percent.

SUPPORT SERVICES AND SPECIAL REVENUE FUNDS

In the Support Services Fund, 3.75 FTE are added in the 2005 budget.

The Fleet Management Division is converting a special Associate Fleet Technician at the Airport Maintenance Facility to regular FTE status and adding a Parts Specialist position at the Fleet South facility.

A half-time Analyst I position becomes a full-time Analyst II in 2005 to address increased telecommunications billing requirements in the Department of Information Technology. Also, an Office Specialist in the Help Desk section that supports the 385-CITY function is converted to regular FTE status.

In a reorganization to flatten the level of supervision in the Office Services Division, a three-quarter FTE Office Services Coordinator is being changed to a full-time Office Assistant position (increase of .25 FTE).

ENTERPRISE FUNDS

For 2005, a Planning Development Manager is added to the Airport Enterprise to address the development of the Business Park.

For 2005, the Development Review Enterprise (DRE) is increasing a half-time Sign Inspector position to full time. Also, the DRE is adding a new section that will conduct fire-related new construction and system plan reviews and inspections. Seven FTE and one special position are transferred from the Fire Department's Prevention Division into this section. To meet the target response times and service enhancements, it is anticipated that three additional FTE will be added.

PUBLIC SAFETY SALES TAX (PSST) FUND

A total of 33 new positions are added for 2005 in the Public Safety Sales Tax Fund.

In the Fire Department, 21 FTE positions (16 uniformed and 5 civilian) are added in 2005. Of the uniformed positions added, 15 will staff Station 19's new truck company and a Lieutenant is added in the Medical Office. The 5 civilian personnel added include a HazMat Specialist, a Senior Fire Protection Engineer, a Warehouse Supply Technician, an Information Systems Analyst, and an Office Specialist.

In the Police Department, 10 FTE positions (1 uniformed and 9 civilian) are added in 2005. The uniformed position is added in Patrol. The 9 civilian personnel added include 7 Police Service Representatives (PSR's) for the new Gold Hill Division and 2 Code Enforcement Officers.

In City Management, an Analyst II is added in Human Resources and another in Finance.

A total of 216.25 positions are funded in 2005 by the Public Safety Sales Tax Fund.

The following table provides a summary of staffing changes by fund and organizational unit. Staffing in the following table and in all Division summaries is based on full-time equivalent (FTE) positions.

2005 POSITION SUMMARY TABLE

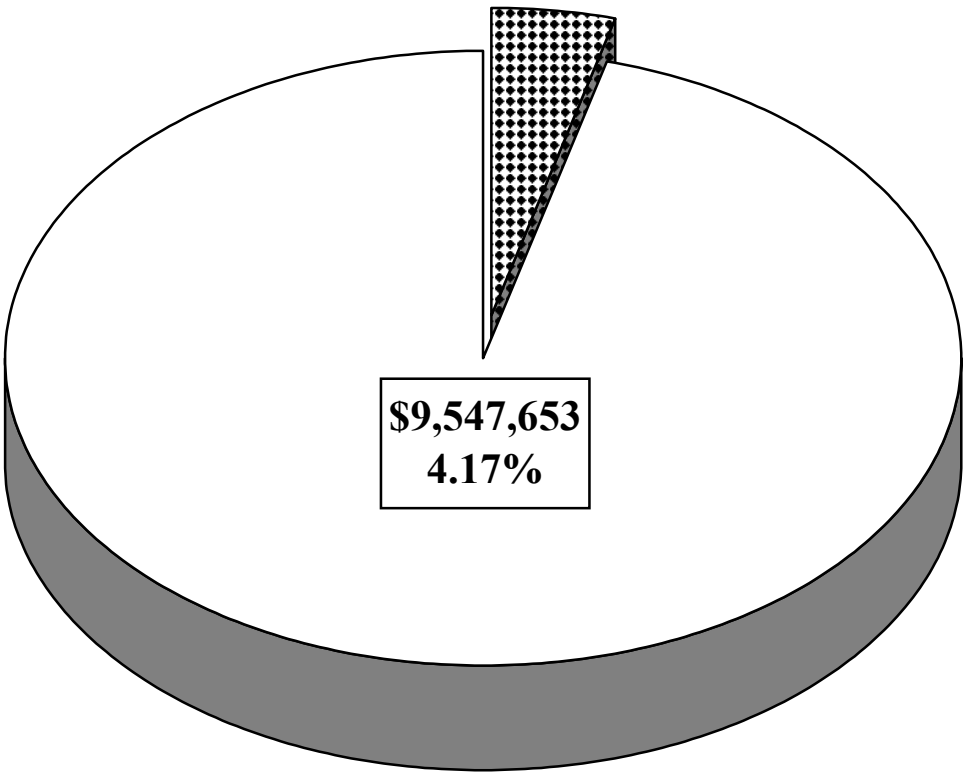
	2002 Actual	2003 Actual	2004 Budget	2004 Authorized	2005 Budget	Difference: 2005 Budget - 2004 Authorized
General Fund						
Appointees						
City Attorney	43.00	43.00	43.00	43.00	43.00	0.00
City Auditor	8.00	9.00	9.00	9.00	12.00	3.00
City Clerk	10.00	10.00	10.00	10.00	10.00	0.00
Municipal Court	36.50	36.50	36.50	36.50	38.50	2.00
Public Safety						
Fire	425.50	425.75	422.50	422.50	416.00	-6.50
Police	830.00	833.00	827.00	828.00	829.00	1.00
City Management						
Budget	11.00	11.00	9.00	9.00	9.00	0.00
City Manager	8.00	9.00	8.00	8.00	8.00	0.00
Finance	43.75	43.75	42.25	42.25	44.25	2.00
Human Resources	15.00	16.00	15.00	15.00	15.00	0.00
Safety Office	2.00	2.00	2.00	2.00	2.00	0.00
Public Communications	8.00	7.75	5.75	5.75	5.75	0.00
Parks, Rec. & Cultural Services						
Cultural Services	18.00	16.75	13.75	13.75	13.75	0.00
Design and Development	5.00	5.00	0.00	0.00	0.00	0.00
Forestry	15.00	15.00	13.00	13.00	14.00	1.00
Park Maint., Trails & Open Space	85.00	85.00	79.00	82.00	84.00	2.00
Parks, Rec. & Cultural Svcs. Support	15.75	15.75	12.75	12.75	12.75	0.00
Recreation Services	54.00	54.00	51.00	50.00	50.00	0.00
City Planning and Community Dev.						
Comprehensive Planning	8.00	8.00	4.00	4.00	5.00	1.00
Data Systems/GIS	5.00	6.00	6.00	6.00	6.00	0.00
Land Use Review	25.50	24.50	21.00	21.00	23.00	2.00
Planning Director, Office of the	0.00	0.00	3.00	3.00	3.00	0.00
Transportation Planning	0.00	6.00	6.00	6.00	6.00	0.00
Urban Development	3.00	2.00	2.00	2.00	2.00	0.00
Neighborhood Services						
Neighborhood Services	3.00	2.00	0.00	0.00	0.00	0.00
Public Works						
City Engineering (includes Support)	54.00	56.00	48.00	48.00	48.00	0.00
Streets	120.00	124.50	124.50	124.50	125.50	1.00
Transit Services	1.00	1.00	1.00	1.00	1.00	0.00
Transportation Engineering	55.25	51.25	48.25	48.25	48.25	0.00
General Fund Total	**1,908.25**	**1,919.50**	**1,863.25**	**1,866.25**	**1,874.75**	**8.50**

2005 POSITION SUMMARY TABLE (continued)

	2002 Actual	2003 Actual	2004 Budget	2004 Authorized	2005 Budget	Difference: 2005 Budget - 2004 Authorized
Internal Services Fund						
Facilities Management	20.00	0.00	0.00	0.00	0.00	0.00
Fleet Management	74.00	74.00	72.00	72.00	74.00	2.00
Information Technology	35.00	35.00	32.00	32.00	33.50	1.50
Office Services	16.00	16.00	14.75	14.75	15.00	0.25
Radio Communications	8.00	8.00	8.00	8.00	8.00	0.00
Real Estate Services	5.00	5.00	4.00	4.00	4.00	0.00
Risk Management	11.00	11.00	10.00	10.00	10.00	0.00
Internal Services Fund Total	**169.00**	**149.00**	**140.75**	**140.75**	**144.50**	**3.75**
Workers Compensation Fund						
Workers Compensation	3.00	3.00	3.00	3.00	3.00	0.00
Workers Compensation Fund Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**0.00**
Public Safety Sales Tax Fund						
Fire	8.75	32.75	52.75	52.75	73.75	21.00
Police	69.00	86.00	127.00	127.00	137.00	10.00
Fleet Management	0.00	0.50	1.50	1.50	1.50	0.00
Finance	1.00	1.00	1.00	1.00	2.00	1.00
Human Resources	1.00	1.00	1.00	1.00	2.00	1.00
Public Safety Sales Tax Fund Total	**79.75**	**121.25**	**183.25**	**183.25**	**216.25**	**33.00**
Enterprise Funds						
Airport	107.00	116.00	116.00	116.00	117.00	1.00
Cemeteries	12.00	12.00	12.00	12.00	12.00	0.00
Development Review Enterprise	7.50	8.50	10.50	10.50	22.00	11.50
Human Services Complex	1.00	1.00	1.00	1.00	1.00	0.00
Parking System	9.00	9.00	8.00	8.00	8.00	0.00
Patty Jewett Golf	9.50	9.50	9.50	9.50	9.50	0.00
Pikes Peak – America's Mountain	24.00	21.00	21.00	21.00	21.00	0.00
Valley Hi Golf	5.00	5.00	5.00	5.00	5.00	0.00
Enterprise Funds Total	**175.00**	**182.00**	**183.00**	**183.00**	**195.50**	**12.50**
Special Revenue Funds						
Cable Franchise Grant Fund	0.00	0.00	1.00	1.00	1.00	0.00
City CIP Construction Fund	0.00	0.00	5.00	5.00	5.00	0.00
Conservation Trust (Lottery)	6.00	6.00	10.00	10.00	10.00	0.00
Briargate SIMD	4.75	4.75	4.75	4.75	4.75	0.00
Nor'wood SIMD	1.25	1.25	1.25	1.25	1.25	0.00
Special Revenue Funds Total	**12.00**	**12.00**	**22.00**	**22.00**	**22.00**	**0.00**
Community Development Block Grant Fund						
CDBG, HOME, and ESG	22.00	22.00	21.00	21.00	21.00	0.00
CDBG Fund Total	**22.00**	**22.00**	**21.00**	**21.00**	**21.00**	**0.00**
ALL FUNDS TOTAL	**2,369.00**	**2,408.75**	**2,416.25**	**2,419.25**	**2,477.00**	**57.75**

CITY OF COLORADO SPRINGS

City Council and Council Appointees



City Attorney	**$3,670,281**
City Auditor	**$1,101,222**
City Clerk	**$858,956**
City Council	**$128,220**
Municipal Court	**$3,788,974**

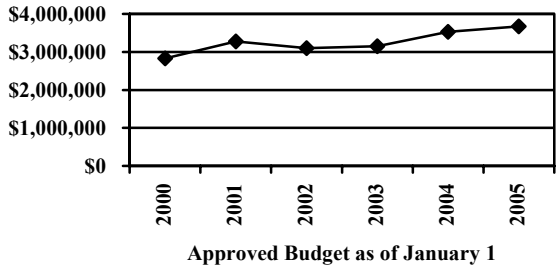
City Attorney

Patricia K. Kelly, City Attorney ● 30 South Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5909 ● jgoodall@springsgov.com

MISSION

The City Attorney's Office is the legal advisor to City Council, its Appointees, its Enterprises, including Colorado Springs Utilities and Memorial Hospital, its boards, commissions and committees, and its staff members in the conduct of City business. In addition, 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.

BUDGET HISTORY



SERVICES

- Advise City Council, City Appointees, Enterprise Managers, boards, commissions and committees in all legal matters
- Provide litigation services for the City and its Enterprises, including Colorado Springs Utilities and Memorial Hospital
- Represent City and its enterprises in employment matters
- Prosecute City Code violations
- Review, update, and maintain City Code
- Review and draft contracts and intergovernmental agreements
- Advise Police and Fire Pension Plans
- Create authorities and legal entities
- Provide legal services to special district teams, annexation teams, and finance management teams
- Provide tax-related services

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$2,860,245	$2,928,557	$3,317,353	$3,456,660
Operating	218,374	160,874	209,621	209,621
Capital Outlay	21,343	62,840	4,000	4,000
Total	**$3,099,962**	**$3,152,271**	**$3,530,974**	**$3,670,281**

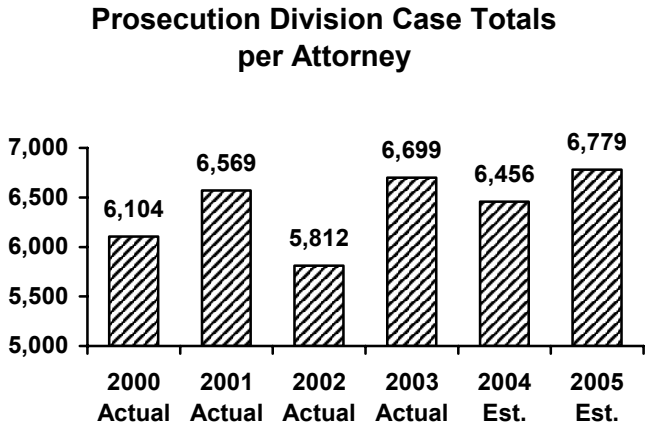
PERSONNEL

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Senior Manager	1	1	1	1
Manager	1	1	1	1
Professional	21	21	21	21
Paraprofessional	5	6	6	6
General	15	14	14	14
FTE Total	**43**	**43**	**43**	**43**

During 2002, one Legal Secretary (General) was reclassified to a Paralegal (Paraprofessional) due to increased workload responsibilities for paralegal staff.

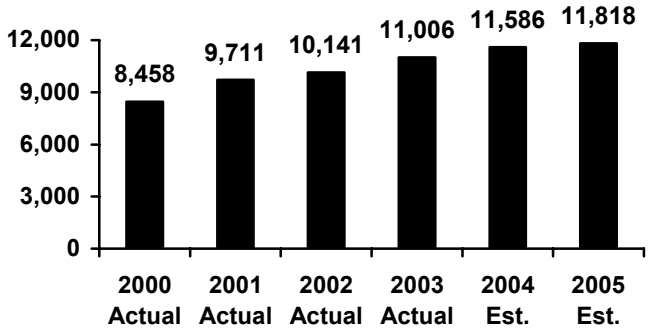
In addition to the positions stated above, there are five professional and two paraprofessional positions funded by the Utilities Fund, two funded by the Hospital Fund, and two funded for Workers' Compensation through the Risk Management Unit.

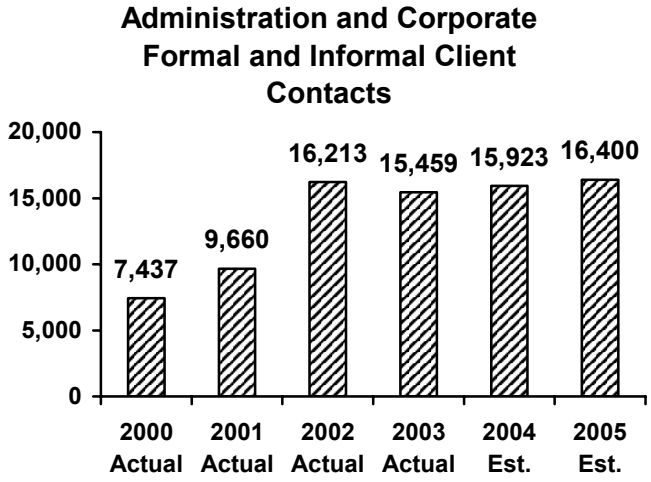
PERFORMANCE INDICATORS



The number of cases handled by the Prosecution Division has steadily increased. There were 11 full-time Attorney positions in 2002 resulting in 5,812 cases per Attorney. Increased case numbers in 2003 resulted in 6,699 cases per Attorney and are anticipated to be 6,456 in 2004 and 6,779 in 2005. The total number of FTE Attorney positions in the Prosecution Division is 11, which translates to a ratio of 1 : 34,720 citizens in 2004 and 1 : 35,242 in 2005.

Cases for 2003 and 2004 continued a steady trend but are drastically increasing in complexity. This complexity is evidenced by the number of Attorney hours expended by the Litigation Division in the defense of these cases. From 1997-2001, the number of hours increased by 70 percent from 5,715 to 9,711. During the period of 2001-2003, the increase was 12 percent. It is anticipated this increase will continue to be evident in 2004 and 2005. There are four FTE Attorney positions in the Litigation Division, a ratio of 1 : 96,712 citizens per Attorney in 2004 and 1 : 95,481 in 2005.





The number of formal and informal client contacts rendered to clients by the Administration and Corporate Divisions increased an average of 26.7 percent from 1999 through 2001 going from 7,627 to 9,660 contacts. The increase from 2001 to 2002 nearly doubled to 16,213, an increase of 68 percent. This amount remained steady through 2003 but is expected to increase at least 3 percent through 2004 and 2005. There are seven FTE Attorney positions in the Administration and Corporate Divisions representing a ratio of 1 : 54,561 citizens in 2004 and a ratio of 1 : 5,381 in 2005.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $128,099 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $11,208 is included for PERA and Workers' Compensation increases.

MAJOR OBJECTIVES

OBJECTIVE – Enhance Service Excellence

Providing the highest professional legal services to its clients will continue to be a priority in 2005. Accuracy, timeliness, and communication with clients will be maintained throughout the year.

OBJECTIVE – Enhance Community Relations

Encouraging employee voluntarism in City-sponsored events is a policy of this Office. Internet communications from elected officials, attorneys, and citizens in many other states will likely continue to increase in 2005. Responses to inquiries for information regarding public access to City codes and ordinances, Council rules and regulations, and other important public interest items will continue to be provided.

OBJECTIVE – Provide Organization / Workforce Development

Providing a high standard of ethics and professionalism while demonstrating a true commitment to competent legal services will be an ongoing objective of this Office. Continued education is a requirement for the employees of this Office, and supporting employee development and seeking to provide opportunities for personal growth and fulfillment will continue to be a goal in 2005.

OBJECTIVE – Maintain Financial Health

Legal services will be provided to ensure correct legal decisions regarding City financial matters. Monthly analysis of expended/remaining funds allow this Office to maintain prudent financial management and set forth the opportunity to utilize profitable resources whenever possible.

OBJECTIVE – Increase the Availability of Legal Services

This Office will continue to provide availability of legal services, explain the law, and render legal opinions to Council, Appointees, organizational units, and enterprises to assist in their responsibilities in making knowledgeable decisions.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
CITY ATTORNEY

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	2,339,254	2,365,548	2,664,797	2,771,389
51207	WAGE PKG PERFORMANCE	(3,921)	0	0	0
51210	OVERTIME	671	209	1,000	1,000
51220	SEASONAL TEMPORARY	88,679	70,895	64,480	64,480
51230	SHIFT DIFFERENTIAL	2	0	0	0
51240	RETIREMENT TERMINATION SICK	0	5,394	0	0
51245	RETIREMENT TERM VACATION	0	4,187	0	0
51260	VACATION BUY	1,222	3,420	0	0
51265	GRIP PROGRAM	1,860	611	0	0
51299	SALARIES REIMBURSEMENTS	126	0	0	0
51610	PERA	218,005	224,938	266,849	288,716
51615	WORKERS COMPENSATION	6,972	7,082	7,607	7,820
51620	EQUITABLE LIFE INSURANCE	7,126	7,449	10,968	11,394
51625	VISION CARE	2,232	2,294	2,768	2,768
51635	CITY MAJOR MEDICAL PLAN	2,695	0	2,033	2,099
51640	DENTAL INSURANCE	11,351	13,090	17,379	18,630
51665	CASH BACK	13,075	12,412	0	0
51670	PARKING FOR EMPLOYEES	8,720	8,620	8,580	8,580
51690	MEDICARE	28,788	28,848	33,378	34,551
51695	CITY EPO MEDICAL PLAN	133,386	173,561	237,514	245,233
	TOTAL SALARIES & BENEFITS	**2,860,245**	**2,928,557**	**3,317,353**	**3,456,660**
52105	MISCELLANEOUS OPERATING	13,134	23,104	0	0
52110	OFFICE SUPPLIES	16,335	7,343	29,500	31,000
52111	PAPER SUPPLIES	2,165	710	3,200	3,500
52120	SOFTWARE MICRO WORD PROCESS	515	14,012	25,200	2,300
52122	CELL PHONES EQUIP AND SUPPLIES	2,807	0	200	200
52125	GENERAL SUPPLIES	426	0	500	500
52135	POSTAGE	5,449	5,525	6,100	6,100
52165	LICENSES AND TAGS	(1,306)	(1,749)	100	100
52220	MAINT OFFICE MACHINES	6,654	6,929	8,100	14,900
52405	ADVERTISING SERVICES	206	40	1,000	1,000
52423	TELECOMMUNICATION SERVICES	185	0	0	0
52575	SERVICES	10,366	554	2,000	10,000
52605	CAR MILEAGE	3,873	4,368	5,000	5,000
52615	DUES AND MEMBERSHIP	8,716	10,786	12,200	16,800
52625	MEETING EXPENSES IN TOWN	305	756	2,300	2,300
52630	TRAINING	6,889	3,584	15,153	16,348
52645	SUBSCRIPTIONS	10,308	5,472	9,795	12,500
52655	TRAVEL OUT OF TOWN	8,679	59	7,000	10,000
52705	COMMUNICATIONS	109,274	60,037	59,573	59,573
52735	TELEPHONE LONG DIST CALLS	2,748	3,030	3,000	3,200
52736	CELL PHONE AIRTIME	0	129	1,000	600
52765	LEASE PURCHASE PAYMENTS	0	0	7,200	0
52775	MINOR EQUIPMENT	1,187	4,920	2,000	2,000
52874	OFFICE SERVICES PRINTING	4,100	6,271	5,000	6,500
52875	OFFICE SERVICES RECORDS	4,552	4,995	4,500	5,200
52927	TEL COM PASSTHRU LONG DIST	807	0	0	0
	TOTAL OPERATING EXPENSES	**218,374**	**160,874**	**209,621**	**209,621**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
CITY ATTORNEY

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
53020	COMPUTERS NETWORKS	7,256	60,760	3,000	2,000
53030	FURNITURE AND FIXTURES	1,909	0	1,000	2,000
53050	MACHINERY AND APPARATUS	0	2,080	0	0
53090	BUILDINGS AND STRUCTURES	12,178	0	0	0
	TOTAL CAPITAL OUTLAY	**21,343**	**62,840**	**4,000**	**4,000**
	ORGANIZATION TOTAL	**3,099,962**	**3,152,271**	**3,530,974**	**3,670,281**

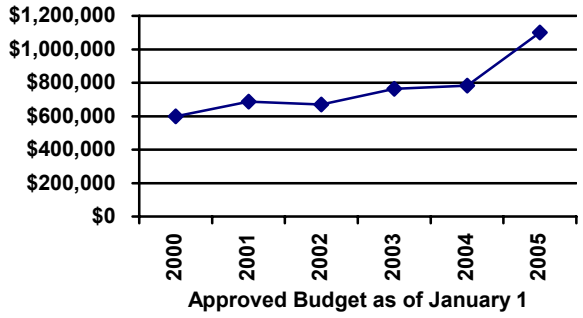
City Auditor

Jeff Litchfield, City Auditor ● 30 South Nevada, Suite 604, Colorado Springs, CO 80903 ● (719) 385-5991 ● jlitchfield@springsgov.com

MISSION

To provide the City Council an independent, objective and comprehensive auditing program for operations of the City, Colorado Springs Utilities, and Memorial Hospital; evaluate the adequacy of financial controls, records and operations and the effectiveness and efficiency of organizational operations; and provide the City Council, management and employees objective analyses, appraisals and recommendations for improving systems and activities.

BUDGET HISTORY



SERVICES

- Conduct financial, regulatory, information technology, compliance, and various performance audits
- Review policies, plans, procedures, laws and regulations that could have a significant impact on operations to determine whether the organizations are in overall compliance
- Review the means to safeguard assets as well as the adequacy and effectiveness of applicable policies and practices
- Review operations and programs to ascertain whether results are consistent with established objectives
- Review financial and operating information and the means used to identify, measure, classify and report such information to determine its reliability and integrity

BUDGET SUMMARY

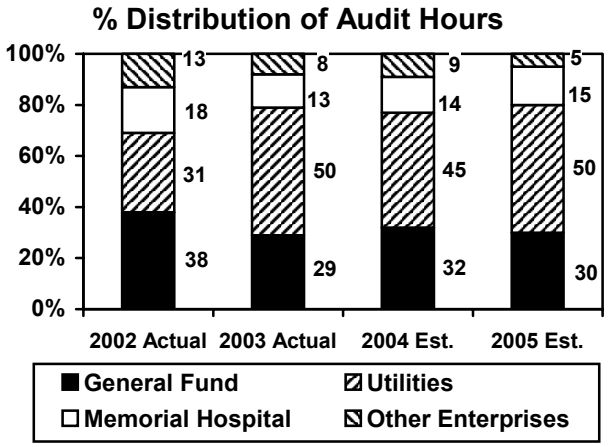
	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$617,736	$720,314	$739,889	$1,049,520
Operating	38,163	38,460	37,302	43,202
Capital Outlay	14,796	5,330	5,000	8,500
Total	**$670,695**	**$764,104**	**$782,191**	**$1,101,222**

PERSONNEL

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Classification				
Appointee	1	1	1	1
Manager	1	1	1	1
Professional	5	6	6	9
Paraprofessional	1	1	1	1
FTE Total	**8**	**9**	**9**	**12**

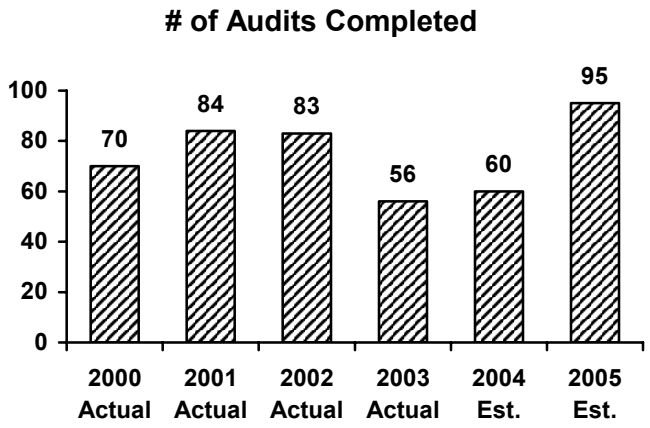
In 2003, an Information Technology Auditor was added; and in 2005, one Information systems auditor and two Auditor I positions are added.

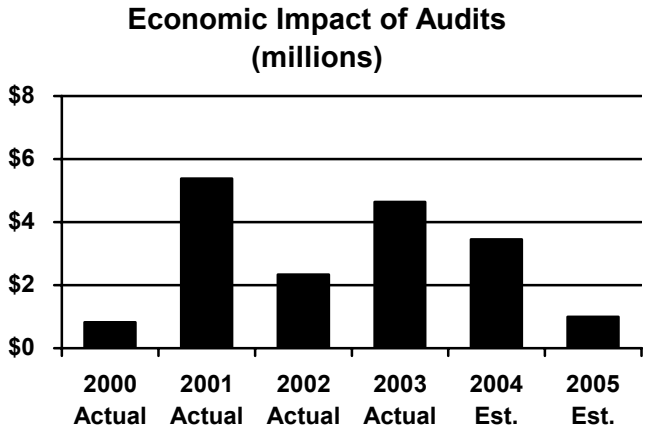
PERFORMANCE INDICATORS



The Office of the City Auditor provides audit services for four major groups and tracks its time accordingly. The graph shows the historical and projected breakdown of how those audit hours are distributed. The fluctuation between years is primarily the result of the annual audit plans that are approved by the City Council.

The Office of the City Auditor presents Council with an audit plan each year. The audit plan is a mix of audits required by Code, Tariff or Governance requirements and those selected by the City Auditor. Audits come in many different shapes and sizes, some requiring only 20 hours to complete while others might require as many as 500 hours. Therefore, the number of audits varies from year to year based on the size of the audits being performed.





The graph shows the economic impact of audits, which is defined as direct dollar savings opportunities or additional revenues that should be realized as a result of the audits. While a cost savings or revenue enhancement will usually be realized for many years, only six years are identified in this measurement.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $31,270 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $2,365 is included for PERA and Workers' Compensation increases.
- Funding of $44,256 is included for a correction to the salaries and benefits line items.
- An Information Systems Auditor position and funding of $91,140 are added. The cost of the position will be offset by revenue from Colorado Springs Utilities for two years beginning in 2005.
- Funding of $150,000 for two Auditor I positions is added to provide additional performance audits and additional detection of fraud and abuse. Two-thirds of these positions are offset by revenue from Colorado Springs Utilities and Memorial Hospital.

MAJOR OBJECTIVES

OBJECTIVE – Evaluate the adequacy of internal controls for new and existing systems and determine whether management is efficiently and effectively implementing policies and safeguarding the entity's assets

Conduct financial, compliance and information systems audits in accordance with generally accepted professional internal auditing standards. Monitor the progress or implementation of major new systems and capital projects.

OBJECTIVE – Ensure the accuracy and reliability of regulatory data presented to City Council and the citizens

Conduct audits of changes in utility rates, charges and special contracts. Perform governance monitoring functions as appropriate for entities under City Council that have adopted the policy governance methodology for management.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
CITY AUDITOR

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	522,839	598,795	624,219	864,460
51207	WAGE PKG PERFORMANCE	(700)	0	0	0
51230	SHIFT DIFFERENTIAL	0	3	0	0
51260	VACATION BUY	1,525	4,291	0	0
51610	PERA	46,656	54,375	56,306	85,404
51615	WORKERS COMPENSATION	1,050	1,316	1,648	1,644
51620	EQUITABLE LIFE INSURANCE	1,596	1,810	2,526	3,441
51625	VISION CARE	447	548	563	756
51640	DENTAL INSURANCE	2,378	3,226	3,379	5,078
51665	CASH BACK	2,100	816	0	0
51670	PARKING FOR EMPLOYEES	2,160	2,280	2,400	2,640
51690	MEDICARE	6,831	7,762	7,200	12,547
51695	CITY EPO MEDICAL PLAN	30,854	45,092	41,648	73,550
	TOTAL SALARIES & BENEFITS	**617,736**	**720,314**	**739,889**	**1,049,520**
52110	OFFICE SUPPLIES	1,067	1,388	1,080	1,750
52111	PAPER SUPPLIES	78	350	360	450
52122	CELL PHONES EQUIP AND SUPPLIES	223	240	240	240
52125	GENERAL SUPPLIES	45	321	380	445
52135	POSTAGE	58	192	40	40
52220	MAINT OFFICE MACHINES	0	722	725	725
52225	MAINT MICROS/WORD PROCESSOR	0	0	0	2,160
52305	MAINT SOFTWARE	600	648	650	650
52405	ADVERTISING SERVICES	0	581	0	0
52575	SERVICES	103	89	100	100
52605	CAR MILEAGE	88	210	1,700	700
52615	DUES AND MEMBERSHIP	2,059	2,981	2,300	2,960
52625	MEETING EXPENSES IN TOWN	74	157	180	200
52630	TRAINING	8,849	10,191	10,300	11,800
52645	SUBSCRIPTIONS	885	637	1,200	1,200
52655	TRAVEL OUT OF TOWN	8,511	9,539	8,583	9,583
52705	COMMUNICATIONS	14,967	8,973	8,919	9,419
52735	TELEPHONE LONG DIST CALLS	133	189	100	100
52775	MINOR EQUIPMENT	169	412	200	350
52874	OFFICE SERVICES PRINTING	0	352	45	70
52875	OFFICE SERVICES RECORDS	256	288	200	260
	TOTAL OPERATING EXPENSES	**38,163**	**38,460**	**37,302**	**43,202**
53010	OFFICE MACHINES	3,295	0	0	4,500
53020	COMPUTERS NETWORKS	11,501	2,428	2,500	0
53030	FURNITURE AND FIXTURES	0	2,902	2,500	4,000
	TOTAL CAPITAL OUTLAY	**14,796**	**5,330**	**5,000**	**8,500**
	ORGANIZATION TOTAL	**670,695**	**764,104**	**782,191**	**1,101,222**

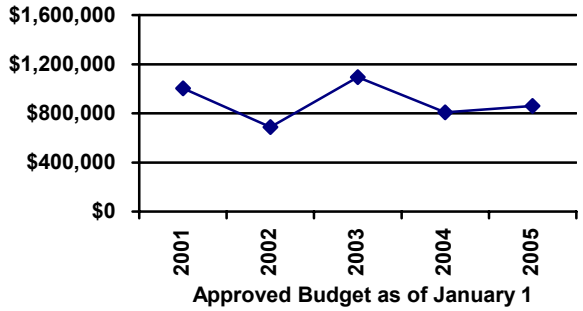
City Clerk

Kathryn M. Young, CMC, City Clerk ● 30 S. Nevada Ave., Colorado Springs, CO 80901 ● (719) 385-5901 ● cityclerk@springsgov.com

MISSION

Provide professional, timely, accurate and courteous service to the citizens of Colorado Springs; provide quality administrative support to City Council; conduct municipal elections with the highest integrity; maintain all official records of the City; and issue and enforce all required licenses which protect the health, safety and welfare of the community.

BUDGET HISTORY



SERVICES

- Conduct Municipal Elections
- Issue and enforce all licensing Code requirements and regulations
- Conduct administrative, suspension, revocation and renewal hearings
- Process and maintain all official City documents and records
- Provide administrative support to City Council and applicable boards through agenda preparation, recordation, and minutes

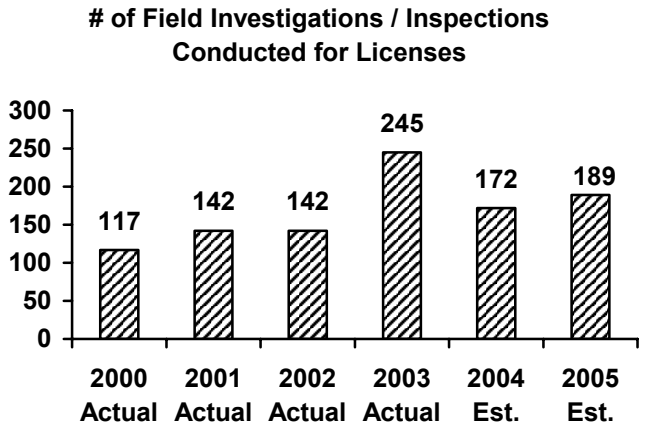
BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$534,526	$ 620,951	$596,052	$621,395
Operating	114,118	467,178	172,110	193,161
Capital Outlay	38,642	5,069	38,551	44,400
Total	**$687,286**	**$1,093,198**	**$806,713**	**$858,956**

PERSONNEL

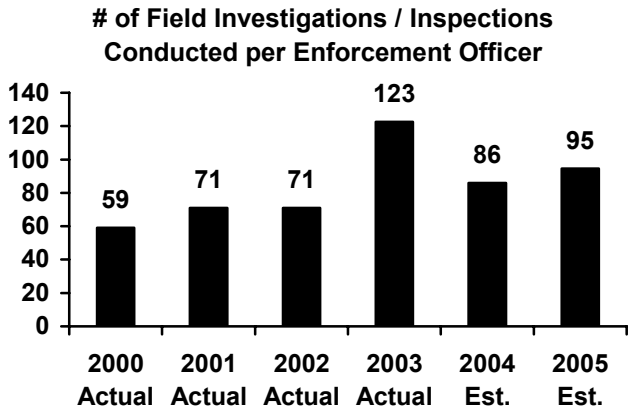
	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Classification				
Senior Manager	1	1	1	1
Manager	1	1	1	1
Professional	1	1	1	1
Paraprofessional	3	3	3	3
General	4	4	4	4
FTE Total	**10**	**10**	**10**	**10**

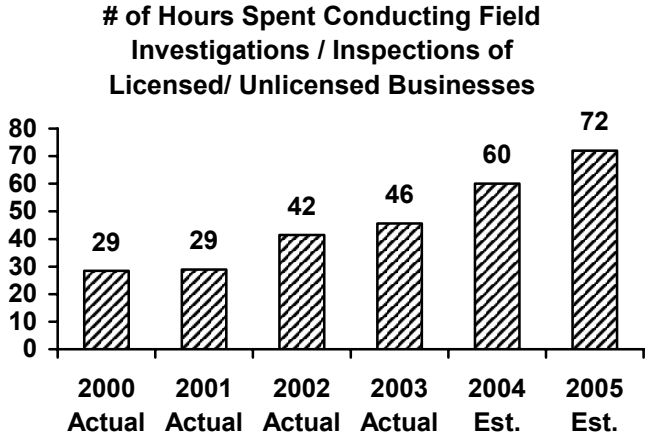
PERFORMANCE INDICATORS



Investigation, inspection/posting, and enforcement efforts of business and liquor licenses is anticipated to increase 10 percent. Two Enforcement Officers are assigned to manage the enforcement responsibilities in addition to performing associated administrative tasks. Responsibilities include preparatory, telephone, in-house, auditing, and follow-up time spent on each license investigation.

The City Clerk's Office manages approximately 3,750 active business and liquor licenses within the city. The license Enforcement Officers, in addition to conducting field inspections/investigations of active licenses, are responsible for issuing and providing administrative support for liquor licensing transactions.





A 20 percent increase in the amount of hours spent conducting field investigations/inspections is projected. The increased hours are the result of educating licensees and providing information as well as enforcement efforts of licensed/unlicensed businesses to ensure compliance and comprehension of relevant laws.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $23,433 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $1,910 is included for PERA and Workers' Compensation increases.
- Funding of $26,900 is included to replace the City Clerk's vehicle.

MAJOR OBJECTIVES

OBJECTIVE – Provide timely and accurate information on the City's intra/internet system which is available 24 hours a day providing access to agendas, minutes, legislative records, business license information, and election information

This is an ongoing objective that assures accurate and up-to-date information is available to citizens and customers of the city to review or download at their convenience. Interactive communication is provided in an effort to reduce customer phone calls that may be more conveniently resolved by 24-hour internet access.

OBJECTIVE - Conduct the regular General Municipal Election of 2005

Coordination with various City and County departments is anticipated, as well as managing all administrative aspects of candidate filings, petition filings, ballot preparation and processing. Provide accurate and timely information to candidates and citizens.

OBJECTIVE – Install and administer an e-government license program to enhance customer service for various business license renewal

Implementation of an internet license program will provide an alternative means of support to business licensees who would value the convenience of renewal payments of license fees online. This effort will provide enhanced customer service.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
CITY CLERK

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	447,753	498,156	479,677	498,864
51207	WAGE PKG PERFORMANCE	(728)	0	0	0
51210	OVERTIME	2,385	23,355	3,250	3,250
51230	SHIFT DIFFERENTIAL	0	749	0	0
51245	RETIREMENT TERM VACATION	3,777	0	0	0
51260	VACATION BUY	792	0	0	0
51299	SALARIES REIMBURSEMENTS	(348)	0	0	0
51610	PERA	38,199	45,350	45,469	49,298
51615	WORKERS COMPENSATION	1,218	1,271	1,688	1,726
51620	EQUITABLE LIFE INSURANCE	1,239	1,400	1,935	2,012
51625	VISION CARE	419	384	632	632
51640	DENTAL INSURANCE	2,574	2,991	3,951	4,235
51655	RETIRED EMP MEDICAL INS	91	0	0	0
51665	CASH BACK	4,123	4,706	0	0
51670	PARKING FOR EMPLOYEES	2,800	3,360	1,259	1,259
51690	MEDICARE	3,052	3,761	5,353	5,564
51695	CITY EPO MEDICAL PLAN	27,178	35,469	52,838	54,555
	TOTAL SALARIES & BENEFITS	**534,526**	**620,951**	**596,052**	**621,395**
52105	MISCELLANEOUS OPERATING	17,860	21,346	1,000	1,000
52110	OFFICE SUPPLIES	1,671	80	5,400	5,400
52111	PAPER SUPPLIES	0	0	1,800	1,800
52120	SOFTWARE MICRO WORD PROCESS	4,294	2,028	750	2,000
52122	CELL PHONES EQUIP AND SUPPLIES	0	0	100	100
52125	GENERAL SUPPLIES	692	889	2,375	3,000
52135	POSTAGE	5,188	6,440	7,000	7,000
52165	LICENSES AND TAGS	30	10	200	50
52220	MAINT OFFICE MACHINES	435	395	1,000	1,000
52225	MAINT MICROS WORD PROCESSOR	0	3,274	7,000	6,000
52230	MAINT FURNITURE AND FIXTURES	0	0	100	200
52265	MAINT BUILDINGS AND STRUCTURE	0	0	0	100
52305	MAINT SOFTWARE	0	1,089	0	1,300
52405	ADVERTISING SERVICES	34,009	45,527	85,000	75,000
52575	SERVICES	(24,391)	155	14,400	14,000
52605	CAR MILEAGE	0	24	100	100
52615	DUES AND MEMBERSHIP	770	1,320	1,200	1,550
52625	MEETING EXPENSES IN TOWN	1,066	281	900	1,200
52630	TRAINING	4,659	1,512	3,500	3,500
52635	EMPLOYEE EDUCATIONL ASSIST	3,932	1,055	5,000	2,111
52645	SUBSCRIPTIONS	25	441	500	450
52655	TRAVEL OUT OF TOWN	6,710	6,872	6,300	6,000
52705	COMMUNICATIONS	22,061	10,717	7,395	20,000
52735	TELEPHONE LONG DIST CALLS	451	796	500	800
52736	CELL PHONE AIRTIME	0	24	100	100
52765	LEASE PURCHASE PAYMENTS	0	664	5,000	500
52775	MINOR EQUIPMENT	488	1,844	300	500

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
CITY CLERK

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52795	RENTAL OF EQUIPMENT	5,693	3,935	100	6,000
52874	OFFICE SERVICES PRINTING	25,696	25,758	14,000	30,000
52875	OFFICE SERVICES RECORDS	1,617	1,629	1,090	1,700
52927	TEL COM PASSTHRU LONG DIST	191	0	0	200
65105	ELECTION EXPENSES	971	329,072	0	500
	TOTAL OPERATING EXPENSES	**114,118**	**467,178**	**172,110**	**193,161**
53020	COMPUTERS NETWORKS	38,642	2,759	35,000	15,000
53030	FURNITURE AND FIXTURES	0	2,310	3,551	2,500
53070	VEHICLES REPLACEMENT	0	0	0	26,900
	TOTAL CAPITAL OUTLAY	**38,642**	**5,069**	**38,551**	**44,400**
	ORGANIZATION TOTAL	**687,286**	**1,093,198**	**806,713**	**858,956**

City Council

Lionel Rivera, Mayor ● 107 North Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5986 ● lrivera@springsgov.com

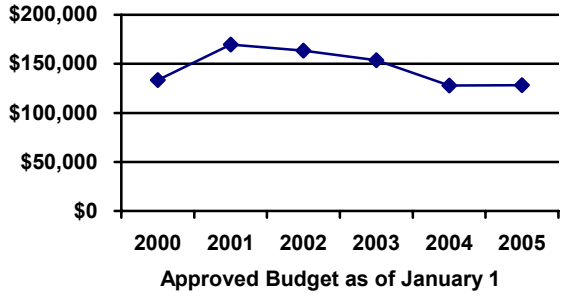
MISSION

To govern the City of Colorado Springs through the formulation of policy and provision of leadership to the community.

SERVICES

- Pass ordinances and resolutions
- Appoint board and commission members
- Represent the City at meetings and functions
- Evaluate and establish policies for City government

BUDGET HISTORY



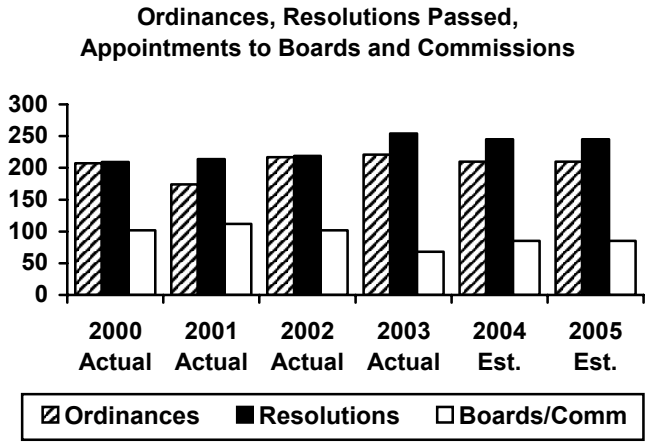
BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$ 66,689	$ 66,859	$ 62,581	$ 62,808
Operating	93,904	78,491	61,012	61,012
Capital Outlay	2,750	8,189	4,400	4,400
Total	**$163,343**	**$153,539**	**$127,993**	**$128,220**

PERSONNEL

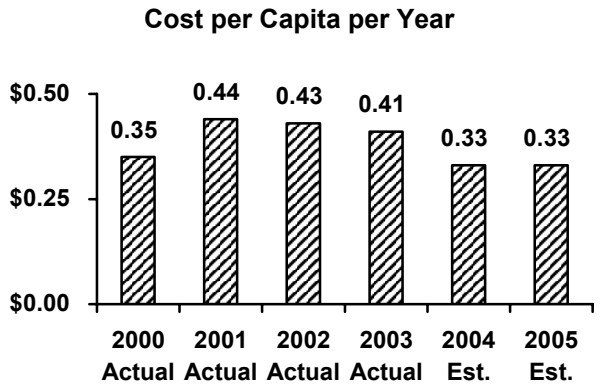
	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Number of City Council Members	**9**	**9**	**9**	**9**

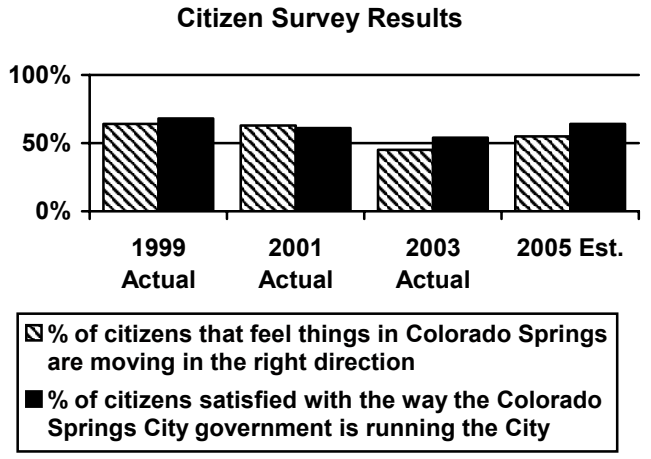
PERFORMANCE INDICATORS



For 2005, the number of ordinances and resolutions passed and the number of appointments to boards and commissions is anticipated to remain relatively the same.

The cost per capita was calculated by dividing the City Council's projected budget ($127,993) by the City of Colorado Springs projected 2005 population of 387,666.





The percentage of citizens that feel things in Colorado Springs are moving in the right direction decreased from 64 percent in 1999 to 63 percent in 2001 then to 45 percent in 2003. The percentage of citizens satisfied with the way the Colorado Springs City government is running the City decreased from 68 percent in 1999 to 61 percent in 2001 then to 54 percent in 2003. The Citizen Survey is conducted every other year.

CHANGES TO THE BUDGET

- Funding of $227 is included for PERA increases.

MAJOR OBJECTIVES

OBJECTIVE – Conduct official business of the City of Colorado Springs at Informal and Formal City Council meetings for governance of the City of Colorado Springs

This is accomplished by providing policy direction to management and staff, considering and voting on proposed ordinances and resolutions, and overseeing City management to ensure effective and efficient use of City resources.

OBJECTIVE – Provide official representation at meetings and functions

City Council members attend various meetings at the national, State, and local level as official representatives of the City of Colorado Springs. They also attend many functions locally.

OBJECTIVE – Evaluate and establish policies for City government

To accomplish this objective, City Council conducts public hearings and gathers information from the community. Council discusses policy matters at Council meetings, retreats, and other forums and provides policy direction to the City Administration.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
CITY COUNCIL

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	56,220	56,157	56,250	56,250
51610	PERA	5,189	5,405	5,398	5,625
51615	WORKERS COMPENSATION	113	107	117	117
51670	PARKING FOR EMPLOYEES	4,320	4,320	0	0
51690	MEDICARE	847	869	816	816
	TOTAL SALARIES & BENEFITS	**66,689**	**66,859**	**62,581**	**62,808**
52110	OFFICE SUPPLIES	301	3,882	1,180	1,180
52111	PAPER SUPPLIES	708	457	740	740
52120	SOFTWARE MICRO WORD PROCESS	0	907	100	100
52125	GENERAL SUPPLIES	8,630	9,015	5,500	10,423
52135	POSTAGE	15	0	0	0
52220	MAINT-OFFICE MACHINES	0	4,820	4,600	980
52575	SERVICES	1,574	5,781	8,700	5,200
52605	CAR MILEAGE	23	0	200	200
52615	DUES AND MEMBERSHIP	340	0	0	0
52625	MEETING EXPENSES IN TOWN	15,576	17,777	9,945	16,352
52630	TRAINING	2,782	495	2,600	2,600
52645	SUBSCRIPTIONS	109	315	300	410
52655	TRAVEL OUT OF TOWN	36,041	14,600	10,000	4,800
52705	COMMUNICATIONS	27,047	15,512	16,047	16,047
52735	TELEPHONE LONG DIST CALLS	588	414	100	100
52736	CELL PHONE AIRTIME	0	491	0	180
52775	MINOR EQUIPMENT	0	2,230	0	0
52874	OFFICE SERVICES PRINTING	125	1,795	1,000	1,700
52927	TEL COM PASSTHRU LONG DIST	44	0	0	0
	TOTAL OPERATING EXPENSES	**93,904**	**78,491**	**61,012**	**61,012**
53010	OFFICE MACHINES	0	0	1,400	1,400
53020	COMPUTERS NETWORKS	2,750	8,189	3,000	3,000
	TOTAL CAPITAL OUTLAY	**2,750**	**8,189**	**4,400**	**4,400**
	ORGANIZATION TOTAL	**163,343**	**153,539**	**127,993**	**128,220**

Municipal Court

Steve Wheeler, Court Administrator ● 224 East Kiowa St., Colorado Springs, CO 80903 ● (719) 385-5922 ● swheeler@springsgov.com

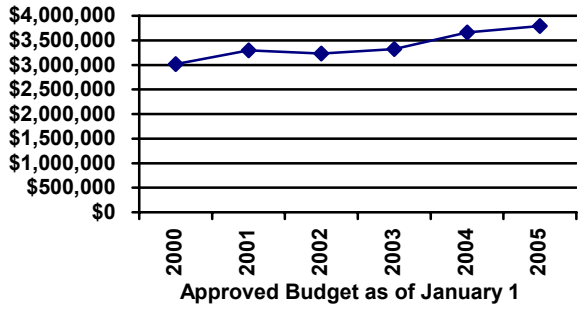
MISSION

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 the City charter and municipal ordinances.

SERVICES

- Adjudicate traffic and criminal case
- Provide parking ticket resolution and collection
- Provide courtroom and clerical support
- Provide probation counseling and investigations

BUDGET HISTORY



BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$1,619,801	$1,772,586	$1,943,525	$2,057,588
Operating	1,602,203	1,549,860	1,717,876	1,731,386
Capital Outlay	7,493	795	0	0
Total	**$3,229,497**	**$3,323,241**	**$3,661,401**	**$3,788,974**

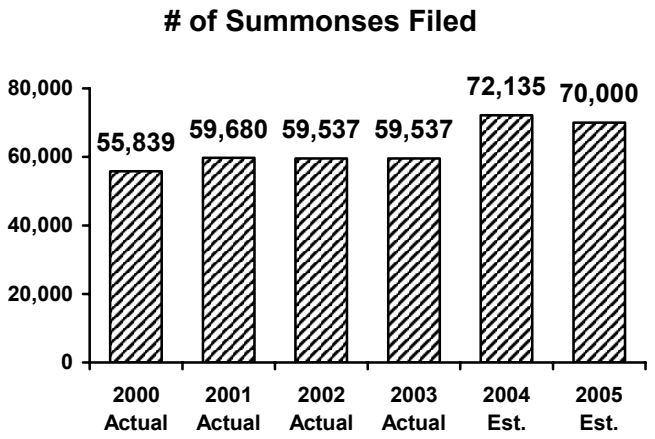
PERSONNEL

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Manager	1.0	1.0	1.0	1.0
Supervisor	3.0	2.0	2.0	2.0
Professional	0.0	1.0	1.0	1.0
Paraprofessional	15.0	15.0	15.0	15.0
General	17.5	17.5	17.5	19.5
FTE Total	**36.5**	**36.5**	**36.5**	**38.5**

For 2003, a supervisor retired (in late 2002) and that position was converted into an Information Technology Systems Analyst to support the Justice Information System (JIS) development project.

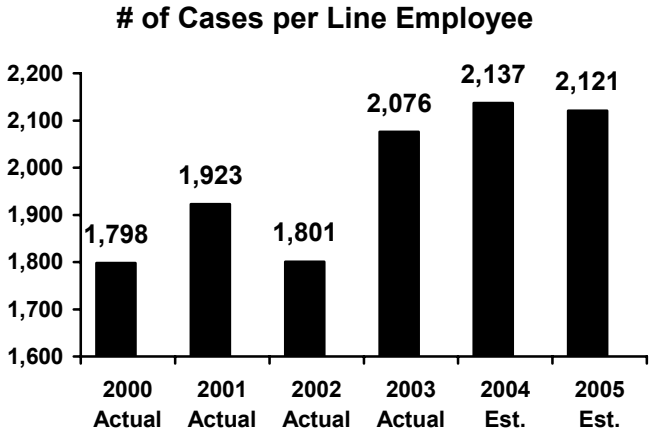
For 2005, two part-time temporary positions were converted to full-time permanent Collections Clerks.

PERFORMANCE INDICATORS



Total summons filings is the traditional workload measure for the Court. Summonses filed by Colorado Springs Police Department (CSPD) officers constitute the primary source of Court workload. Due to additional police officers assigned to patrol units (including those assigned to the intersection safety units), the number of summonses received by the Court has increased recently and will continue to increase. As more officers are added through special sales tax funding, increases will become greater.

The number of cases per line employee is the essential efficiency measure for the Court – it measures the average number of court cases processed by a line clerk. As summonses increase, so do court cases and the number processed by line clerks. Compared to other large municipal courts in Colorado, the number of cases processed by the Municipal Court's line staff is significantly larger. This suggests that the Court's processing systems are more efficient.



The degree of customer satisfaction with the Municipal Court system is an essential outcome measure of Court performance. An emphasis on customer service in the Court as well as the efficiencies of the JIS computer system and the flexibilities inherent in the design of the *Robert M. Isaac Municipal Court* building make for a generally satisfactory court experience for the Court's involuntary customers. The customers' expressed confidence in the system has been remarkably and consistently high. This high degree of overall satisfaction is expected to lessen somewhat over the next few years as increasing numbers of customers will cause crowded courtrooms and longer waiting lines in support service areas.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $73,847 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $6,061 is included for PERA and Workers' Compensation increases.
- Funding of $20,320 is included in salaries for the conversion of two part-time Collections Clerks to full-time status.
- Funding of $6,345 is included for the utilities rate increases in gas and wastewater.
- Funding of $5,000 is included in salaries for the part-time Clerk approved in 2004 for the Neighborhood Speeding Program. Full funding of $20,000 was approved for this position; however, because the position was added during the second quarter of 2004, funds were only included for three-fourths of the year. The addition of the $5,000 covers the full cost of the part-time position.
- Funding of $16,000 is added for a contractually mandated increase in the compensation of municipal Judges in 2005.

MAJOR OBJECTIVES

OBJECTIVE – Continue to promote traffic safety by focusing attention on those drivers who speed excessively and who exhibit accident-causing behavior

Support the expanded law enforcement efforts of CSPD by hearing, adjudicating, and imposing fines on the increasing numbers of traffic cases. Continue to support the CSPD *Neighborhood Speeding* campaign and *Intersection Safety* program. Continue to focus attention on those cases occurring at high accident locations.

Continue to assess the effectiveness of ongoing traffic safety programs, including various traffic schools and seminars, No Proof of Insurance (NPOI) school, and Road Rage school.

OBJECTIVE – Continue to promote public safety by focusing attention on juvenile offenders and those petty offenses which, left unaddressed, can lead to more significant misbehavior and ruin the quality of life in the community

Provide support to CSPD Code Enforcement efforts to clean up neighborhoods by enforcing zoning code violations.

Grant match money has been designated by the Court to assist the CSPD and other community agencies in funding the Youth Assessment Center. This center houses representatives of local social service agencies. Rather than being detained in custody, juveniles referred by schools, parents, and the Court are taken to the assessment center where intake assessment is conducted by staff from various agencies. This intake process produces a realistic needs assessment and can direct the CSPD to route the offender to the appropriate agencies. Because of the increasing scarcity of funds for community support agencies, the use of the Assessment Center will increase during 2005.

The Chief Probation Officer will continue to develop more effective community-based programs to support local services available for probationers in order to replace those programs that have gone out of business due to State and local budget cuts.

Continue to assess the effectiveness of ongoing public safety programs, including criminal case screening, diversion, Teen Court, Jail Jolt, Shape-Up, counseling, juvenile work programs, victim restitution, etc. Move toward implementation of a *Restorative Justice* sentencing program in 2005 and 2006.

Due to jail overcrowding, continue to develop and expand in-home detention and the BI, Inc. Community Custody program to minimize incarceration.

OBJECTIVE – Continue to promote respect for the administration of justice through improvements in the Court's customer service programs and through efficiencies in technologies and the physical attributes of the *Robert M. Isaac Municipal Court* building

Continue ongoing programs to make the Internet web page as interactive and useful as possible.

Continue to assign staff to a special parking ticket collection project that facilitates enhanced revenue and respect for the system. Continue efforts to maximize the enforcement of Court sentencing orders by assigning sufficient staff to the Court's collections programs.

After implementation of the new Justice Information System (JIS) case management system and new Interactive Voice Response (IVR) system, thoroughly review operational procedures section by section.

Develop and implement JIS Phase II.

OBJECTIVE – Address leadership by recruiting a new Court Administrator

Upon the current Court Administrator retirement at the end of 2004, fill position.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
MUNICIPAL COURT

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	1,294,521	1,364,482	1,485,681	1,555,428
51207	WAGE PKG PERFORMANCE	(1,562)	0	0	0
51210	OVERTIME	5,038	6,922	3,000	3,000
51220	SEASONAL TEMPORARY	22,374	59,870	59,412	83,247
51230	SHIFT DIFFERENTIAL	0	19	0	0
51245	RETIREMENT TERM VACATION	10,205	1,213	0	0
51260	VACATION BUY	2,252	3,416	0	0
51299	SALARIES REIMBURSEMENTS	(183)	263	0	0
51610	PERA	121,565	134,615	144,302	156,306
51615	WORKERS COMPENSATION	2,679	2,746	4,587	4,706
51620	EQUITABLE LIFE INSURANCE	4,028	4,162	6,069	6,307
51625	VISION CARE	1,843	1,759	2,363	2,363
51640	DENTAL INSURANCE	9,818	11,224	15,174	16,267
51665	CASH BACK	9,934	11,598	0	0
51670	PARKING FOR EMPLOYEES	3,820	3,980	7,345	7,345
51690	MEDICARE	15,901	17,864	19,481	20,135
51695	CITY EPO MEDICAL PLAN	117,570	148,452	196,111	202,484
	TOTAL SALARIES & BENEFITS	**1,619,801**	**1,772,586**	**1,943,525**	**2,057,588**
52106	OVERPAYMENT	(5)	0	0	0
52110	OFFICE SUPPLIES	64,987	48,569	53,936	25,000
52111	PAPER SUPPLIES	0	158	9,000	9,000
52120	SOFTWARE MICRO WORD PROCESS	257	582	2,500	7,500
52125	GENERAL SUPPLIES	18	816	950	500
52135	POSTAGE	24,389	31,852	35,000	35,000
52140	WEARING APPAREL	0	6,929	0	0
52190	JANITORIAL SUPPLIES	2,725	0	4,500	4,500
52220	MAINT OFFICE MACHINES	1,011	125	1,500	1,500
52225	MAINT MICROS WORD PROCESSOR	395	0	2,000	2,000
52230	MAINT FURNITURE AND FIXTURES	0	37	0	0
52265	MAINT BUILDINGS AND STRUCTURE	29,834	40,002	45,000	55,000
52405	ADVERTISING SERVICES	232	248	1,000	1,000
52410	BUILDING SECURITY SERVICES	85,220	70,837	105,000	100,000
52440	HUMAN SERVICES	50,600	50,000	50,750	50,750
52445	JANITORIAL SERVICES	82,684	80,344	90,000	95,000
52450	LAUNDRY AND CLEANING SERVICES	117	0	1,500	1,500
52565	PEST CONTROL	208	492	650	650
52575	SERVICES	892,900	952,353	948,405	987,730
52605	CAR MILEAGE	1,595	2,063	1,850	2,700
52615	DUES AND MEMBERSHIP	780	715	1,015	0
52625	MEETING EXPENSES IN TOWN	3,317	2,829	1,800	0
52630	TRAINING	2,978	6,928	15,000	15,000
52635	EMPLOYEE EDUCATIONL ASSIST	1,171	1,840	0	0
52645	SUBSCRIPTIONS	1,673	73	1,000	0
52655	TRAVEL OUT OF TOWN	4,078	2,391	0	0
52705	COMMUNICATIONS	101,384	50,189	53,000	53,000
52735	TELEPHONE LONG DIST CALLS	5,534	5,308	6,250	6,250
52743	UTILITIES STREET LIGHTS	0	50	0	0
52744	ENERGY AUDITS	0	0	0	65,900

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
MUNICIPAL COURT

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52745	UTILITIES	69,194	0	256,770	0
52746	UTILITIES ELECTRIC	97,414	115,759	0	89,750
52747	UTILITIES GAS	42,192	45,691	0	48,595
52748	UTILITIES SEWER	358	555	0	875
52749	UTILITIES WATER	594	1,408	0	1,750
52775	MINOR EQUIPMENT	7,352	5,794	5,000	7,000
52795	RENTAL OF EQUIPMENT	8,343	10,375	10,000	10,500
52873	PRINTING - OUTSOURCED	0	0	0	28,936
52874	OFFICE SERVICES PRINTING	8,996	4,648	4,500	5,000
52875	OFFICE SERVICES RECORDS	2,997	2,935	2,000	3,000
52927	TEL COM PASSTHRU LONG DIST	709	0	0	0
60172	INTERACTIVE COMMUNIC SYST	0	3	0	0
65160	RECRUITMENT	0	1,078	0	10,000
65165	JURY FEES AND EXPENSES	5,975	5,883	8,000	6,500
	TOTAL OPERATING EXPENSES	**1,602,203**	**1,549,860**	**1,717,876**	**1,731,386**
53030	FURNITURE AND FIXTURES	7,493	795	0	0
	TOTAL CAPITAL OUTLAY	**7,493**	**795**	**0**	**0**
	ORGANIZATION TOTAL	**3,229,497**	**3,323,241**	**3,661,401**	**3,788,974**

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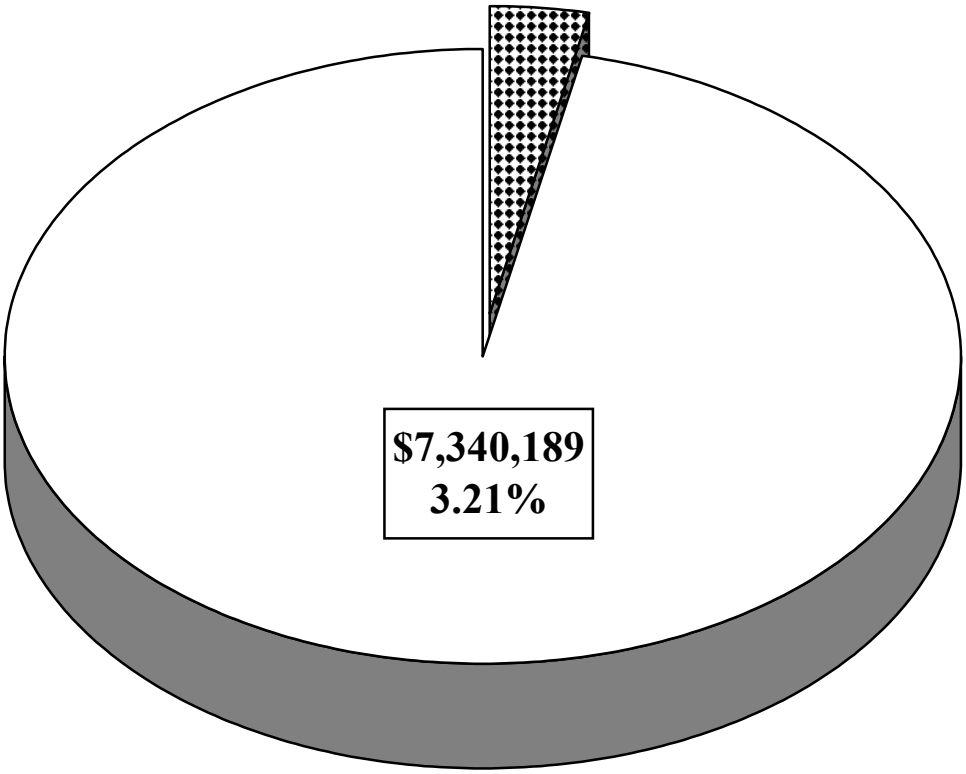
CITY OF COLORADO SPRINGS

City Management



Budget	**$926,312**
Office of the City Manager	**$983,860**
Finance	**$3,261,256**
Human Resources	**$1,379,802**
Risk Management (Internal Services Fund)	**$1,010,730**
Safety Services	**$174,880**
Public Communications	**$614,079**

This graph reflects only General Fund Divisions (excludes Risk Management of $1,010,730).

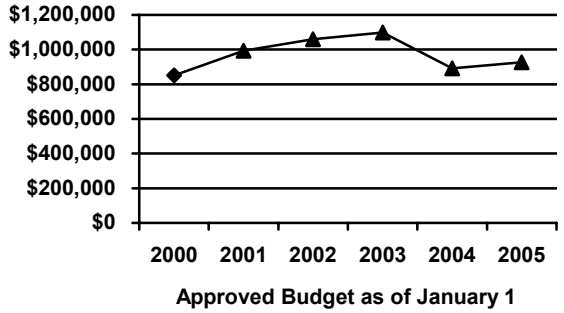
Budget

Michael L. Anderson, Director ● 107 North Nevada Ave., Colorado Springs, CO 80903 ● (719) 385-5970● manderson@springsgov.com

MISSION

To support the City's Strategic Action Plan, maintain its fiscal integrity through efficient allocation of resources, and provide economic development services assisting in the retention and creation of high-quality jobs and businesses.

BUDGET HISTORY



SERVICES

- Develop and execute annual budget preparation process
- Coordinate and monitor strategic planning process
- Monitor and finance capital improvements
- Provide fiscal review and management of special districts
- Conduct fiscal impact analyses
- Prepare and implement fiscal management policies
- Analyze and monitor economic conditions
- Develop and implement economic development financing tools and incentives to attract and retain businesses
- Provide Rapid Response Team Program for relocating and expanding businesses
- Support business attraction efforts in collaboration with economic development partners
- Assist local business development and new entrepreneurial ventures

BUDGET SUMMARY

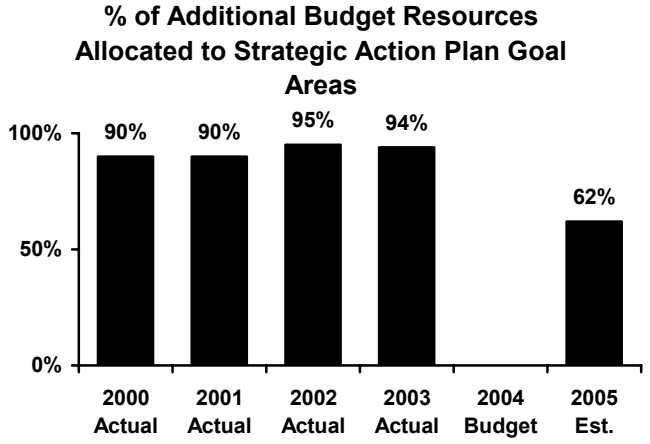
	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$ 939,391	$1,036,152	$803,024	$874,349
Operating	101,501	61,507	84,540	48,763
Capital Outlay	19,465	0	4,400	3,200
Total	**$1,060,357**	**$1,097,659**	**$891,964**	**$926,312**

In 2004, the Office of Budget and Financial Analysis and the Economic Development Office budgets were combined as a result of an internal reorganization. The previous years of the Budget Summary and Personnel sections reflect the combination of the two budgets.

PERSONNEL

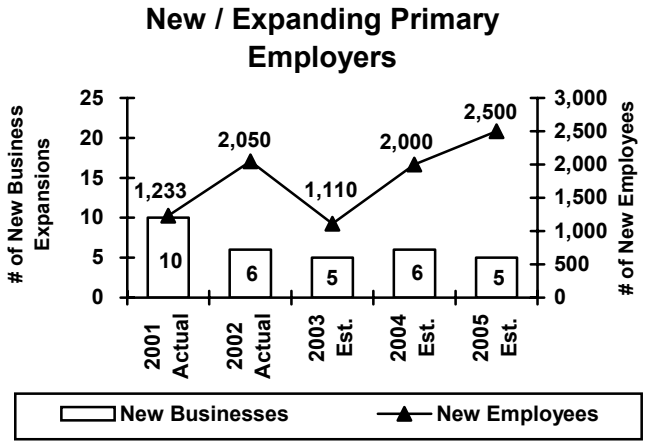
Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Director	1.0	1.0	1.0	1.0
Manager	1.0	1.0	0.0	0.0
Professional	8.0	8.0	7.0	7.0
Paraprofessional	1.0	1.0	1.0	1.0
FTE Total	**11.0**	**11.0**	**9.0**	**9.0**
Special Positions	3.0	3.0	2.0	2.0

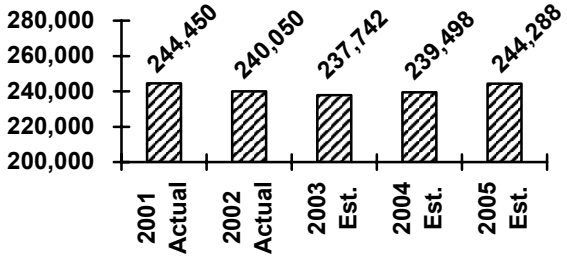
For 2004, one Manager position, one Analyst II position and one Special Administrative Technician position were eliminated.



The portion of additional General Fund budget resources allocated to Strategic Action Plan goal areas remained at or above 90 percent since 2000. Data for 2004 are not applicable since the City General Fund budget was reduced considerably and no additional resources were available for allocation. A total of $12,348,720 is allocated to Strategic Action Plan focus areas in the 2005 General Fund Budget. That portion is down from previous years due to the extraordinary high level of unavoidable budget increases that had to be accommodated in 2005..

Target Measure 4.1.1 under the Economic Development Focus area of the Strategic Action Plan measures the number of new and existing businesses that expanded and added employees in the city. The number of new firms announcing that they are locating in the City is tracked by the Economic Development Corporation. Additionally, the number of existing business expansions and new job announcements is tracked. The graph shows an improving trend in new and existing business announcements. It should be noted, however, that actual hiring by new and expanding companies can vary considerably from previous announcements and does not necessarily occur in the year in which they are announced.





Employment is probably the best measure of trends and overall strength of a local economy. After 29 consecutive months of employment declines in the Colorado Springs metropolitan area, job gains have been posted in each of the first 8 months of 2004. As of August 2004, total nonagricultural employment was up 1,700 from the same month in 2003. Total employment growth of .7 percent is projected for 2004. For 2005, total employment is expected to grow by an additional 4,790 jobs or 2 percent.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $31,716 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $2,632 is included for PERA and Workers' Compensation increases.

MAJOR OBJECTIVES

OBJECTIVE – Establish a budget process that sets the framework for the achievement of the Strategic Action Plan goals and continues the transition to an outcome-based budgeting system

Budget program objectives will continue to be linked to the Strategic Action Plan goals and objectives. Budget preparation guidelines and instructions that direct the allocation of resources to specific outcomes of the Strategic Action Plan will be developed. The annual budget process will continue to ensure that all City resources are being utilized in the most efficient and effective manner in implementing the goals and objectives of the Strategic Action Plan.

OBJECTIVE – Facilitate implementation of the new City Strategic Action Plan

Continue implementation of the new reporting system, which measures progress towards the achievement of the Strategic Action Plan goals and objectives. Facilitate the process for the annual review and update of the Strategic Action Plan by City Council.

OBJECTIVE – Develop a set of principles of financial management

Through the Financial Management Team, develop a set of financial policies and guidelines to ensure the financial strength and stability of the City. Specific policies to be developed in 2005 will include debt management and budget.

OBJECTIVE – Continue to provide fiscal review and management of special districts and update City's Special District Policy

Proposals for new special district financing of development-related infrastructure will be coordinated and analyzed for compliance with City financial policies regarding special districts. Administrative support will continue to be provided to all existing special districts and to the creation of new special districts. Considerable staff time and effort will be dedicated to updating the City's Special District Policy to reflect changing real estate market conditions while preserving the City's fiscal capacity and to address fiscal needs of the City.

OBJECTIVE – Coordinate Public Safety Sales Tax (PSST) capital improvement projects

All PSST capital improvement projects will be monitored and coordinated as necessary. Administrative and technical support to the PSST Citizens Oversight Committee will also be provided as necessary.

OBJECTIVE – Support Business Retention, Expansion, Visitation (BREV) Program

Continue support of BREV program in conjunction with the Economic Development Corporation. Refine process to address individual corporate issues. Identify longer-term business development issues, and develop City strategies to help address those issues. As a member of the Economic Vitality Group, take appropriate actions to help at-risk primary employer remain in business in Colorado Springs.

OBJECTIVE – Assist with Downtown Convention Center project

Assist the Convention Center coalition in the preparation of an achievable and implementable plan of finance that minimizes financial exposure to the City of Colorado Springs.

OBJECTIVE – Utilize Rapid Response Team

Continue to utilize the Rapid Response Team to coordinate and expedite the City's response in development review and other regulatory approval processes for new and expanding primary employers in the City.

OBJECTIVE – Develop and implement economic development financing and incentives tools to attract and retain primary employers

Finalize development of a toolbox of economic development incentives that can be used to attract new businesses and help stimulate the expansion of existing firms. Fully implement the Community Development Block Grant (CDBG) Section 108 Loan program through the development of a loan pool. Continue to utilize the Personal Property Tax Program, Enterprise Zone program, and Foreign Trade Zone.

OBJECTIVE – Promote the creation of quality jobs by assisting private and public economic development organizations

Support the Economic Development Corporation in the attraction of new businesses to Colorado Springs. Assistance will be provided in the marketing of the city to visiting prospects; providing supporting information; and coordinating the provision of services, economic programs, development processes, tax and other essential resources.

OBJECTIVE – Support the development of new business ventures and the growth of small and disadvantaged businesses

Through utilization of Economic Development Fund resources, support the Colorado Springs Technology Incubator (CSTI) and the Small Business Development Center (SBDC) to the extent practical. Some of these same funds will be utilized to support growing and relocating businesses.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
BUDGET DEPARTMENT

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	784,050	843,900	659,016	718,616
51207	WAGE PKG PERFORMANCE	2,780	0	0	0
51210	OVERTIME	2,172	2,339	500	500
51220	SEASONAL TEMPORARY	0	1,672	0	0
51230	SHIFT DIFFERENTIAL	0	6	0	0
51240	RETIREMENT TERMINATION SICK	0	15,134	0	0
51245	RETIREMENT TERM VACATION	106	6,568	0	0
51260	VACATION BUY	1,035	403	106	106
51610	PERA	70,925	78,045	62,661	69,003
51615	WORKERS COMPENSATION	1,585	1,661	1,591	1,399
51620	EQUITABLE LIFE INSURANCE	2,402	2,546	2,643	2,947
51625	VISION CARE	640	761	630	693
51640	DENTAL INSURANCE	4,099	4,473	4,000	4,633
51665	CASH BACK	2,656	3,019	89	0
51670	PARKING FOR EMPLOYEES	3,400	3,360	2,640	2,640
51690	MEDICARE	8,936	9,879	8,125	8,094
51695	CITY EPO MEDICAL PLAN	54,605	62,386	61,023	65,718
	TOTAL SALARIES & BENEFITS	**939,391**	**1,036,152**	**803,024**	**874,349**
52110	OFFICE SUPPLIES	18,236	6,858	4,910	3,666
52111	PAPER SUPPLIES	0	549	987	875
52120	SOFTWARE MICRO WORD PROCESS	1,210	477	2,164	2,039
52122	CELL PHONES EQUIP AND SUPPLIES	223	(75)	54	0
52125	GENERAL SUPPLIES	810	1,423	712	0
52135	POSTAGE	431	643	1,050	1,050
52165	LICENSES AND TAGS	0	10	0	0
52220	MAINT OFFICE MACHINES	2,137	2,509	3,169	2,185
52265	MAINT BUILDINGS AND STRUCTURE	0	87	0	0
52431	CONSULTING SERVICES	1,218	9,417	10,000	0
52575	SERVICES	18,401	2,340	2,800	500
52590	TEMPORARY EMPLOYMENT	0	1,426	0	0
52605	CAR MILEAGE	1,937	2,034	2,540	500
52615	DUES AND MEMBERSHIP	1,654	1,864	1,880	925
52625	MEETING EXPENSES IN TOWN	2,523	4,030	2,803	900
52630	TRAINING	5,028	1,645	7,350	5,000
52635	EMPLOYEE EDUCATIONL ASSIST	1,995	2,000	3,200	5,000
52645	SUBSCRIPTIONS	400	130	422	60
52655	TRAVEL OUT OF TOWN	6,245	155	5,571	4,900
52705	COMMUNICATIONS	28,796	15,096	14,576	14,576
52725	RENTAL OF PROPERTY	0	0	6,000	0
52735	TELEPHONE LONG DIST CALLS	462	717	1,087	1,087
52736	CELL PHONE AIRTIME	0	463	640	0
52775	MINOR EQUIPMENT	0	1,588	0	0
52795	RENTAL OF EQUIPMENT	0	0	4,523	0
52874	OFFICE SERVICES PRINTING	9,572	6,020	7,997	5,500
52875	OFFICE SERVICES RECORDS	138	103	105	0
52927	TEL COM PASSTHRU LONG DIST	88	0	0	0
	TOTAL OPERATING EXPENSES	**101,501**	**61,507**	**84,540**	**48,763**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
BUDGET DEPARTMENT

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
53010	OFFICE MACHINES	1,292	0	300	0
53020	COMPUTERS NETWORKS	9,117	0	4,100	3,200
53030	FURNITURE AND FIXTURES	9,056	0	0	0
	TOTAL CAPITAL OUTLAY	**19,465**	**0**	**4,400**	**3,200**
	ORGANIZATION TOTAL	**1,060,357**	**1,097,659**	**891,964**	**926,312**

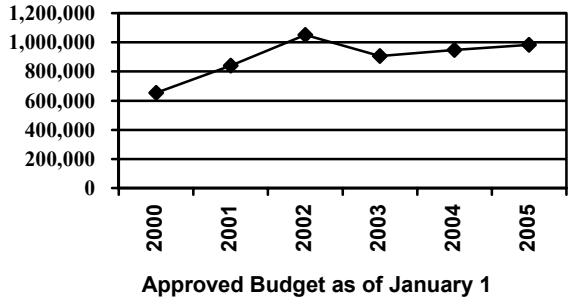
Office of the City Manager

Lorne Kramer, City Manager ● 107 North Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5900 ● lkramer@springsgov.com

MISSION

To manage Colorado Springs municipal government and oversee the implementation of City Council's vision, policies, and strategic plan. The office collaborates with and provides assistance to citizens, elected officials and municipal government operating departments.

BUDGET HISTORY



SERVICES

- Direction and coordination of all City services and operations
- Support of Council agendas, coordination of organizational issues, and organizational change
- Communication and direction regarding City Council policy and other Council direction
- Administrative support for City Manager functions
- Administrative support for Mayor functions, boards and commissions appointments, official visits, and international relations program
- Administrative support for Council members and office functions
- Legislative analysis and lobbying at State and federal level in support of Council's legislative agenda and coordination of intergovernmental activities for Council and administration

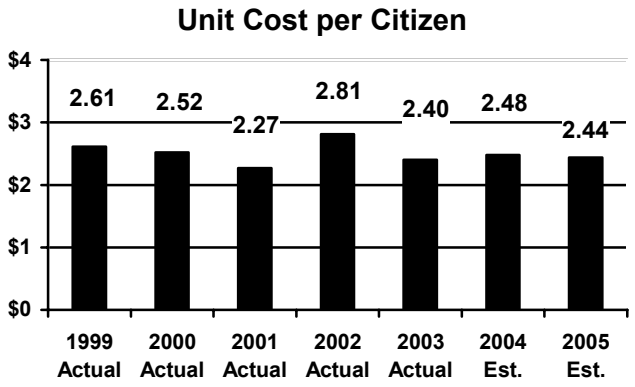
BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$ 945,063	$843,122	$848,235	$884,590
Operating	93,440	63,591	93,874	95,570
Capital Outlay	11,796	0	5,396	3,700
Total	**$1,050,299**	**$906,713**	**$947,505**	**$983,860**

PERSONNEL

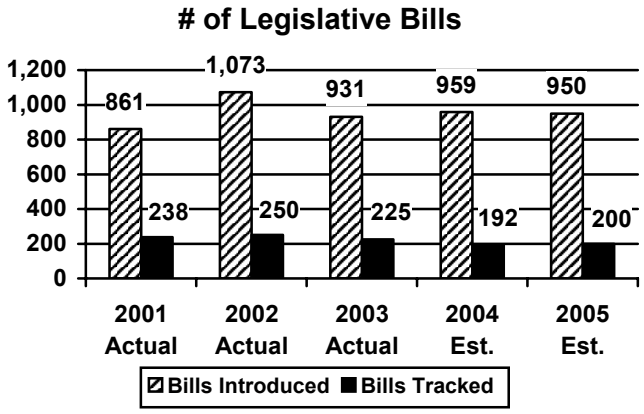
Classification	2002 Actual	2003 Actual	2004 Budget	2004 Budget
Senior Manager	2	3	3	3
Professional	3	3	3	3
Paraprofessional	3	3	2	2
FTE Total	**8**	**9**	**8**	**8**

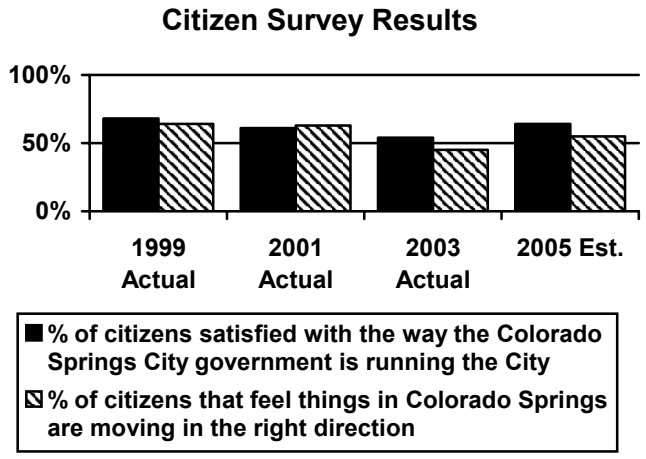
For 2003, the Deputy City Manager and Assistant City Manager positions (Senior Managers) were added and the Group Support Manager position (Senior Manager) was eliminated for a net addition of 1 FTE. For 2004, one Administrative Technician position was eliminated.



The unit cost per citizen is calculated by dividing the budget by the estimated population of 387,666. In 2005, the unit cost per citizen is projected to remain stable, with a slight reduction due to population growth.

The number of legislative bills is a measure of the level of activity in tracking and analyzing State legislation that impacts local government. For 2005, the number of bills introduced is projected to be approximately the same as previous years.





The percentage of citizens satisfied with the way the Colorado Springs City government is running the City decreased from 61 percent in 2001 to 54 percent in 2003. The percentage of citizens that feel things in Colorado Springs are moving in the right direction decreased from 63 percent in 2001 to 45 percent in 2003. The Citizen Survey is conducted every other year.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $32,850 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $3,505 is included for PERA and Workers' Compensation increases.

MAJOR OBJECTIVES

OBJECTIVE – Provide leadership in directing and coordinating City operations

This will be accomplished by providing executive leadership for City operations; overseeing the budget and financial systems, public affairs and employee services programs; establishing administrative policies; and carrying out the directives of City Council.

OBJECTIVE – Support City Council activities

This will be accomplished by reviewing and supporting the development of City Council meeting agendas, responding to City Council requests for information and analysis, providing administrative support for appointments to boards and commissions, supporting the international relations program, greeting official visitors, and providing administrative support to Council members.

OBJECTIVE – Develop and maintain intergovernmental and other external relationships

This will be accomplished by having a full-time liaison to interact and coordinate with other government entities, including federal and State legislative and executive entities, county elected and appointed officials, and officials of other municipalities. Periodic joint meetings will be held with elected boards. An active lobbying effort will be maintained to protect the City's interest in Congress and the Colorado General Assembly. The liaison will maintain active communication with community groups such as chambers of commerce, economic development organizations, and other nonprofit and business organizations serving the community.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
OFFICE OF THE CITY MANAGER

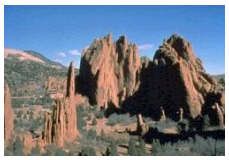
	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	709,894	696,774	691,754	719,424
51207	WAGE PKG PERFORMANCE	(676)	0	0	0
51210	OVERTIME	60	0	200	200
51240	RETIREMENT TERMINATION SICK	64,992	6,751	0	0
51245	RETIREMENT TERM VACATION	26,068	6,904	0	0
51260	VACATION BUY	750	548	0	0
51610	PERA	80,664	74,965	83,447	89,719
51615	WORKERS COMPENSATION	3,821	1,553	2,039	2,094
51620	EQUITABLE LIFE INSURANCE	2,134	2,111	3,213	3,324
51625	VISION CARE	555	525	573	573
51640	DENTAL INSURANCE	3,082	3,376	3,540	3,795
51665	CASH BACK	30	40	0	0
51670	PARKING FOR EMPLOYEES	2,540	2,840	3,414	3,414
51690	MEDICARE	6,617	5,365	8,146	8,450
51695	CITY EPO MEDICAL PLAN	44,530	41,372	51,909	53,597
	TOTAL SALARIES & BENEFITS	**945,063**	**843,122**	**848,235**	**884,590**
52110	OFFICE SUPPLIES	8,497	2,892	7,087	2,850
52111	PAPER SUPPLIES	460	366	2,916	1,600
52120	SOFTWARE MICRO WORD PROCESS	737	558	1,050	1,100
52122	CELL PHONES EQUIP AND SUPPLIES	107	0	0	250
52125	GENERAL SUPPLIES	490	870	5,212	4,355
52135	POSTAGE	1,484	1,311	3,800	2,400
52220	MAINT OFFICE MACHINES	25	0	0	1,760
52225	MAINT MICROS WORD PROCESSOR	0	0	0	882
52230	MAINT FURNITURE AND FIXTURES	0	0	100	250
52265	MAINT BUILDINGS AND STRUCTURE	6	0	0	0
52405	ADVERTISING SERVICES	0	0	6,621	1,420
52431	CONSULTING SERVICES	0	573	0	0
52575	SERVICES	5,221	9,579	9,039	9,170
52605	CAR MILEAGE	2,128	2,271	1,950	2,400
52615	DUES AND MEMBERSHIP	1,420	3,404	5,748	4,400
52625	MEETING EXPENSES IN TOWN	4,900	5,891	8,325	11,750
52630	TRAINING	1,015	1,401	5,000	3,500
52635	EMPLOYEE EDUCATIONL ASSIST	0	3,117	0	3,500
52645	SUBSCRIPTIONS	44	684	1,174	1,195
52655	TRAVEL OUT OF TOWN	18,834	3,269	6,255	14,400
52705	COMMUNICATIONS	30,582	12,911	17,790	17,790
52735	TELEPHONE LONG DIST CALLS	677	591	1,720	1,720
52736	CELL PHONE AIRTIME	0	833	0	1,128
52775	MINOR EQUIPMENT	0	913	725	750
52795	RENTAL OF EQUIPMENT	9,148	7,177	4,710	0
52874	OFFICE SERVICES PRINTING	6,306	3,734	3,392	5,500
52875	OFFICE SERVICES RECORDS	1,211	1,247	1,260	1,500
52927	TEL COM PASSTHRU LONG DIST	147	0	0	0
	TOTAL OPERATING EXPENSES	**93,440**	**63,591**	**93,874**	**95,570**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
OFFICE OF THE CITY MANAGER

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
53020	COMPUTERS NETWORKS	11,117	0	1,200	1,200
53030	FURNITURE AND FIXTURES	679	0	4,196	2,500
	TOTAL OPERATING EXPENSES	**11,796**	**0**	**5,396**	**3,700**
	ORGANIZATION TOTAL	**1,050,299**	**906,713**	**947,505**	**983,860**

Finance

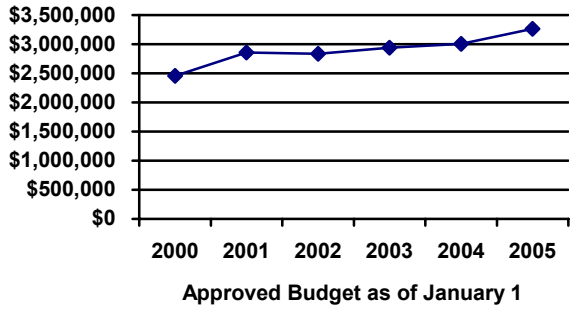


Terri Velasquez, Director ● 30 South Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5919 ● Finance@springsgov.com

MISSION

To provide a full range of financial services with the highest quality of information and customer service for the internal and external customers of the City.

BUDGET HISTORY



SERVICES

- Buying of commodities, equipment and supplies
- Administer Small/Disadvantaged Business outreach program
- Contracting for construction, labor, professional services, master supply/services, strategic supply alliances
- Preparing solicitations and awarding contracts
- Sales and use tax collection
- Tax return processing
- Taxpayer service, assistance and licensing
- Conducting business tax audits
- Delinquent tax collection
- Contractor use tax collection
- Cash receipting
- Bank account maintenance
- Cash and investment management
- Payroll processing
- Financial reporting
- Accounts payable/receivable processing
- Pension administration for uniform plans
- Admnister of ICMA's 457 and 401(a) plans, PERA's 401(k) plan, and FPPA's 457 plan

BUDGET SUMMARY

GENERAL FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$2,541,912	$2,712,431	$2,752,559	$3,001,356
Operating	273,639	221,783	254,500	251,249
Capital Outlay	18,034	5,630	0	8,651
Total	**$2,833,585**	**$2,939,844**	**$3,007,059**	**$3,261,256**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$28,104	$43,000	$51,640	$134,245
Operating	4,872	3,910	4,872	9,872
Capital Outlay	4,500	0	0	3,000
Total	**$37,476**	**$46,910**	**$56,512**	**$147,117**

PERSONNEL

GENERAL FUND

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Senior Manager	1.00	1.00	1.00	1.00
Manager	3.00	3.00	3.00	3.00
Supervisor	4.00	3.00	3.00	3.00
Professional	12.75	15.75	15.75	17.75
Paraprofessional	22.00	21.00	19.50	19.50
General	1.00	0.00	0.00	0.00
FTE Total	**43.75**	**43.75**	**42.25**	**44.25**
Special Positions	1.00	0.00	0.00	0.00

During 2002, one Senior Office Specialist position was converted to an Accountant position, one supervisor position was converted to an Accountant position, and one Administrative Technician position was converted to an Analyst I buyer position.

During 2003, one Office Specialist was reclassified to a Senior Office Specialist and three Accountants were reclassified to Senior Accountants. A new pay progression series was developed for Accountants. Beginning in 2003, 0.75 of the cost of an existing Senior Analyst position will be reimbursed by the Fire and Police Pension Plan Association (FPPA) pension plans.

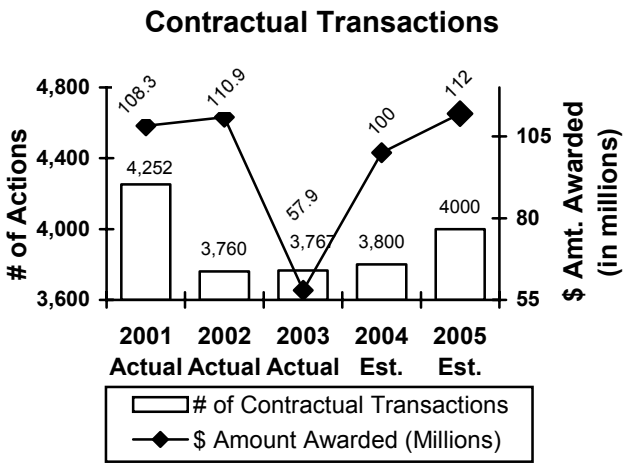
For 2004, one Office Specialist position (Purchasing) was reduced by 0.5 and one Senior Office Specialist position (Payroll) was eliminated.

For 2005, 0.75 of the cost of an existing Senior Analyst position continues to be reimbursed by the FPPA pension plans and the cost of one new Senior Analyst position will be reimbursed by the FPPA pension plans. Also for 2005, a Sales Tax Investigator is added and a Pension Plan Analyst II is added and paid for by the Police and Fire Pension Plans.

PUBLICE SAFETY SALES TAX (PSST) FUND

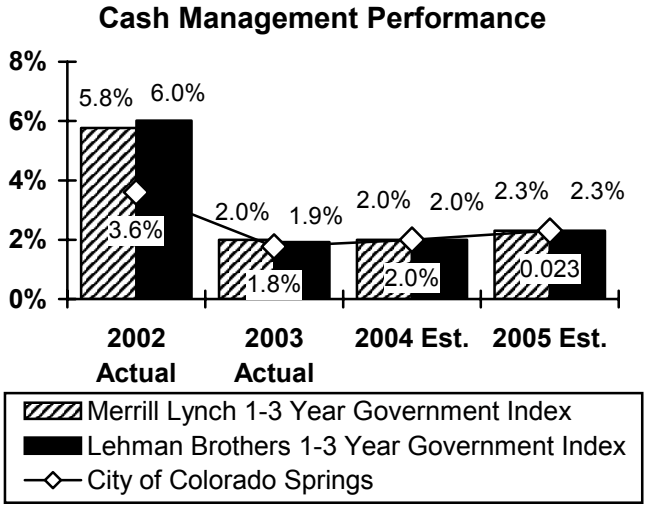
Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Professional	0.00	0.00	0.00	1.00
Paraprofessional	1.00	1.00	1.00	1.00
FTE Total	**1.00**	**1.00**	**1.00**	**2.00**

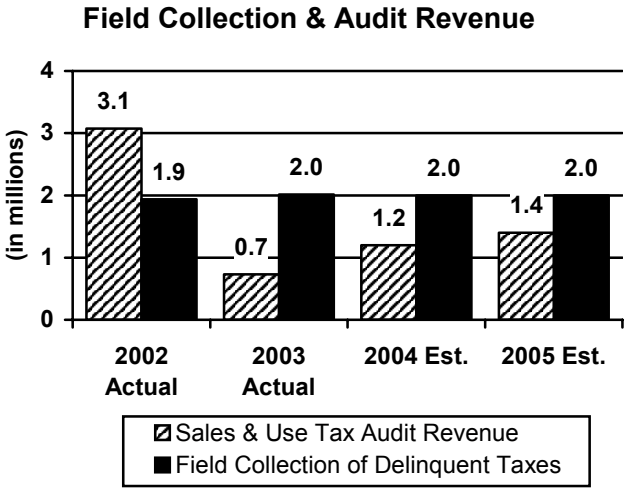
For 2005, one new Analyst II position is added for Purchasing.



The reduced expenditures total in 2003 can be attributed to budget reductions and the slow economy as well as the first year without SCIP projects. It should be noted that even though the total dollar value of contractual obligations is significantly lower than the past few years, the total number of contractual transactions is the same. Further an increase in VISA (P-Card usage) of over 400 percent in comparison to calendar year 2001 resulted in a significantly reduced number of purchase orders being written. VISA accounted for 26,667 transactions totaling over $5.2 million dollars in calendar year 2003. Transactions and expenditures are expected to increase in 2004 and 2005 with economic recovery.

The City's cash management operating portfolio includes US Treasuries, Instrumentalities, and other high-quality investments. Since 1998, the City has maintained a rating of AAA/V1+, the highest rating assigned to cash management portfolios by Fitch ICBA. AAA represents the highest rating for the quality of the securities held; V1+ represents the highest rating for liquidity of the portfolio. The City uses the Merrill Lynch 1-3 Year Government Index and the Lehman Brothers 1-3 Year Government Index as benchmark comparisons for its investment portfolio.





Sales Tax maintains approximately 9,800 active sales and use tax accounts. Field enforcement activities include site audits by four Auditors and collection activities by two Investigators. It is estimated that field collections of delinquent taxes and audits will generate approximately $3.2 million in sales and use tax revenue for the City in 2004.

CHANGES TO THE BUDGET

GENERAL FUND

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $108,016 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $8,537 is included for PERA and Workers' Compensation increases.
- A new Sales Tax Investigator position and funding of $63,074 is added. Increased sales tax revenue due to increased investigations will offset the cost of the position and operating expenses.
- Funding of $74,570 is included for a new Pension Plan Analyst II position. The City is reimbursed for this position by the Police and Fire Pension Plans.

PUBLIC SAFETY SALES TAX (PSST) FUND

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $13,029 is included for the 2004 wage package, 2005 medical and dental increases and a correction to wages.
- In 2005, funding of $69,576 is included for a new Senior Analyst position for procurement in the Purchasing section of Finance. Operating expenses of $5,000 and onetime capital expenses of $3,000 associated with the position are included.

MAJOR OBJECTIVES

OBJECTIVE – Develop and implement e-government programs to enhance customer service

The Finance Department will continue to work with the Information Technology staff to implement e-government programs. Sales Tax will continue to initiate a web-based electronic tax filing option to enable taxpayers to file and pay taxes online. Purchasing will continue to expand the use of online services for vendors and internal customers. Treasury and Accounting will continue to work with Information Technology on receiving City revenues through the web and interfacing these transactions with PeopleSoft.

OBJECTIVE – Administer the uniform pension plans

The Finance Department will continue to explore the possibility of new-hire uniformed employees becoming members of the Statewide Fire and Police Plans while continuing to administer the four existing uniformed pension plans.

OBJECTIVE – Enforce sales tax ordinance fairly and consistently

Enforcement of the Sales and Use Tax ordinance of the City of Colorado Springs will be continued in a fair and consistent manner, and taxpayers will be treated with respect concurrent with maximizing sales and use tax revenue collections.

OBJECTIVE – Promote the City Purchasing Card (VISA) P-CARD program

Purchasing continues to expand usage of the P-CARD for small purchases and travel. By taking a proactive approach towards the education of all users and aggressive administration of the P-CARD program, the City will save in administrative costs as well as increase rebates back to the City.

OBJECTIVE – Enhance the features of PeopleSoft financial and payroll systems web-based applications

Finance and Information Technology plan to continue to improve the financial and payroll web-based systems. By enhancing the PeopleSoft web systems, Finance will promote customer service and cost savings through self-service systems.

OBJECTIVE – Implement Governmental Accounting Standards Board (GASB) pronouncements in City's financial statements

Finance reviews all new GASB pronouncements and plans for all upcoming changes when pronouncements are issued. GASB 34 Basic Financial Statements- and Management's Discussion and Analysis- for State and Local Governments has been implemented with the exception of completing the capitalization and depreciation of infrastructure assets. Capitalization of infrastructure for 2002 and years going forward has been completed. Capitalization of infrastructure for years prior to 2002 must be completed by 2006.

Several other GASB pronouncements will be implemented in 2004 and 2005. They include GASB 40 "Deposit and Investment Risk Disclosure," GASB 43 "Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans," and GASB 44 "Economic Condition Reporting: The Statistical Section."

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
FINANCE

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	2,055,743	2,198,142	2,208,250	2,403,225
51207	WAGE PKG PERFORMANCE	(3,568)	0	0	0
51210	OVERTIME	8,513	12,801	9,500	9,500
51220	SEASONAL TEMPORARY	17,843	14,152	8,000	8,000
51230	SHIFT DIFFERENTIAL	106	72	150	150
51240	RETIREMENT TERMINATION SICK	11,053	0	0	0
51245	RETIREMENT TERM VACATION	25,447	0	0	0
51260	VACATION BUY	978	423	0	0
51299	SALARIES REIMBURSEMENTS	(324)	0	0	0
51610	PERA	189,002	206,799	203,260	231,083
51615	WORKERS COMPENSATION	4,342	4,342	7,530	7,920
51620	EQUITABLE LIFE INSURANCE	6,248	6,721	9,126	9,907
51625	VISION CARE	2,328	2,390	2,874	3,000
51635	CITY MAJOR MEDICAL PLAN	737	0	2,233	2,306
51640	DENTAL INSURANCE	13,170	14,412	17,183	19,264
51665	CASH BACK	6,041	9,402	0	0
51670	PARKING FOR EMPLOYEES	10,178	10,805	11,959	11,959
51690	MEDICARE	19,832	21,856	25,087	27,634
51695	CITY EPO MEDICAL PLAN	174,243	210,115	247,407	267,408
	TOTAL SALARIES & BENEFITS	**2,541,912**	**2,712,431**	**2,752,559**	**3,001,356**
52105	MISCELLANEOUS OPERATING	(6,490)	0	0	0
52110	OFFICE SUPPLIES	41,988	23,948	32,580	34,875
52120	SOFTWARE MICRO WORD PROCESS	637	8,979	2,500	3,400
52125	GENERAL SUPPLIES	392	164	4,061	3,325
52135	POSTAGE	51,194	41,767	57,000	51,100
52140	WEARING APPAREL	0	69	0	0
52220	MAINT OFFICE MACHINES	1,139	1,313	1,800	950
52225	MAINT MICROS WORD PROCESSOR	0	5,551	7,250	550
52230	MAINT FURNITURE AND FIXTURES	0	0	252	252
52235	MAINT MACHINERY & APPARATUS	160	0	0	0
52265	MAINT BUILDINGS AND STRUCTURE	24	0	0	0
52405	ADVERTISING SERVICES	938	729	500	1,200
52418	COMPUTER SERVICES	75	0	3,000	9,350
52575	SERVICES	16,946	9,494	9,700	6,950
52605	CAR MILEAGE	2,810	2,882	4,250	4,170
52615	DUES AND MEMBERSHIP	748	2,792	2,647	2,910
52625	MEETING EXPENSES IN TOWN	325	390	1,188	780
52630	TRAINING	1,160	4,457	14,540	13,565
52635	EMPLOYEE EDUCATIONL ASSIST	4,382	0	0	0
52645	SUBSCRIPTIONS	283	441	2,060	2,160
52655	TRAVEL OUT OF TOWN	26,394	28,899	7,650	14,280
52705	COMMUNICATIONS	90,447	47,079	43,562	50,582
52735	TELEPHONE LONG DIST CALLS	2,389	3,476	4,000	3,800
52775	MINOR EQUIPMENT	807	1,131	7,000	0
52795	RENTAL OF EQUIPMENT	10,957	17,823	20,360	24,850
52874	OFFICE SERVICES PRINTING	15,106	10,642	19,200	12,000
52875	OFFICE SERVICES RECORDS	10,028	9,756	9,400	10,200
52927	TEL COM PASSTHRU LONG DIST	800	0	0	0
	TOTAL OPERATING EXPENSES	**273,639**	**221,783**	**254,500**	**251,249**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
FINANCE

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
53020	COMPUTERS NETWORKS	4,257	5,630	0	5,000
53030	FURNITURE AND FIXTURES	13,777	0	0	3,100
53050	MACHINERY	0	0	0	551
	TOTAL CAPITAL OUTLAY	**18,034**	**5,630**	**0**	**8,651**
	ORGANIZATION TOTAL	**2,833,585**	**2,939,845**	**3,007,059**	**3,261,256**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

PUBLIC SAFETY SALES TAX FUND
FINANCE

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	23,277	32,271	40,899	109,640
51245	RETIREMENT TERM VACATION	0	3,012	0	0
51610	PERA	2,142	3,366	3,927	9,590
51615	WORKERS COMPENSATION	46	67	82	194
51620	EQUITABLE LIFE INSURANCE	70	104	163	388
51625	VISION CARE	41	56	63	126
51640	DENTAL INSURANCE	221	336	380	828
51670	PARKING FOR EMPLOYEES	140	200	0	0
51690	MEDICARE	337	512	593	1,466
51695	CITY EPO MEDICAL PLAN	1,829	3,077	5,533	12,013
	TOTAL SALARIES & BENEFITS	**28,104**	**43,000**	**51,640**	**134,245**
52110	OFFICE SUPPLIES	0	4,872	0	0
52120	SOFTWARE MICRO WORD PROCESS	337	0	0	0
52125	GENERAL SUPPLIES	4,535	0	4,372	9,372
52635	EMPLOYEE EDUCATIONL ASSIST	0	(962)	0	0
52775	MINOR EQUIPMENT	0	0	500	500
	TOTAL OPERATING EXPENSES	**4,872**	**3,910**	**4,872**	**9,872**
53030	FURNITURE AND FIXTURES	4,500	0	0	3,000
	TOTAL CAPITAL OUTLAY	**4,500**	**0**	**0**	**3,000**
	ORGANIZATION TOTAL	**37,476**	**46,910**	**56,512**	**147,117**

Human Resources

Ann Crossey, Director ● 30 South Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5117 ● acrossey@springsgov.com

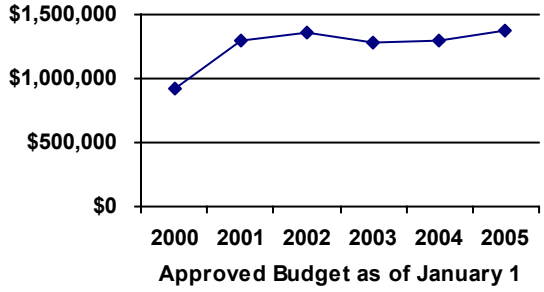
MISSION

To coordinate efforts to attract and retain a diverse, high-performing workforce which provides efficient, quality service to the community.

SERVICES

- Employment: Recruitment and selection, affirmative action outreach and EEO compliance
- Employee Relations: Consulting, investigative services and policies/procedures application
- Benefits and Compensation: Administration of compensation and benefits programs
- Performance Effectiveness: Administration of the Learning Organization, training resources, diversity and leadership programs

BUDGET HISTORY



BUDGET SUMMARY

GENERAL FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$1,116,075	$1,071,975	$1,098,180	$1,181,729
Operating	246,500	213,817	198,073	198,073
Capital Outlay	2,759	0	6,350	0
Total	**$1,365,334**	**$1,285,792**	**$1,302,603**	**$1,379,802**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$ 1,448	$35,322	$51,640	$134,245
Operating	25,726	1,556	5,152	10,152
Capital Outlay	3,216	0	0	3,000
Total	**$30,390**	**$36,878**	**$56,792**	**$147,397**

PERSONNEL

GENERAL FUND

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Senior Manager	1	1	1	1
Manager	3	2	2	3
Professional	6	8	7	6
Paraprofessional	4	4	4	4
General	1	1	1	1
FTE Total	**15**	**16**	**15**	**15**
Special Positions	1	0	0	0

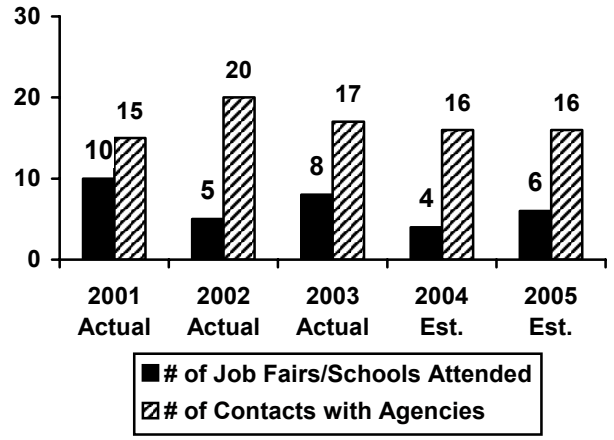
During 2002, one Manager position was eliminated and replaced with an Analyst position. For 2003, one Analyst position was added. For 2004, one Analyst II position was eliminated. During 2004, one Principal Analyst position was reclassified to a new management position of Training and Development Manager.

PUBLIC SAFETY SALES TAX (PSST) FUND

Classification	2002 Actual	2003 Budget	2004 Budget	2005 Budget
Professional	0	0	0	1
General	1	1	1	1
FTE Total	**1**	**1**	**1**	**2**

In 2005, one Analyst II position is added.

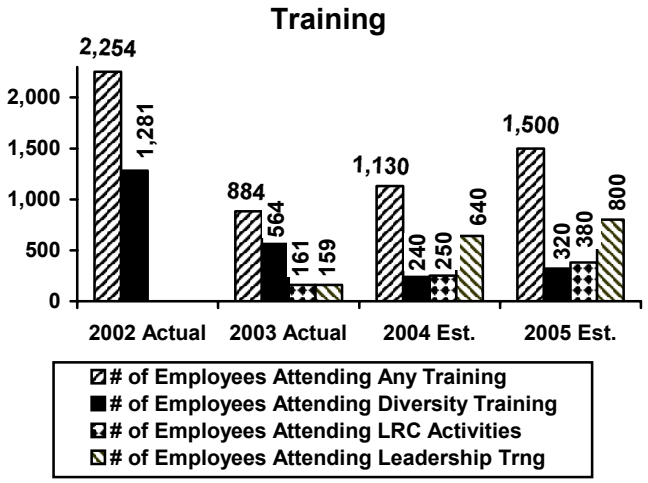
PERFORMANCE INDICATORS

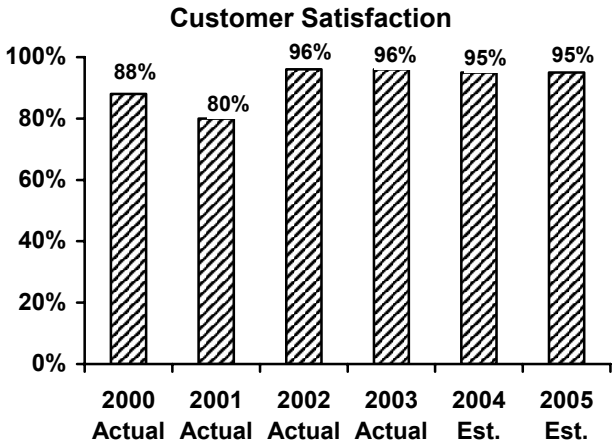


Promote the City as an employer of choice, continue to recruit a diverse, high-performing workforce; and form and enhance collaborative relationships with the community by:

- Participating in events sponsored by schools and community agencies to include:
  - Participation in at least 6 job fairs and high school/college career events
  - Staging of the annual Community Briefing
  - Participation in at least 16 events that promote diversity and inclusion initiatives
- Enhance recruitment strategy through:
  - Combined presence of City, Police and Fire at recruitment/outreach events
  - Volunteer/participate on community committees that serve to enhance the City's pool of applicants and increase the City's visibility in the community
  - Continue exploring different avenues to advertise the City's jobs in the community

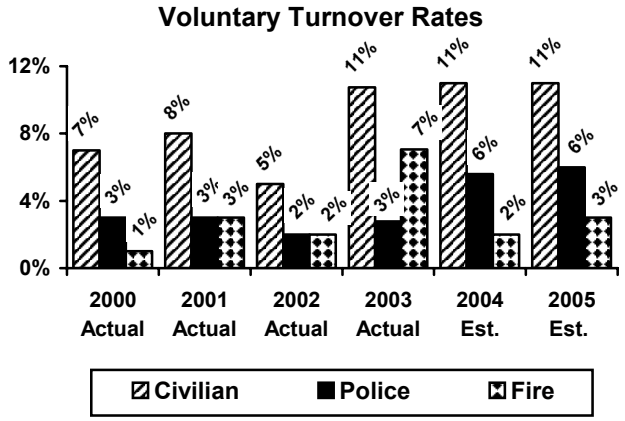
Provide learning opportunities for all employees through the Diversity and Inclusion initiative, Leadership Initiative, Learning Resource Center, and outside sources. This includes classes, assessments, self-study, library materials, videotapes, and e-based learning alternatives.





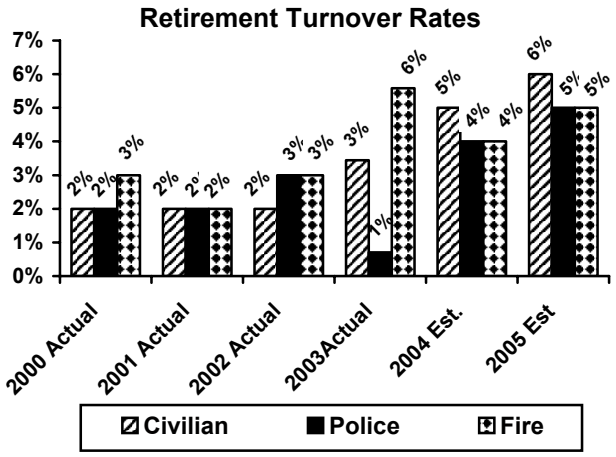
It is estimated that 95 percent of customers will be satisfied with Human Resources in 2005.

PERFORMANCE INDICATORS



The target is to maintain less than 10 percent voluntary turnover in both sworn and civilian regular positions. (Does not include discharges, deaths, retirements, Reduction in Force (RIF), or incentive programs.)

The target is to maintain less than 10 percent normal retirement turnover in both sworn and civilian regular positions. (Includes service and disability retirements. Does not include incentive programs.)



CHANGES TO THE BUDGET

GENERAL FUND

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $43,614 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $3,585 is included for PERA and Workers' Compensation increases.
- Funding of $30,000 is added for recruitment activities. Job applicant testing for every vacant position or classification change, started in 2004, will continue in 2005.
- Funding is reallocated from General Supplies, Services and other categories to fund recruitment activities.
- Creation of Learning Resources Center & Leadership Development line item to reflect related activities.
- Funding of $16,000 is reallocated from General Supplies to fund a new line item for Retirement Awards, which is a Citywide program.

PUBIC SAFETY SALES TAX (PSST) FUND

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $13,029 is included for the 2004 wage package, 2005 medical and dental increases and a correction to wages.
- Salary and benefit funding in the amount of $69,576 is added for a new Analyst II position. Operating expenses of $5,000 and onetime capital expenses of $3,000 associated with the new position are also included.

MAJOR OBJECTIVES

OBJECTIVE – Increase the effectiveness of Human Resources programs and systems

Continue audit of all Human Resources programs and systems to identify opportunities for improvement and increased effectiveness in the recruitment, selection and retention of a high-performing workforce. Specific programs addressed include recruitment, workforce retention and succession planning, competitive reward programs, benefits, compensation, and employee development. Design, develop, and implement creative process improvement solutions to better and more cost effectively serve the City employees.

- Enhance new recruitment and selection strategies implemented in 2004 and implement eRecruit module of PeopleSoft to automate process;
- Implement standard skills testing in all selection and reclassification processes;
- Continue to implement Employee Self Service enhancements;
- Complete implementation of PeopleSoft 8.8 upgrade;
- Develop and implement a succession planning program to meet identified future gaps in the workforce with qualified employees, and
- Develop and implement an enhanced electronic classification specification and salary posting system to increase employee efficiency and citizen ability to access information.

OBJECTIVE – Support the organization with timely and accurate data concerning affirmative action, Equal Employment Opportunity (EEO) and employee relations; recruitments; investigations; employee training and education; employee turnover; and compensation trends

Provide statistical information to the City Manager and Department Directors on a quarterly basis concerning hiring, education, and investigations.

Provide statistical information to the City Manager and Department Directors on an annual basis concerning the City salary market position relative to the median.

Conduct timely and thorough investigations of allegations of harassment or discrimination by beginning the investigation within one business day of the complaint, with investigations completed in an average of 20 days. Conduct informative training sessions on sexual harassment on a quarterly basis. Provide seminars as needed on discrimination, the Americans with Disabilities Act (ADA), and other related topics.

OBJECTIVE – Promote organizational and employee development to enhance performance and support diversity and inclusion activities throughout the City organization

Continue implementation and enhancement of City strategic performance initiatives for organizational learning, workforce empowerment, performance excellence and change management. Provide on-call support to managers and supervisors to diagnose individual and organizational performance problems, develop intervention strategies, coordinate implementation resources and assess impact. Provide performance intervention and assessment support to City work group, team and special initiatives related to organizational development, workforce productivity and leadership development.

Implement the City Manager's Leadership Initiative by providing programs in the area of leadership development, leadership assessment, mentoring, succession planning, recruitment/selection, and diversity. Provide training to 1,500 City employees in 2005. Provide monthly, facilitated learning opportunities on topics related to leadership, teamwork, change management, and performance excellence. Provide quarterly marketing and outreach activities from the City's Learning Resource Center to promote staff engagement in learning activities. Continue to provide a cost-effective diversity education program. Provide staff support to the Workforce Management Council. Expand diversity programs supporting targeted recruitment.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
HUMAN RESOURCES DEPARTMENT

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	927,641	898,366	920,777	988,657
51207	WAGE PKG PERFORMANCE	(1,394)	0	0	0
51210	OVERTIME	290	0	1,699	3,000
51220	SEASONAL TEMPORARY	9,037	0	0	4,000
51240	RETIREMENT TERMINATION SICK	8,055	0	0	0
51245	RETIREMENT TERM VACATION	5,075	218	0	0
51260	VACATION BUY	2,636	1,805	0	0
51610	PERA	88,248	85,845	85,359	92,627
51615	WORKERS COMPENSATION	1,916	1,728	3,110	3,184
51620	EQUITABLE LIFE INSURANCE	2,888	2,741	3,559	3,706
51625	VISION CARE	600	548	869	869
51640	DENTAL INSURANCE	4,415	4,341	5,528	5,926
51665	CASH BACK	8,166	9,550	0	0
51670	PARKING FOR EMPLOYEES	3,460	3,000	2,400	2,400
51690	MEDICARE	13,002	12,974	10,991	11,396
51695	CITY EPO MEDICAL PLAN	42,041	50,860	63,888	65,964
	TOTAL SALARIES & BENEFITS	**1,116,075**	**1,071,975**	**1,098,180**	**1,181,729**
52105	MISCELLANEOUS OPERATING	(278)	717	0	0
52110	OFFICE SUPPLIES	6,207	7,095	11,700	9,300
52111	PAPER SUPPLIES	1,329	942	6,300	5,000
52115	MEDICAL SUPPLIES	0	0	0	0
52120	SOFTWARE MICRO WORD PROCESS	984	4,095	10,000	6,000
52125	GENERAL SUPPLIES	60,768	32,958	31,449	8,800
52135	POSTAGE	7,781	2,709	8,500	3,000
52220	MAINT OFFICE MACHINES	100	95	300	300
52230	MAINT FURNITURE AND FIXTURES	0	0	100	100
52265	MAINT BUILDINGS AND STRUCTURE	10	0	0	0
52431	CONSULTING SERVICES	2,023	14,830	0	0
52575	SERVICES	15,214	28,913	20,950	1,500
52590	TEMPORARY EMPLOYMENT	6,636	11,329	10,000	12,000
52605	CAR MILEAGE	117	0	500	500
52615	DUES AND MEMBERSHIP	425	1,545	972	980
52625	MEETING EXPENSES IN TOWN	3,501	5,384	6,975	8,000
52630	TRAINING	23,681	18,739	21,577	20,000
52635	EMPLOYEE EDUCATIONL ASSIST	0	0	1,600	1,600
52645	SUBSCRIPTIONS	5,295	7,113	5,150	6,000
52655	TRAVEL OUT OF TOWN	9,169	1,481	4,500	4,500
52705	COMMUNICATIONS	37,437	18,897	19,588	19,588
52735	TELEPHONE LONG DIST CALLS	557	677	900	900
52775	MINOR EQUIPMENT	0	95	500	500
52795	RENTAL OF EQUIPMENT	8,661	8,328	8,712	8,705
52874	OFFICE SERVICES PRINTING	8,608	9,943	12,000	9,000
52875	OFFICE SERVICES RECORDS	1,373	1,419	800	800
52927	TEL COM PASSTHRU LONG DIST	183	0	0	0
65160	RECRUITMENT	7,839	27,889	10,000	30,000
65352	EMPLOYEE AWARDS PROGRAM	1,200	0	0	0
65353	DIVERSITY TRAINING	37,681	8,626	5,000	0

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
HUMAN RESOURCES DEPARTMENT

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
65358	LEARNG RES. CNTR & LDRSHP DEV.	0	0	0	25,000
65356	RETIREMENT AWARDS	0	0	0	16,000
	TOTAL OPERATING EXPENSES	**246,500**	**213,817**	**198,073**	**198,073**
53010	OFFICE MACHINES	0	0	350	0
53020	COMPUTERS NETWORKS	2,515	0	3,500	0
53030	FURNITURE AND FIXTURES	244	0	2,500	0
	TOTAL CAPITAL OUTLAY	**2,759**	**0**	**6,350**	**0**
	ORGANIZATION TOTAL	**1,365,334**	**1,285,792**	**1,302,603**	**1,379,802**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

PUBLIC SAFETY SALES TAX FUND
HUMAN RESOURCES DEPARTMENT

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	1,448	27,922	40,899	109,640
51610	PERA	0	2,594	3,927	9,590
51615	WORKERS COMPENSATION	0	53	82	194
51620	EQUITABLE LIFE INSURANCE	0	81	163	388
51625	VISION CARE	0	47	63	126
51640	DENTAL INSURANCE	0	281	380	828
51670	PARKING FOR EMPLOYEES	0	120	0	0
51690	MEDICARE	0	393	593	1,466
51695	CITY EPO MEDICAL PLAN	0	3,831	5,533	12,013
	TOTAL SALARIES & BENEFITS	**1,448**	**35,322**	**51,640**	**134,245**
52105	MISCELLANEOUS OPERATING	2,618	0	0	0
52110	OFFICE SUPPLIES	394	384	383	683
52111	PAPER SUPPLIES	0	133	133	133
52135	POSTAGE	0	0	86	86
52590	TEMPORARY EMPLOYMENT	20,714	0	0	0
52630	TRAINING	0	0	0	2,550
52705	COMMUNICATIONS	2,000	954	2,000	3,500
52735	TELEPHONE LONG DIST CALLS	0	0	50	50
52874	OFFICE SERVICES PRINTING	0	86	2,500	3,150
	TOTAL OPERATING EXPENSES	**25,726**	**1,556**	**5,152**	**10,152**
53020	COMPUTERS NETWORKS	1,385	0	0	2,500
53030	FURNITURE AND FIXTURES	1,831	0	0	500
	TOTAL CAPITAL OUTLAY	**3,216**	**0**	**0**	**3,000**
	ORGANIZATION TOTAL	**30,390**	**36,878**	**56,792**	**147,397**

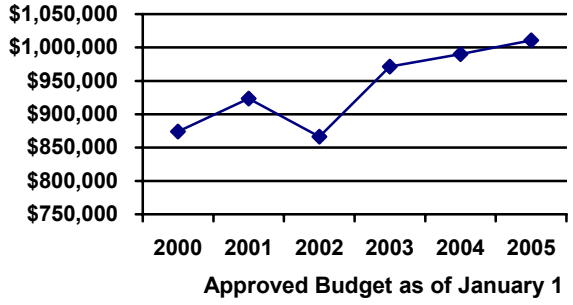
Risk Management

Mark Anderson, Manager ● 30 S. Nevada, Suite 603, Colorado Springs, CO 80903 ● (719) 385-5960 ● mkanderson@springsgov.com

MISSION

To consistently support the City and Utilities in providing risk management and claims service that fulfills the needs of our customers' strategic plans and maintains high standards of integrity and organizational responsibility. The risk management program utilizes various risk management techniques and levels of self-insurance and retention to maximize the protection of City assets at the least cost.

BUDGET HISTORY



SERVICES

- Investigate, evaluate, and settle all liability claims brought under State and federal laws
- Manage and control Workers' Compensation claims according to statute
- Manage employee occupational health and physical therapy clinics promoting wellness and recovery from an individual's on-the-job injury
- Maintain and monitor risk management programs for effectiveness
- Administer cost-effective self-insurance programs and insurance protection

BUDGET SUMMARY

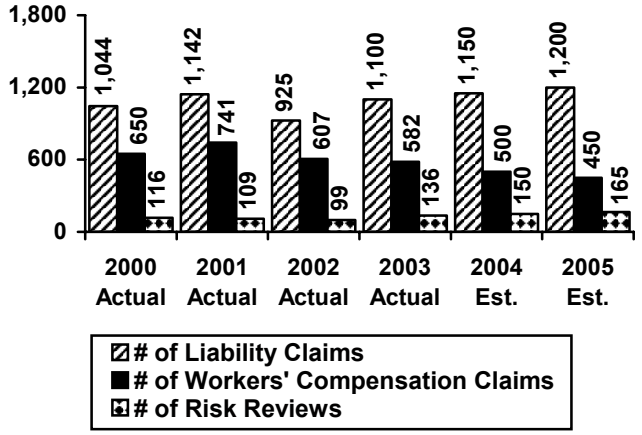
	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$643,515	$709,977	$658,974	$ 693,026
Operating	222,731	255,369	330,911	317,704
Capital Outlay	0	5,973	0	0
Total	**$866,246**	**$971,319**	**$989,885**	**$1,010,730**

PERSONNEL

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Manager	1	1	1	1
Professional	6	6	5	5
Paraprofessional	1	1	1	2
General	3	3	3	2
FTE Total	**11**	**11**	**10**	**10**

For 2004, one Claims Adjuster position was eliminated. During 2004, one general position was reclassified to a paraprofessional position to compensate for a redistribution of duties.

PERFORMANCE INDICATORS



Risk investigates the legal liability associated with claims filed against the City and Utilities, negotiates settlements, and defends claims that lack merit. The current staff can handle increases in claim volume.

City claims handled in 2003: 543
Utilities claims handled in 2003: 557

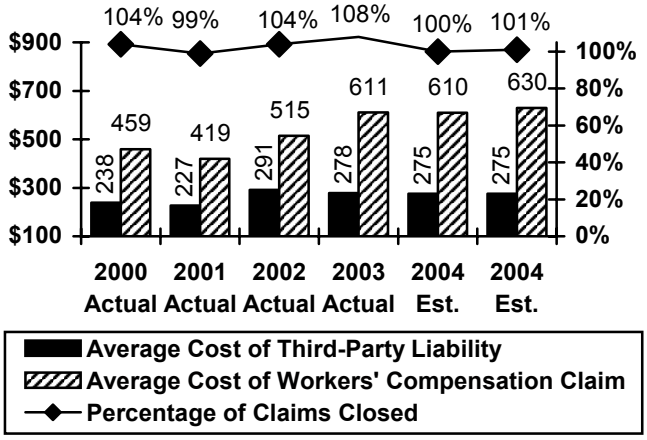
Risk manages and controls workers' compensation claims brought under statute and strives to help the employees recover from on-the-job injuries and return to work as soon as practical. Staffing is adequate to handle the claim volume.

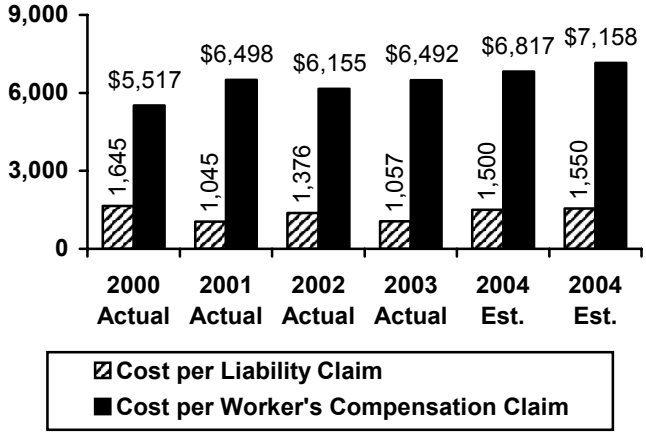
City claims handled in 2003: 453
Utilities claims handled in 2003: 129

Risk Management is responsible for handling matters that present a risk of economic loss to the City and Utilities. The staff handles risk reviews of operational activities and contractual insurance requirements. No increase in staff is required to handle this important function.

Risk places a high priority on handling claims efficiently and providing competitively priced services. The cost to handle workers' compensation claims and investigate and seek disposition of third-party liability claims is less than third-party administrator pricing by at least $100 per claim. The calculation is based on current pricing.

Risk provides prompt and fair resolution of claims. Typically, there are a number of claims outstanding against the City and Utilities. Risk measures the number of claims received compared to the number of claims closed as a form of effectiveness to control internal workloads and to contain liabilities.





Risk evaluates the cost of its closed workers' compensation claims to ensure appropriate managing of medical and indemnity costs. This benchmark is internally measured.

In addition, Risk reviews the cost of its liability claims to ensure control of claims, reviews risks, and establishes appropriate funding for the payment of claims. The benchmark is measured internally against prior-year experience.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $30,880 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $3,172 is included for the PERA and Workers' Compensation increases.
- Admin Prorated charges decreased $1,099 as a result of the recently completed full cost allocation plan and also a reduction in the Communications account of $12,415. The reduction is for the network allocation which is now included in the Admin Prorated charges.
- An increase of $307 is included for unleaded gasoline price increases.

MAJOR OBJECTIVES

OBJECTIVE – Provide risk management services for the City and CSU to reduce exposure to financial loss

Risk Management utilizes insured and self-insured programs and innovation to help control the cost of risk. The Division's self-insured and self-administered claim handling programs outperform traditional methods of insuring losses. Staff performs risk evaluations, inspections, and operational reviews to ensure risks are properly identified. Insurance policies are reviewed to ensure any unintended, uninsured losses are not incurred. The claim information system tracks claim history and assists in the identification of the root cause of accidents. This enables Risk Management to employ methods of loss control and prevention. To ensure customer expectations are met, Risk Management conducts internal quality control checks of its work, monitors claim costs, and reviews funding allocations.

OBJECTIVE – The Liability and Workers Compensation Self-Insurance programs will be efficiently managed and achieve cost savings compared to traditional methods of insurance

Risk Management will provide service that is competitively priced and exceeds industry standards for quality. A cost analysis study will be completed each year evaluating Risk's program compared to the purchase of insurance and claim adjusting services. Employee satisfaction surveys are reviewed, and comments are solicited from claimants to examine adjustment practices. Risk will continue to maintain and evaluate existing programs for medical bill fee scheduling and utilization audits, use of the City Physical Therapy and Occupational Medicine clinics, and case management and return to work practices, all of which save claim costs. The work of adjusters is reviewed to assure handling of claims includes prompt contact of the claimants, claim control and mitigation, open and honest communication, and fairness.

OBJECTIVE – The Risk Management program will ensure the cost-effective placement of insurance, contractual transfer of risk and use of creative insurance tools to protect City assets; Risk resolves issues concerning insurance mandates, public policy, and claim practices

The Risk Management Division provides a framework for the evaluation of risk. This approach considers all aspects of risk. Each program is reviewed to determine if the services provided to the community places the City at an acceptable level of risk. Insurance markets are studied for cost, coverage, and industry trends. The exposure to risk is minimized through the use of risk transfer, prevention, and retention. Risk's knowledge of the insurance industry allows the Division to be innovative. Risk Management encourages community and business interactions in establishing its insurance requirements under contracts and ordinances and in creating standards for dealing with risk.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
HUMAN RESOURCES DEPARTMENT
RISK MANAGEMENT

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	525,097	564,312	527,125	553,210
51207	WAGE PKG PERFORMANCE	(725)	0	0	0
51210	OVERTIME	0	0	3,186	3,186
51215	ACHIEVEMENT AWARD	500	0	0	0
51240	RETIREMENT TERMINATION SICK	1,832	(1,944)	0	0
51245	RETIREMENT TERM VACATION	(2,825)	6,831	0	0
51255	CONVERSION OF SICK LEAVE	4,586	4,310	0	0
51260	VACATION BUY	292	0	0	0
51299	SALARIES REIMBURSEMENTS	(1,036)	(759)	0	0
51610	PERA	48,011	53,351	50,350	55,631
51615	WORKERS COMPENSATION	1,829	1,864	2,115	2,157
51620	EQUITABLE LIFE INSURANCE	1,706	1,820	2,146	2,230
51625	VISION CARE	567	613	634	634
51640	DENTAL INSURANCE	3,356	4,018	3,968	4,254
51655	RETIRED EMP MEDICAL INS	4,424	4,862	0	0
51665	CASH BACK	1,533	90	0	0
51670	PARKING FOR EMPLOYEES	2,520	2,540	0	0
51690	MEDICARE	4,667	5,310	6,621	6,853
51695	CITY EPO MEDICAL PLAN	47,183	62,760	62,829	64,871
	TOTAL SALARIES & BENEFITS	**643,515**	**709,977**	**658,974**	**693,026**
52105	MISCELLANEOUS OPERATING	11	3,337	2,958	4,500
52110	OFFICE SUPPLIES	6,186	5,727	6,750	6,750
52120	SOFTWARE MICRO WORD PROCESS	257	617	3,500	6,000
52125	GENERAL SUPPLIES	483	273	2,372	2,372
52135	POSTAGE	4,192	3,797	5,000	4,815
52140	WEARING APPAREL	168	0	250	250
52155	AUTOMOTIVE	0	0	150	0
52165	LICENSES AND TAGS	10	0	100	100
52220	MAINT OFFICE MACHINES	380	280	750	750
52225	MAINT MICROS WORD PROCESSOR	8,928	0	11,237	5,779
52240	MAINT NONFLEET VEHICLES EQP	82	18	250	250
52405	ADVERTISING SERVICES	206	0	0	0
52575	SERVICES	16,737	4,467	10,548	10,548
52615	DUES AND MEMBERSHIP	750	1,455	940	1,125
52625	MEETING EXPENSES IN TOWN	112	0	387	387
52630	TRAINING	6,560	2,846	12,665	12,665
52635	EMPLOYEE EDUCATIONL ASSIST	0	750	0	1,500
52645	SUBSCRIPTIONS	2,338	632	2,565	2,565
52655	TRAVEL OUT OF TOWN	5,181	1,342	5,512	5,512
52705	COMMUNICATIONS	32,898	29,522	45,713	33,154
52735	TELEPHONE LONG DIST CALLS	440	786	3,250	3,250
52736	CELL PHONE AIRTIME	0	2	0	210
52775	MINOR EQUIPMENT	1,819	0	3,100	3,100
52795	RENTAL OF EQUIPMENT	13,094	9,586	13,750	13,750
52805	ADMIN PRORATED CHARGES	108,432	179,508	184,349	183,250
52872	MAINT FLEET VEHICLES EQP	5,802	4,284	7,855	8,162
52874	OFFICE SERVICES PRINTING	5,302	3,532	5,500	5,500

CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
HUMAN RESOURCES DEPARTMENT
RISK MANAGEMENT

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52875	OFFICE SERVICES RECORDS	2,130	2,608	1,460	1,460
52927	TEL COM PASSTHRU LONG DIST	231	0	0	0
	TOTAL OPERATING EXPENSES	**222,731**	**255,369**	**330,911**	**317,704**
53020	COMPUTERS NETWORKS	0	5,973	0	0
	TOTAL CAPITAL OUTLAY	**0**	**5,973**	**0**	**0**
	ORGANIZATION TOTAL	**866,246**	**971,319**	**989,885**	**1,010,730**

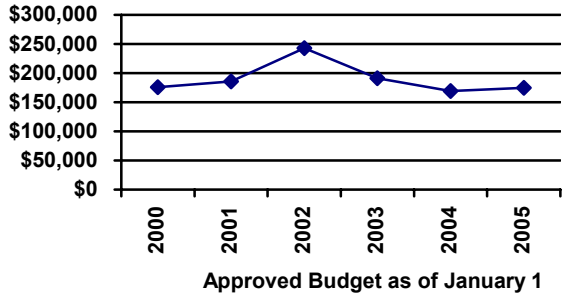
Safety Services

Craig Witt, Principal Safety Analyst ● 30 S. Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5676 ● cwitt@springsgov.com

MISSION

To ensure that City 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.

BUDGET HISTORY



SERVICES

- Maintain safety policies and practices in compliance with State and federal requirements
- Provide safety consulting for hazardous material training, biohazard management, and confined space exposures
- Respond to employee safety concerns including issues of air quality and chemical exposure
- Provide an occupational health program for assessment and training of infectious diseases and immunization needs
- Conduct training for and implementation of the Violence in the Workplace Prevention Program
- Assure compliance for employee support programs for pre-employment physical examinations, fitness-for-duty evaluations, Americans with Disability Act considerations, respiratory testing, and hearing conservation
- Provide training on all safety-related subjects including ergonomics and back injury prevention
- Support Commercial Driver's License training requirements and maintain records for Department of Transportation (DOT) compliance
- Provide ergonomic assessments and recommendations

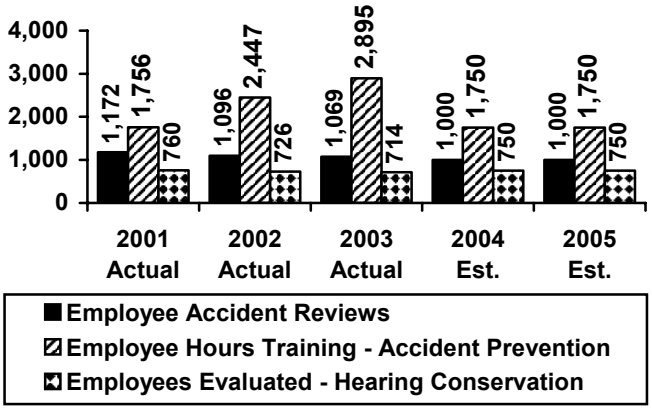
BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$179,257	$152,039	$131,503	$137,081
Operating	63,365	39,192	37,799	37,799
Capital Outlay	20	0	0	0
Total	**$242,642**	**$191,231**	**$169,302**	**$174,880**

PERSONNEL

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Classification				
Professional	1	1	1	1
Paraprofessional	1	1	1	1
FTE Total	**2**	**2**	**2**	**2**
Special Positions	1	0	0	0

PERFORMANCE INDICATORS



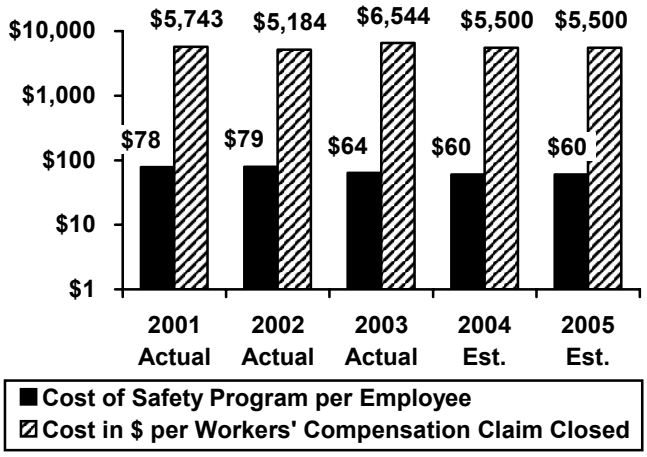
The number of employee accident reviews should remain constant in 2005. The Division's target will remain at 1,500 as the more reviews Safety Services undergoes, the more that can be learned to help prevent future accidents.

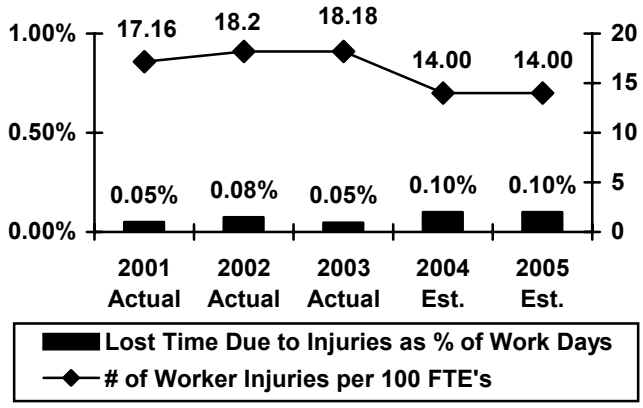
The aggressiveness of education programs undertaken by Safety Services increased the number of employee hours in 2002 and 2003. There may be a decrease in 2004 due to budget reductions. The target number of training hours will remain constant for 2005.

The number of employees evaluated for hearing conservation should remain constant as that is the number of employees exposed to high levels of occupational noise. The target number of 750 employees in the Hearing Conservation program will remain constant.

The cost of the Safety Program increased in 2001 and 2002 with the Automated External Defibrillator (AED) Coordinator position. Consequently, the cost was reduced in 2003 because of the elimination of the AED Program.

The evaluated cost of workers' compensation is to identify trends in closed claim costs. The Division uses the information to identify needs in education and early accident reporting. Early intervention in the handling of claims reduces costs. Safety Services benchmarks against itself, and the target is $5,500.





The lost time due to injuries as a percentage of workdays is estimated to remain on a stable trend as a result of aggressive claims administration by the Workers' Compensation Section. The ICMA Mean is 0.7. The target is to remain at or below 0.1.

The number of worker injuries per 100 full-time employees for 2004 and 2005 decreased from the 2003 figure because of the addition of the in-house Occupational Health Clinic for treatment of work-related injuries.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $5,147 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $431 is included for the PERA and Workers' Compensation increases.

MAJOR OBJECTIVES

OBJECTIVE – Commit the necessary resources to ensure employees have a safe place to perform their work

The Safety staff will respond to all safety-related matters concerning its employees. These duties will be performed by staff; however, on occasion as the budget allows, the expertise of outside consultants such as industrial hygienists and training specialists will be used.

OBJECTIVE –Support all work groups within the City to ensure employees have the knowledge and skills to safely perform their work

This objective will encompass a wide variety of safety-related subjects. All work groups will conduct safety training on a scheduled basis. Safety Services will be an integral part of the planning and will assist in training. Most of the training will be conducted by the Safety staff.

OBJECTIVE – Support all work groups within the City with safety program management of hearing conservation, commercial driver's license (CDL), and material safety data sheet management programs

The management of the programs will be accomplished directly by the Safety staff. The Safety staff will serve as the focal point to ensure standardization of these programs throughout the City organization. Hearing tests are conducted at the Safety Office in the audiometric examination booth. All CDL activities are coordinated and monitored by the Safety Office. The Safety Office maintains a Material Safety Data Sheet program for Citywide use.

OBJECTIVE – Support all work groups within the City with medical-related safety services

Safety Services will coordinate pre-employment and ADA physicals and all fitness-for-duty medical evaluations. The Division will coordinate respiratory physicals and other special personal protective equipment medical issues. This office will oversee contracts for protective eyewear and protective footwear.

OBJECTIVE – Establish a program that will require and encourage employees and supervisors to be accountable for employee safety

This goal will be met by creating an employee behavior-based safety program. Safety Services will review employee accidents to identify root causes of accidents. Employees and supervisors will be trained on accident investigation and prevention. Information will be given to employees about how accidents occur within the work environment and how to prevent injuries.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
SAFETY SERVICES

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	145,731	113,908	104,251	108,421
51207	WAGE PKG PERFORMANCE	(245)	0	0	0
51610	PERA	13,222	14,621	10,253	11,101
51615	WORKERS COMPENSATION	445	461	341	349
51620	EQUITABLE LIFE INSURANCE	445	480	422	439
51625	VISION CARE	191	191	126	126
51640	DENTAL INSURANCE	1,015	1,141	790	847
51665	CASH BACK	0	36	0	0
51670	PARKING FOR EMPLOYEES	720	720	480	480
51690	MEDICARE	2,049	2,217	1,533	1,579
51695	CITY EPO MEDICAL PLAN	15,684	18,264	13,307	13,739
	TOTAL SALARIES & BENEFITS	**179,257**	**152,039**	**131,503**	**137,081**
52110	OFFICE SUPPLIES	1,612	2,070	1,266	1,266
52120	SOFTWARE MICRO WORD PROCESS	520	1,809	442	442
52125	GENERAL SUPPLIES	6,904	4,873	4,037	4,037
52135	POSTAGE	128	27	105	105
52140	WEARING APPAREL	2,058	63	0	0
52165	LICENSES AND TAGS	100	100	100	100
52225	MAINT MICROS WORD PROCESSOR	0	0	250	250
52575	SERVICES	40,085	19,470	23,035	23,035
52615	DUES AND MEMBERSHIP	1,217	746	990	990
52625	MEETING EXPENSES IN TOWN	638	504	0	0
52630	TRAINING	4,542	3,214	4,197	2,697
52645	SUBSCRIPTIONS	474	53	0	0
52655	TRAVEL OUT OF TOWN	1,620	2,164	1,377	2,877
52705	COMMUNICATIONS	923	716	500	500
52736	CELL PHONE AIRTIME	0	189	500	500
52775	MINOR EQUIPMENT	818	1,794	0	0
52874	OFFICE SERVICES PRINTING	1,728	1,400	1,000	1,000
	TOTAL OPERATING EXPENSES	**63,365**	**39,192**	**37,799**	**37,799**
53030	FURNITURE AND FIXTURES	20	0	0	0
	TOTAL CAPITAL OUTLAY	**20**	**0**	**0**	**0**
	ORGANIZATION TOTAL	**242,642**	**191,231**	**169,302**	**174,880**

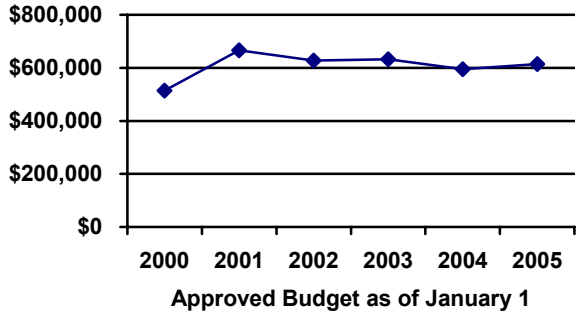
Public Communications

Sue Skiffington-Blumberg, Director ● 107 North Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5906 ●
sskiffington-blumberg@springsgov.com

MISSION

To provide public information, SpringsTV programming development, public safety support, intranet and internet content development, and community relations; encourage citizen involvement and access; promote employee communications, foster trust; and create a positive image of the City organization. Participate in the strategic management of public education and communications for Council goals and strategies.

BUDGET HISTORY



SERVICES

- Enhance public communications and community relations including Colorado Open Records Act (CORA) requests, publications, program marketing and project promotions
- Provide services and programs that link City employees and the citizens of Colorado Springs in a relationship of mutual respect and collaborative problem solving, including public process meetings, Clarify and SpringsGov.com
- Enhance efforts related to employee development, leadership development and performance improvement through communication of tools and programs
- Continue development of SpringsTV programming and strategic projects while building an emergency support channel
- Promote and staff community events in support of public awareness and educational programs such as E-Town Halls, Rural Transportation Education Community Briefing, Crisis Communications Network training, and Swearing-In ceremonies
- Expand content and integration of the Internet and Intranet sites while positioning core messages, useful navigation and associated links
- Continue to focus on media relationships in the local/regional market; coordinating cross department press events and formulating key message delivery
- Administer citizen inquiries/complaint system
- Support customer service programs and initiatives to internal and external customers

BUDGET SUMMARY

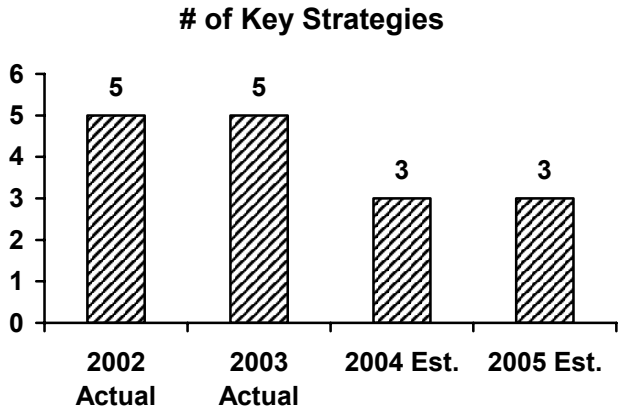
	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$550,558	$557,970	$462,764	$487,030
Operating	76,687	73,743	123,405	118,039
Capital Outlay	704	0	9,000	9,010
Total	**$627,949**	**$631,713**	**$595,169**	**$614,079**

PERSONNEL

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Senior Manager	1.00	1.00	1.00	1.00
Professional	5.00	4.75	2.75	3.75
Paraprofessional	2.00	2.00	2.00	1.00
FTE Total	**8.00**	**7.75**	**5.75**	**5.75**
Special Positions (grant-funded)	1.00	2.25	2.25	3.50
Grant-funded FTE employees	0.00	0.00	1.00	1.00
All Funds Total	**9.00**	**10.00**	**9.00**	**10.25**

During 2002, a position was reduced from 1 FTE to 0.75 FTE. To balance workload and accomplish internet/intranet functions, a 0.75 Special FTE funded via the Adelphia Grant was added. Beginning in 2004, the TV Specialist II position was funded from the Adelphia Grant. Also in 2004, a Specialist II position was eliminated. During 2004, a paraprofessional position was reclassified to a professional position, a 0.75 Special position moved to full-time, and a temporary position was reclassified to a Special position.

PERFORMANCE INDICATORS

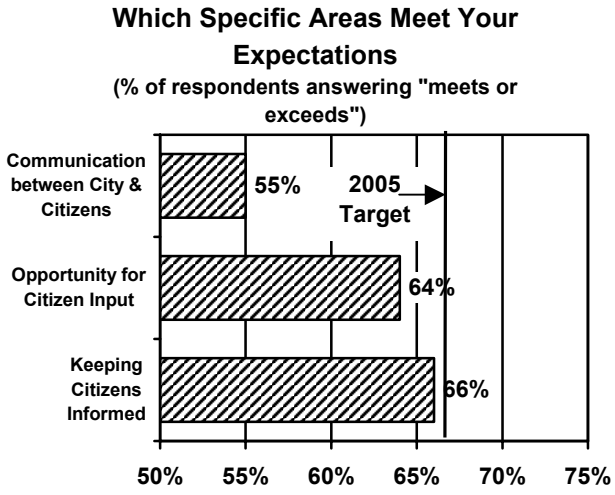


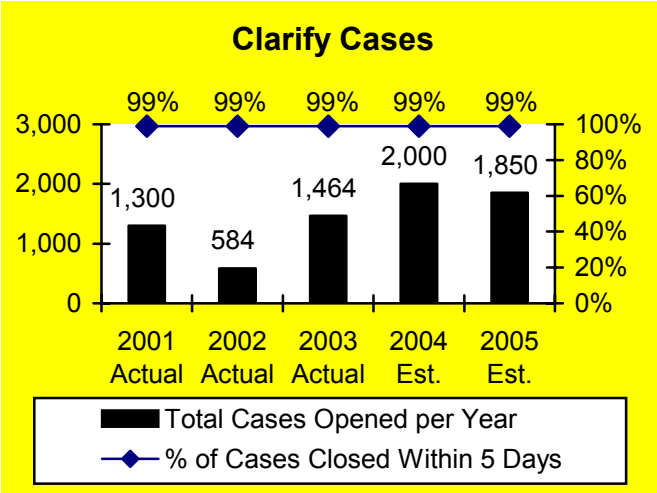
In 2005, success is measured on complete communications strategies planned and executed surrounding a strategic program or key City message identified by City Council and the senior management staff. The primary strategies in 2005 are expected to be extensions of the major issues in 2004:

- Infrastructure (transportation and transit)
- Public Safety
- Budget and Economic issues

With an increase in live broadcast programs and greater depth of support on strategic topics, resources will need to continue to be focused on priority communications strategies with less resources for general applications and event planning.

The 2001 citizens survey pointed to a continued opportunity to improve communications with the public. As cable TV programming, web site access, community relations programs and overall media relations expanded, it was expected the percentages would increase for the 2003 survey. Due to budgetary and time considerations, Public Communications survey questions were not implemented in 2003. Assuming these questions are part of the 2005 survey, expectations are projected to hold at existing levels. Maintenenace was the measure in 2004 and into 2005 based on budgets and resources.





The number of cases decreased in 2002 and leveled off in 2003 due to the reorganization in 2002 and changes in philosophy regarding direct dialog with City Council. However, with new Councilmembers in 2003, a revised set of priorities and additional channels for reporting (internet) cases have actually increased. This trend is expected to continue with a slight increase in Clarify's in 2004 and 2005 due to increased involvement by citizens through all channels and more efficient communication of the issues the City is facing.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $17,600 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $1,310 is included for PERA and Workers' Compensation increases.

MAJOR OBJECTIVES

OBJECTIVE – Expand SpringsTV programming and strategic projects while building an emergency support channel

Expand on the live programming, specifically live meetings of the City Council, Planning Commission, Utility Board and boards and commissions coverage. Obtain and learn remote technology to allow for communications to SpringsTV from an event or remote site when the Joint Information Center (JIC) is activated. Expand the news programming and lift out content on community hot topics for increased exposures.

OBJECTIVE – Expand content and integration of the Internet and Intranet sites while positioning core messages, useful navigation and associated links for increased citizen usage

Continue to act as the central communications point for intranet content. Provide marketing and communications to key audiences such as Charter Review Commission, Transporation Education, public safety online recruitment and for employees during open enrollment for new services online, leadership initiatives, City Manager meetings, etc. Provide communications expertise to Departments and Divisions in order to communicate key Division messages and expanded involvement and on-demand use of information on SpringsGov.com. Develop and maintain emergency hotlinks and protocol for implementation as required by the Office of Emergency Management (OEM) or JIC communications.

OBJECTIVE – Improve media relationships in the local / regional market; coordinating cross-department press events and formulating key message delivery

Pitch to media story lines, advanced information required to support a project, and public input. Adapt detail levels to accommodate daily news, weekly news and monthly publication needs. Facilitate Mayor's monthly press briefings and staff sessions with media. Respond to requests within the same hour when possible. Participate in venues such as column writing and other media segments, lifestyle, business and neighborhood specific. Provide media relations training to Divisions within the City. Implement a media roundtable twice a year on key topic.

OBJECTIVE – Enhance public communications and community relations including CORA requests, publications, and program marketing and project promotions

Public Communications will maintain and manage media coverage and respond to open records requests in a timely manner. Provide content and support for events, public speeches, SpringsGov.com and SpringsTV. Support and develop messages for Departments and Divisions appropriate to specific project or program goals.

OBJECTIVE – Administer citizen inquiries / complaint system and support customer service programs and initiatives

Receive and process all requests and concerns into the Clarify system. Maintain an automatic tracking system for requests and concerns. Ensure that responses are timely and complete and communication is courteous. Provide quarterly reports to Department Heads. Proactively summarize and identify new trends and concerns.

OBJECTIVE – Promote and staff community events in support of public awareness and educational programs such as E-Town Halls, CREATE Connections, City image development, and public safety support

Expand the appropriate use of the E-Town Hall technology and communications tools for use on key programs and projects such as transportation. Provide local support to Human Resources to successfully implement public and new employee education tours and swearing-in ceremonies. Coordinate events as required such as Congressional Hearings, Welcome Home Parades, July 4th Celebrations, Springs In Bloom, and Humane Society issues.

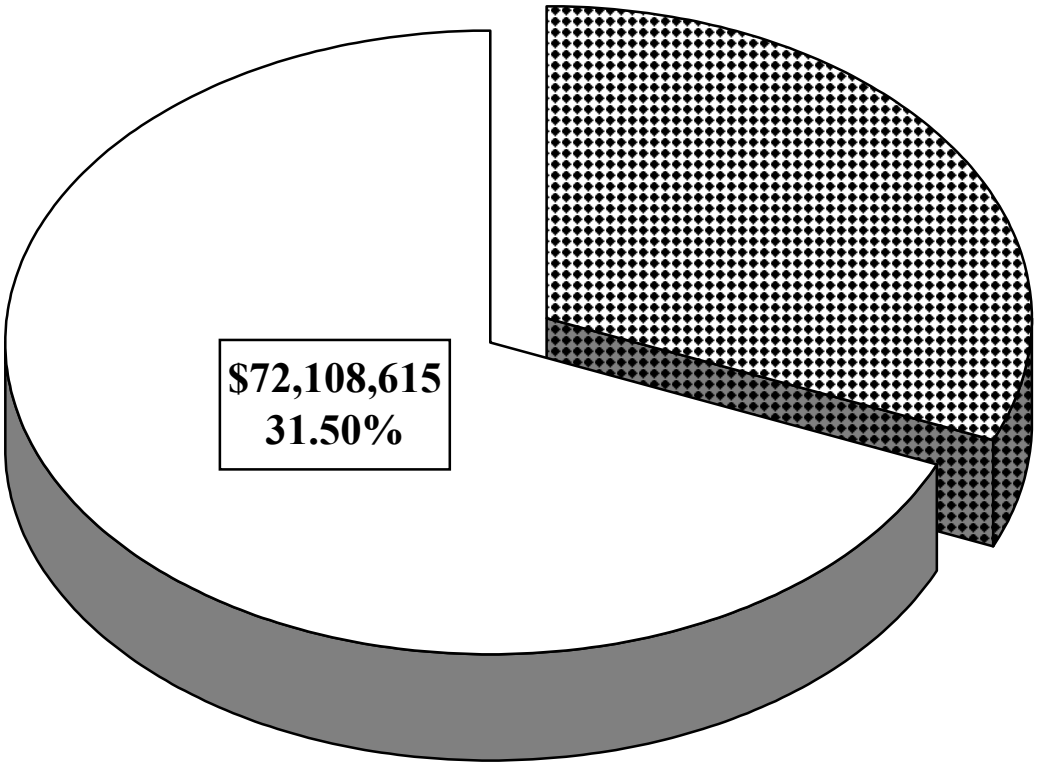
CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PUBLIC COMMUNICATIONS

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	431,769	448,890	370,737	411,422
51207	WAGE PKG PERFORMANCE	(601)	0	0	0
51210	OVERTIME	707	43	1,000	1,000
51220	SEASONAL TEMPORARY	25,307	12,897	20,500	0
51245	RETIREMENT TERM VACATION	551	785	0	0
51260	VACATION BUY	1,468	800	0	0
51610	PERA	41,633	42,313	31,182	33,976
51615	WORKERS COMPENSATION	1,016	923	1,140	1,170
51620	EQUITABLE LIFE INSURANCE	1,352	1,377	1,338	1,397
51625	VISION CARE	528	456	315	315
51640	DENTAL INSURANCE	2,805	2,704	1,698	1,820
51665	CASH BACK	0	1,723	0	0
51670	PARKING FOR EMPLOYEES	2,120	2,360	1,640	1,640
51690	MEDICARE	5,407	5,295	5,121	5,284
51695	CITY EPO MEDICAL PLAN	36,495	37,404	28,093	29,006
	TOTAL SALARIES & BENEFITS	**550,558**	**557,970**	**462,764**	**487,030**
52105	MISCELLANEOUS OPERATING	9,400	3,151	0	0
52110	OFFICE SUPPLIES	1,787	1,490	4,410	4,634
52111	PAPER SUPPLIES	231	161	1,080	4,475
52120	SOFTWARE MICRO WORD PROCESS	101	319	2,000	1,120
52122	CELL PHONES EQUIP AND SUPPLIES	422	173	325	310
52125	GENERAL SUPPLIES	1,676	831	3,562	3,488
52135	POSTAGE	208	240	8,750	3,200
52170	SPECIAL PHOTOGRAPHY ETC	11	(14)	1,000	1,000
52230	MAINT FURNITURE AND FIXTURES	0	57	0	800
52235	MAINT MACHINE AND APPARATUS	0	22	1,000	0
52265	MAINT BUILDINGS AND STRUCTURE	400	82	0	0
52405	ADVERTISING SERVICES	7,109	7,067	13,994	15,780
52575	SERVICES	3,418	25,811	20,120	17,259
52590	TEMPORARY EMPLOYMENT	8,116	0	2,758	1,200
52605	CAR MILEAGE	350	161	500	630
52615	DUES AND MEMBERSHIP	635	895	1,314	1,378
52625	MEETING EXPENSES IN TOWN	3,236	1,153	1,223	1,190
52630	TRAINING	2,920	1,208	4,680	5,975
52645	SUBSCRIPTIONS	295	430	1,000	495
52655	TRAVEL OUT OF TOWN	1,356	963	2,790	2,850
52705	COMMUNICATIONS	25,419	15,027	25,149	23,165
52735	TELEPHONE LONG DIST CALLS	318	709	1,000	1,100
52736	CELL PHONE AIRTIME	0	594	0	950
52775	MINOR EQUIPMENT	0	57	1,200	1,290
52795	RENTAL OF EQUIPMENT	2,568	2,856	4,950	4,950
52874	OFFICE SERVICES PRINTING	6,492	10,158	20,400	20,500
52875	OFFICE SERVICES RECORDS	161	144	200	300
52927	TEL COM PASSTHRU LONG DIST	58	0	0	0
65160	RECRUITMENT	0	0	0	0
	TOTAL OPERATING EXPENSES	**76,687**	**73,743**	**123,405**	**118,039**
53010	OFFICE MACHINES	0	0	2,000	4,500
53020	COMPUTERS NETWORKS	0	0	6,500	4,000
53030	FURNITURE AND FIXTURES	704	0	500	510
	TOTAL CAPITAL OUTLAY	**704**	**0**	**9,000**	**9,010**
	ORGANIZATION TOTAL	**627,949**	**631,713**	**595,169**	**614,079**

CITY OF COLORADO SPRINGS

Police



Office of the Chief	**$4,448,579**
Patrol	**$39,633,303**
Operations Support	**$28,026,733**

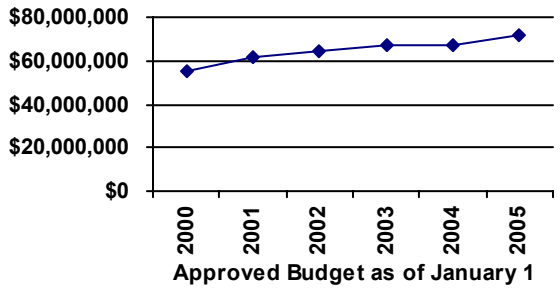
Police

Luis Velez, Police Chief ● 705 S. Nevada Avenue, Colorado Springs, CO 80903 ● (719) 444 -7401 ● velezlu@springsgov.com

MISSION

To promote the quality of life in Colorado Springs by providing police services with integrity and a spirit of excellence in partnership with the community.

BUDGET HISTORY



SERVICES

Office of the Chief

- Management oversight of the Department to include Patrol Bureau, Operation Support Bureau, and the Office of Professional Standards Division
- Conduct internal affairs investigations
- Provide officer training/psychological services
- Provide community relations services
- Provide public/press informational services

Patrol Bureau Services

- Maintain mobile capacity to prevent and suppress criminal activities
- Address community and neighborhood problems by working directly with citizens
- Provide traffic control, education, and enforcement services
- Investigate and clear crimes

Operations Support Bureau

- Investigate persons and property crimes
- Provide metro vice, narcotics, and intelligence (VNI) and Tactical Enforcement Unit services
- Provide code enforcement services
- Provide fiscal/support services and maintain internal informational technology systems
- Provide public safety telecommunications
- Provide victims rights and metro forensic lab services
- Provide records and identification services

BUDGET SUMMARY

GENERAL FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$53,080,057	$56,682,807	$58,879,702	$63,611,444
Operating	6,041,238	6,031,814	6,058,877	6,461,333
Capital Outlay	2,246,209	188,880	2,259,073	2,035,838
Total	**$61,367,504**	**$62,903,501**	**$67,197,652**	**$72,108,615**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$2,049,597	$ 4,601,914	$ 8,460,593	$ 9,912,642
Operating	884,287	1,047,437	1,661,605	1,103,483
Capital Outlay	1,348,518	1,152,246	496,962	77,550
Capital Improvement Projects	1,639,732	5,013,183	1,375,089	1,952,434
Total	**$5,922,135**	**$11,814,781**	**$11,994,249**	**$13,046,109**

PERSONNEL

GENERAL FUND

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Senior Manager	1.0	0.0	0.0	0.0
Manager	6.0	6.0	6.0	6.0
Supervisor	9.0	8.0	8.0	8.0
Professional	28.0	31.0	28.0	29.0
Paraprofessional	138.0	138.0	135.0	129.0
General	69.0	70.0	70.0	77.0
Civilian FTE Total	**251.0**	**253.0**	**247.0**	**249.0**
Chief	0.0	1.0	1.0	1.0
Deputy Chief	2.0	2.0	2.0	2.0
Commander	7.0	7.0	7.0	7.0
Lieutenant	18.0	18.0	18.0	18.0
Sergeant	64.0	67.0	67.0	67.0
Officer	488.0	485.0	485.0	485.0
Uniformed FTE Total	**579.0**	**580.0**	**580.0**	**580.0**
General Fund FTE Total	**830.0**	**833.0**	**827.0**	**829.0**

During 2002, the Senior Manager became the City Manager and the Police Chief position was filled. Also, during 2002, one Analyst II was transferred from City Planning.

For 2003, an Office Specialist and an Electronic Technician were added.

For 2004, six positions were eliminated: Principal Analyst, Senior IT Analyst, Analyst II, Police Property Coordinator, Electronic Specialist, and an Administrative Technician.

In 2005, the Department incorporates a classification change of seven Records Technicians to Records and Identification Supervisors. This reflects a move of seven positions from Paraprofessional classification to the General classification. In addition, the Department reflects the conversion of a special employee hired in 2004 as an Evidence Technician (Paraprofessional) to a permanent position. This is reflected as an increase of one Paraprofessional position.

SPECIAL / GRANT / TEMPORARY EMPLOYEES

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Manager	4.0	1.0	0.0	0.0
Professional	5.0	10.0	9.0	9.0
Paraprofessional	3.0	0.0	5.0	2.0
General	14.5	11.5	9.0	12.5
Civilian FTE Total	**26.5**	**22.5**	**23.0**	**23.5**
Officer	1.0	1.0	1.0	1.0
Uniformed FTE Total	**1.0**	**1.0**	**1.0**	**1.0**
Special/Grant/Temp FTE Total	**27.5**	**23.5**	**24.0**	**24.5**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Classification				
Supervisor	1.0	1.0	2.0	2.0
Professional	3.0	4.0	8.0	8.0
Paraprofessional	3.0	8.0	20.0	29.0
General	2.0	8.0	10.0	10.0
Civilian FTE Total	**9.0**	**21.0**	**40.0**	**49.0**
Commander	0.0	1.0	1.0	1.0
Lieutenant	0.0	1.0	3.0	3.0
Sergeant	1.0	3.0	18.0	19.0
Officer	59.0	60.0	65.0	65.0
Uniformed FTE Total	**60.0**	**65.0**	**87.0**	**88.0**
PSST FTE Total	**69.0**	**86.0**	**127.0**	**137.0**
Special Positions - Civilian	1.0	1.0	1.0	1.0

In 2004, the Department added seven Police Service Representatives for the Stetson Hill Division, one Senior Office Specialist for the Stetson Hills Division, one Crime Analyst for the Stetson Hills Division, six Public Safety Dispatchers in support of the Stetson Hills Division Radio channel, one Emergency Response Technician, one Building Maintenance Supervisor, one Building Maintenance Technician, and one Evidence Technician. Also added in 2004 were two Lieutenants, fifteen Sergeants, and five Officers.

In 2005, the Department added, per the revised PSST plan, seven Police Service Representatives for the Gold Hill facility and two Code Enforcement Officers as approved by City Council in 2004. In addition, the Department will add one Police Officer to Patrol. At the same time, one of the fixed post officers hired in 2004 in Patrol was converted to a Sergeant to provide for a Traffic Sergeant in the Stetson Hills Division to bring staffing profiles in line with the other three Patrol Divisions.

AIRPORT ENTERPRISE FUND

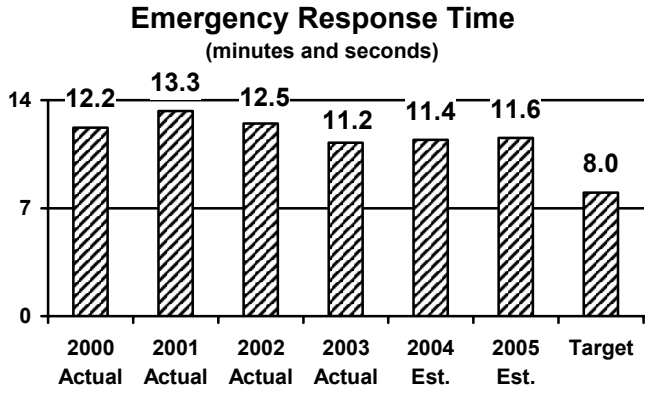
	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Classification				
General	2.0	3.0	3.0	3.0
Civilian FTE Total	**2.0**	**3.0**	**3.0**	**3.0**
Sergeant	2.0	2.0	2.0	2.0
Officer	12.0	18.0	18.0	18.0
Uniformed FTE Total	**14.0**	**20.0**	**20.0**	**20.0**
Airport FTE Total	**16.0**	**23.0**	**23.0**	**23.0**

PARKING ENTERPRISE FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Classification				
General	3.0	3.0	3.0	3.0
Civilian FTE Total	**3.0**	**3.0**	**3.0**	**3.0**
Parking FTE Total	**3.0**	**3.0**	**3.0**	**3.0**

ALL FUNDS TOTAL

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
All Funds Total	**946.5**	**969.5**	**1,005.0**	**1,017.5**



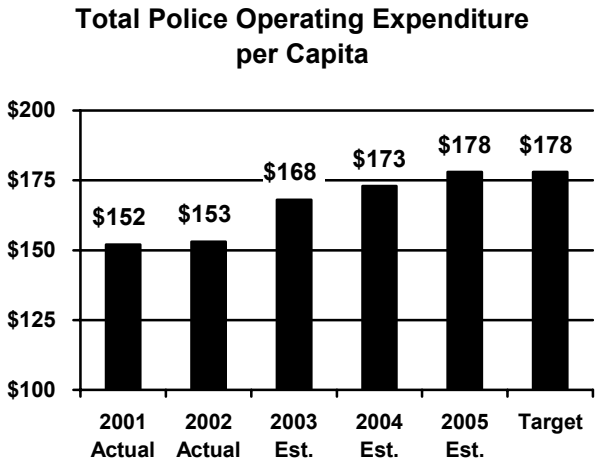
2002 - 2005 figures include PSST personnel and funding.

The total number of police calls for service (CFS) dropped by 340 calls to a total of 193,162 in 2003. The decline may have been as a result of declining growth in the rate of population in 2002 and 2003. However, the rate of growth in police CFS accelerated rapidly in 2004. Through the first half of 2004, the police CFS were up by more than 6 percent compared to last year. As the area population begins to increase at a faster rate, the number of police calls for service will rise as well. Additional officers hired by the PSST revenues enabled the Department to lower the response time to emergency calls. However, as the CFS increases with no significant increase in the number of officers, the response time to emergency calls for service will climb gradually.

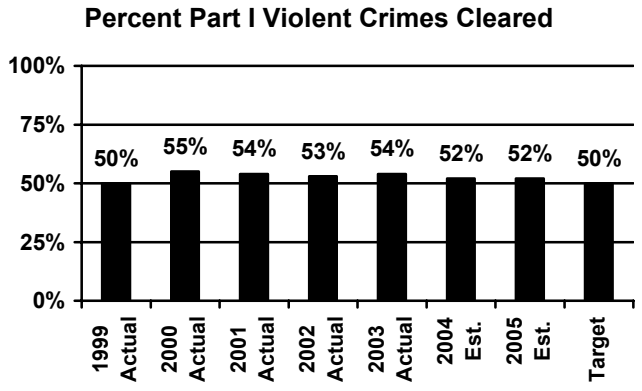
ICMA Relevant Measure: For similar size cities of 200,000-500,000 population in 2002, the average was 7:30.

As a measure of efficiency, the Department tracks the cost of police services per capita. The reason for tracking this cost is to compare this cost with other municipalities and determine if the cost is growing faster than the existing rate of inflation. With inflation projections of 3-4 percent for the next few years, the increase in operating expenditure per capita should remain within that parameter. The goal is to provide the most cost-effective services possible without jeopardizing the effectiveness of services provided or quality of life for the citizens of Colorado Springs. In fact, according to the 2002 ICMA report, the cost of police operating expenditures per capita in Colorado Springs was the lowest among comparable cities with 200,000-500,000 population even after PSST operating expenditures were included.

ICMA Relevant Measure: For similar size cities of 200,000-500,000 population in 2002, the average was $228.



2002 - 2005 figures include PSST personnel and funding.



The clearance rate of Part I violent crimes (homicide, sexual assault, robbery, and felony assault) increased slightly in 2003. The Department's clearance rate remains above the national average and median of similar size cities. The Department assigns 100 percent of violent crime cases. Although all cases are assigned, investigators must prioritize each one to work those cases with highest solvability factors associated with them.

ICMA Relevant Measure: For similar size cities with population of 200,000-500,000 in 2002, the average was 46 percent.

CHANGES TO BUDGET

GENERAL FUND

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $2,991,961 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $51,510 is included for the PERA and Workers' Compensation increases.
- Funding of $1,618,865 is included due to the results of an actuarial analysis that indicated there is an unfunded liability of the City's Old Hire Police and Fire Pension Plan.
- Funding of $65,520 is included for the salaries and benefits of a chemist position, which will be primarily offset by revenue.
- Funding of $23,327 is included for increases in the cost of utilities.
- Funding of $100,000 is included to pay the City's pro rata share of the maintenance costs of the City occupied area of the animal shelter.
- Funding of $32,286 is included to accurately reflect the cost of the animal control contract.
- Funding of $29,109 is included for a $0.50 per hour pay rate increase for the school crossing guard program.
- Funding of $309,085 is added to accurately reflect revenue and expenditures associated with towing charges, rent reimbursement for DVERT, badge purchases, firing range expenses and vehicle restitution.
- Funding of $148,000 is included for additional vehicle replacement.
- Onetime funding of $458,700 is eliminated which addressed the 2004 vehicle replacement backlog.
- Funding of $27,000 is reallocated from Office Supplies, Paper Supplies, General Supplies, Software and Maintenance of Buildings and $3,000 is transferred from Patrol to fund the Youth Assessment Center in the amount of $30,000.

PUBLIC SAFETY SALES TAX (PSST) FUND

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $1,452,049 is included for the 10 new positions, 2004 wage package and 2005 medical, dental, PERA and Workers' Compensation increases.
- The Stetson Hills Division became fully operational in 2004 requiring spending in 2005 for a full year of all operating expenses including utilities, building operating and maintenance expenses, vehicle operating expenses and personnel costs.
- Land was purchased in 2004 for the Gold Hill Division. This division has been located in the Police Operations Center, but it will move to its new home in 2005. Funding of $1,952,434 for the construction of the new Gold Hill Division and the renovation of the Police Operation Center is included.
- In 2005, the Department will hire a PSST police officer.
- In 2005, the Stetson Hills Division will convert a fixed-post police officer position into a Motor Cycle Unit Sergeant. In the past after the addition of the Intersection Safety Program, the Department converted a fixed-post police officer position into a Traffic Sergeant in all of the other three divisions.
- In the last three months of 2005, the Department will hire seven Police Service Representatives (PSRs) for the new Gold Hill Division.

MAJOR OBJECTIVES

OBJECTIVE – Build greater trust with the community by continuing to employ the Department philosophy of community-based policing that is supported by the Department's strategy of problem-oriented policing

Foster an environment of open communication and cooperation with the community through the continued implementation of the Police Accountability and Service Standards Model. Emphasis will be on targeting neighborhoods and businesses within the Division to determine expectations of the community regarding police service and partnering with the community to provide that service. Additional emphasis will be placed on community traffic safety programs regarding neighborhood concerns, child safety, top accident locations, school zone speed enforcement, intersection safety, and DUI enforcement.

The Neighborhood Policing Unit provides an invaluable service to this objective through the development of Neighborhood Watch Groups, Apartment Watch, and Business Watch. They also provide a significant channel of communication both electronically and through personal contact in homes, businesses and schools. The volunteer programs, such as the Citizen Advisory Committee, will work with Division personnel to achieve this objective.

OBJECTIVE – Ensure that the Patrol Bureau continues to provide crime and traffic control services in accordance with Community needs and available resources

Patrol officers will sustain efforts to maintain theft, robbery, burglary, and assault crime rates (per 1,000 population) within 5 percent of the 2004 levels. This will be accomplished by emphasizing a cooperative effort between officers and Divisional detectives associated with geographical imperatives.

Officers will continue to maintain 2004 traffic enforcement levels and engage in traffic educational programs within the community as well as within the public school system.

OBJECTIVE – Promptly answer telephone calls from the public for emergency and non-emergency police, fire, and medical services in an efficient manner; provide dispatching of the appropriate number and type of police and fire units to the locations for service and document calls as mandated by the State statute

To accomplish the mission critical objectives of receiving, processing and dispatching police, fire and medical calls for service, the Department uses its approved funding to acquire and retain sufficient Emergency Response Technician (ERT) and Public Safety Dispatcher (PSD) staffing on three shifts, 24 hours a day, 7 days a week. ERT call-taker scheduling is based on phone call levels by hour of the day while PSD scheduling is based on a minimum of three police and two fire fixed-dispatch positions. Long-term planning, shift adjustments, use of temporary personnel and overtime funding are used to augment the funding of full-time personnel to accomplish these objectives.

All personnel in the Department Communications Section are provided both classroom and on the job training in all aspects of their responsibilities before they can be assigned to work independently.

OBJECTIVE – Provide professional and efficient investigative services regarding the commission of violent crimes against children and adults

The Department has organized to provide for the investigation of major incidents to include homicides, felony assaults, felony child abuse, sexual assaults, robberies, and officer-involved shootings. In 2005, the Department will continue to provide investigative services 24 hours per day, 7 days per week. The Department continues to maintain collaborative partnerships with other agencies. For example, the Department Juvenile Offender Unit and Sex Crimes Unit will continue to maintain a close working relationship with the Probation Department. The Sex Crimes Unit will continue to participate in the Internet Crimes Against Children Grant. The Department continues its relationship with partners in the Domestic Violence Enhanced Response Team, the Department of Human Services, and the Children's Advocacy Center.

In January 2002, the Major Crimes Unit began implementation of a Victim Advocacy Program. The new program will be managed by a paid coordinator who will direct volunteers' efforts to assist victims of felony assaults and robberies.

OBJECTIVE – Through a Metro Vice, Narcotic, and Intelligence (VNI) Division, investigate the illegal sale, possession, and distribution or manufacturing of controlled substances and enforce laws relating to prostitution, gambling, liquor and the gathering of criminal intelligence information

The police response to citizens' complaints about drug and vice issues in the community is a quality of life issue. There is a correlation between drug use and the number of crimes in a given community. The Department will investigate and remove all identified methamphetamine laboratories to enforce drug laws and reduce hazard to the community, identify target areas in the City where open-air drug dealing is occurring to reduce the problem, and identify and interdict prostitution activity and reduce visible signs of prostitution. By enforcing drug and vice laws, Metro VNI intends to diminish the overall number of criminal activities in Colorado Springs.

In addition, the Department will continue to participate in community awareness, education and partnerships with the community in reference to narcotics, vice and liquor enforcement. The Division will expand the community awareness, education presentations to include storage locker owners/managers and local schools. The Division will also develop new strategies to target the illegal manufacturing of methamphetamine and maintain the Pharmacy Alert Program. Metro VNI will maintain a liaison with the liquor industry and continue efforts to reduce underage drinking.

The State legislature recently modified the scope of authority and the asset seizure capability of the Special Investigative Fund (SIF) Board with legislation, which was effective July 1, 2002, concerning asset forfeiture. It is anticipated that the impact of this legislation will reduce the amount of asset forfeiture moneys, typically used to supplement Metro VNI funding, by 66 percent. In addition, it is anticipated that federal funds for the Rocky Mountain High Intensity Drug Trafficking Area (RMHIDTA) will be shifted to use for homeland security. The impact of fiscal constraints has a direct bearing on the amount of street-level drug investigations that may be initiated. Metro VNI will attempt different, less costly strategies in an attempt to absorb fiscal shortfalls.

OBJECTIVE – Operate, maintain and enhance existing data, communications and network systems, as well as integrate new technologies, provide system engineering and software development for new systems, and redesign legacy systems to incorporate open architecture and interoperability across all systems

Continue development of computer programs including case management tools, evidence inventory and tracking software to automate certain manual functions performed by field officers. Provide for interoperability of field operating systems and proceed with system designs that will provide for real-time communication between field computers and main computer systems within the Police Department.

OBJECTIVE – Provide in-house training (recruits, reserves, in-service, lateral entry, remedial, supervisory, roll call, and safety), outside seminars, and workshops for specialized subject areas and career development and career counseling for sworn personnel

The professional manner in which the Department provides police services to the public requires an ongoing program of education and training to keep current staff up to date with changing laws, rules and regulations. A response to the rapid growth experienced by the City of Colorado Springs also requires that the Department trains new officers. Economies of scale dictate that the most efficient approach to this requirement is to provide for the training needs of the Department through the establishment of an in-house program. The training unit will establish a schedule of offerings in response to the law and to an assessment of the needs of the department. Two training academies will be held each year to accommodate the growth in the sworn officer staff. A complete firing range is maintained to provide personnel with the necessary training and practice to ensure the proficiency of each officer.

OBJECTIVE – Administer and manage the implementation of Public Safety Sales Tax fund projects and requirements

The Department is committed to implement all of the projects that comprise the Police Department's portion of the Public Safety Sales Tax budget. These projects include but are not limited to the development of the Police Department's annual Public Safety Sales Tax fund budget, provide for the hiring of all personnel authorized by the Public Safety Sales Tax fund, obtain necessary equipment and material support for them, and administer site selection and acquisition, design, construction and completion of the Gold Hill Division.

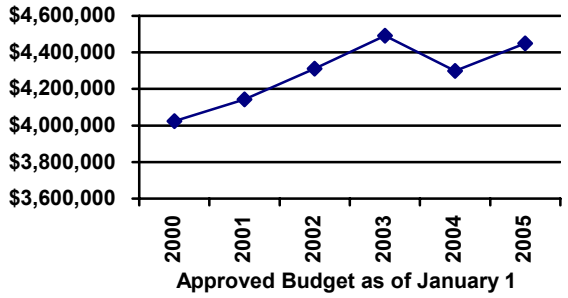
Office of the Chief

Luis Velez, Police Chief ● 705 S. Nevada Avenue, Colorado Springs, CO 80903 ● (719) 444-7401 ● velezlu@springsgov.com

MISSION

To provide quality organizational support services for the Police Department to enhance public safety in the community.

BUDGET HISTORY



SERVICES

- Management and supervisory oversight of the Patrol Bureau, Operations Support Bureau, and Office of Professional Standards Division
- Police Training
- Internal Affairs
- Human Resources services
- Volunteer program
- Psychological services
- Accreditation and audit programs
- Press liaison and public information
- Community relations, PAL (Police Athletic League)
- Court liaison
- Crime Stoppers liaison
- Extra duty administration

BUDGET SUMMARY

GENERAL FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$3,601,892	$3,439,447	$3,789,819	$3,939,900
Operating	474,307	462,618	508,762	508,679
Capital Outlay	1,025	891	0	0
Total	**$4,077,224**	**$3,902,956**	**$4,298,581**	**$4,448,579**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$76,554	$172,447	$305,642	$242,238
Operating	23,100	7,112	19,766	9,315
Capital Outlay	0	0	0	0
Total	**$99,654**	**$179,559**	**$325,408**	**$251,553**

PERSONNEL

GENERAL FUND

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Senior Manager	1.0	0.0	0.0	0.0
Manager	0.0	0.0	0.0	1.0
Professional	1.0	1.0	1.0	3.0
Paraprofessional	5.0	7.0	6.0	6.0
General	3.0	3.0	3.0	5.0
Civilian FTE Total	**10.0**	**11.0**	**10.0**	**15.0**
Chief	0.0	1.0	1.0	1.0
Deputy Chief	2.0	2.0	2.0	2.0
Commander	1.0	1.0	1.0	1.0
Lieutenant	3.0	3.0	3.0	3.0
Sergeant	5.0	5.0	5.0	5.0
Officer	10.0	10.0	10.0	10.0
Uniformed FTE Total	**21.0**	**22.0**	**22.0**	**22.0**
FTE Total	**31.0**	**33.0**	**32.0**	**37.0**

During 2004, the Staff Resources Section and five FTE were transferred from the Operations Support Division to the Office of the Chief.

SPECIAL / GRANT / TEMPORARY EMPLOYEES

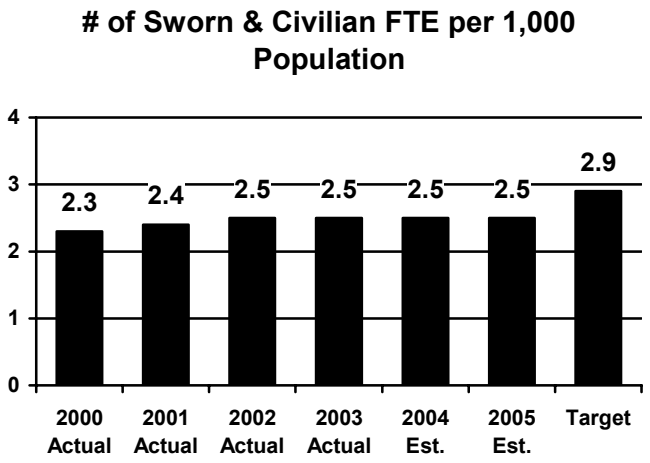
Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
General	2.0	1.0	1.0	0.0
Civilian FTE Total	**2.0**	**1.0**	**1.0**	**0.0**
Special/Grant/Temp FTE Total	**2.0**	**1.0**	**1.0**	**0.0**

PUBLIC SAFETY SALES TAX (PSST) FUND

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
General	1.0	1.0	1.0	1.0
Civilian FTE Total	**1.0**	**1.0**	**1.0**	**1.0**
Sergeant	1.0	2.0	2.0	2.0
Uniformed FTE Total	**1.0**	**2.0**	**2.0**	**2.0**
PSST FTE Total	**2.0**	**3.0**	**3.0**	**3.0**

ALL FUNDS TOTAL

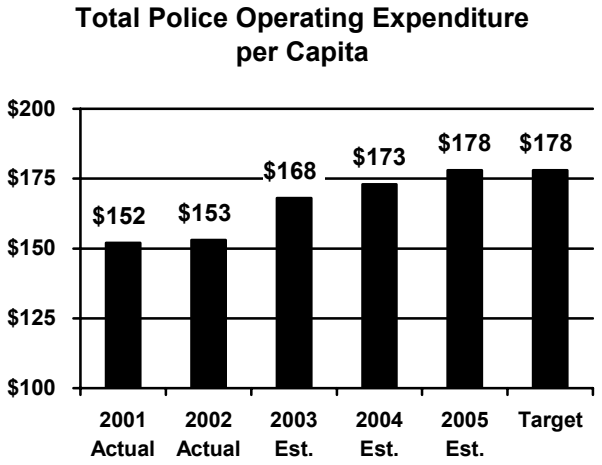
	2002 Actual	2003 Actual	2004 Budget	2005 Budget
All Funds Total	**35.0**	**37.0**	**37.0**	**40.0**



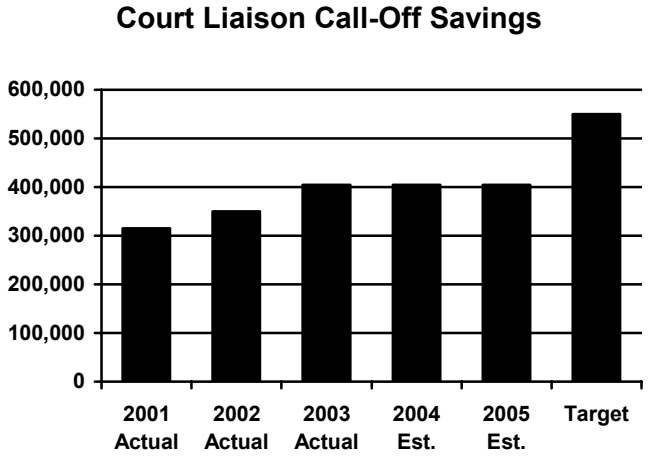
2002 - 2005 figures include PSST personnel and funding.

Both sworn and civilian staffing rates are lower in Colorado Springs than in cities of comparable size. It has been recognized for some time that CSPD's employees are competent, capable, innovative and productive. The Department is aided by technology to augment existing staff levels. These combined traits have contributed to the ability to cope with the low staffing ratios. However, the current demand for services is greater than the ability to provide them. Additional personnel gained by PSST revenues have eased this problem to some extent, but the gains will diminish as the population increases.

As a measure of efficiency, the Department tracks the cost of police services per capita. The reason for tracking this cost is to compare this cost with other municipalities and determine if the cost is growing faster than the existing rate of inflation. With inflation projections of 3-4 percent for the next few years, the increase in operating expenditure per capita should remain within that parameter. The goal is to provide the most cost-effective services possible without jeopardizing the effectiveness of services provided or quality of life for the citizens of Colorado Springs. In fact, according to the 2002 ICMA report, the cost of police operating expenditures per capita in Colorado Springs was one of the lowest among comparable cities with 200,000-450,000 population even after PSST operating expenditures were included.



2002 - 2005 figures include PSST personnel and funding.



2002 - 2005 figures include PSST personnel and funding.

The Court Liaison Office is responsible for working with prosecutors and minimizing the number of unnecessary court appearances by officers. The office uses an established formula to determine the cost savings associated with calling off officers. The decrease for 2001, 2002 and 2003 compared to 1999 and 2000 were caused by having to move the office out of the courthouse with no available funds to lease office space in close proximity to the courts. As a result, the operation is now housed in the Police Operations Center. While significant dollars are still being saved, it is not as efficient as when it was located in the courthouse.

CHANGES TO THE BUDGET

GENERAL FUND

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $147,176 is included for the 2004 wage package and 2005 medical and dental increases.
- During 2004, five FTE's in the Staff Resource Section were transferred from the Operations Support Division to the Office of the Chief.
- Funding of $2,822 is included for the PERA and Workers' Compensation increases.
- Funding of $83 is reallocated from Operating to Civilian Overtime.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Onetime funding of $73,855 is eliminated.

MAJOR OBJECTIVES

OBJECTIVE – Provide overall management guidance to the Police Department and move the organization to be on the leading edge of policing; and provide the leadership necessary to promote the quality of life in partnership with the community while reducing crime and the fear of crime

Provide overall management direction to ongoing operations, as well as participate in City policy formulation and implementation. Issues to be focused on include community engagement, service delivery, homeland security, traffic issues, use of technology, and resource management.

OBJECTIVE – Provide in-house training (recruits, reserves, in-service, lateral entry, remedial, supervisory, roll call, and safety), outside seminars, and workshops for specialized subject areas, and career development and career counseling for sworn personnel

The professional manner in which police services are provided to the public requires an ongoing program of education and training to keep current staff up to date with changing laws, rules and regulations. A response to the rapid growth experienced by the city of Colorado Springs also requires that new officers are trained per POST standards. Economies of scale dictate that the most efficient approach to this requirement is to provide for the training needs of the Department through the establishment of an in-house program. The Training Unit will establish a schedule of offerings in response to the law and to an assessment of the needs of the department. Two training academies will be held each year to accommodate the growth in sworn officer staff. A complete firing range is maintained to provide personnel with the necessary training and practice to ensure the proficiency of each officer.

OBJECTIVE – Investigate level two formal cases involving complaints or allegations of misconduct in adherence to General Orders and Standard Operating Procedures

Rotation of supervisory personnel into the Internal Affairs unit ensures an objective approach to cases handled by this Unit.

OBJECTIVE – Provide internal support services with a high level of customer service for the Colorado Springs Police Department to include personnel and payroll functions; hiring and selection administration for both uniformed and civilian employees; promotional test administration for uniformed employees; volunteer assistance; and coordination of special events, volunteer program, and extra duty services

The Staff Resources Section provides the mechanism and systems to track, recruit, and hire personnel to fill Police Department vacancies. The Staff Resources Section administers all testing for recruits, promotions, and reclassifications and continually assists employees with benefit issues, retirement processes, pension information, and general employment concerns. It also monitors the growing number of records necessary to ensure annual performance appraisals are completed in a timely manner for all employees. In addition, the Staff Resources Section coordinates a volunteer program and extra duty program, which provides for cost-effective service delivery to internal and external Police customers.

OBJECTIVE – Provide timely, accurate and complete information to the general public and members of the media

Providing timely, accurate and complete information to the media and to the public is a basic ingredient of CSPD's community policing philosophy. This Unit will proactively provide new and innovative access to public information through interviews, constant public contact, and emerging technologies to promote free access to CSPD's activities. Press reports will be distributed via the internet to enable equal access, and a mobile pressroom will serve as a contact point during emergency situations.

OBJECTIVE – The Inspections Unit provides support of police administration to enhance compliance with existing policies and procedures, goals and objectives, and optimum utilization of resources

The Police Department received re-accreditation by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). The objective of this accreditation is to assure the citizens that the Department's actions are professional and proficient on an ongoing basis. The Inspections Unit serves a monitoring function of continually reviewing the Department's activities and policies to maintain compliance with CALEA standards. Inspections across the entire spectrum of the Department's operation will be scheduled and conducted to provide systematic compliance with CALEA standards and to provide assurance that this compliance is ongoing.

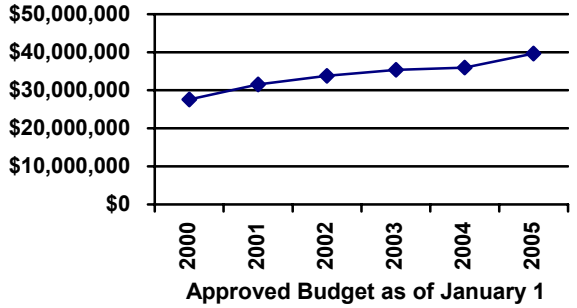
Patrol

Pat McElderry, Deputy Chief ● 705 S. Nevada Avenue, Colorado Springs, CO 80903 ● (719) 444-7402 ● mceldeja@springsgov.com

MISSION

In partnership with the citizens of Colorado Springs, ensure public safety and order by providing police services; react to and resolve life-threatening tactical incidents; provide traffic control, education and enforcement; investigate and report on crimes; and work with the community to reduce crime and the fear of crime and enhance the quality of life in our city.

BUDGET HISTORY



SERVICES

- Mobile capability to prevent and suppress criminal activity; answer emergency and non-emergency requests for police assistance
- Provide traffic control, education, prevention, and enforcement services
- Investigate and solve crimes, provide assistance and report results
- Engage in problem-solving efforts in collaboration with the community
- Leadership, management, supervisory oversight and clerical support
- Provide specialized enforcement services (e.g., liquor, gang, domestic violence, firearms, and narcotics interdiction)
- Crime prevention, safety assessments, and public awareness presentations
- Education and mentoring programs through school-based initiatives (e.g., School Resource Officers, Prevention Resource Officers, and DARE Officers)

BUDGET SUMMARY

GENERAL FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$31,170,999	$34,366,372	$35,460,598	$39,119,230
Operating	367,964	544,970	405,170	514,073
Capital Outlay	3,360	62,914	66,255	0
Total	**$31,542,323**	**$34,974,255**	**$35,932,023**	**$39,633,303**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$1,769,728	$2,991,069	$5,723,105	$7,007,611
Operating	0	17,721	280,786	138,037
Capital Outlay	0	9,596	43,567	0
Total	**$1,769,728**	**$3,018,385**	**$6,047,458**	**$7,145,648**

PERSONNEL

GENERAL FUND

Classification	2002 Actual	2003 Budget	2004 Budget	2005 Budget
Professional	4.0	4.0	4.0	4.0
Paraprofessional	30.0	30.0	30.0	30.0
General	3.0	3.0	3.0	3.0
Civilian FTE Total	**37.0**	**37.0**	**37.0**	**37.0**
Commander	3.0	3.0	3.0	3.0
Lieutenant	9.0	9.0	9.0	9.0
Sergeant	46.0	49.0	49.0	49.0
Officer	395.0	392.0	395.0	395.0
Uniformed FTE Total	**453.0**	**453.0**	**456.0**	**456.0**
General Fund FTE Total	**490.0**	**490.0**	**493.0**	**493.0**

SPECIAL / GRANT / TEMPORARY EMPLOYEES

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
General Grant Funded	4.0	4.0	5.0	5.0
Special	0.0	0.0	1.0	1.0
Civilian FTE Total	**4.0**	**4.0**	**6.0**	**6.0**
Special/Grant/Temp FTE Total	**4.0**	**4.0**	**6.0**	**6.0**

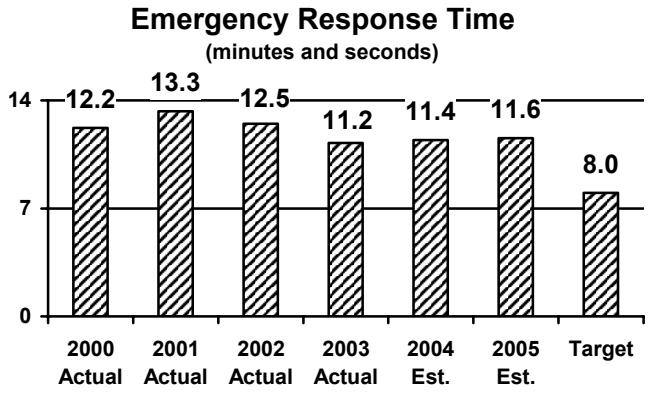
PUBLIC SAFETY SALES TAX (PSST) FUND

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Professional	0.0	0.0	1.0	1.0
Paraprofessional	0.0	0.0	7.0	14.0
General	0.0	0.0	1.0	1.0
Civilian FTE Total	**0.0**	**0.0**	**9.0**	**16.0**
Commander	0.0	1.0	1.0	1.0
Lieutenant	0.0	1.0	3.0	3.0
Sergeant	0.0	0.0	15.0	16.0
Officer	59.0	54.0	59.0	59.0
Uniformed FTE Total	**59.0**	**56.0**	**78.0**	**79.0**
PSST FTE Total	**59.0**	**56.0**	**87.0**	**95.0**

For 2005, seven Police Service Representatives and one Patrol Officer are added for the Gold Hill Division.

ALL FUNDS TOTAL

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
All Funds Total	**553.0**	**550.0**	**586.0**	**594.0**



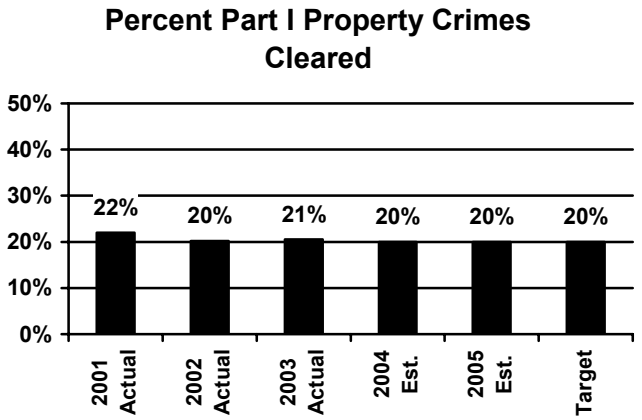
2002 - 2005 figures include PSST personnel and funding.

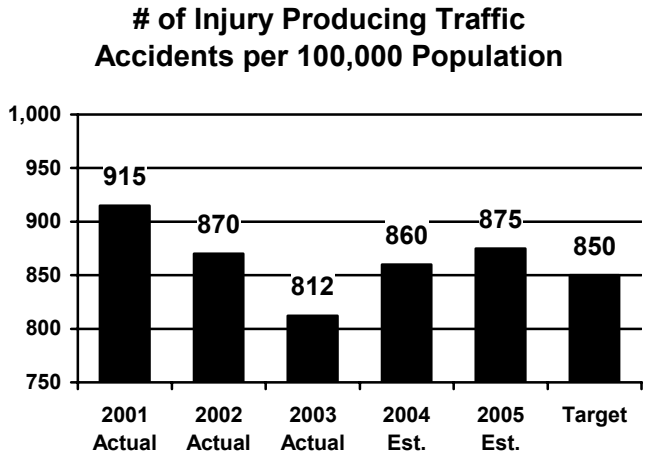
The total number of police Calls For Service (CFS) dropped by 340 calls to a total of 193,162 in 2003. The decline may have been as a result of declining growth in the rate of population in 2002 and 2003. However, the rate of growth in police CFS accelerated rapidly in 2004. Through the first half of 2004, the police CFS were up by more than 6 percent compared to last year. As the area population begins to increase at a faster rate, the number of police calls for service will rise as well. Additional officers hired by the PSST revenues enabled the Department to lower the response time to emergency calls. However, as the CFS increases with no significant increase in the number of officers, our response time to emergency calls for service will climb gradually.

ICMA Relevant Measure: For similar size cities of 200,000-500,000 population in 2002, the average was 7:30.

Part I property crimes are classified as crimes of burglary, larceny, and motor vehicle theft. Part I property crimes clearance rates remained relatively stable in 2003. Part I property crimes clearance rates are projected to remain substantially above the national average for similar size cities.

ICMA Relevant Measure: For similar size cities of 200,000-500,000 population in 2002, the average was 13 percent.





The number of injury-producing accidents per 100,000 population decreased significantly in 2003. However, the growth rate of registered vehicles in El Paso County is greater than population growth. The El Paso County Clerk and Recorder's Office projects that the number of registered vehicles in the County will grow at a rate of 5.2 percent annually in the next few years. Obviously, this rapid increase impacts the City's accident rates. However, additional officers dedicated to Intersection Safety and Neighborhood Speeding Programs should provide some positive impacts.

ICMA Relevant Measure: For similar size cities of 200,000-500,000 population in 2002, the average was 750.

CHANGES TO THE BUDGET

GENERAL FUND

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $1,960,992 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $14,429 is included for the PERA and Workers' Compensation increases.
- Funding of $1,618,865 is included due to the results of an actuarial analysis that indicated there is an unfunded liability of the City's Old Hire Police and Fire Pension Plan.
- Funding of $15,000 is transferred from the Gold Hill Division's capital to the Stetson Hills Division for the Neighborhood Speeding Program's overtime.
- Funding of $66,255 is moved from capital to operating and salaries to cover for minor equipment, the Uniformed Neighborhood Speeding program, and special overtimes.
- Funding of $3,000 is transferred to Operations Support for partial funding of the Youth Assessment Center.
- Funding of $110,000 is added to fund facility costs of the Domestic Violence Enhanced Response Team (DVERT)

PUBLIC SAFETY SALES TAX (PSST) FUND

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $1,284,506 is included for eight new positions, the 2004 wage package and 2005 medical, dental, PERA and Workers' Compensation increases.
- In 2005, the Stetson Hills Division will convert a fixed-post police officer position into a Motor Cycle Unit Sergeant. In the past after the addition of the Intersection Safety Program, the Department converted a fixed-post police officer position into a Traffic Sergeant in all of the other three divisions.
- In the last three months of 2005, the Department will hire seven Police Service Representatives for the new Gold Hill Division.
- In 2005, the Department will hire a PSST police officer.

MAJOR OBJECTIVES

OBJECTIVE – Develop and maintain an environment in the Patrol Bureau that motivates and inspires employees to take on a leadership role, improves employee relations, and encourages the innovation of new ideas and problem-solving techniques from all members

Display behaviors that model high standards. Involve members in decision-making, as each member is in a position to display community leadership. Encourage involvement of all members of the organization in identifying community needs and expectations and discern ways to provide responses to those needs.

OBJECTIVE – Build greater trust with the community by continuing to employ the Department philosophy of community-based policing that is supported by the Department's strategy of problem-oriented policing

Foster an environment of open communication and cooperation with the community through the continued implementation of the Police Accountability and Service Standards Model. Emphasis will be on targeting neighborhoods and businesses within the Division to determine expectations of the community regarding police service and partnering with the community to provide that service. Additional emphasis will be placed on community traffic safety programs regarding neighborhood concerns, child safety, top accident locations, school zone speed enforcement, intersection safety, and DUI enforcement.

The Neighborhood Policing Unit provides an invaluable service to this objective through the development of Neighborhood Watch Groups, Apartment Watch, and Business Watch. They also provide a significant channel of communication both electronically and through personal contact in homes, businesses and schools. The Department's volunteer programs such as the Citizen Advisory Committee will work with Division personnel to achieve this objective.

OBJECTIVE – Continue to develop the Department's partnership and collaboration with other law enforcement, social services, nonprofit and private organizations to achieve a systematic approach for handling domestic violence crime

The Department has long recognized the difficulties that complex systems within government can create for the victims of domestic violence. In an effort to improve upon this, the Department will continue to seek out every opportunity to create new partnerships with key organizations that can potentially impact a victim of domestic violence. The Department will also continue to maintain and foster the existing multi-disciplinary work groups that have already been developed.

OBJECTIVE – Provide service to the Municipal Court, City Administration Building (CAB), and Colorado Springs Utilities (CSU) Administration Building to ensure order is maintained and there is a visible uniformed presence of the Department to deter security problems and to ensure that there is safe and timely transportation of prisoners to and from the local detention facilities to the Municipal Court

This will be achieved by the continued monitoring of any incidents involving the violation of Courthouse security and correcting any deficiencies. Record keeping practices regarding transportation of prisoners will be maintained. The Marshal's Unit will constantly observe the changing security needs of both the physical operation of the Municipal Court as well as protection issues for the employees.

OBJECTIVE – Ensure that the Patrol Bureau continues to provide crime and traffic control services in accordance with community needs and available resources

Patrol officers will sustain efforts to maintain theft, robbery, burglary, and assault crime rates (per 1,000 population) within 5 percent of the 2004 levels. This will be accomplished by emphasizing a cooperative effort between officers and Divisional detectives associated with geographical imperatives.

Officers will continue to maintain 2004 traffic enforcement levels and engage in traffic educational programs within the community as well as the public school system (inconsistent with page 7-6).

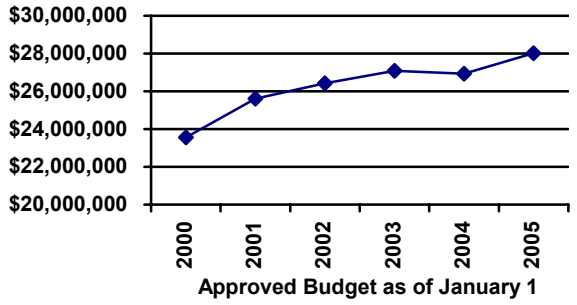
Operations Support

David Felice, Deputy Chief ● 705 South Nevada Avenue, Colorado Springs, CO 80903 ● (719) 444-7405 ● feliceda@springsgov.com

MISSION

To provide expertise in a variety of service areas to include management services, information technology, financial accounting and reporting, fleet and facility management, drug interdiction, entry and maintenance of criminal records, forensic analysis, investigative follow up, public safety communications, and special operations in support of the overall Department mission to improve the quality of life in Colorado Springs.

BUDGET HISTORY



SERVICES

- Provide Departmental financial management and coordination
- Provide Departmental information technology support
- Investigate violent crimes
- Maintain public safety telecommunications
- Provide forensic lab services
- Provide aerial platform support
- Maintain records and identification services
- Investigate fatality and major-injury accidents
- Provide polygraph services
- Identify, investigate, arrest, track and support the prosecution of violent juvenile offenders
- Provide canine support
- Provide victim services
- Provide explosive ordinance support
- Provide fugitive services
- Provide Departmental data entry
- Administer the Public Safety Sales Tax (PSST) projects and requirements

BUDGET SUMMARY

GENERAL FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$18,307,166	$18,876,989	$19,629,285	$20,552,314
Operating	5,198,966	5,024,227	5,144,945	5,438,581
Capital Outlay	2,241,824	125,075	2,192,818	2,035,838
Total	**$25,747,956**	**$24,026,290**	**$26,967,048**	**$28,026,733**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$ 203,316	$1,438,399	$2,431,846	$2,662,793
Operating	861,187	1,022,605	1,361,053	956,131
Capital Outlay	1,348,518	1,142,650	453,395	77,550
Capital Improvement Projects	1,639,732	5,013,183	1,375,089	1,952,434
Total	**$4,052,753**	**$8,616,837**	**$5,621,383**	**$5,648,908**

PERSONNEL

GENERAL FUND

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Manager	6.0	6.0	6.0	5.0
Supervisor	9.0	8.0	8.0	8.0
Professional	23.0	26.0	23.0	22.0
Paraprofessional	103.0	101.0	99.0	93.0
General	63.0	64.0	64.0	69.0
Civilian FTE Total	**204.0**	**205.0**	**200.0**	**197.0**
Commander	3.0	3.0	3.0	3.0
Lieutenant	6.0	6.0	6.0	6.0
Sergeant	13.0	13.0	13.0	13.0
Officers	83.0	83.0	80.0	80.0
Uniformed FTE Total	**105.0**	**105.0**	**102.0**	**102.0**
General Fund FTE Total	**309.0**	**310.0**	**302.0**	**299.0**

During 2004, five FTE's in the Staff Resource Section were transferred to the Office of the Chief; and one Evidence Technician was converted from a special to a permanent. For 2005, one Chemist position is added.

SPECIAL / GRANT / TEMPORARY EMPLOYEES

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Professional	5.0	6.0	7.0	7.0
Paraprofessional	3.0	3.0	4.0	4.0
General	7.5	3.5	4.0	1.5
Temp - General	5.0	5.0	0.0	4.0
Civilian FTE Total	**20.5**	**17.5**	**15.0**	**16.5**
Officer	1.0	1.0	1.0	1.0
Uniformed FTE Total	**1.0**	**1.0**	**1.0**	**1.0**
Special/Grant/Temp FTE Total	**21.5**	**18.5**	**16.0**	**17.5**

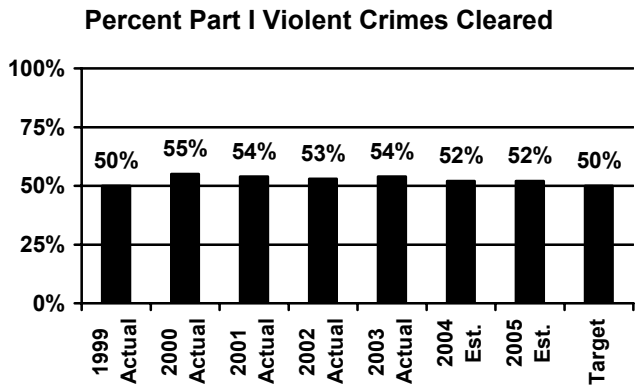
PUBLIC SAFETY SALES TAX (PSST) FUND

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Supervisor	1.0	1.0	1.0	2.0
Professional	3.0	8.0	7.0	7.0
Paraprofessional	3.0	4.0	14.0	15.0
General	1.0	7.0	8.0	8.0
Civilian FTE Total	**8.0**	**20.0**	**30.0**	**32.0**
Sergeant	0.0	1.0	1.0	1.0
Officer	0.0	6.0	6.0	6.0
Uniformed FTE Total	**0.0**	**7.0**	**7.0**	**7.0**
PSST Fund FTE Total	**8.0**	**27.0**	**37.0**	**39.0**
Special Position - Paraprofessional	1.0	1.0	1.0	1.0

ALL FUNDS TOTAL

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
All Funds Total	**339.5**	**356.5**	**356.0**	**356.5**

PERFORMANCE INDICATORS

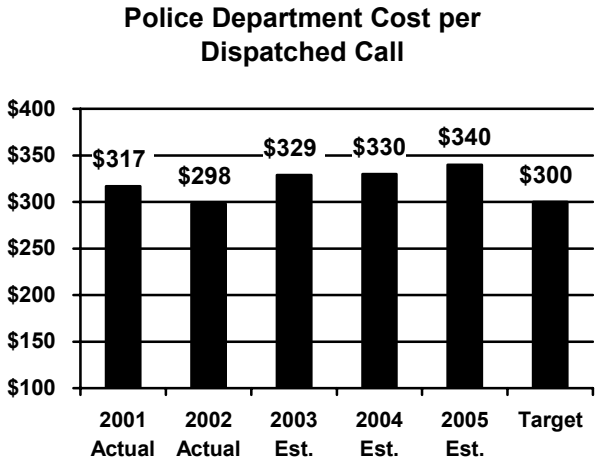


The clearance rate of Part I violent crimes (homicide, sexual assault, robbery, and felony assault) increased slightly in 2003. The Department's clearance rate remains well above the national average of similar size cities. The Department assigns 100 percent of violent crime cases. Although all cases are assigned, investigators must prioritize each one to work those cases with highest solvability factors associated with them.

ICMA Relevant Measure: For similar size cities with population of 200,000-500,000 in 2002, the average was 46 percent.

As the number of dispatched calls decreased by nearly 1,300 calls in 2003, the cost per dispatched call increased slightly. However, with a greater demand for police services with a constant number of officers to respond to those calls in 2005, the overtime expenditure may affect the cost per dispatch. With additional officers provided by PSST revenues, the cost per dispatch will increase at the beginning with the rate of the inflation but should stabilize later.

ICMA Relevant Measure: For similar size cities of 200,000-500,000 population in 2002, the average was $392.



2002 - 2005 figures include PSST personnel and funding.

CHANGES TO THE BUDGET

GENERAL FUND

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $883,793 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $34,259 is included for the PERA and Workers' Compensation increases.
- Funding of $23,327 is included for increases in the cost of utilities.
- Funding of $65,520 is included for the salaries and benefits of a chemist position, which will be primarily offset by revenue.
- Funding of $23,327 is included for increases in the cost of utilities.
- Funding of $100,000 is included to pay the City's pro rata share of the maintenance costs of the City occupied area of the animal shelter.
- Funding of $32,286 is included to accurately reflect the cost of the animal control contract.
- Funding of $29,109 is included for a $0.50 per hour pay rate increase for the school crossing guard program.
- Funding of $309,085 is added to accurately reflect revenue and expenditures associated with towing charges, rent reimbursement for DVERT, badge purchases, firing range expenses and vehicle restitution.
- Funding of $148,000 is included for vehicle replacement.
- Onetime funding of $458,700 is eliminated which addressed the 2004 vehicle replacement backlog.
- Funding of $27,000 is reallocated from Office Supplies, Paper Supplies, General Supplies, Software and Maintenance of Buildings; and $3,000 is transferred from Patrol to fund the Youth Assessment Center in the amount of $30,000.

PUBLIC SAFETY SALES TAX (PSST) FUND

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $230,947 is included for two new positions, the 2004 wage package and 2005 medical, dental, PERA and Workers' Compensation increases.
- Land was purchased in 2004 for the Gold Hill Division. This Division has been located in the Police Operations Center, but it will move to its new home in 2005. Funding of $1,952,434 for the construction of the new Gold Hill Division and the renovation of the Police Operation Center is included.

MAJOR OBJECTIVES

OBJECTIVE – The Management Services Division provides support services for Department line operations to optimize the response to calls for police services; maximize the use of police resources; enhance the quality of decision making; and increase public awareness of Department achievements, services, statistics, and activities

This will be accomplished by providing management and administrative oversight to all units within the Management Services Division. Furthermore, the Division will provide the Department with analysis, report development, and preparation of documents and other media presentations and materials to keep the public and the Council informed of the Department achievements, activities, statistics and services. In addition, the Management Services Division manages and coordinates all CIP-funded activities and represents the Department on various boards, committees, task forces and at public functions. The Division also reports all corresponding activities relating to the Public Safety Sales Tax that was approved by the Colorado Springs voters in November of 2001.

OBJECTIVE – Assist in augmenting existing Department resources by supporting the monitoring and reporting of federal, State and local grants

The Police Department uses grant funding to augment existing resources. Each of these grants must be reviewed for financial considerations prior to submittal of the application. Once awarded, all grants require quarterly progress reports that include analysis of expenditures and requests for reimbursement of expenditures. In addition, Fiscal Services becomes an integral part in program reviews and audits by the granting agencies. Fiscal & Planning will continue to provide this service.

OBJECTIVE – Integrate new technologies, provide system engineering and software development for new systems, and redesign legacy systems to incorporate open architecture and interoperability across all systems

This objective will be accomplished by re-using established models of development with the highest degree of stakeholder/end user involvement. Standards and systems integration planning activities will continue in 2005. Partnerships with local vendors with expertise in Microsoft.NET will be firmly established. Research on competing acquisition/development methods will continue. Staff augmentation and training for FTE assigned to software projects will continue to provide an optimal level of productivity.

OBJECTIVE – Promptly answer telephone calls from the public for emergency and non-emergency police, fire, and medical services in an efficient manner; provide dispatching of the appropriate number and type of police and fire units to the locations for service, and document calls as mandated by the State statute

To accomplish the mission critical objectives of receiving, processing and dispatching police, fire and medical calls for service, the Department uses its approved funding to acquire and retain sufficient Emergency Response Technician (ERT) and Public Safety Dispatcher (PSD) staffing on three shifts, 24 hours a day, 7 days a week. ERT call-taker scheduling is based on phone call levels by hour of the day while PSD scheduling is based on a minimum of three police and two fire fixed-dispatch positions. Long-term planning, shift adjustments, use of temporary personnel and overtime funding are used to augment the funding of full-time personnel to accomplish these objectives.

All personnel in the Department Communications Section are provided both classroom and on-the-job training in all aspects of their responsibilities before they can be assigned to work independently.

OBJECTIVE – Provide professional and efficient investigative services regarding the commission of violent crimes against children and adults

The Department has organized to provide for the investigation of major incidents to include homicides, felony assaults, felony child abuse, sexual assaults, robberies, and officer involved shootings. In 2005, the Department will continue to provide investigative services 24 hours per day, 7 days per week. The Department continues to maintain collaborative partnerships with other agencies. For example, the Department Juvenile Offender Unit and Sex Crimes Unit will continue to maintain a close working relationship with the Probation Department. The Sex Crimes Unit will continue to participate in the Internet Crimes Against Children Grant. The Department continues its relationship with partners in the Domestic Violence Enhanced Response Team, the Department of Human Services, and the Children's Advocacy Center.

In January 2002, the Major Crimes Unit began implementation of a Victim Advocacy Program. The new program will be managed by a paid coordinator who will direct volunteers' efforts to assist victims of felony assaults and robberies.

OBJECTIVE – Maintain a continuing impact on property crimes by conducting quality criminal investigations, recovering stolen property, clearing cases, and prosecuting identified perpetrators

The Department will explore existing investigative leads, seek further leads via computer and other resources and, where appropriate, conduct surveillance activities to solve cases and arrest perpetrators. Members will emphasize efforts to recover stolen property whenever possible, whether investigating specific cases or administering automated pawn records.

The Department will continue the integration of the new Computer Crimes Unit in the Investigations Division and further employ technological techniques and solutions for criminal investigations and scientific examination of evidence wherever possible.

The Department will continue to support other collaborative efforts between area law enforcement and community agencies, both directly and indirectly, while seeking opportunities to network with local technology industries.

OBJECTIVE – Through a Metro Vice, Narcotics, and Intelligence (VNI) Division, investigate the illegal sale, possession, and distribution or manufacturing of controlled substances and enforce laws relating to prostitution, gambling, liquor and the gathering of criminal intelligence information

The police response to citizens' complaints about drug and vice issues in the community is a quality of life issue. There is a correlation between drug use and the number of crimes in a given community. The Department will investigate and remove all identified methamphetamine laboratories to enforce drug laws and reduce hazard to the community, identify target areas in the City where open-air drug dealing is occurring to reduce the problem, and identify and interdict prostitution activity and reduce visible signs of prostitution. By enforcing drug and vice laws, Metro VNI intends to diminish the overall number of criminal activities in Colorado Springs.

In addition, the Department will continue to participate in community awareness, education and partnerships with the community in reference to narcotics, vice and liquor enforcement. The Division will expand the community awareness, education presentations to include storage locker owners/managers and local schools. The Division will also develop new strategies to target the illegal manufacturing of methamphetamine and maintain the Pharmacy Alert Program. Metro VNI will maintain a liaison with the liquor industry and continue efforts to reduce underage drinking.

The State legislature recently modified the scope of authority and the asset seizure capability of the Special Investigative Fund (SIF) Board with legislation, which was effective July 1, 2002, concerning asset forfeiture. It is anticipated that the impact of this legislation will reduce the amount of asset forfeiture moneys, typically used to supplement Metro VNI funding, by 66 percent. In addition, it is anticipated that federal funds for the Rocky Mountain High Intensity Drug Trafficking Area (RMHIDTA) will be shifted to use for homeland security. The impact of fiscal constraints has a direct bearing on the amount of street-level drug investigations that may be initiated. Metro VNI will attempt different, less costly strategies in an attempt to absorb fiscal shortfalls.

OBJECTIVE – Administer and manage the implementation of Public Safety Sales Tax fund projects and requirements

The Department is committed to implement all of the projects that comprise the Police Department's portion of the Public Safety Sales Tax budget. These projects include but are not limited to the development of the Police Department's annual Public Safety Sales Tax fund budget, provide for the hiring of all personnel authorized by the Public Safety Sales Tax fund, obtain necessary equipment and material support for them, and administer site selection and acquisition, design, construction and completion of the Gold Hill Division.

OBJECTIVE – Provide expert crime lab field services and quality analytical support for all divisions/bureaus of the Colorado Springs Police Department and the El Paso County Sheriff's Office

The Department will continue to provide crime scene call-out response capability 24 hours a day, 7 days per week. The Department Crime Lab Services include documenting crime scenes by report, sketches, photography and videotape; collecting, identifying and providing chain of custody for crime scene evidence; operating a full-service forensics photo laboratory for film, prints and digital imaging capability; collecting, analyzing, and identifying latent fingerprint evidence and managing the Automated Fingerprint Identification System (AFIS); providing drug analysis services, conducting qualitative and quantitative examinations of drugs recovered from investigative drug buys and other seizures; conducting blood alcohol analysis of evidence samples obtained in DUI and DWAI cases, and testifying in court as witnesses, both as to fact and interpretation on findings.

OBJECTIVE – Ensure the security and confidentiality of criminal offense records and other collected data

The Department will maintain all police reports, traffic accident reports, and criminal history files as required by State law. All reports will be processed by data entry personnel to ensure that they are coded and entered into the Department's National Incident Base Reporting Standards (NIBRS) database.

The Department will ensure that all victims are notified of victim's rights. Each case report will be examined for compliance. If victim's rights information was not made by the investigating officers, the Record Section will ensure that notification is made.

OBJECTIVE – Provide an aerial platform with the primary mission of assisting the patrol function; aircraft are deployed during peak calls for service and are also available for assisting with special operations for the Patrol Bureau and Metro VNI; while airborne, direct/advise ground units to provide the most effective deployment of officers

This will be accomplished by utilizing the helicopter as an active and proactive platform to enhance the overall effectiveness of the officers assigned to patrol as well as other units of the Department. The helicopter continues to be a valuable asset to the organization supporting a myriad of police activities.

OBJECTIVE – Provide expert technical support during incidents involving explosives or the threatened unlawful use of explosives

The Metro Explosives Unit provides technical and investigative support during incidents involving the unlawful possession, use, or threatened use of explosives and during other explosives-related incidents throughout the city of Colorado Springs and El Paso County. Explosive Technicians are also responsible for the safe transportation, storage, and maintenance of explosive evidence as well as the destruction of recovered explosives. Patrol support is the Police Department's liaison with the Office of Emergency Management to provide responses and training for weapons of mass destruction, homeland security issues, or other critical incidents.

OBJECTIVE – Ensure major city parks and public trails are routinely patrolled by Tactical Enforcement Unit (TEU) officers to ensure the safety of citizens visiting these locations

The TEU augments the Patrol Bureau by providing the primary responsibility of responding to and investigating incidents occurring in major city parks, public trails, and other land designed for public use throughout the city. The small number of officers assigned to the Unit cannot handle all such incidents, but they seek to respond if at all possible. In addition, TEU members maintain a close working relationship with members of the City's Parks, Recreation and Cultural Services Department in order to identify and resolve problems affecting the enjoyment of public areas by the citizens of Colorado Springs.

OBJECTIVE – Provide Police Department engagement with the community

Conduct public and community awareness programs to provide all residents with the knowledge of existing codes, abatement requirements and consequences for non-compliance. Enhance the public's health, safety and welfare while reducing physical signs of neighborhood blight. This is being accomplished through Code Enforcement presentations to the community, taking part in Citizens' Day, and general media attention.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
POLICE DEPARTMENT
POLICE

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	10,561,202	10,519,106	10,879,193	11,437,502
51207	WAGE PKG PERFORMANCE	(80,567)	0	0	0
51210	OVERTIME	123,424	108,729	139,591	131,736
51215	ACHIEVEMENT AWARD	2,500	2,000	0	0
51220	SEASONAL TEMPORARY	191,076	102,997	50,401	50,401
51225	SHIFT WORKER HOLIDAY	171,422	175,719	146,248	145,508
51230	SHIFT DIFFERENTIAL	76,599	74,360	94,160	94,900
51235	STANDBY	54,168	57,942	58,000	37,000
51240	RETIREMENT TERMINATION SICK	6,613	20,442	0	0
51245	RETIREMENT TERM VACATION	18,293	33,450	0	0
51260	VACATION BUY	83,016	91,926	0	0
51299	SALARIES REIMBURSEMENTS	(1,412,392)	(734,804)	0	0
51405	UNIFORM SALARIES	31,340,107	33,433,712	33,750,287	35,554,172
51410	UNIFORM OVERTIME	1,165,675	967,584	839,856	810,599
51415	UNIFORM SPECIAL OVERTIME	27,314	18,228	358,286	312,371
51421	UNIFORM SPEEDNG ENFC OVRTME	0	149,797	0	110,294
51425	UNIFORM SHIFT DIFFERENTIAL	221,037	211,271	236,594	236,594
51430	UNIFORM SPECIAL ASSIGNMENT	20,774	15,500	5,296	6,296
51435	UNIFORM PUBLIC ASSEMBLY	668,903	527,043	878,100	878,100
51445	LONGEVITY	280,042	277,214	256,316	256,316
51455	THIRD WEEK	139,532	144,887	265,358	281,278
51460	UNIFORM HAZARD DUTY	46,764	53,995	64,968	64,968
51465	UNIFORM COURT OVERTIME	90,381	99,590	99,831	99,831
51470	UNIFORM RETIREMENT COST	153,068	261,378	0	0
51475	UNIFORM MASTER PATROLMAN	72,985	26,020	5,132	5,132
51480	FIELD TRAINING OFFICER PAY	19,168	12,813	0	0
51481	PILOT IN COMMAND	0	5,000	0	0
51482	POLICE TRAINING OFFICERS	0	82,166	0	150,000
51610	PERA	1,009,135	1,020,158	1,012,151	1,103,175
51615	WORKERS COMPENSATION	1,003,768	1,041,790	928,286	990,552
51620	EQUITABLE LIFE INSURANCE	129,784	134,984	178,286	188,410
51625	VISION CARE	43,650	42,629	51,069	51,141
51635	CITY MAJOR MEDICAL PLAN	9,860	0	13,889	14,340
51640	DENTAL INSURANCE	256,952	285,822	325,466	349,322
51650	POLICE PENSION PLAN	2,565,242	2,704,124	3,080,720	4,903,681
51655	RETIRED EMP MEDICAL INS	0	165	0	0
51665	CASH BACK	118,600	163,293	0	0
51670	PARKING FOR EMPLOYEES	1,060	1,426	1,440	1,440
51690	MEDICARE	445,035	469,998	420,357	448,402
51695	CITY EPO MEDICAL PLAN	3,455,867	4,080,350	4,740,421	4,897,983
	TOTAL SALARIES & BENEFITS	**53,080,057**	**56,682,807**	**58,879,702**	**63,611,444**
52105	MISCELLANEOUS OPERATING	(1,693)	29,986	0	0
52110	OFFICE SUPPLIES	102,426	126,727	102,090	97,689
52111	PAPER SUPPLIES	2,186	19,909	10,980	22,973
52112	AMMUNITION	62,228	57,980	49,010	93,290
52120	SOFTWARE MICRO WORD PROCESS	101,975	23,174	37,499	110,899
52122	CELL PHONES EQUIP & SUPPLIES	0	68	0	0

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
POLICE DEPARTMENT
POLICE

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52125	GENERAL SUPPLIES	268,507	211,085	327,042	280,346
52135	POSTAGE	47,275	48,035	60,000	57,711
52140	WEARING APPAREL	395,857	454,708	325,167	367,034
52145	PAINT AND CHEMICAL	13,601	17,545	20,168	19,868
52150	SEED AND FERTILIZER	(169)	0	0	0
52155	AUTOMOTIVE	62,394	86,698	104,739	104,739
52160	FUEL	36,484	44,792	44,900	41,900
52165	LICENSES AND TAGS	1,437	5,062	1,209	1,357
52175	SIGNS	0	0	860	860
52190	JANITORIAL SUPPLIES	8,874	0	0	0
52195	ENVIRONMENTAL SUPPLIES ETC	1,884	0	0	0
52220	MAINT OFFICE MACHINES	3,326	12,404	11,776	13,863
52225	MAINT MICROS WORD PROCESSOR	0	1,965	0	0
52230	MAINT FURNITURE AND FIXTURES	95	0	900	872
52235	MAINT MACHINERY & APPARATUS	246,529	245,682	211,025	99,011
52265	MAINT BUILDINGS & STRUCTURE	225,955	107,029	172,560	274,314
52280	MAINT ROADS AND BRIDGES	0	0	1,680	1,480
52405	ADVERTISING SERVICES	10,269	20,383	8,255	35
52410	BUILDING SECURITY SERVICES	0	0	0	7,500
52417	CSPD CORE	0	0	0	50,000
52421	CIVIL SERVICE TESTING	132	127,749	117,472	116,008
52422	INCARCERATION SERVICES	199,153	238,539	310,576	310,576
52431	CONSULTING SERVICES	4,624	1,051	5,500	5,500
52434	TOWING SERVICES	364,199	383,482	298,785	401,785
52435	GARBAGE REMOVAL SERVICES	0	0	7,200	7,200
52440	HUMAN SERVICES	19,845	0	0	0
52445	JANITORIAL SERVICES	11,140	237,399	178,619	178,619
52450	LAUNDRY & CLEANING SERVICES	2,325	4,235	3,625	3,535
52455	LAWN MAINTENANCE SERVICE	0	0	10,220	10,220
52460	MEDICAL SERVICE	279	0	0	0
52465	MISCELLANEOUS SERVICES	33,237	30,818	50,000	50,000
52560	PARKING SERVICES	0	0	133,188	0
52565	PEST CONTROL	36	0	2,790	2,790
52570	REIMBURSABLE SERVICES	0	0	44,877	44,877
52575	SERVICES	847,941	298,124	403,436	435,257
52591	SCHOOL CROSSING GUARDS	274,936	251,986	212,000	241,109
52605	CAR MILEAGE	32	0	0	0
52615	DUES AND MEMBERSHIP	16,210	16,299	17,742	18,937
52625	MEETING EXPENSES IN TOWN	12,123	8,164	10,249	7,772
52630	TRAINING	58,388	52,508	77,864	68,189
52635	EMPLOYEE EDUCATIONL ASSIST	31,110	45,328	48,000	48,000
52645	SUBSCRIPTIONS	7,175	3,133	8,710	7,080
52655	TRAVEL OUT OF TOWN	85,163	36,167	65,639	53,116
52705	COMMUNICATIONS	493,388	279,914	212,027	204,278
52725	RENTAL OF PROPERTY	44,810	15,251	165,495	274,895
52735	TELEPHONE LONG DIST CALLS	114,267	21,561	36,415	25,350
52736	CELL PHONE AIRTIME	0	60,117	41,514	41,222
52737	TELECOM	0	0	87,303	68,142
52740	GENERAL INSURANCE-CITY	17,317	14,119	29,864	29,864

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
POLICE DEPARTMENT
POLICE

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52743	UTILITIES STREET LIGHTS	0	478	0	0
52745	UTILITIES	107,005	0	0	0
52746	UTILITIES ELECTRIC	185,845	256,618	300,307	300,307
52747	UTILITIES GAS	21,666	46,428	94,314	109,404
52748	UTILITIES SEWER	5,300	6,909	32,947	41,184
52749	UTILITIES WATER	10,455	13,476	35,613	35,613
52755	COMMUNICATIONS EQUIPMENT	75	0	0	0
52765	LEASE PURCHASE PAYMENTS	0	313,598	314,355	314,355
52775	MINOR EQUIPMENT	313,213	470,775	266,381	263,938
52785	RADIO REPLACEMENT	0	(1,500)	0	0
52795	RENTAL OF EQUIPMENT	149,195	148,844	155,117	155,018
52874	OFFICE SERVICES PRINTING	0	50	2,650	13,090
52875	OFFICE SERVICES RECORDS	7,657	13,780	0	0
52908	REPROGRAPHICS POLICE	69,112	43,619	60,000	52,690
52927	TEL COM PASSTHRU LONG DIST	622	0	0	0
65075	INTEREST	0	76,993	0	76,933
65100	CLAIMS AND DAMAGES CITY	0	2,575	0	0
65160	RECRUITMENT	18,048	18,368	20,000	20,000
65185	PRINCIPAL	0	0	0	33,997
65325	VEHICLE INSURANCE	0	9,996	0	0
65345	ANIMAL CONTROL CONTRACT	909,016	964,844	696,714	729,000
65352	EMPLOYEE AWARDS PROGRAM	9,600	0	0	0
65357	VOLUNTEER RESOURCES	7,162	6,788	9,009	9,009
65361	RELOCATION ASSISTANCE	0	0	2,500	6,733
	TOTAL OPERATING EXPENSES	**6,041,238**	**6,031,814**	**6,058,877**	**6,461,333**
53010	OFFICE MACHINES	1,799	0	0	0
53020	COMPUTERS NETWORKS	217,747	63,361	250,000	324,463
53030	FURNITURE AND FIXTURES	8,969	902	22,170	22,170
53050	MACHINERY AND APPARATUS	183,047	87,449	147,453	77,224
53060	WEAPONS	55,563	11,754	6,250	6,250
53070	VEHICLES REPLACEMENT	1,519,963	9,148	1,803,200	1,575,731
53080	VEHICLES ADDITIONS	36,610	256	0	0
53090	BUILDINGS AND STRUCTURES	222,511	16,008	30,000	30,000
	TOTAL CAPITAL OUTLAY	**2,246,209**	**188,880**	**2,259,073**	**2,035,838**
	ORGANIZATION TOTAL	**61,367,504**	**62,903,501**	**67,197,652**	**72,108,615**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

PUBLIC SAFETY SALES TAX (PSST) FUND
POLICE

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	144,066	760,934	1,861,003	2,090,673
51210	CIVILIAN OVERTIME	852	5,533	0	28,841
51220	SEASONAL TEMPORARY	190	12,136	0	0
51225	SHIFT WORKER HOLIDAY	3,841	7,820	0	2,800
51230	SHIFT DIFFERENTIAL	3,048	5,848	0	5,023
51235	STANDBY	0	1,157	0	0
51245	RETIREMENT TERM VACATION	73,491	0	0	0
51260	VACATION BUY	1,083	2,510	0	0
51299	SALARIES REIMBURSEMENTS	(3,368)	(11,460)	0	0
51405	UNIFORM SALARIES	1,417,135	2,786,685	4,596,821	5,397,157
51410	UNIFORM OVERTIME	11,197	53,662	310,738	483,104
51415	UNIFORM SPECIAL OVERTIME	607	139	28,175	0
51425	UNIFORM SHIFT DIFFERENTIAL	7,722	40,473	45,587	58,273
51430	UNIFORM SPECIAL ASSIGNMENT	0	79	190	0
51445	LONGEVITY	204	5,604	0	0
51455	THIRD WEEK	1,278	8,347	0	0
51460	UNIFORM HAZARD DUTY	0	1,241	8,120	0
51465	UNIFORM COURT OVERTIME	522	12,098	18,061	0
51470	UNIFORM RETIREMENT COST	0	1,502	0	0
51480	FIELD TRAINING OFFICER PAY	0	37	0	0
51610	PERA	15,055	75,403	175,490	229,974
51615	WORKERS COMPENSATION	41,112	79,951	213,026	160,698
51620	EQUITABLE LIFE INSURANCE	4,484	10,509	25,595	49,422
51625	VISION CARE	2,197	3,798	42,407	50,066
51640	DENTAL INSURANCE	12,629	27,012	65,225	75,224
51650	POLICE PENSION PLAN	125,322	247,276	414,181	453,909
51665	CASH BACK	11,584	27,653	0	0
51670	PARKING FOR EMPLOYEES	4,102	16,346	0	0
51690	MEDICARE	22,351	47,102	88,530	108,574
51695	CITY EPO MEDICAL PLAN	148,905	372,520	567,444	718,904
	TOTAL SALARIES & BENEFITS	**2,049,597**	**4,601,914**	**8,460,593**	**9,912,642**
52110	OFFICE SUPPLIES	39,216	638	58,800	14,414
52111	PAPER SUPPLIES	0	80	0	0
52120	SOFTWARE MICRO WORD PROCESS	0	536,631	0	22,457
52122	CELL PHONES EQUIP & SUPPLIES	0	1,367	0	0
52125	GENERAL SUPPLIES	4,333	25,580	68,363	56,956
52135	POSTAGE	0	145	0	0
52140	WEARING APPAREL	144,177	34,447	79,718	58,628
52145	PAINT AND CHEMICAL	329	0	1,600	1,854
52155	AUTOMOTIVE	3,221	276	0	229,500
52160	FUEL	0	0	5,400	3,600
52165	LICENSES AND TAGS	0	6	176	185
52175	SIGNS	0	0	500	524
52205	LANDSCAPING	0	0	0	10,000
52215	GROUNDS	0	0	0	6,000
52220	MAINT OFFICE MACHINES	0	0	600	649
52235	MAINT MACHINERY & APPARATUS	0	19,226	1,135	103
52250	MAINT RADIOS ALLOCATION	0	13,000	17,400	22,400
52265	MAINT BUILDINGS & STRUCTURE	0	0	74,793	30,000

CITY OF COLORADO SPRINGS
BUDGET DETAIL

PUBLIC SAFETY SALES TAX (PSST) FUND
POLICE

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52431	CONSULTING SERVICES	0	0	500	999
52445	JANITORIAL	0	0	0	20,000
52450	LAUNDRY & CLEANING SERVICES	0	0	711	3,002
52575	SERVICES	549,835	132,275	786,008	46,718
52615	DUES AND MEMBERSHIP	0	200	391	315
52625	MEETING EXPENSES IN TOWN	107	55	706	649
52630	TRAINING	4,148	3,750	11,900	6,400
52655	TRAVEL OUT OF TOWN	189	0	1,000	1,112
52705	COMMUNICATIONS	0	69	95,338	105,135
52725	RENTAL OF PROPERTY	48,202	192,808	236,205	205,782
52735	TELEPHONE LONG DIST CALLS	0	1,324	2,475	0
52736	CELL PHONE AIRTIME	0	2,517	60,867	11,378
52737	TELECOM	0	0	0	42,050
52746	UTILITIES-ELECTRIC	0	0	0	33,676
52747	UTILITIES-GAS	0	0	0	7,496
52748	UTILITIES-SEWER	0	0	0	1,326
52749	UTILITIES-WATER	0	0	0	2,447
52775	MINOR EQUIPMENT	90,531	83,044	143,210	137,078
52795	RENTAL OF EQUIPMENT	0	0	13,809	20,650
	TOTAL OPERATING EXPENSES	**884,287**	**1,047,437**	**1,661,605**	**1,103,483**
53020	COMPUTERS NETWORKS	229,506	586,248	130,530	42,880
53030	FURNITURE AND FIXTURES	64,271	1,204	91,182	19,000
53050	MACHINERY AND APPARATUS	358,258	175,542	87,900	0
53060	WEAPONS	35,263	0	14,850	670
53080	VEHICLES ADDITIONS	661,220	389,252	172,500	15,000
	TOTAL CAPITAL OUTLAY	**1,348,518**	**1,152,246**	**496,962**	**77,550**
53090	BUILDINGS AND STRUCTURES	1,639,732	5,013,183	1,375,089	0
70930	CONSTRUCTION	0	0	0	1,150,000
70940	PROJECTS TO BE DETERMINED	0	0	0	402,434
72885	POLICE FACILITIES UPGRADES	0	0	0	400,000
	TOTAL CIP PROJECTS	**1,639,732**	**5,013,183**	**1,375,089**	**1,952,434**
	ORGANIZATION TOTAL	**5,922,135**	**11,814,780**	**11,994,249**	**13,046,109**

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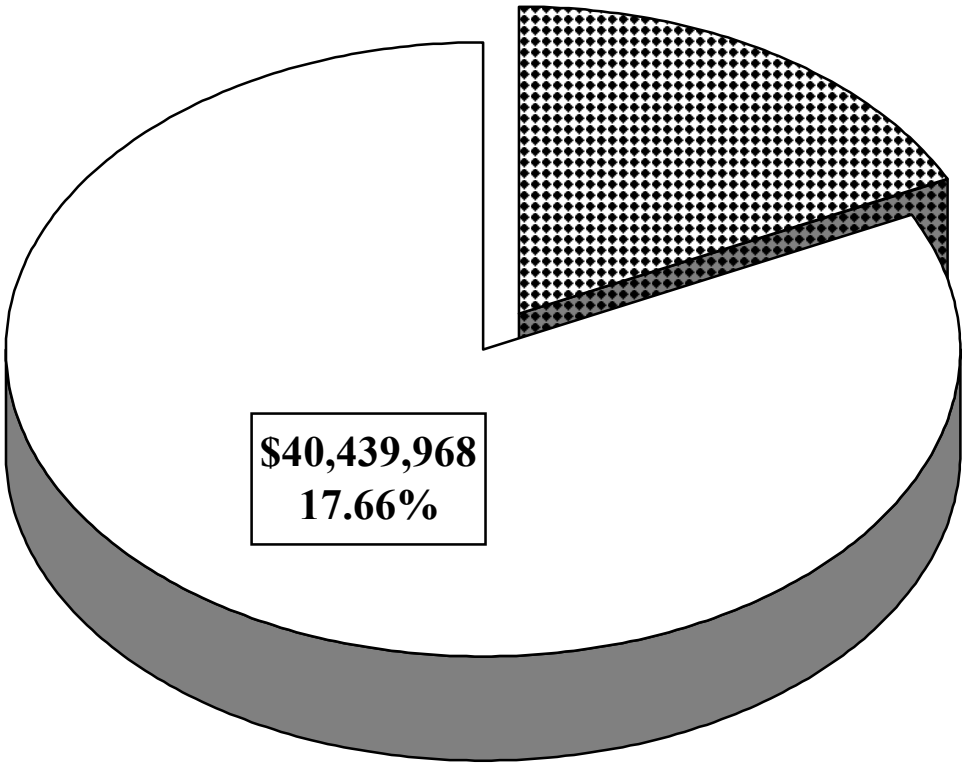
CITY OF COLORADO SPRINGS

Fire



Operations	**$33,983,229**
Office of Emergency Management	**$350,673**
Office of the Fire Marshal	**$1,800,103**
Support Services	**$3,439,437**
Fiscal, Information Systems, Planning	**$866,526**

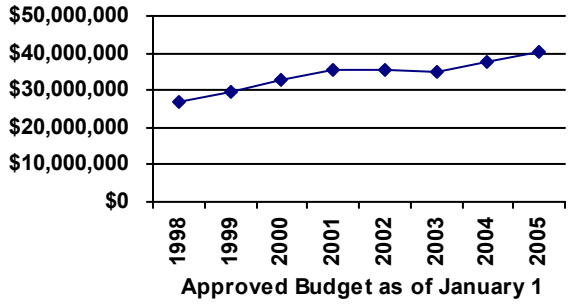
Fire

Manuel Navarro, Fire Chief ● 375 Printers Parkway, Colorado Springs, CO 80910 ● (719) 385-5950 ● mnavarro@springsgov.com

MISSION

To mitigate the threat to life and property from fire, medical and other emergencies through education, prevention, community preparedness, emergency response and recovery programs.

BUDGET HISTORY



SERVICES

- Fire suppression
- Fire investigation
- Emergency medical and public health services
- Rescue
- Fire information systems development and management
- Fire communications systems
- Physical resource management and maintenance
- Fire and life safety education
- Disaster planning, mitigation, and recovery
- Planning and analysis
- Personnel training
- Hazardous materials mitigation

BUDGET SUMMARY

GENERAL FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$32,255,626	$32,964,545	$33,809,169	$37,261,366
Operating	2,623,701	1,965,564	2,449,964	2,341,467
Capital Outlay	808,761	88,369	1,284,873	837,135
Total	**$35,688,088**	**$35,018,478**	**$37,544,006**	**$40,439,968**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$ 939,192	$1,967,575	$ 4,437,484	$ 6,305,870
Operating	382,442	653,404	1,428,798	1,339,754
Capital Outlay	327,229	835,175	1,292,625	971,214
Capital Projects	2,543,445	4,466,191	3,860,405	3,243,150
Total	**$4,192,308**	**$7,922,345**	**$11,019,312**	**$11,859,988**

PERSONNEL

GENERAL FUND

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Manager	6.00	4.00	5.00	6.00
Supervisor	4.25	4.00	4.00	5.00
Professional	15.50	15.50	15.50	14.50
Paraprofessional	17.00	17.00	16.00	11.00
General	9.00	9.00	8.00	7.50
Civilian FTE Total	**51.75**	**49.50**	**48.50**	**44.00**
Chief	1.00	1.00	1.00	1.00
Deputy Chief	2.00	2.00	2.00	2.00
Battalion Chief	10.00	9.00	9.00	9.00
Fire Captain	24.00	24.00	24.00	22.00
Fire Lieutenant	62.00	62.00	62.00	61.00
Paramedic	76.00	76.00	76.00	77.00
Investigator	4.00	4.00	4.00	4.00
Driver/Engineer	72.00	72.00	72.00	72.00
Firefighter	123.00	123.00	123.00	123.00
Uniform FTE Total	**374.00**	**373.00**	**373.00**	**371.00**
FTE Total	**425.75**	**422.50**	**421.50**	**415.00**
Special Positions	2.00	3.00	2.00	1.00

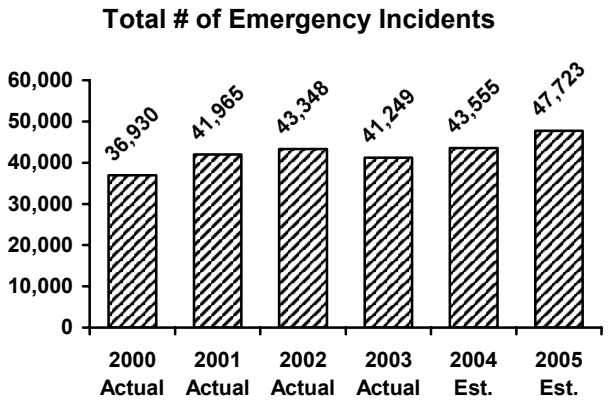
The following changes occurred in 2003: The manager position in OEM was replaced with a captain transferred from Operations, a manager position in Fire Prevention was reclassified for one year as a special employee for the Vegetation Management Program, two part-time positions in the supervisory category (1.25 FTE) were reduced to one full-time (1 FTE), and a battalion chief position was eliminated. For 2004, the manager in Fire Prevention was restored, and an office specialist (general) position and an administrative technician (paraprofessional) position were eliminated. The assistant chief position was filled with a battalion chief. During 2004, two paraprofessional positions were reclassified to professional and a captain position was changed to a civilian supervisor. Also during 2004, a captain position and a lieutenant position in Operations were converted to a battalion chief and a paramedic. In 2005, the battalion chief in OEM is replaced with a civilian manager; and two professional, four paraprofessional, one general, and one special position will be moved to the Fire Prevention New Construction section under the Development Review Enterprise. The assistant chief position has been dropped from the uniform counts because it has been filled with a battalion chief for several years.

PUBLIC SAFETY SALES TAX (PSST) FUND

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Professional	2.25	4.25	7.25	9.25
Paraprofessional	0.00	1.00	3.00	4.00
General	1.50	1.50	1.50	3.50
Civilian FTE Total	**3.75**	**6.75**	**11.75**	**16.75**
Battalion Chief	1.00	4.00	4.00	4.00
Captain	2.00	3.00	5.00	5.00
Lieutenant	2.00	4.00	7.00	11.00
Paramedic	0.00	4.00	8.00	12.00
Investigator	0.00	1.00	1.00	1.00
Driver Engineer	0.00	3.00	6.00	9.00
Firefighter	0.00	5.00	10.00	15.00
Uniform FTE Total	**5.00**	**24.00**	**41.00**	**57.00**
FTE Total	**8.75**	**30.75**	**52.75**	**73.75**

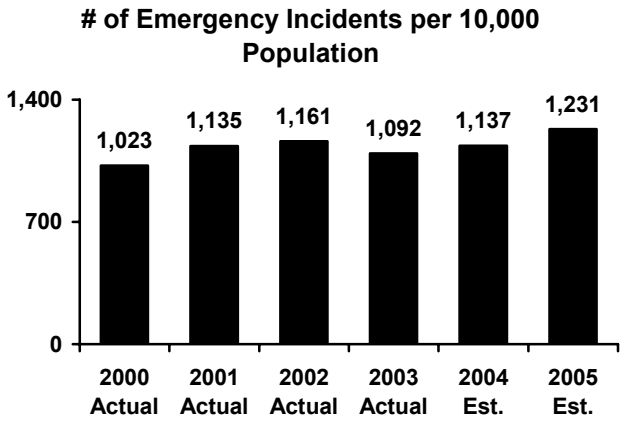
For 2003, the following positions were added: fifteen uniformed positions for Station 19, three battalion chiefs for the third district, a fire investigator, a fleet technician (paraprofessional), a coordinator for the FireWise program (professional), and a senior GIS analyst (professional). An AV specialist (professional) and a staff assistant (paraprofessional) were budgeted for 2003, but the positions were not filled until 2004. For 2004, the following positions were added: fifteen uniformed positions for Station 20, a lieutenant for the Medical Office, a captain for Fire Training, a fire code inspector (paraprofessional), an information systems analyst II (professional), and a coordinator for the Vegetation Management Program (professional). For 2005 the following are added: fifteen uniformed positions for a truck company at Station 19, a lieutenant for the Medical Office, a HazMat specialist (paraprofessional), a senior fire protection engineer (professional), an information systems analyst I (professional), a warehouse supply technician (general), and an office specialist (general).

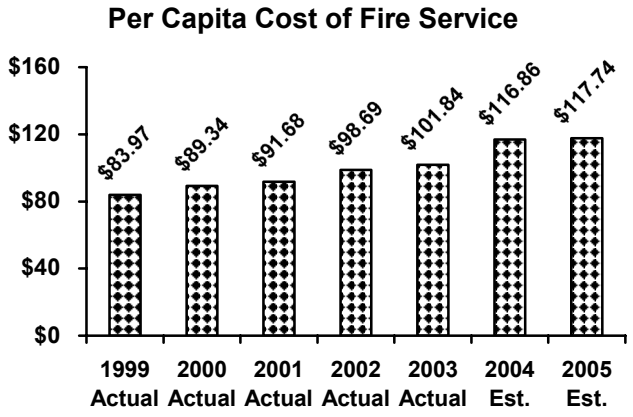
PERFORMANCE INDICATORS



In 2003, the drop in emergency incidents coincided with the deployment of troops from the Colorado Springs area. Since the troops have returned, emergency incidents have begun to increase again. In recent years, police assist calls have contributed substantially to the increase. In 2003, without including the Colorado Springs Fire Department (CSFD) responses in support of tactical operations, police assist calls accounted for 11.9 percent of all medical calls dispatched.

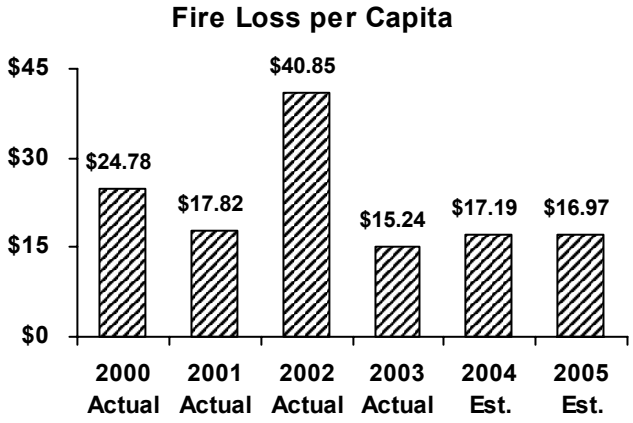
With the exception of 2003, the number of emergency incidents has risen faster than population over the last decade. In order to compare Colorado Springs' rates to other ICMA cities, some of which do not send fire suppression personnel to all of the same types of incidents that Colorado Springs does, different elements in the ICMA database must be selected and combined. For 2002, the emergency incidents per 10,000 population for Colorado Springs, based on ICMA data elements, were 1,139. (The slight difference from the 1,161 reported in the chart to the right is due to the difference in 2002 population figures reported to ICMA and those used for more recent calculations.) Colorado Springs ranked 6th out of 26 cities above 100,000 in population reporting to ICMA on this measure. The ICMA median was 856 for cities with populations of 100,000 or greater.

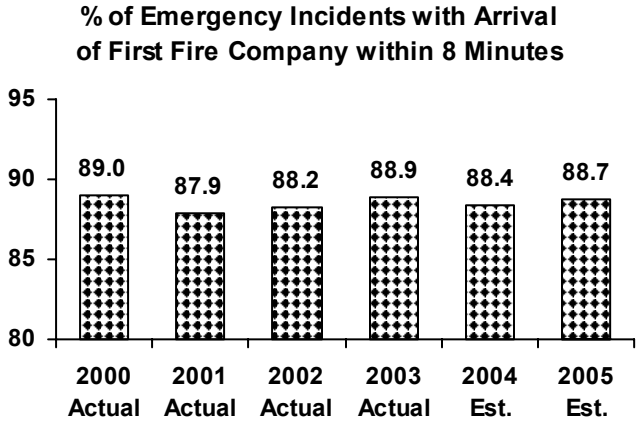




The per capita cost of Fire Department services changes from year to year based on population growth and the total Department budget. These figures are not adjusted for inflation. Beginning in 2002, increases are due to the additional resources provided by the Public Safety Sales Tax. The General Fund component of the 2004 and 2005 figures are not adjusted for the salary increase enacted mid-year 2004.

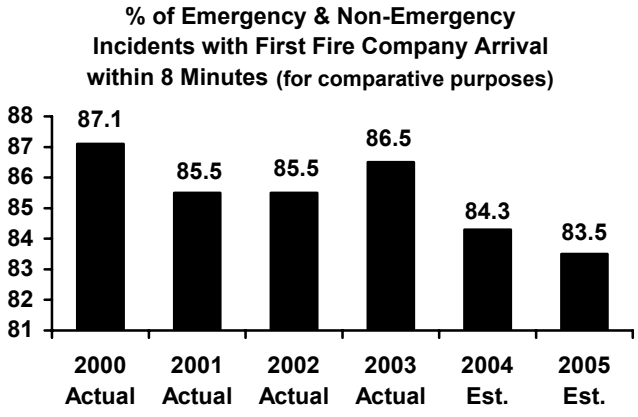
Fire loss per capita continues to remain low in Colorado Springs. These figures are not adjusted for inflation.



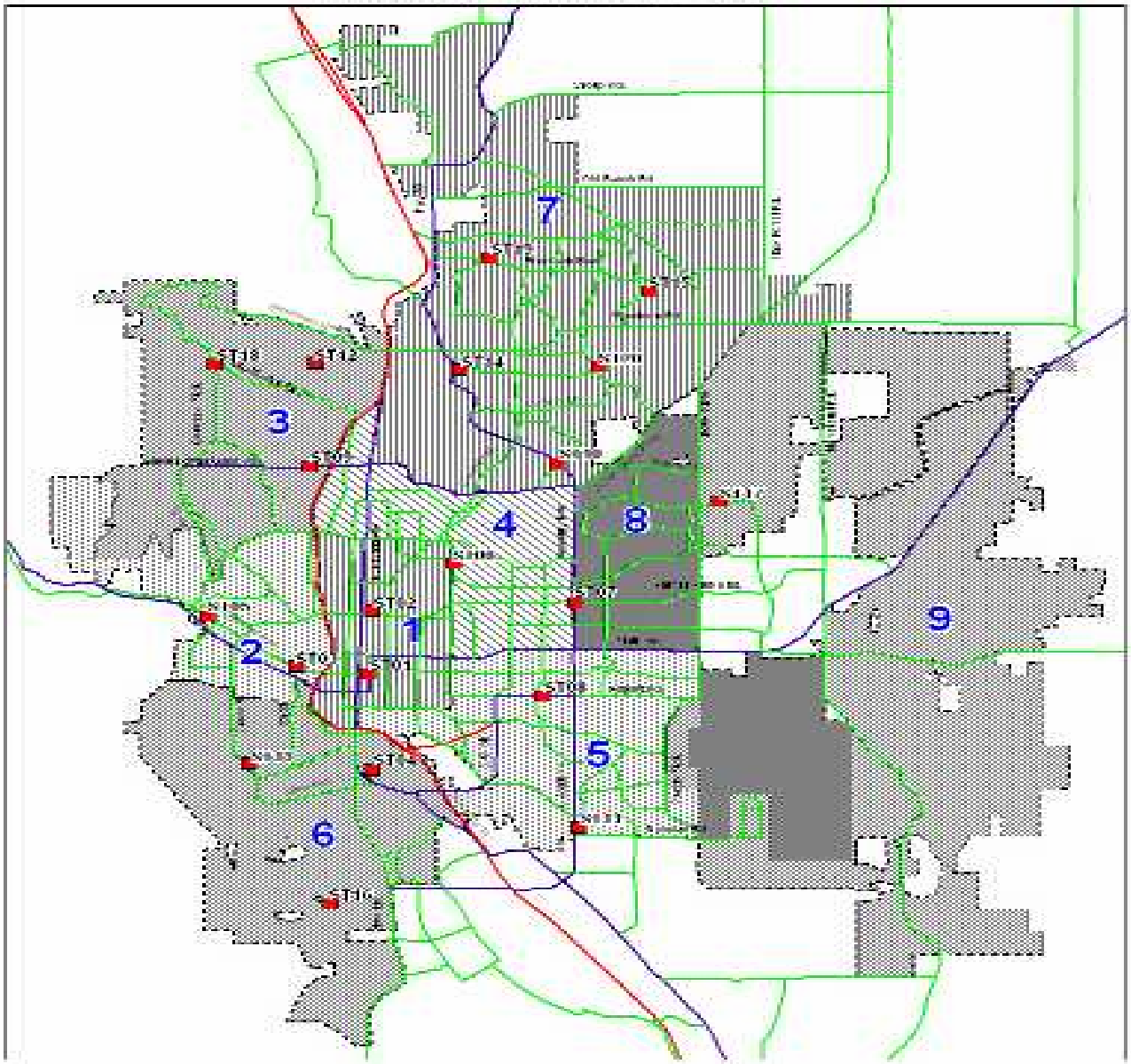


Response time is defined as the time from when an emergency call is received by 911 until the first unit arrives on scene. The percentage of incidents citywide in which response time is 8 minutes or less has remained fairly steady since 2000. The relocation of Engine 14 in 2003 and the opening of Engines 19 and 20 in 2004 are helping to maintain response times in the busy northeast section of the city.

ICMA requests that cities report response data for all incidents, not just emergencies. For city populations of 100,000 or greater who reported data for 2002 on 8-minute response, the median was 85.0 percent. Colorado Springs was half a percent above the median in that year.



Planning Evaluation Zones



First Company Response 8-Minute Coverage					
PEZ	2002 (Actual)	2003 (Actual)	2004 (Est.)	2005 (Est.)	Target
1	96.7	97.0	96.3	96.4	90
2	92.2	91.6	91.6	91.8	90
3	81.9	84.2	83.6	83.6	90
4	92.1	92.4	91.8	92.0	90
5	87.4	88.9	88.5	88.4	90
6	88.4	88.8	87.6	87.6	90
7	78.8	80.9	79.5	82.6	90
8	90.6	90.2	90.5	90.3	90
9	66.0	70.5	66.6	67.8	90
City	88.2	89.0	88.4	88.7	90

Structure Fire Response 12-Minute Coverage					
PEZ	2002 (Actual)	2003 (Actual)	2004 (Est.)	2005 (Est.)	Target
1	97.9	98.0	97.3	97.6	90
2	81.5	90.9	92.5	91.3	90
3	60.0	60.0	61.2	63.9	90
4	94.6	87.7	92.0	93.5	90
5	93.4	96.1	93.1	93.6	90
6	94.4	97.5	95.4	95.2	90
7	71.4	76.9	74.2	92.0	90
8	90.0	89.3	91.6	89.9	90
9	100.0	76.9	87.1	80.5	90
City	88.2	89.8	89.6	92.1	90

CHANGES TO THE BUDGET

GENERAL FUND

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $1,824,785 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $16,418 is included for PERA and Workers' Compensation increases.
- Onetime funding of $540,571 for vehicle replacement is removed.
- Funding of $26,530 is added for utility increases.
- Ongoing salary, operating, and capital funding of $536,714 is removed and moved to the Development Review Enterprise for the Fire Prevention New Construction section.
- Funding is included for a required increase of $2,085,186, as a recent actuarial analysis on the Old Hire pension plans shows a large unfunded liability. A similar contribution is projected for each year through 2021.
- A half-time office specialist position and funding of $20,328 is added in the Office of Emergency Management.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Onetime funding of $5,733,994 is removed.
- Funding of $203,485 is added to cover inflationary increases on ongoing items from the 2004 PSST budget. This includes 4 percent raises for civilian and 6 percent raises for uniformed employees.
- Funding of $980,000 is added for phase II of Fire Station 17.
- Funding of $300,000 is added to complete health and safety upgrades started in 2004.
- Funding of $309,000 is added for the design of Fire Station 1 remodel.
- Funding of $654,150 is added for the design of phase II at the Fire Department Complex.
- Funding of $1,000,000 is added for the down payment of construction costs on phase II of the FDC.
- Funding of $585,709 is added to bring funding for Station 20 up to a full-year level. Station 20 was budgeted in 2004 for a partial year and 15 FTE's were added and trained in 2004.
- Funding of $281,377 is added to complete the purchase of Truck 19.
- Onetime and ongoing funding of $1,093,553 is added for the addition of a truck company at Station 19.
- Onetime funding of $218,545 is added for the down payment of Truck 17.
- Onetime funding of $45,000 is added for enhancements to the weather and flood system.
- Funding of $104,358 is included for the addition of a hazardous materials specialist in Fire Prevention.
- Funding of $257,303 is added for GPS/AVL equipment and CAD upgrades.
- Funding of $80,176 is included for the addition of an information systems analyst to work on GPS/AVL and mobile computing.
- Funding of $88,391 is included for the addition of a warehouse supply technician.
- Funding of $128,412 is included for the addition of a senior fire protection engineer in Fire Prevention.
- Funding of $55,603 is included for the addition of an office specialist for the Fiscal, Information Systems, and Planning Division.
- Funding of $144,052 is included for the addition of a lieutenant in the Medical Office.

MAJOR OBJECTIVES

OBJECTIVE – Improve structure fire response in Planning Evaluation Zone (PEZ) 7 on the north side of the city

In 2005, the CSFD will add 15 FTE under PSST to open a ladder truck company at Station 19 on the north side of the city. This unit will improve structural fire fighting capability and is projected to improve the percentage of structure fires for which the arrival of effective force meets the 12-minute standard in PEZ 7 from under 75 percent to 92 percent. In addition, the unit will have a small positive impact on first response in PEZ 7 and will improve citywide structure fire response coverage from 89.6 percent to an estimated 92.1 percent.

OBJECTIVE – Design and construct PSST capital projects

Design of the second phase of the Fire Department Complex and construction of an addition to Station 17 are funded in the PSST budget for 2005. The addition to Station 17 has been planned to allow the placement of an additional company at the station in 2006 to improve coverage in Stetson Hills and adjacent areas. Optimal placement of the additional company is being studied in response to recent and proposed annexations in the area.

OBJECTIVE – Staff every fire station with a paramedic every day

The Fire Department is committed to the delivery of advanced life support (ALS) in all areas of the city and has increased the number of paramedics on the Fire Department in recent years. It will meet the stated objective with the use of current members of the paramedic rank on regular duty or overtime as well as paramedic officers who receive paramedic proficiency pay to maintain their certification and skills. The fixed amount allocated for this program has paid for fewer paramedic officers over time as wage packages have eroded the effective size of the program. An internal reallocation of funds has increased the budget for the paramedic proficiency pay program, but changes in the program have also been made to contain costs. However, future wage packages will reduce the size of this program if its funding remains fixed.

OBJECTIVE – Establish a Business License Program

In 2004, a Business License Core Advisory Group consisting of local business leaders and City staff was organized. The majority of the group recommended the development of a Business License Program encompassing health, safety, and welfare inspections in businesses throughout the community. For 2005, the parameters of the program will be developed and, if approved by Council, implementation will begin.

OBJECTIVE – Implement and conduct a citywide analysis for community risk management

The Wildfire Fire Management program has been recognized at the State and national level for its outreach efforts targeted at reducing the risk of wildfire in the wildland/urban interface areas of the city. In 2005, this successful program will change its name to Community Risk Management and focus its efforts more broadly on community fire and injury problems. The type of process developed to analyze wildland risk will be applied to the analysis of the general risks for fire and injury in the community.

Fire - Operations

Danny W. Raider, Deputy Chief ● 375 Printers Parkway, Colorado Springs, CO 80910 ● (719) 385-7207 ● draider@springsgov.com

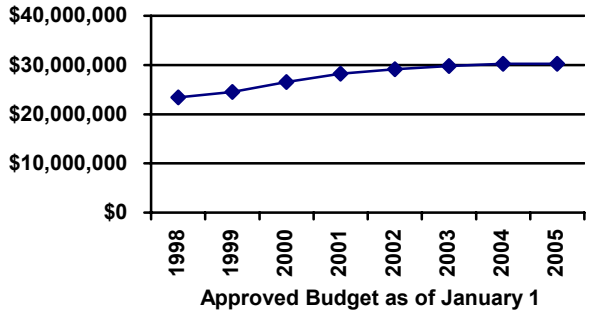
MISSION

To protect life and property through effective delivery of emergency response, prevention, and public educational services.

SERVICES

- Fire suppression
- Rescue
- Basic and advanced emergency medical services
- Fire code and life safety inspections
- Fire and life safety public education
- Hazardous materials emergency response and prevention

BUDGET HISTORY



BUDGET SUMMARY

GENERAL FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$28,109,095	$28,774,024	$29,247,970	$32,957,926
Operating	916,591	763,095	965,966	994,503
Capital Outlay	174,976	59,061	50,400	30,800
Total	**$29,200,661**	**$29,596,180**	**$30,264,336**	**$33,983,229**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$468,921	$1,225,895	$3,110,604	$4,582,588
Operating	263,987	422,904	603,844	753,419
Capital Outlay	73,318	229,843	229,070	298,610
Total	**$806,226**	**$1,878,642**	**$3,943,518**	**$5,634,617**

PERSONNEL

GENERAL FUND

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Professional	1	1	1	1
Paraprofessional	1	1	0	0
Civilian FTE Total	**2**	**2**	**1**	**1**
Deputy Chief	1	1	1	1
Battalion Chief	8	7	7	8
Fire Captain	21	20	20	19
Fire Lieutenant	61	61	61	60
Paramedic	76	76	76	77
Driver/Engineer	72	72	72	72
Firefighter	123	123	123	123
Uniform FTE Total	**362**	**360**	**360**	**360**
FTE Total	**364**	**362**	**361**	**361**
Special Positions	1	1	1	1

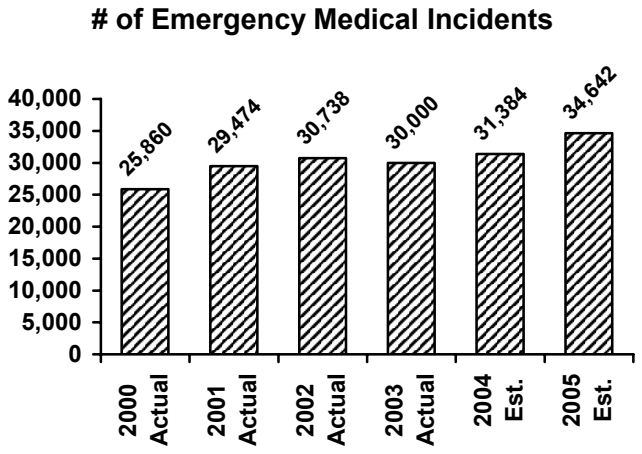
In 2003, a captain was moved from Operations to OEM. During 2003, a battalion chief position was eliminated. During 2004, a staff captain position and a staff lieutenant position were converted to a staff battalion chief for special operations and a paramedic for the line. These changes are reflected in the 2005 budget.

PUBLIC SAFETY SALES TAX (PSST) FUND

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Battalion Chief	0	3	3	3
Captain	0	1	2	2
Lieutenant	1	3	6	10
Paramedic	0	4	8	12
Driver Engineer	0	3	6	9
Firefighter	0	5	10	15
Uniform FTE Total	**1**	**19**	**35**	**51**
FTE Total	**1**	**19**	**35**	**51**

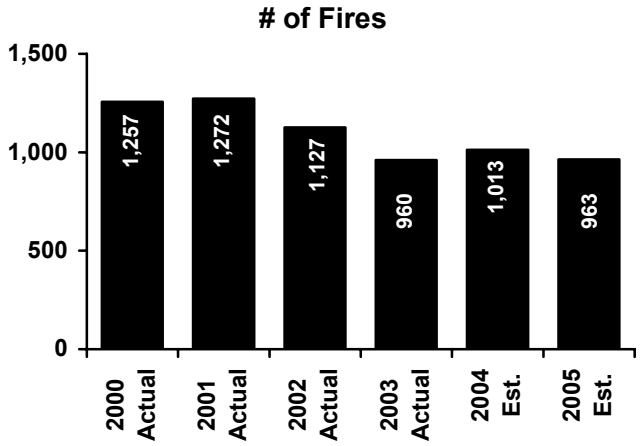
For 2003, fifteen uniformed positions for Station 19 and three battalion chiefs were added. For 2004, fifteen uniformed positions were added for Station 20 and a paramedic lieutenant was added for the Medical Office. For 2005, fifteen uniformed positions are added for Truck 19 and a paramedic lieutenant is added for the Medical Office.

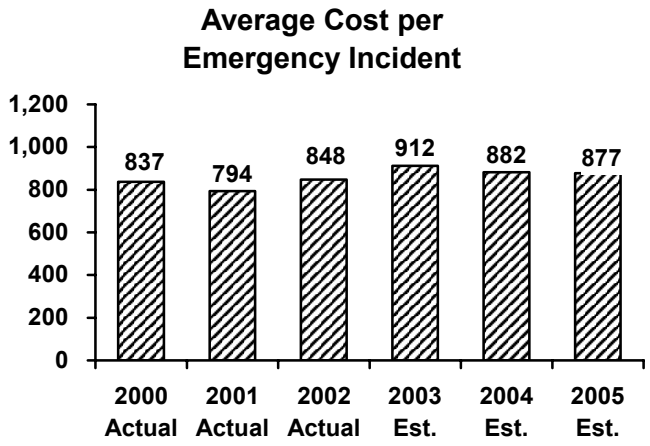
PERFORMANCE INDICATORS



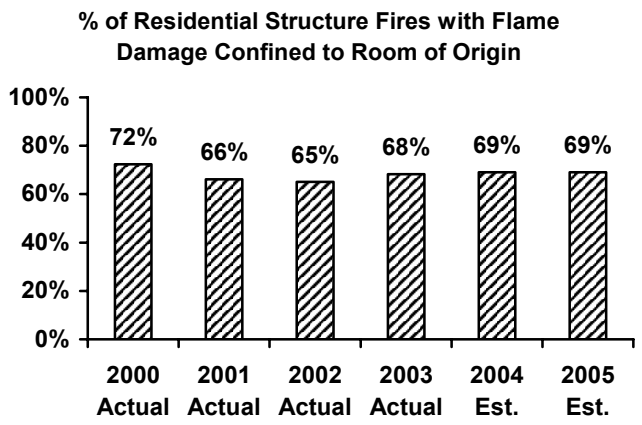
The sharp growth in emergency medical incidents experienced in 2000 and 2001 slowed in 2002 and reversed for a time in 2003. A moderate increase of a little less than 5 percent is expected for 2004. Unless major troop deployments impact 2005, it is expected that the steeper growth in emergency medical incidents will resume in 2005. Due to the way that the ICMA data is collected on medical incidents, there is not a benchmark number from ICMA that is comparable.

Although the community continues to grow, the overall number of fires continues to decline slowly due to such factors as public education efforts and more stringent fire codes. In 2003, there was a sharp decline in grass and brush fires, perhaps due to increased public awareness, risk reduction efforts, and brush patrols. While the forecasts for 2004 and 2005 are based on long-term trends, there are indications that 2004 may see a further decline in grass and brush fires for the reasons stated above, which could result in total actual fires for 2004 being lower than forecast here.



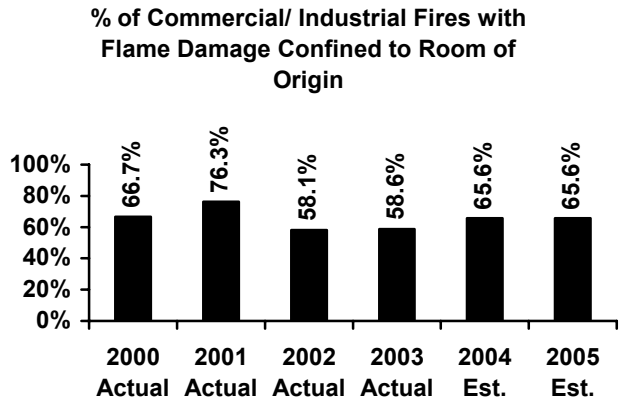


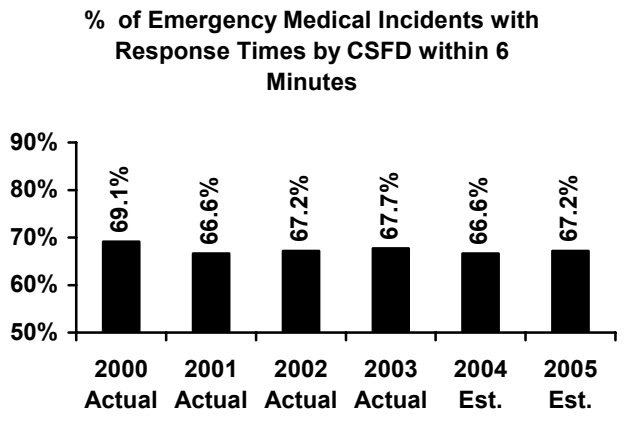
Generally, the cost per emergency incident has been declining because of the growth in the workload. The cost per emergency incident has increased since the addition of personnel, stations, and equipment with Public Safety Sales Tax funding. A decline is predicted from 2004 to 2005 due to a projected increase in workload. The costs shown are not adjusted for inflation.



This measure, derived from ICMA data, excludes fires extinguished prior to arrival of the first unit, including those suppressed by automatic sprinkler systems. For 2002, the median for cities with a population of 100,000 or greater that reported to ICMA was 63 percent. Colorado Springs was above the median in that year.

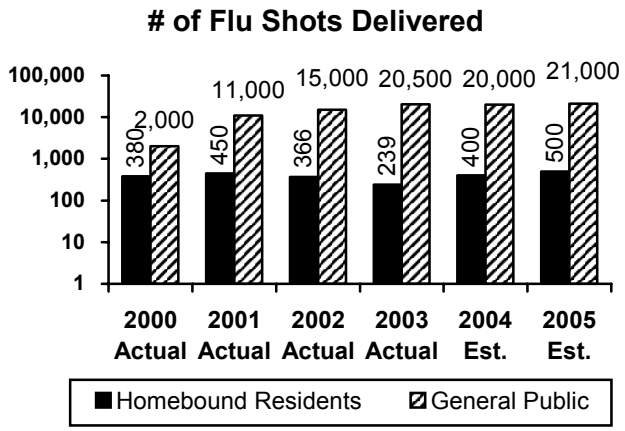
This measure, derived from ICMA data, excludes fires extinguished prior to arrival of the first unit, including those suppressed by automatic sprinkler systems. The median for cities with a population of 100,000 or greater reporting this data to ICMA for 2002 was 68.1 percent. In that year, Colorado Springs was below the median, but the city has been at or above that figure in most of the recent years.





In 1999, City Council established a goal for response to emergency medical incidents of 6 minutes or less, 90 percent of the time. As the city has grown in geographic area and the workload has increased, the percentage of incidents with response times that meet the standard has declined. The addition of response units through PSST has helped keep the response levels from falling further.

When the time to arrival at the scene by either CSFD or the private ambulance company (American Medical Response) is considered, the percentage of incidents that met the standard is higher. In 2003, the joint coverage was 73.6 percent.



The Flu Shot Program provides flu vaccine to homebound patients who are unable to get out of their homes to obtain an immunization. In addition and in conjunction with Memorial Healthlink, the CSFD provides vaccinations to high-risk individuals (mainly the elderly) and the general public who can come to fire stations for the immunization. The goal is to reach 500 homebound residents and to continue to increase the overall number of citizens who receive vaccinations through the program.

CHANGES TO THE BUDGET

GENERAL FUND

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $1,618,577 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $5,556 is included for PERA and Workers' Compensation increases.
- Funding of $12,997 is transferred to Support Services for communications, cell phones, and long distance.
- Funding of $21,934 is included for utility increases.
- An increase of $2,085,186 is required based on the results of the recent actuarial report on the Old Hire pension plan.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Onetime funding of $513,996 is removed.
- Funding of $186,747 is added to cover inflationary increases on ongoing items from the 2004 PSST budget. This includes 6 percent raises for uniformed employees.
- Funding of $585,709 is added to bring funding for Station 20 up to a full-year level. Station 20 was budgeted in 2004 for a partial year and 15 FTEs were added and trained in 2004.
- Onetime and ongoing funding of $1,093,553 is added for the addition of a truck company at station 19.
- Funding of $257,303 is added for GPS/AVL equipment and CAD upgrades.
- Funding of $144,052 is included for the addition of a lieutenant in the medical office.
- Funding of $60,269 is moved to Support Services to cover communications costs, cell phones, vehicle maintenance, and applicant screening.
- Funding of $2,000 is moved to Fiscal, Information Systems, and Planning for software purchases.

MAJOR OBJECTIVES

OBJECTIVE – Strive to reduce response times to emergency medical incidents

The Fire Department will continue to work collaboratively with the ambulance provider toward the goal of reaching the scene of medical emergencies within six minutes. The planned installation of the first phase of a Global Positioning System (GPS)/Automatic Vehicle Location (AVL) in 2005 will improve the coordination of CSFD and private ambulance resources.

OBJECTIVE – Maintain Council-mandated standards of coverage to the extent possible with budgeted resources

The Fire Department will continue to strive to meet the response standards set by City Council: Eight minutes from the time a call is received at the Emergency Communications Center to the arrival of the first unit at the scene and twelve minutes from call receipt to the arrival of the effective minimum force for a structure fire (two engines and an aerial truck). Meeting the standard will pose a challenge in the face of geographic growth, increased call volumes, and budget restrictions. However, the opening of a truck company at Station 19 in 2005 will improve structure fire response in northern areas of the city. The CSFD will continually evaluate and adjust the deployment of resources in support of the response goals.

OBJECTIVE – Staff every fire station with a paramedic every day

The Fire Department is committed to the delivery of advanced life support (ALS) in all areas of the city. In recent years, the Fire Department has increased the number of paramedics on the Fire Department. It will meet the stated objective with the use of current members of the paramedic rank on regular duty or overtime as well as paramedic officers who receive paramedic proficiency pay to maintain certification and skills. The fixed amount allocated for this program has paid for fewer paramedic officers over time as wage packages have eroded the effective size of the program. An internal reallocation of funds has increased the budget for the paramedic proficiency pay program. However, future wage packages will reduce the size of this program if its funding remains fixed.

OBJECTIVE – Improve coordination of CSFD special programs and medical service delivery

During 2004, the Operations Division consolidated the oversight of special programs through a reorganization that assigned responsibility for the coordination of the Medical Office and Operations' special programs such as HazMat and Heavy Rescue to a staff battalion chief. The staff of the Medical Office, which has oversight of the delivery of emergency medical care, will be augmented in 2005 with the addition of a paramedic lieutenant.

Fire - Office of Emergency Management

Steven Dubay, Director ● 375 Printers Parkway, Colorado Springs, CO 80910 ● (719)-385-5957 ● sdubay@springsgov.com

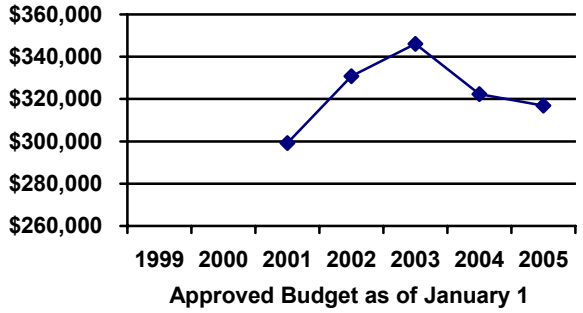
MISSION

To provide mitigation, preparedness, response and coordination of recovery efforts for large-scale emergencies and disasters, both natural and man-made, to the citizens of Colorado Springs for the purpose of saving lives and preventing property damage.

SERVICES

- Multi-jurisdictional exercise coordination which may include Emergency Operations Center (EOC) activation
- Management for large-scale man-made or natural hazard emergencies and disasters
- Coordination of recovery from large-scale emergencies and disasters
- Development and maintenance of cooperative relationships in emergency planning and coordination with City Departments, County and State agencies, military and other federal entities and nonprofit agencies, such as the Red Cross

BUDGET HISTORY



BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$263,140	$253,635	$247,741	$281,473
Operating	58,313	35,765	62,576	57,261
Capital Outlay	38,744	0	11,939	11,939
Total	**$360,197**	**$289,400**	**$322,256**	**$350,673**

PUBLIC SAFETY SALES TAX (PSST) FUND

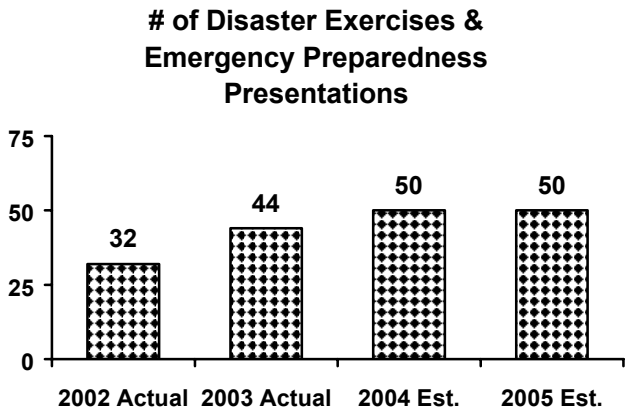
	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$0	$0	$ 0	$ 0
Operating	0	0	46,960	18,384
Capital Outlay	0	0	15,000	45,000
Total	**$0**	**$0**	**$61,960**	**$63,384**

PERSONNEL

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Manager	1	0	0	1.0
Paraprofessional	1	1	1	1.0
General	1	1	0	0.5
Civilian FTE Total	**3**	**2**	**1**	**2.5**
Battalion Chief	1	1	1	0
Fire Captain	0	1	1	1
Sworn FTE Total	**1**	**2**	**2**	**1**
FTE Total	**4**	**4**	**3**	**3.5**

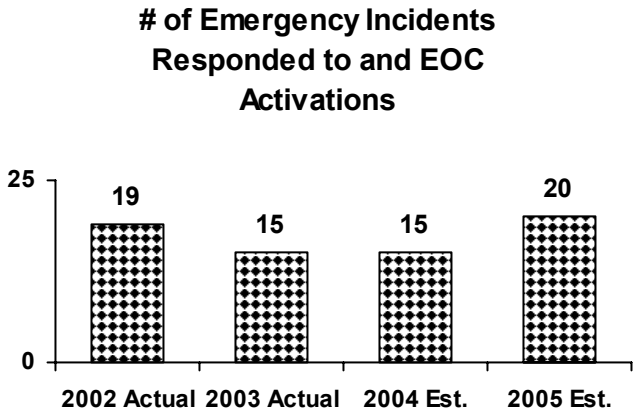
During 2002, a captain was assigned on a temporary basis to OEM but continued to be funded in the Operations budget. In 2003, the captain replaced the civilian manager. For 2004, an office specialist position was eliminated. In 2005, the battalion chief position is replaced by a civilian manager and a half-time office specialist position is added.

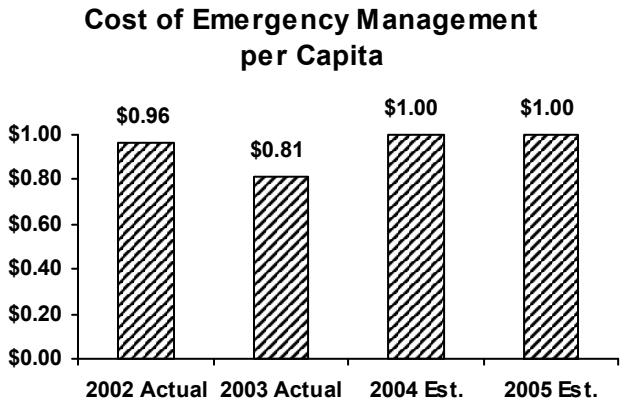
PERFORMANCE INDICATORS



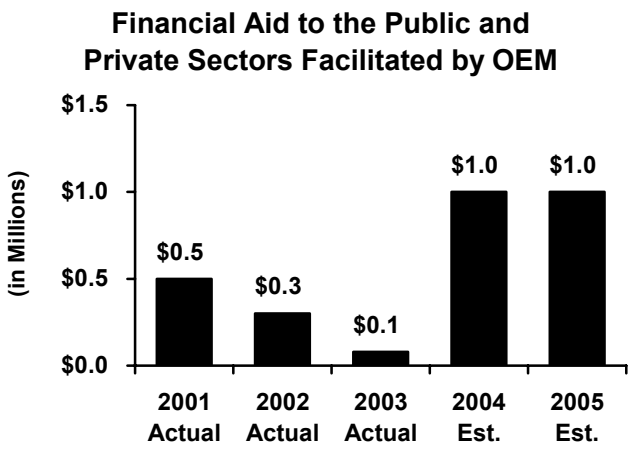
The Office of Emergency Management (OEM) provides emergency preparedness presentations for various civic groups, industries, hospitals, schools, nursing homes, etc., throughout the community to help the public mitigate damages and loss of lives from emergencies and disasters. The number of disaster exercises and emergency preparedness presentations, community fairs, and public information campaigns that disseminate emergency preparedness information vary from year to year.

A primary function of OEM is to provide response and recovery activities during times of widespread emergency or disaster. This is accomplished by the direct response of OEM representatives to emergency incidents and by Emergency Operation Center activation during disasters. Emergency incident response primarily is for the assistance of citizens to recover from the emergency that they have experienced.





The OEM budget was established in the General Fund late in 2001. Prior to that, the budget was in the Grants Fund. In 2004 and 2005, PSST funds were added to the OEM budget for the installation and maintenance of a severe weather monitoring and alerting system.



OEM obtains grants of money and equipment for OEM programs and for other city departments and agencies. In addition, OEM assists citizens that are victims of disasters in applying for direct financial aid. The availability of grants and the need for financial assistance depends upon availability of funding and occurrences of disasters.

CHANGES TO THE BUDGET

GENERAL FUND

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $13,228 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $176 is included for PERA and Worker's Compensation increases.
- A half-time office specialist position and funding of $20,328 are added in this office.
- Funding of $5,315 is transferred to Support Services for communications, cell phone, and long distance.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Onetime funding of $44,111 is removed.
- Onetime funding of $45,000 is added in for enhancements to the weather and flood system.
- Funding of $535 is added to cover inflationary increases on ongoing items from the 2004 PSST budget.

MAJOR OBJECTIVES

OBJECTIVE – Continue development and maintenance of a regional severe weather monitoring and warning system

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The Office of Emergency Management will continue implementation of a citywide severe weather monitoring and warning system to provide accurate and timely information. Funds are allocated in the PSST budget for the weather monitoring and warning system.

OBJECTIVE – Develop and maintain emergency plans

The Office of Emergency Management will continue to develop and maintain emergency plans including the Emergency Operations Plan (EOP), the Pre-Disaster Mitigation (PDM) plan, the Metropolitan Medical Response System (MMRS) plan, the community evacuation plan, the Emergency Notification List (ENL), the Homeland Security Advisory System (HSAS), and the damage assessment plan.

OBJECTIVE – Citizen Corps Council

The Office of Emergency Management, in collaboration with El Paso County, will provide continued support to a regional Citizen Corps Council that provides assistance to four programs: Medical Reserve Corps, Community Emergency Response Training (CERT), Volunteers in Policing, and Neighborhood Watch.

OBJECTIVE – Secure grant funding

The Office of Emergency Management will continue to seek and secure grant funding related to emergency management and homeland security.

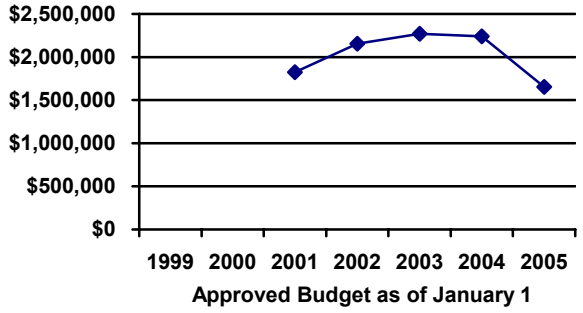
Fire – Office of the Fire Marshal

Brett Lacey, Fire Marshal ● 375 Printers Parkway, Colorado Springs, CO 80910 ● (719) 385-5950 ● blacey@springsgov.com

MISSION

To promote a safer community through hazard mitigation, fire code development and enforcement, fire investigation, community education and injury prevention, hazardous materials regulations, and community fire/injury risk management.

BUDGET HISTORY



SERVICES

- Community education programs for children, adults, seniors, and businesses/industry
- Public fire safety code compliance inspections
- Ongoing comprehensive risk analysis of community and City assets
- Advanced systems and procedures training
- Technical research and analysis
- Community fire/injury risk management
- Juvenile Firesetter Program
- Fire and arson investigations
- Senior Citizens Fire Safety Program
- Performance-based design work
- Review, permit, and inspection of relevant hazardous activities

BUDGET SUMMARY

GENERAL FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$1,791,094	$2,115,749	$2,111,321	$1,697,895
Operating	118,279	129,000	114,968	87,534
Capital Outlay	14,260	24,907	14,907	14,674
Total	**$1,923,633**	**$2,269,656**	**$ $2,241,196**	**$1,800,103**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$133,834	$271,953	$474,132	$666,009
Operating	38,715	73,803	205,827	189,865
Capital Outlay	51,105	52,929	141,676	69,308
Total	**$223,654**	**$398,686**	**$821,635**	**$925,182**

PERSONNEL

GENERAL FUND

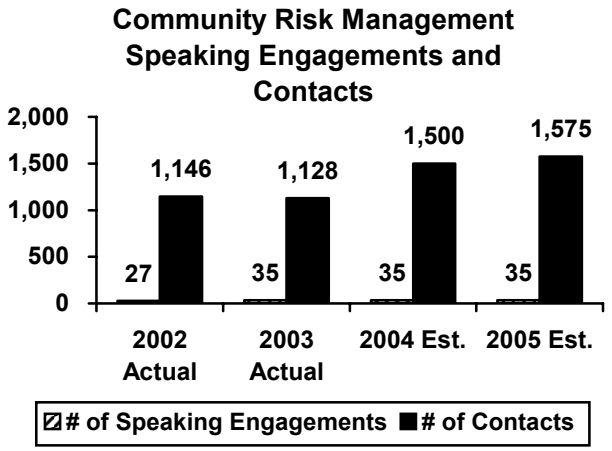
Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Manager	2.00	1.00	2.00	2.00
Supervisor	3.00	3.00	3.00	3.00
Professional	6.50	6.50	6.50	4.50
Paraprofessional	8.00	8.00	8.00	4.00
General	5.00	5.00	5.00	4.00
Civilian FTE Total	**24.50**	**23.50**	**24.50**	**17.50**
Fire Captain	1.00	1.00	1.00	1.00
Investigator	4.00	4.00	4.00	4.00
Sworn FTE Total	**5.00**	**5.00**	**5.00**	**5.00**
FTE Total	**29.50**	**28.50**	**29.50**	**22.50**
Special Positions	1.00	2.00	1.00	0.00

In 2003, an office specialist and a vegetation management program coordinator were added as specials. The vegetation management coordinator position was funded as a special for one year (due to the drought) with savings from a vacant manager position, thus reducing the number of managers in 2003 by one. The vegetation management coordinator was funded in the 2004 PSST budget had been planned, and the manager position in the General Fund budget was restored in 2004. The 2005 budget reflects the reclassification of a paraprofessional position to a professional position during 2004. The 2005 budget also has the removal of two professional, four paraprofessional, one general, and one special position that are moved to the Development Review Enterprise Fund for the Fire Prevention New Construction section.

PUBLIC SAFETY SALES TAX (PSST) FUND

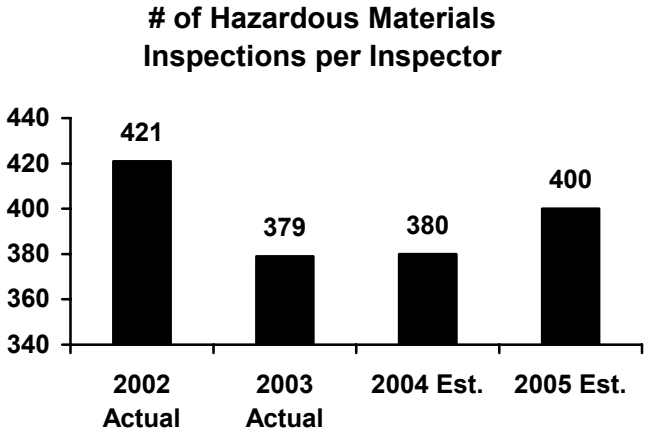
Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Professional	1.25	2.25	3.25	4.25
Paraprofessional	0.00	0.00	1.00	2.00
Civilian FTE Total	**1.25**	**2.25**	**4.25**	**6.25**
Fire Captain	1.00	1.00	1.00	1.00
Investigator	0.00	1.00	1.00	1.00
Sworn FTE Total	**1.00**	**2.00**	**2.00**	**2.00**
FTE Total	**2.25**	**4.25**	**6.25**	**8.25**

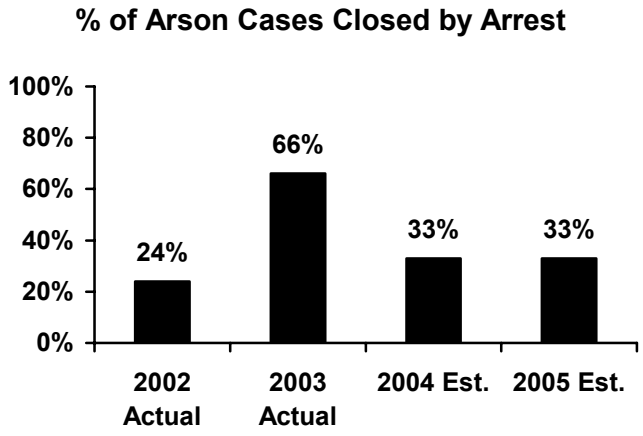
In 2003, a FireWise Program coordinator (professional) and a fire investigator were added. In 2004, a fire code inspector II (paraprofessional) and a Wildland Vegetation Program coordinator (professional) were added. For 2005, a HazMat specialist (paraprofessional) and a senior fire protection engineer (professional) are added.



Since the original wildfire risk ratings of individual parcels were made available on the Internet, the CSFD has reevaluated properties at the owners' request and advised them on FireWise strategies. In addition, Community Risk Management has made presentations to many homeowners associations and neighborhood groups.

PSST funds will provide an additional hazardous materials inspector in 2005. Not all facilities with hazardous materials that should be inspected are currently receiving inspections. It is expected that the additional inspector will increase the total number of inspections completed and that inspections per inspector will remain constant or improve slightly due to improved consistency.





The percentage of arson cases closed by arrest in 2003 was unusually high due to the arrest of a serial arsonist involved in 37 cases. If the 37 cases were deducted, the resulting clearance rate would be 35 percent. In 2002, the median clearance rate for cities 100,000 and over was 19 percent, so the CSFD is significantly above the median.

CHANGES TO THE BUDGET

GENERAL FUND

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $91,791 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $5,612 is included for PERA and Workers' Compensation increases.
- Funding of $8,142 is moved to Support Services for communications, cell phones, and long distance.
- Funding of $530,354 is removed from salary, operating and capital and moved to the Fire Prevention New Construction Section under the Development Review Enterprise.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Onetime funding of $146,662 is removed.
- Funding of $25,580 is added to cover inflationary increases on ongoing items from the 2004 PSST budget. This includes 4 percent raises for civilian and 6 percent raises for uniformed employees.
- Funding of $9,351 is moved to the Support Services budget to cover communications costs, cell phones, vehicle maintenance, and applicant screening.
- Funding of $104,358 is included for the addition of a hazardous materials specialist in Fire Prevention.
- Funding of $128,412 is included for the addition of a senior fire protection engineer in Fire Prevention.

MAJOR OBJECTIVES

OBJECTIVE – Improve the investigation of arson cases through interagency cooperation

In 2005, the CSFD will develop a shared database of arson-related cases with the El Paso County Sheriff's Office. This will improve access to known arson cases and suspects for both agencies.

The CSFD will assist the Colorado Springs Police Department in establishing a forensic lab to evaluate evidence from fire scenes. It is expected that the lab will expedite the processing of arson evidence.

OBJECTIVE – Establish a Business License Program

In 2004, a Business License Core Advisory Group consisting of local business leaders and City staff was organized. The majority of the group recommended the development of a Business License Program encompassing health, safety, and welfare inspections in businesses throughout the community. For 2005, the parameters of the program will be developed and, if approved by Council, implementation will begin.

OBJECTIVE – Develop a communications plan for the Office of the Fire Marshal and Fire Department as a whole

The City of Colorado Springs is seeking ways to get more information on wildland fire safety, general fire safety, homeland defense, and hazardous materials to the public at large. For 2005, a plan will be developed to disseminate safety information and information about Fire Department services to residents and businesses. Implementation will begin later in the year.

OBJECTIVE – Implement and conduct a citywide analysis for community risk management

The Wildfire Fire Management program has been recognized at the State and national level for its outreach efforts targeted at reducing the risk of wildfire in the wildland/urban interface areas of the city. In 2005, this successful program will change its name to Community Risk Management and focus its efforts more broadly on community fire and injury problems. The type of process developed to analyze wildland risk will be applied to the analysis of the general risks for fire and injury in the community.

OBJECTIVE – Employ technology to improve efficiency

Microfilmed records of plans and other code enforcement documents in the Office of the Fire Marshal will be converted to PDF files to provide easily retrievable information for the staff and public. The Arson Unit will digitize its current and archived records to enhance case follow-up and make the criminal analysis of cold cases possible.

OBJECTIVE – Bring warehouse facilities with high-piled stock into compliance with code

Large warehouse facilities and big-box retail establishments continue to be built within the city. These facilities pose significant risks. While the fire code provides for the inspecting and issuing of permits for high-piled stock, the Office of the Fire Marshal has not been able to keep up with the growth. For 2005, a program is being initiated to target these facilities and bring them into compliance.

OBJECTIVE – Provide safety program for occupants of high-rise buildings

Currently, there is no safety program specifically geared for businesses and occupants within high-rise buildings. The Business Outreach Program will be enhanced in 2005 to provide increased awareness and training for those within these types of buildings.

Fire – Support Services

Robert F. Weller, Deputy Chief ● 375 Printers Parkway, Colorado Springs, CO 80910 ● (719) 385-7203 ● rweller@springsgov.com

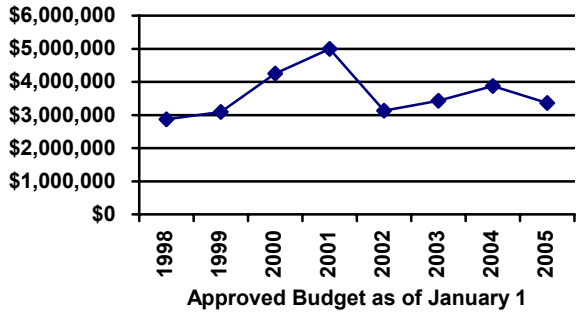
MISSION

To ensure the operational readiness of Fire Department emergency personnel, facilities, apparatus and equipment.

SERVICES

- Department management
- Communication system management
- CIP project management
- Human resources functions
- Basic and advanced fire and medical training
- Oversight of required certifications
- Specification of apparatus, vehicles, tools and equipment
- Facilities maintenance

BUDGET HISTORY



BUDGET SUMMARY

GENERAL FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$1,417,807	$1,374,594	$1,495,319	$1,583,496
Operating	1,441,431	1,033,585	1,220,804	1,113,914
Capital Outlay	553,317	29,308	1,161,927	742,027
Total	**$3,412,555**	**$2,437,488**	**$3,878,050**	**$3,439,437**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$ 336,437	$ 437,985	$ 707,044	$ 795,361
Operating	79,739	159,366	559,643	358,744
Capital Outlay	179,806	542,756	898,138	544,446
Capital Projects	2,543,445	4,466,191	3,860,405	3,243,150
Total	**$3,139,427**	**$5,606,298**	**$6,025,230**	**$4,941,701**

PERSONNEL

GENERAL FUND

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Manager	1.00	1.00	1.00	1.00
Supervisor	1.25	1.00	1.00	2.00
Professional	3.00	3.00	3.00	4.00
Paraprofessional	6.00	6.00	6.00	5.00
General	2.00	2.00	2.00	2.00
Civilian FTE Total	**13.25**	**13.00**	**13.00**	**14.00**
Chief	1.00	1.00	1.00	1.00
Deputy Chief	1.00	1.00	1.00	1.00
Battalion Chief	1.00	1.00	1.00	1.00
Fire Captain	2.00	2.00	2.00	1.00
Fire Lieutenant	1.00	1.00	1.00	1.00
Sworn FTE Total	**6.00**	**6.00**	**6.00**	**5.00**
FTE Total	**19.25**	**19.25**	**19.00**	**19.00**

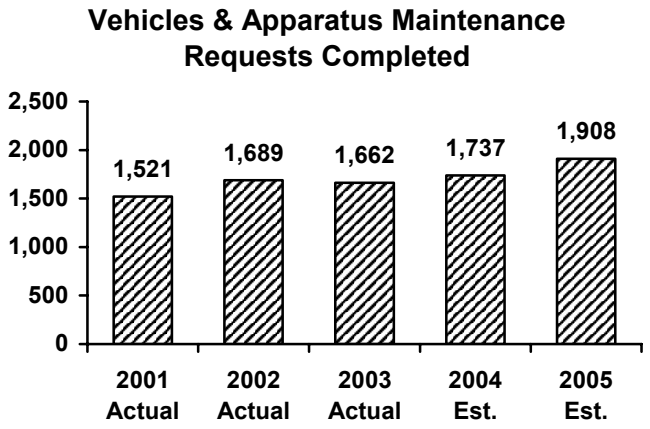
During 2003, two part-time supervisory positions, totaling 1.25 FTE were reduced to one full-time position (1 FTE). During 2004, a captain position was converted to a civilian facilities supervisor and a staff assistant (paraprofessional) was reclassified to an analyst I (professional). These changes are reflected in the 2005 budget.

PUBLIC SAFETY SALES TAX (PSST) FUND

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Professional	1.00	1.00	2.00	2.00
Paraprofessional	0.00	1.00	2.00	2.00
General	1.50	1.50	1.50	2.50
Civilian FTE Total	**2.50**	**3.50**	**5.50**	**6.50**
Battalion Chief	1.00	1.00	1.00	1.00
Captain	1.00	1.00	2.00	2.00
Lieutenant	1.00	1.00	1.00	1.00
Sworn FTE Total	**3.00**	**3.00**	**4.00**	**4.00**
FTE Total	**5.50**	**6.50**	**9.50**	**10.50**

In 2003 a fleet technician (paraprofessional) was added and a staff assistant (paraprofessional) and an audiovisual specialist (professional) were budgeted, although not filled until 2004. In 2004, a captain was added in Training. For 2005, a warehouse supply technician is added.

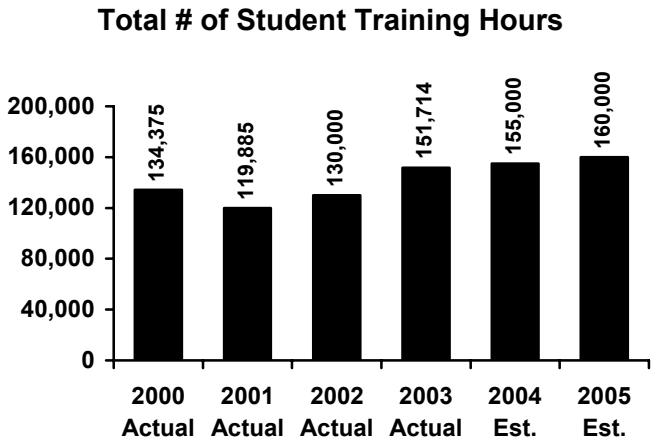
PERFORMANCE INDICATORS

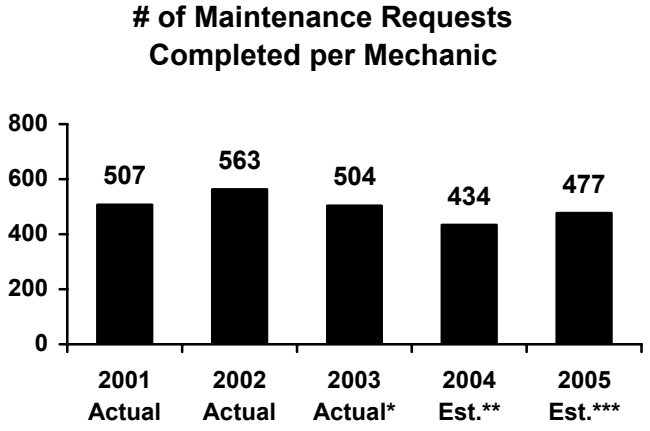


The Fire Department Maintenance Shop maintains 34 heavy apparatus (20 pumpers, 5 aerials, 2 heavy brush trucks, 1 heavy rescue truck, 1 HazMat truck, 1 hose tender, 2 squads, 1 decon unit, 1 mobile air truck); 18 medium-duty emergency vehicles (11 brush trucks, 3 district vehicles, 4 pickups); 13 emergency response staff vehicles and 10 reserve apparatus and medium-duty vehicles with 4 FTE ASE/EVT certified heavy equipment mechanics.

In 1996, the average age of the fleet was five years old. As the fleet has aged, the number of maintenance requests has increased by approximately 10 percent per year.

The figures for student training hours have increased steadily since 2003 due to the increase in the number of sworn firefighters and the increase in training offered. In particular, the expanded use of broadcast and in-station training has made it possible to deliver more training to firefighters in the stations. In 2005, fire studio simulation capabilities will be available in all the stations to assist in fire strategy and tactics training. Maintenance and upgrades of computer, studio, and audiovisual equipment will require additional funding in future years.

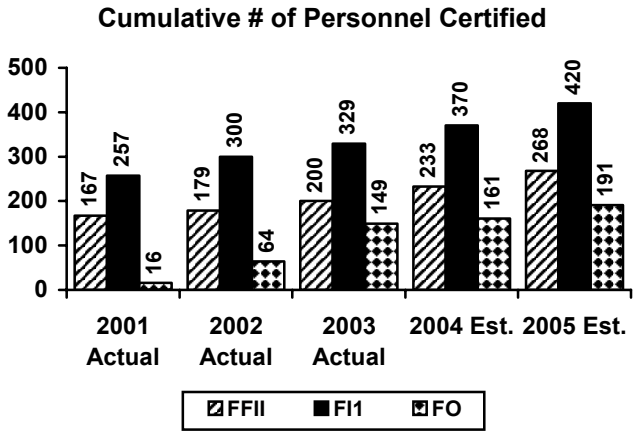


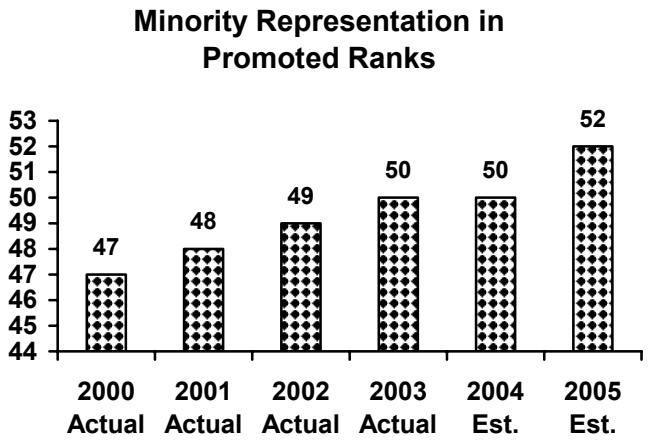


In 2003, an additional mechanic was funded through the PSST allocation; but the position was not filled until September. The 2003 calculation was based on the mechanics working from January to September and four mechanics from September through December. There were 1,066 requests from January to September and 596 from September through the end of the year.

* 4th mechanic hired in September.
** Estimate based on 4 FTE mechanics.
*** Reflects 10 percent annual increase

Personnel completing the CSFD Training Academy are required to be nationally certified as Firefighter II (FFII). To be eligible for promotion to specific ranks, firefighters must obtain other certifications such as Fire Instructor I (FI1), Fire Officer I, II, & III (FO), or Driver/Operator. Through the 2004 budget, certifications were reported for Fire and Life Safety Education (FLSE). However, FLSE certification was discontinued in 2003, so data on certifications for Fire Officer I & II (FO) have been substituted.





Minority representation in the Department's promoted ranks has been increasing.

CHANGES TO THE BUDGET

GENERAL FUND

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $73,403 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $2,603 is included for PERA and Workers' Compensation increases.
- A total of $28,354 was moved into the Support Services budget from other divisions to pool the Department's communications, cell phone, and long-distance funds.
- Onetime capital of $540,571 for vehicle replacement is removed.
- Funding of $116,312 is moved from Lease-Purchase in Operating Expenses, to Vehicle Replacement in Capital Outlay due to the expiration of a lease.
- Funding of $4,595 is added for utility increases.
- Funding of $6,360 is removed from operating and moved to the Development Review Enterprise for the Fire Prevention New Construction section telecommunication charges.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Onetime funding of $5,051,313 is removed.
- Funding of $60,495 is added to cover inflationary increases on ongoing items from the 2004 PSST budget. This includes 4 percent raises for civilian and 6 percent for uniformed employees.
- Funding of $75,826 is moved from Office of the Fire Marshal, Operations, and Fiscal Information Systems and Planning to cover communications costs, cell phones, vehicle maintenance, and applicant screening.
- Funding of $980,000 is added for phase II of Fire Station 17.
- Funding of $300,000 is added to complete health and safety upgrades started in 2004.
- Funding of $309,000 is added for the design of the Fire Station 1 renovation.
- Funding of $654,150 is added for the design of the second phase at the Fire Department Complex.
- Funding of $1,000,000 is added for the down payment of construction costs for the second phase of the FDC.
- Funding of $281,377 is added to complete the purchase of Truck 19.
- Onetime funding of $218,545 is added for the down payment of Truck 17.
- Funding of $88,391 is included for the addition of a warehouse supply technician.

MAJOR OBJECTIVES

OBJECTIVE – Design and construct PSST capital projects

Design of the second phase of the Fire Department Complex and construction of an addition to Station 17 are funded in the PSST budget for 2005. The addition to Station 17 has been planned to allow the placement of an additional company at the station in 2006 to improve coverage in Stetson Hills and adjacent areas. Optimal placement of the additional company is being studied in response to recent and proposed annexations in the area.

OBJECTIVE –Design and implement training programs to achieve national certification of personnel and meet the Department's needs

The Training Division will continue to reevaluate and modify training programs and curriculums to adapt to ongoing changes in national standards. Interactive studio broadcasts utilizing the distance learning system will provide training in areas such as EMS, hazardous materials, wildland firefighting, and heavy rescue. Delivering training via the broadcast system enables station personnel to remain in their stations and be available for emergency response during training classes.

OBJECTIVE –Maintain staffing levels and employ a diverse workforce

These objectives will be accomplished through recruitment and regular administration of entry-level firefighter and promotional examinations. Recruitment efforts include the Summer Heat Fire Camp, the Pass the Torch Academy, mentoring programs, and targeted outreach efforts with school districts.

OBJECTIVE — Maintain or improve operational efficiency and effectiveness by providing and maintaining the physical resources such as apparatus, tools, equipment and facilities necessary for the Fire Department to accomplish its mission

All necessary maintenance of apparatus and facilities will be addressed in a timely fashion by utilizing the previously developed and implemented apparatus maintenance and facility maintenance request programs. Utilization of these systems improves efficiencies, allowing staff more time to research additional means of cost savings.

Fire – Fiscal, Information Systems, Planning

Nina Rikoski, Fire Admin Manager ● 375 Printers Parkway, Colorado Springs, CO 80910 ● (719) 385-2739 ● nriksoki@springsgov.com

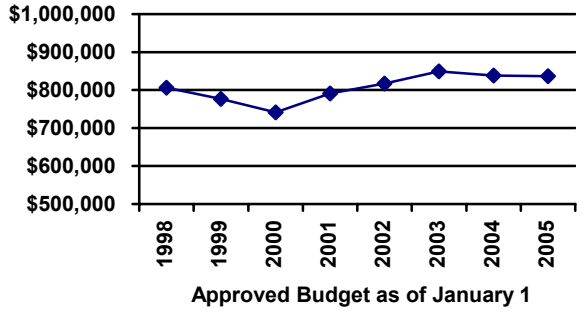
MISSION

To provide innovative analytical, planning, fiscal and information technology services to maintain and enhance the Department's ability to protect life and property.

SERVICES

- Data communication systems and wide-area networks
- Software applications and systems
- Database development
- Statistical analysis
- Budget and purchasing
- Strategic planning
- Information technology management
- GIS

BUDGET HISTORY



BUDGET SUMMARY

GENERAL FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$674,491	$710,688	$706,818	$740,576
Operating	83,129	49,345	85,650	88,255
Capital Outlay	33,422	0	45,700	37,695
Total	**$791,041**	**$760,033**	**$838,168**	**$866,526**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$ 0	$31,742	$145,704	$261,912
Operating	0	329	12,524	19,342
Capital Outlay	23,000	6,648	8,741	13,850
Total	**$23,000**	**$38,720**	**$166,969**	**$295,104**

PERSONNEL

GENERAL FUND

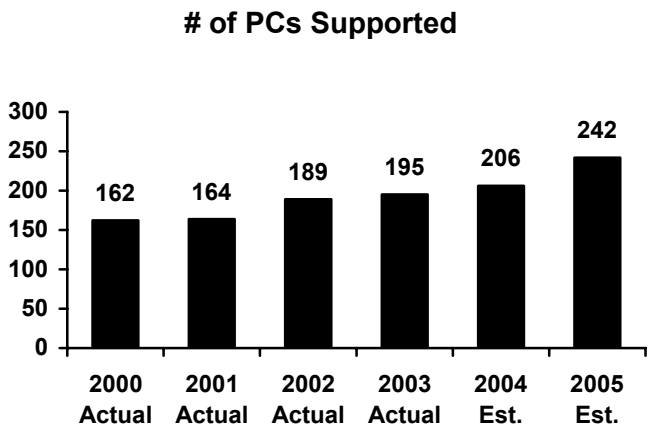
Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Manager	2	2	2	2
Professional	5	5	5	5
Paraprofessional	1	1	1	1
General	1	1	1	1
FTE Total	**9**	**9**	**9**	**9**

PUBLIC SAFETY SALES TAX (PSST) FUND

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Professional	0	1	2	3
General	0	0	0	1
FTE Total	**0**	**1**	**2**	**4**

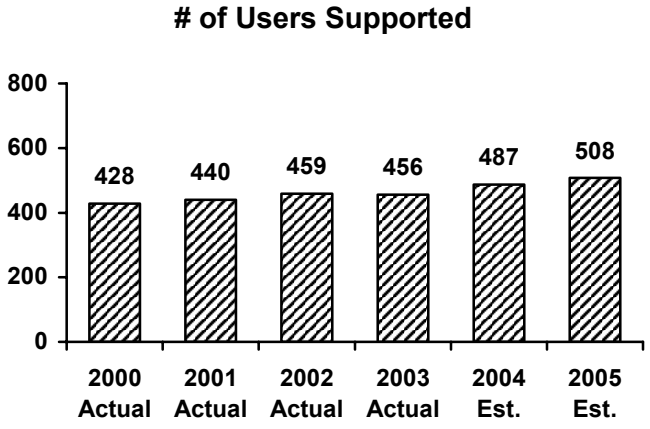
A GIS analyst was hired in 2001 with Cable Franchise money. This position was made permanent in 2003 with PSST funds. An information systems analyst II was added in 2004. For 2005, an information systems analyst I for mobile computing and an office specialist are added.

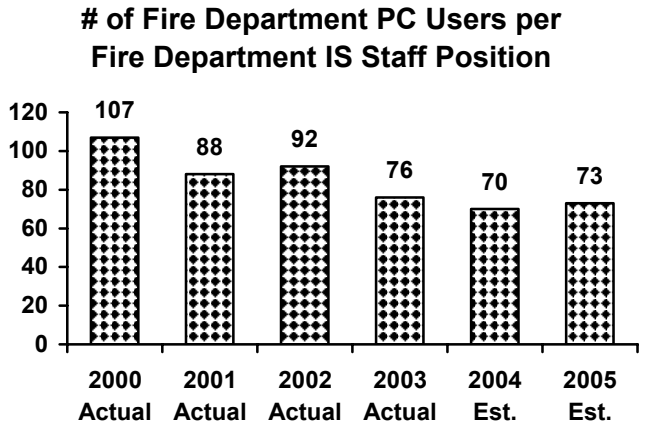
PERFORMANCE INDICATORS



CSFD is able to perform at a high level with its limited staff due to its use of technology. Office positions usually have a dedicated personal computers (PC), while line positions on shift share PC's at the stations. The general increase from year to year is due to growth in the Department and the addition of new stations. The jump in 2005 is primarily due to the addition of mobile computers in fire apparatus.

There are more users than FTE's in the Department due to temporary, part-time, and special employees and volunteers. The numbers have been increasing due to the additional resources funded with the Public Safety Sales Tax. The dip in 2003 was due to the hiring freeze.





In 2001, the addition of an information systems technician improved the ratio of users to information systems staff. With the addition of a GIS analyst in 2003 and an information systems analyst II in 2004, the ratios improved slightly. The addition of an information systems analyst I for mobile computing in 2005 will not help this ratio since that position will not be supporting users. Based on industry standards, the target support ratio is 37 users per information systems staff position.

CHANGES TO THE BUDGET

GENERAL FUND

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $27,786 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $2,471 is included for PERA and Worker's Compensation increases.
- Funding of $1,900 is moved to Support Services for communications, cell phones, and long distance.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Onetime funding of $9,615 is removed.
- Funding of $6,178 is added to cover inflationary increases on ongoing items from the 2004 PSST budget. This includes 4 percent raises for civilian employees.
- Funding of $2,000 is moved from Operations for software purchases.
- Funding of $6,206 is moved to Support Services budget to cover communications costs, cell phones, vehicle maintenance, and applicant screening.
- Funding of $80,176 is included for the addition of an information systems analyst to work on GPS/AVL and mobile computing.
- Funding of $55,603 is included for the addition of an office specialist.

MAJOR OBJECTIVES

OBJECTIVE – Implement Phase I of mobile computing in CSFD to improve emergency response

AVL (automatic vehicle location) and mobile computing are planned for implementation in all frontline CSFD apparatus in 2005. This technology has been pursued through a partnership with Traffic Operations and has tremendous benefit for the City of Colorado Springs. In addition to AVL and traffic signal preemption for emergency responders, the on-board mobile computer will provide a mechanism to present emergency dispatch information, route and position information and build information such as floor plans and storage of hazardous materials. Through use and feedback from CSFD personnel, modifications and enhancements will be identified to increase the usefulness of the system. Once the City's computer-aided dispatch (CAD) system is able to utilize AVL information to determine call assignment, CSFD apparatus call assignment can be done more effectively. In addition to looking at emergency response and mobile computing, core capabilities of mobile computing will be explored for use in incident management in the field. Funds are allocated in the 2005 PSST budget for the purchase and support of mobile technology.

OBJECTIVE – Extend the use of GIS and information technology to assist in emergency management, operational response and risk analysis

Based on positive feedback regarding the use of GIS and information technology in the Global Mirror exercise, additional opportunities to supplement Emergency Operations Center (EOC) activations and exercises will be pursued. In addition, as operational personnel identify beneficial GIS information, core CSFD GIS products to meet these needs will be established. The use of GIS in the research, analysis and implementation of community risk mitigation efforts will increase and become a cornerstone for the targeting and focus of CSFD programs to serve the citizens.

OBJECTIVE – Provide support for the implementation of items and activities funded by the Public Safety Sales Tax

All three components of FISP (Fiscal Services, Information Systems, and Planning) will continue to support implementation of items and activities funded by the Public Safety Sales Tax. Planning, information technology, budgeting, purchasing, and processing accounts payable are involved in planning for and/or supporting the resources added through the Public Safety Sales Tax, as well as supporting Department personnel and activities supported by the General Fund. PSST funding is allocated in 2005 for one FTE for clerical support for the Division, especially the Fiscal Section.

OBJECTIVE – Support Department planning efforts

Personnel in the FISP Division will continue to provide analytical support to the Department's short-term and long-term planning efforts and will continue to address the Department's need for data for planning purposes.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
FIRE DEPARTMENT

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	2,602,349	2,616,358	2,586,964	2,351,656
51207	WAGE PKG PERFORMANCE	(54,937)	0	0	0
51210	OVERTIME	32,850	22,062	25,741	14,906
51215	ACHIEVEMENT AWARD	0	1,665	0	0
51220	SEASONAL TEMPORARY	104,240	38,757	42,206	14,634
51230	SHIFT DIFFERENTIAL	716	603	0	0
51235	STANDBY	24,356	25,098	18,140	17,640
51245	RETIREMENT TERM VACATION	6,497	3,959	0	0
51250	SPECIAL ASSIGNMENT PAY	0	3,988	0	0
51255	CONVERSION OF SICK LEAVE	0	0	0	0
51260	NEW EMPLOYEE SAL & BENE	16,503	10,840	0	20,328
51290	BUDGET TRANSFERS IN ORGN	(20,821)	0	0	0
51299	SALARIES REIMBURSEMENTS	(245,570)	(255,499)	0	0
51405	UNIFORM SALARIES	21,173,200	21,848,508	22,661,153	24,006,824
51410	UNIFORM OVERTIME	1,581,377	966,802	730,307	716,307
51420	UNIFORM SCHEDULED OVERTIME	585,014	575,849	646,024	686,285
51425	UNIFORM SHIFT DIFFERENTIAL	11	259	0	0
51430	UNIFORM SPECIAL ASSIGNMENT	58,380	62,111	56,297	56,297
51435	UNIFORM PUBLIC ASSEMBLY	7,588	18,015	10,900	10,500
51440	LEAVE PAY OFF	450,041	445,450	381,704	381,704
51445	LONGEVITY	228,724	218,621	209,415	209,415
51455	THIRD WEEK	253,942	270,454	262,667	278,428
51460	UNIFORM HAZARD DUTY	38,059	21,085	240	240
51470	UNIFORM RETIREMENT COST	214,904	468,076	167,000	167,000
51490	PARAMEDIC PRO PAY	101,006	61,879	58,500	74,800
51610	PERA	239,979	243,330	263,623	235,310
51615	WORKERS COMPENSATION	700,427	684,366	642,231	682,959
51620	EQUITABLE LIFE INSURANCE	72,323	74,589	101,351	105,985
51625	VISION CARE	20,887	20,538	26,492	25,988
51635	CITY MAJOR MEDICAL PLAN	2,695	0	4,273	4,412
51640	DENTAL INSURANCE	133,883	148,066	166,061	174,859
51645	FIRE PENSION PLAN	1,675,085	1,765,493	2,049,960	4,276,564
51665	CASH BACK	53,438	77,359	0	0
51690	MEDICARE	213,997	227,107	203,635	215,889
51695	CITY EPO MEDICAL PLAN	1,984,481	2,298,754	2,494,285	2,532,436
	TOTAL SALARIES & BENEFITS	**32,255,626**	**32,964,545**	**33,809,169**	**37,261,366**
52105	MISCELLANEOUS OPERATING	22,760	18,010	0	0
52110	OFFICE SUPPLIES	38,366	37,185	45,704	43,713
52111	PAPER SUPPLIES	3,401	3,495	6,454	7,304
52115	MEDICAL SUPPLIES	50,077	46,220	46,965	49,191
52120	SOFTWARE MICRO WORD PROCESS	48,716	27,202	47,460	59,575
52122	CELL PHONES EQUIP & SUPPLIES	223	876	5,935	5,772
52125	GENERAL SUPPLIES	130,733	85,180	112,953	109,722
52126	ELECTRICAL SUPPLIES	0	15	500	500
52127	CONSTRUCTION SUPPLIES	0	1,379	0	0
52128	PLUMBING SUPPLIES	52	103	500	500
52130	OTHER SUPPLIES	0	0	0	5,150
52135	POSTAGE	8,819	10,099	13,738	13,838
52140	WEARING APPAREL	314,645	283,069	337,511	353,312

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
FIRE DEPARTMENT

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52145	PAINT AND CHEMICAL	4,430	5,173	7,226	4,580
52150	SEED AND FERTILIZER	0	53	0	0
52155	AUTOMOTIVE	2,185	706	8,200	6,150
52165	LICENSES AND TAGS	7,938	8,860	20,455	21,815
52190	JANITORIAL SUPPLIES	34,382	32,344	45,980	40,656
52220	MAINT OFFICE MACHINES	521	2,482	930	1,630
52225	MAINT MICROS WORD PROCESSOR	2,082	2,207	11,000	7,000
52235	MAINT MACHINERY & APPARATUS	4,597	8,258	11,050	11,050
52240	MAINT NONFLEET VEHICLES EQP	186,288	211,079	174,772	195,804
52265	MAINT BUILDINGS & STRUCTURE	43,352	46,492	56,021	56,021
52305	MAINT SOFTWARE	0	0	0	2,750
52405	ADVERTISING SERVICES	2,740	363	1,500	3,165
52421	CIVIL SERVICE TESTING	71,514	34,430	60,000	60,000
52431	CONSULTING SERVICES	9,049	3,969	17,000	7,800
52434	TOWING SERVICES	0	0	2,000	1,500
52435	GARBAGE REMOVAL SERVICES	6,071	4,409	5,600	5,600
52440	HUMAN SERVICES	0	25	0	0
52445	JANITORIAL SERVICES	512	426	9,000	3,500
52450	LAUNDRY & CLEANING SERVICES	95	1,806	14,736	14,026
52455	LAWN MAINTENANCE SERVICE	6,755	5,784	9,200	7,430
52560	PARKING SERVICES	7	0	0	0
52565	PEST CONTROL	4,218	4,792	4,943	4,943
52575	SERVICES	108,218	54,623	80,911	80,250
52605	CAR MILEAGE	766	93	1,085	800
52615	DUES AND MEMBERSHIP	9,745	10,434	8,693	8,919
52625	MEETING EXPENSES IN TOWN	9,697	8,274	15,590	13,345
52630	TRAINING	65,819	48,687	91,370	85,555
52635	EMPLOYEE EDUCATIONL ASSIST	20,301	16,379	9,200	8,214
52645	SUBSCRIPTIONS	9,019	7,164	12,792	12,285
52655	TRAVEL OUT OF TOWN	86,827	34,594	80,185	69,021
52705	COMMUNICATIONS	389,725	180,455	248,854	241,329
52735	TELEPHONE LONG DIST CALLS	8,166	10,445	11,160	10,660
52736	CELL PHONE AIRTIME	0	15,097	15,835	15,471
52740	GENERAL INSURANCE-CITY	158,996	112,253	114,214	114,214
52743	UTILITIES STREET LIGHTS	0	1,139	1,000	1,170
52745	UTILITIES	99,137	597	0	0
52746	UTILITIES ELECTRIC	70,669	99,754	116,236	114,936
52747	UTILITIES GAS	33,181	80,044	147,401	170,983
52748	UTILITIES SEWER	6,795	9,079	11,783	14,729
52749	UTILITIES WATER	14,670	19,034	27,414	27,414
52765	LEASE PURCHASE PAYMENTS	275,945	221,595	221,660	105,348
52775	MINOR EQUIPMENT	208,061	119,494	94,745	89,820
52795	RENTAL OF EQUIPMENT	25,994	25,274	35,619	28,092
52874	OFFICE SERVICES PRINTING	9,572	10,186	26,059	24,415
52875	OFFICE SERVICES RECORDS	494	195	825	500
52927	TEL COM PASSTHRU LONG DIST	1,422	0	0	0
53090	BUILDINGS AND STRUCTURES	5,958	0	0	0
65170	TRANSFER TO OTHER FUNDS	0	(6,116)	0	0
65352	EMPLOYEE AWARDS PROGRAM	0	300	0	0
	TOTAL OPERATING EXPENSES	**2,623,701**	**1,965,564**	**2,449,964**	**2,341,467**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
FIRE DEPARTMENT

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
53010	OFFICE MACHINES	14,860	0	7,725	13,184
53020	COMPUTERS NETWORKS	54,605	0	80,639	71,108
53030	FURNITURE AND FIXTURES	56,484	0	8,357	5,950
53050	MACHINERY AND APPARATUS	348,480	59,061	107,010	90,010
53070	VEHICLES REPLACEMENT	334,332	29,308	1,081,142	656,883
53080	VEHICLES ADDITIONS	0	0	0	0
	TOTAL CAPITAL OUTLAY	**808,761**	**88,369**	**1,284,873**	**837,135**
	ORGANIZATION TOTAL	**35,688,088**	**35,018,478**	**37,544,006**	**40,439,968**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

PUBLIC SAFETY SALES TAX (PSST) FUND
FIRE DEPARTMENT

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	118,123	263,367	745,239	893,368
51210	OVERTIME	551	795	0	3,213
51220	SEASONAL TEMPORARY	725	0	0	0
51230	SHIFT DIFFERENTIAL	401	462	0	383
51235	STANDBY	500	1,553	0	4,489
51250	SPECIAL ASSIGNMENT PAY	0	5,199	0	10,300
51260	VACATION BUY	712	1,522	0	0
51299	SALARIES REIMBURSEMENTS	(923)	(1,674)	0	0
51405	UNIFORM SALARIES	308,556	1,081,068	3,144,793	3,677,412
51410	UNIFORM OVERTIME	363,353	196,278	438,949	415,057
51420	UNIFORM SCHEDULED OVERTIME	6,446	20,707	0	66,408
51425	UNIFORM SHIFT DIFFERENTIAL	0	61	0	192
51430	UNIFORM SPECIAL ASSIGNMENT	41,728	41,003	74,503	78,973
51435	UNIFORM PUBLIC ASSEMBLY	0	140	0	0
51440	LEAVE PAY OFF	1,237	26,432	0	76,968
51445	LONGEVITY	4,775	10,278	0	24,237
51455	THIRD WEEK	5,446	14,612	0	58,959
51460	UNIFORM HAZARD DUTY	785	40	0	0
51470	UNIFORM RETIREMENT COST	960	199	0	0
51490	PARAMEDIC PRO PAY	0	1,733	34,000	10,850
51610	PERA	10,663	24,626	0	76,281
51615	WORKERS COMPENSATION	10,909	35,787	0	106,026
51620	EQUITABLE LIFE INSURANCE	1,245	3,890	0	13,090
51625	VISION CARE	325	1,131	0	3,200
51640	DENTAL INSURANCE	2,035	7,546	0	28,032
51645	FIRE PENSION PLAN	25,006	92,847	0	321,531
51665	CASH BACK	1,624	8,755	0	4,963
51690	MEDICARE	1,679	11,512	0	47,128
51695	CITY EPO MEDICAL PLAN	32,332	117,708	0	384,810
	TOTAL SALARIES & BENEFITS	**939,192**	**1,967,575**	**4,437,484**	**6,305,870**
52110	OFFICE SUPPLIES	5,722	10,762	18,863	23,452
52111	PAPER SUPPLIES	0	0	5,064	6,605
52115	MEDICAL SUPPLIES	0	0	13,867	18,288
52120	SOFTWARE MICRO WORD PROCESS	5	2,733	17,205	18,590
52122	CELL PHONES EQUIP & SUPPLIES	0	231	0	113
52125	GENERAL SUPPLIES	10,333	19,688	22,323	29,314
52127	CONSTRUCTION SUPPLIES	0	1,890	4,000	6,500
52135	POSTAGE	69	1,546	7,993	8,263
52140	WEARING APPAREL	129,863	130,003	193,919	235,127
52145	PAINT AND CHEMICAL	930	0	1,345	2,172
52165	LICENSES AND TAGS	0	0	1,470	2,067
52190	JANITORIAL SUPPLIES	3,703	5,398	5,764	5,231
52220	MAINT OFFICE MACHINES	0	360	2,995	3,469
52225	MAINT MICROS WORD PROCESSOR	0	195	7,210	8,482
52235	MAINT MACHINERY & APPARATUS	527	6,106	62,702	48,081
52240	MAINT NONFLEET VEHICLES EQP	430	3,308	19,057	25,753
52265	MAINT BUILDINGS & STRUCTURE	1,950	16,074	44,185	23,757
52305	MAINT SOFTWARE	0	0	23,910	10,722
52405	ADVERTISING SERVICES	1,295	263	3,000	0

CITY OF COLORADO SPRINGS
BUDGET DETAIL

PUBLIC SAFETY SALES TAX (PSST) FUND
FIRE DEPARTMENT

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52420	EMPLOYEE SERVICES	0	0	30,000	20,600
52421	CIVIL SERVICE TESTING	935	0	0	0
52431	CONSULTING SERVICES	0	8,618	9,150	15,200
52435	GARBAGE REMOVAL SERVICES	0	0	654	824
52450	LAUNDRY & CLEANING SERVICES	0	345	7,979	9,850
52455	LAWN MAINTENANCE SERVICE	628	628	0	0
52465	MISCELLANEOUS SERVICES	0	0	0	12,015
52565	PEST CONTROL	0	0	575	592
52575	SERVICES	15,782	48,701	354,879	65,966
52605	CAR MILEAGE	346	158	4,050	3,000
52615	DUES AND MEMBERSHIP	18	744	3,906	4,253
52625	MEETING EXPENSES IN TOWN	3,272	3,724	8,090	8,266
52630	TRAINING	23,412	59,051	120,992	130,482
52635	EMPLOYEE EDUCATIONL ASSIST	11,002	14,134	10,940	14,986
52645	SUBSCRIPTIONS	0	1,365	7,984	903
52655	TRAVEL OUT OF TOWN	18,306	12,494	45,884	59,436
52705	COMMUNICATIONS	85,915	150,070	149,472	148,755
52725	RENTAL OF PROPERTY	1,937	0	0	7,039
52735	TELEPHONE LONG DIST CALLS	27	113	1,190	2,364
52736	CELL PHONE AIRTIME	0	1,574	6,774	10,590
52740	GENERAL INSURANCE-CITY	0	0	23,189	25,301
52743	UTILITIES STREET LIGHTS	0	81	120	256
52745	UTILITIES	0	12,659	12,659	1,896
52746	UTILITIES ELECTRIC	0	3,003	19,074	26,668
52747	UTILITIES GAS	6	2,370	19,242	29,090
52748	UTILITIES SEWER	0	169	984	1,423
52749	UTILITIES WATER	0	1,825	4,227	4,754
52775	MINOR EQUIPMENT	56,519	127,878	108,501	241,750
52872	MAINT FLEET VEHICLES EQP	0	727	0	0
52874	OFFICE SERVICES PRINTING	9,508	4,415	23,411	17,509
	TOTAL OPERATING EXPENSE	**382,442**	**653,404**	**1,428,798**	**1,339,754**
53020	COMPUTERS NETWORKS	58,372	41,281	20,165	22,827
53030	FURNITURE AND FIXTURES	12,157	36,631	63,172	50,843
53050	MACHINERY AND APPARATUS	76,688	339,909	397,518	322,942
53080	VEHICLES ADDITIONS	175,127	410,238	555,770	567,452
53090	BUILDINGS AND STRUCTURES	4,885	7,116	256,000	7,150
	TOTAL CAPITAL OUTLAY	**327,229**	**835,175**	**1,292,625**	**971,214**
70925	DESIGN	0	0	169,000	963,150
70930	CONSTRUCTION	2,543,445	5,822,000	3,691,405	2,280,000
	TOTAL CAPITAL PROJECTS	**2,543,445**	**5,822,000**	**3,860,405**	**3,243,150**
	ORGANIZATION TOTAL	**4,192,308**	**9,278,155**	**11,019,312**	**11,859,988**

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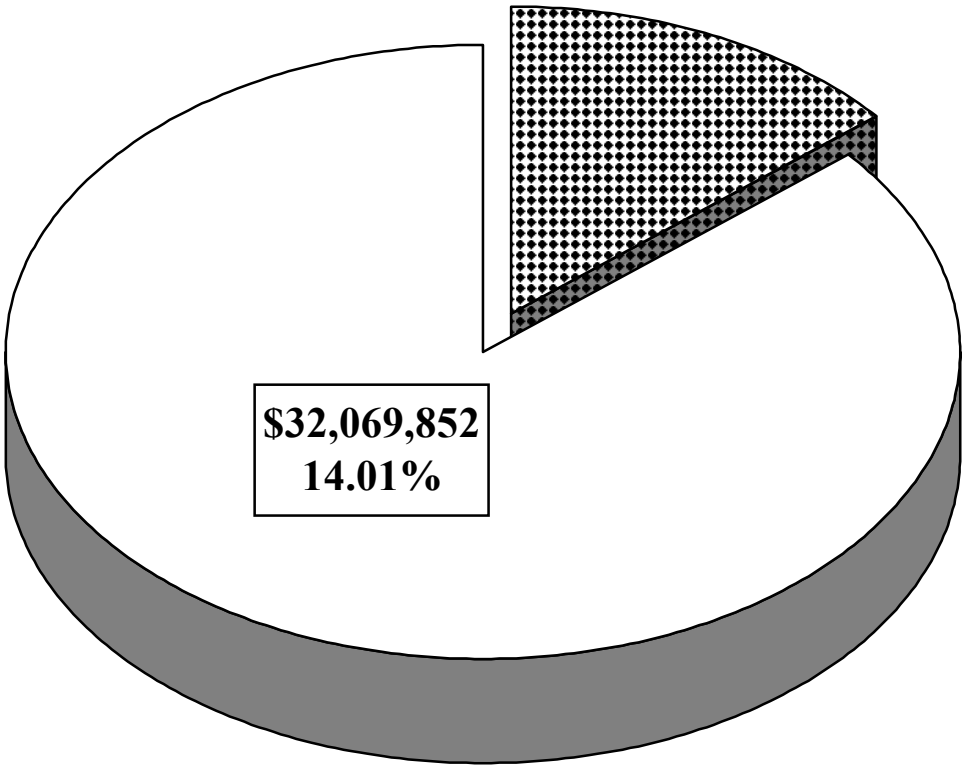
CITY OF COLORADO SPRINGS

Public Works



City Engineering	**$4,217,443**
Streets	**$11,552,179**
Transit Services	**$11,007,483**
Transportation Engineering	**$5,292,747**

The Parking System and Pikes Peak – America's Mountain enterprises are organizationally within the Public Works Department, but are included in the Enterprise Funds section of the Budget.

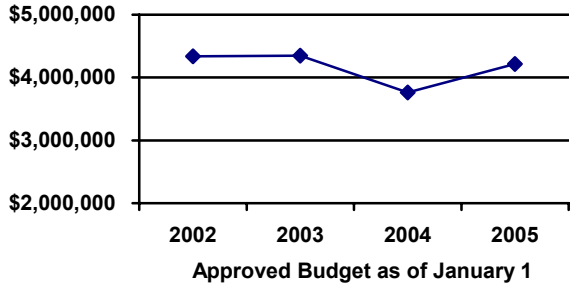
City Engineering

Gary Haynes, City Engineer ● 30 S. Nevada, Colorado Springs, CO 80901 ● (719) 385-5918 ● ghaynes@springsgov.com

MISSION

To provide engineering services that ensure quality public works facilities and stormwater management programs to our community in order to protect the environment and to provide our citizens with safe and efficient transportation, drainage, and bridge systems.

BUDGET HISTORY



SERVICES

- Roadway Design
  - Capital Project Management
  - Capital Improvement Design and Construction
  - Permits
  - Surveying / Drafting
- Major Engineering Programs
  - Improvement Districts
  - ADA Compliance
  - Capital Project Management
- Stormwater and Drainage Management
  - Stormwater and Environmental Compliance
  - Drainage Improvement Project Design and Construction
  - Capital Project Management
- Subdivision Review and Inspections
  - Engineering Review
  - New Development Inspection
- Engineering Management
  - Division Administration
  - Finance and Analysis
  - Customer Service
  - Technical Support

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$3,648,927	$3,993,578	$3,414,085	$3,716,025
Operating	556,867	354,253	327,457	444,844
Capital Outlay	134,430	0	20,270	56,574
Total	**$4,340,224**	**$4,347,831**	**$3,761,812**	**$4,217,443**

For 2005, the Public Works Support budget is combined with the City Engineering budget.

PERSONNEL

Classification	2002 Actual	2003 Budget	2004 Budget	2005 Budget
Senior Manager	2.0	2.0	2.0	1.0
Manager	4.0	5.0	4.0	5.0
Supervisor	4.0	3.0	3.0	2.0
Professional	14.0	14.0	10.0	11.0
Paraprofessional	24.0	25.0	22.0	24.0
General	6.0	7.0	7.0	5.0
FTE Total	**54.0**	**56.0**	**48.0**	**48.0**
Special Positions	3.0	3.0	0.0	3.0
Capital Improvement Projects Fund	0.0	0.0	5.0	5.0
All Funds Total	**57.0**	**59.0**	**53.0**	**56.0**

For 2005, two special positions are added to offset the increased workload anticipated for the Banning Lewis Ranch property. The cost of a Civil Engineer II and Engineering Inspector will be recovered through filing fees by the developers.

For 2005, Public Works Support is combined into the City Engineering budget.

For 2004, one Engineering Technician II position and one Office Specialist position were eliminated. Five positions were also transferred from the General Fund to the Capital Improvements Projects Fund. The positions included three Senior Civil Engineers, one Senior Engineering Inspector and one Engineering Technician I. Dollars included in CIP project budgets for the contracting of design, engineering, and project management will be redirected towards the salaries and benefits of those positions. This effort will reduce the use of expensive design and project management consultants in the implementation of City construction projects. This will continue in 2005.

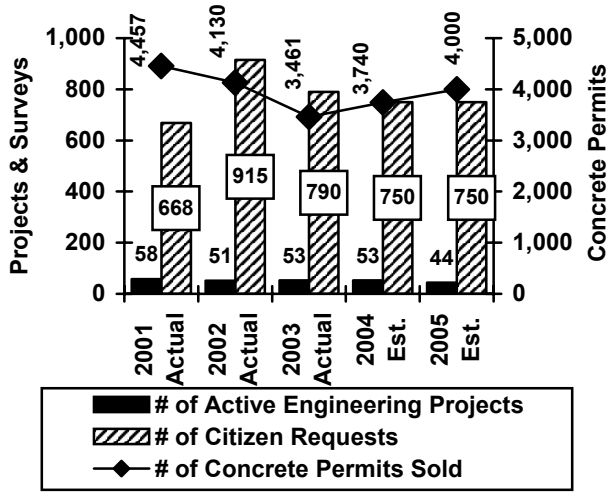
In 2004, some positions were incorrectly classified and were changed for 2005. No actual staffing changes occurred.

For 2004, in the Public Works Support Division, the Special Projects Manager position and the special Senior Office Specialist position were eliminated. Additionally, an Analyst I position was converted to a Senior Network Engineer position to more effectively address the IT Network issues in Public Works, Traffic Operations Center and Transit Services.

For 2003, one special Civil Engineer position was transferred to the Community Development Block Grant (CDBG) to fill the vacant Civil Engineer position in that fund. One Real Estate Specialist (special) position that was associated with the Springs Community Improvements Program (SCIP) projects was eliminated. During 2003, it was determined that the special position would be eliminated and not the Civil Engineer FTE position as noted in the 2003 Budget document.

For 2002, two new positions (Office Specialist and Inspector) were funded by the increased excavation and concrete permit fees. Additionally, an Engineering Inspections Supervisor position was reclassified, a Senior Civil Engineer was promoted to a Subdivision Review Manager, and a Staff Assistant position in the Support Division was reclassified to an Analyst I.

PERFORMANCE INDICATORS



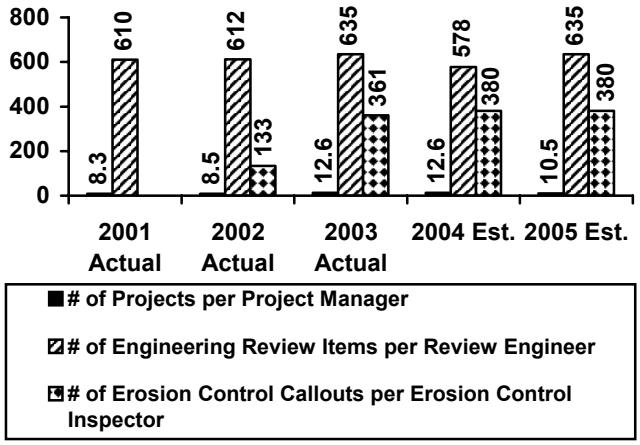
The number of active engineering projects includes projects designed in-house and projects contracted to consulting firms. This measure assumes a combination of Capital Improvement Projects (CIP) and/or new maintenance and rehabilitation projects.

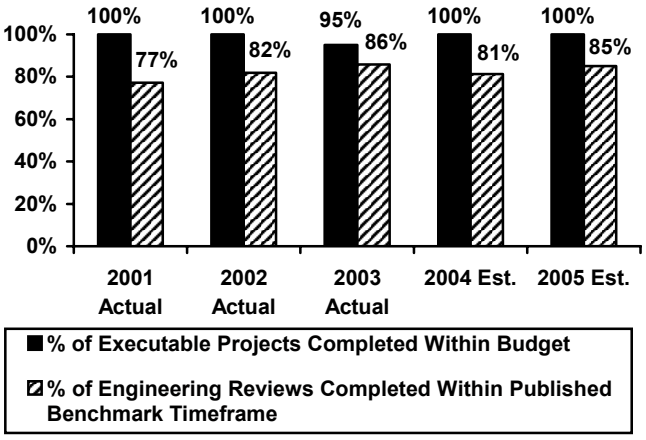
As the city continues to grow, the number of concrete permits sold has increased resulting in a boost in inspector workload.

By monitoring the number of citizen requests, it is possible to help determine the level of satisfaction with the city's infrastructure.

Projects per project manager include projects remaining from SCIP and General Fund capital improvement projects. Project managers include engineering managers who occasionally manage projects. Development review items include those submitted by the Planning and Community Development Department as part of the buckslip review process and those submitted directly to City Engineering including drainage reports, grading plans, design profiles, geological studies, and development plans.

The erosion control/storm sewer inspection program was initiated in April 2002. Originally there were four erosion control/storm sewer inspectors. The intent was to spend approximately 50 percent of their time performing erosion control inspections and the other 50 percent performing storm sewer video inspections. In 2004, one of the inspectors was transferred to the Subdivision Review team.





Project budgets are established at the beginning of each CIP, tax refund, federal grant, State grant, or City-funded project and project managers must complete the project within these established funding amounts. If there are legitimate reasons why additional funding is necessary, an adjustment may be made to the project budget. Once complete, the total project costs are compared to the project budget.

The Subdivision Review Team publishes the 15 working-day review timeframe and strives to meet it for all submittals. City Engineering's customers rely on the Division's ability to meet this deadline when planning their projects. Currently, the staff is successful 80-85 percent of the time in reaching the benchmark.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $134,994 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $10,672 is included for PERA and Workers' Compensation increases.
- Funding of $129,486 was added for the federally mandated stormwater permit program.
- Public Works Support was combined into City Engineering in 2005.
- Funding of $12,750 was added to training and the professional licenses accounts to increase educational and professional opportunities for the staff allowing for City Engineers to stay current.
- Vehicle Replacement funds were increased by $11,455 so Priority 1 replacements can be accomplished.
- Funding of $156,274 in salaries and benefits were added for two special positions. The cost of a Civil Engineer II and Engineering Inspector will be recovered through administrative filing fees as part of the Banning Lewis Ranch project.

MAJOR OBJECTIVES

OBJECTIVE – Support City capital projects with engineering, inspection, and project management services

City Engineering will ensure that all Public Works infrastructure capital projects are designed and constructed in accordance with City specifications on time and within budget.

OBJECTIVE – Ensure that the City of Colorado Springs is compliant with the federally mandated National Pollutant Discharge Elimination System (NPDES) stormwater permit program and with mandated stormwater/environmental protection regulations

City Engineering will continue to provide services mandated in the NPDES stormwater permit and other stormwater/environmental regulations through activities of the stormwater management team. These services include water quality monitoring, reporting, public education, mapping of drainage basins/industries/etc., and development/implementation of Best Management Practices.

OBJECTIVE – Provide the high level of customer service demanded by the City customer service guidelines

City Engineering will strive to ensure the citizens of Colorado Springs receive quality service. To accomplish this objective, staff will strive to emphasize the importance of customer satisfaction in all interactions with citizens, increase the collection of customer satisfaction data, and continue collection of public input on major projects.

OBJECTIVE – Provide the citizens of Colorado Springs with quality infrastructure in new subdivisions while serving the development community with timely, complete reviews of development plans

City Engineering will protect the citizens from sub-standard infrastructure construction in Colorado Springs by providing a thorough, quality, engineering review of all drainage projects, grading plans, design profiles, geologic studies and by providing inspection of all construction in the public right-of-way. By performing these reviews and inspections in an efficient, competent manner, it will also serve the development community.

OBJECTIVE – Implement technology to provide service in the most efficient manner possible

By continuing to pursue technological advances in the civil engineering field, staff will utilize new technology while striving to maintain existing service levels in the face of city growth and aging infrastructure.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PUBLIC WORKS
CITY ENGINEERING

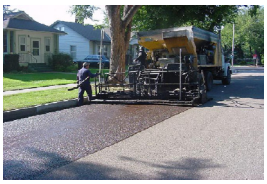
	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL
51205	CIVILIAN SALARIES	3,014,810	3,192,034	2,799,689	3,039,369
51207	WAGE PKG PERFORMANCE	(5,417)	0	0	0
51210	OVERTIME	15,352	16,236	11,350	11,350
51220	SEASONAL TEMPORARY	45,666	84,120	0	0
51230	SHIFT DIFFERENTIAL	154	0	0	0
51245	RETIREMENT TERM VACATION	1,110	1,529	0	0
51260	VACATION BUY	4,810	5,301	0	0
51299	SALARIES REIMBURSEMENTS	(21,857)	0	0	0
51610	PERA	277,769	309,103	254,102	288,486
51615	WORKERS COMPENSATION	15,313	16,030	18,769	19,248
51620	EQUITABLE LIFE INSURANCE	9,039	10,047	10,437	11,396
51625	VISION CARE	2,731	2,791	2,720	2,846
51640	DENTAL INSURANCE	15,302	18,138	17,003	19,071
51665	CASH BACK	9,160	9,707	0	0
51670	PARKING FOR EMPLOYEES	12,500	15,400	4,768	5,248
51690	MEDICARE	28,844	31,170	28,167	31,251
51695	CITY EPO MEDICAL PLAN	223,640	281,972	267,080	287,760
	TOTAL SALARIES & BENEFITS	**3,648,927**	**3,993,578**	**3,414,085**	**3,716,025**
52105	MISCELLANEOUS OPERATING	(3,841)	0	0	0
52110	OFFICE SUPPLIES	14,570	13,609	13,500	13,027
52111	PAPER SUPPLIES	1,689	2,010	1,800	2,091
52120	SOFTWARE MICRO WORD PROCESS	28,684	25,243	29,614	13,236
52122	CELL PHONES EQUIP AND SUPPLIES	466	35	0	250
52125	GENERAL SUPPLIES	15,995	8,529	6,554	3,719
52135	POSTAGE	10,448	3,265	5,124	3,251
52140	WEARING APPAREL	3,659	5,233	4,100	3,720
52165	LICENSES AND TAGS	13,469	21,822	21,822	0
52191	STORMWATER QUALITY	0	0	0	205,766
52192	STORMWATER PERMIT	0	0	0	21,822
52220	MAINT OFFICE MACHINES	4,931	5,459	6,500	6,187
52225	MAINT MICROS WORD PROCESSOR	0	685	0	0
52230	MAINT FURNITURE AND FIXTURES	1,515	0	0	0
52235	MAINT MACHINERY & APPARATUS	382	268	2,100	1,010
52265	MAINT BUILDINGS AND STRUCTURE	12,896	4,400	0	0
52405	ADVERTISING SERVICES	3,398	0	1,000	1,000
52423	TELECOMMUNICATION SERVICES	157	174	250	222
52431	CONSULTING SERVICES	96,843	100,652	71,980	0
52575	SERVICES	66,829	5,707	1,500	3,717
52576	AUDIT SERVICES	0	0	350	0
52590	TEMPORARY EMPLOYMENT	11,835	1,088	2,000	3,088
52605	CAR MILEAGE	2,021	1,050	100	50
52615	DUES AND MEMBERSHIP	2,093	1,976	1,278	1,251
52625	MEETING EXPENSES IN TOWN	6,821	1,075	3,105	3,686
52630	TRAINING	10,593	19,439	15,200	26,950

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PUBLIC WORKS
CITY ENGINEERING

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL
52635	EMPLOYEE EDUCATIONL ASSIST	200	0	0	0
52645	SUBSCRIPTIONS	289	262	350	274
52655	TRAVEL OUT OF TOWN	4,715	870	8,075	6,302
52705	COMMUNICATIONS	116,570	67,240	71,118	70,038
52735	TELEPHONE LONG DIST CALLS	1,737	1,711	3,900	1,680
52736	CELL PHONE AIRTIME	0	285	0	210
52755	COMMUNICATIONS EQUIPMENT	0	(20)	500	900
52765	LEASE PURCHASE PAYMENTS	39,337	39,337	39,337	39,337
52775	MINOR EQUIPMENT	71,252	13,728	9,000	5,520
52795	RENTAL OF EQUIPMENT	236	195	0	250
52874	OFFICE SERVICES PRINTING	13,884	5,809	3,450	3,300
52875	OFFICE SERVICES RECORDS	3,093	3,118	3,850	2,990
52893	RENTAL OF FLEET VEHICLES	75	0	0	0
52927	TEL COM PASSTHRU LONG DIST	25	0	0	0
	TOTAL OPERATING EXPENSES	**556,867**	**354,253**	**327,457**	**444,844**
53010	OFFICE MACHINES	6,335	0	0	11,000
53020	COMPUTERS NETWORKS	49,339	0	0	11,149
53030	FURNITURE AND FIXTURES	15,504	0	0	2,700
53070	VEHICLES REPLACEMENT	19,326	0	20,270	31,725
53080	VEHICLES ADDITIONS	43,926	0	0	0
	TOTAL CAPITAL OUTLAY	**134,430**	**0**	**20,270**	**56,574**
	ORGANIZATION TOTAL	**4,340,224**	**4,347,831**	**3,761,812**	**4,217,443**

Streets

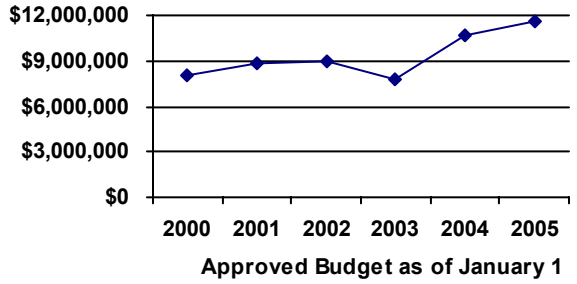


Saleem Khattak, Manager ● 688 Geiger Court, Colorado Springs, CO 80915 ● (719) 385-5934 ● skhattak@springsgov.com

MISSION

To maintain and preserve the city's roadway and drainage infrastructure to enhance the community's health, safety, and welfare.

BUDGET HISTORY



SERVICES

- Pavement rehabilitation
- Pavement degradation fee program
- Street sweeping/air quality control
- Snow and ice control
- Drainage maintenance
- Concrete maintenance
- Alley maintenance and dust abatement
- Storm mitigation
- Recycling roadway/drainage waste materials

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$6,474,931	$6,865,024	$ 7,283,540	$ 7,617,933
Operating	884,808	832,945	893,339	1,326,545
Capital Outlay	1,604,220	120,796	2,462,569	2,607,701
Total	**$8,963,959**	**$7,818,765**	**$10,639,448**	**$11,552,179**

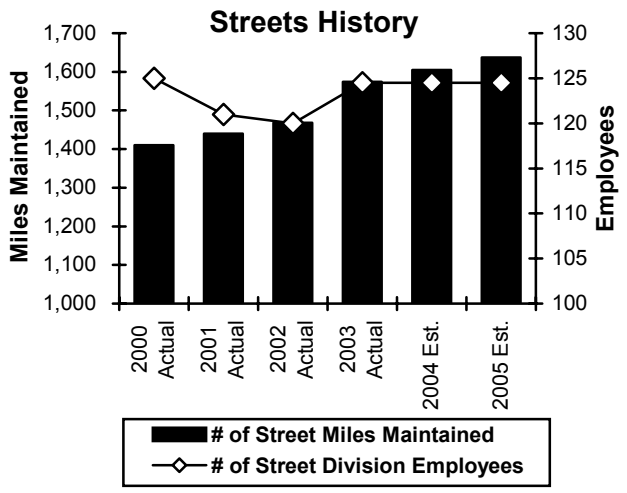
PERSONNEL

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Manager	3.0	3.0	3.0	4.0
Supervisor	10.0	10.0	10.0	10.0
Professional	1.0	2.0	2.0	1.0
Paraprofessional	15.0	18.0	18.0	18.0
General	91.0	91.5	91.5	92.5
FTE Total	**120.0**	**124.5**	**124.5**	**125.5**
Special Positions	1.0	1.0	1.0	1.0

For 2005, a clerk dispatcher is added at no additional expense to the General Fund. The position is made possible by restructuring funds in the baseline budget. Additionally, a Principal Analyst was reclassified to a Construction Maintenance Support Manager in mid-2004.

During 2002, a new fee structure for pavement degradation, traffic control and existing excavation permits was approved. Based on these fees, 4.5 positions were added (three Street Repair Inspectors, one GIS Analyst I, and a part-time Senior Office Specialist).

PERFORMANCE INDICATORS



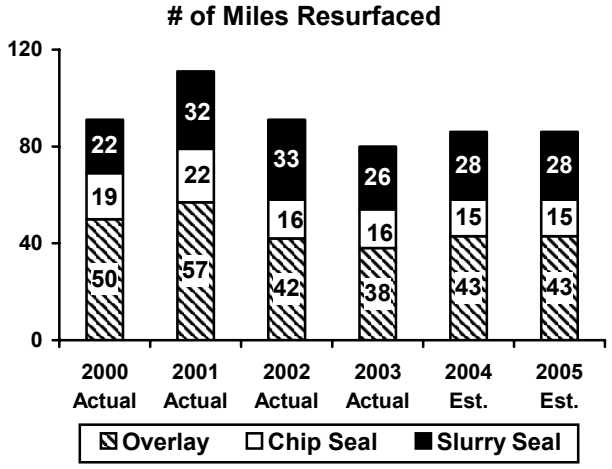
Since 1990, the number of street miles maintained is estimated to have increased by 43 percent while the number of Street Division employees has dropped by 13 percent. The number of centerline miles per employee equates to 12.64; the number of lane miles per employee equates to 37.93.

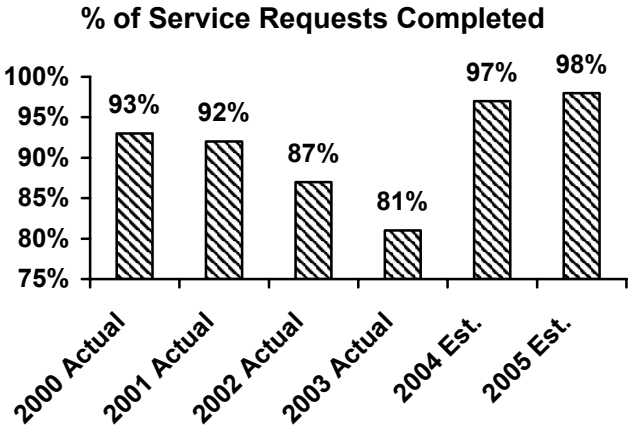
The Street Division, in collaboration with others, completed the data reconciliation to provide actual centerline miles for Year 2003.

It is the common practice throughout Public Works organizations in converting centerline miles into lane miles to use three (3) lanes or 36' in the formula, thus centerline miles x 3 = lane miles.

The resurfacing mileage identified includes all overlay, chip seal, and slurry seal activities that have been or will be completed by in-house and contractor resources. Resurfacing efforts are augmented by the Capital Improvements Program budget of approximately $4.5 million.

The Rural Transportation Authority (RTA) funding that may be available in Year 2005 should the RTA initiative pass, would boost the resurfacing efforts. The majority of the additional resurfacing funds made available to the Street Division would be contracted to the private sector and result in approximately 60-70 additional miles of resurfacing.





The number of service requests received by the Street Division has been gradually increasing. There are between 3,800 and 4,000 requests received annually. The use of technology such as the Internet along with Clarify to document and track requests has proven beneficial as a means in which citizens can alert the Streets Division to the areas of their concern.

$1.68 million in additional funds were allocated to the Street Division in 2004. These resources were used for essential maintenance needs including pothole, alley, concrete and drainage maintenance. These funds are expected to continue in Year 2005.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $273,086 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $26,951 is included for PERA and Workers' Compensation increases.
- Funding of $6,062 is added in utilities to match the 16 percent gas and 25 percent sewer increases.
- Funding of $25,500 is added for an increase in CSU hydrant charges.
- Funding of $336,000 is added to lease purchase two milling machines.
- Funding of $25,000 was added to offset the increased need for overtime workload primarily caused by emergency callout.
- Funding of $145,132 is added for vehicle replacement for Priority 1 needs identified by the Fleet Department.
- Funding of $75,000 is added for increased roadway maintenance needed in the Banning Lewis Ranch area.

MAJOR OBJECTIVES

OBJECTIVE – Maintain and preserve the city's roadway infrastructure to provide safe and efficient mobility for the community

The Street Division will continue to enhance its key maintenance operations including pavement rehabilitation, district maintenance, street sweeping, and snow and ice control. Added emphasis will be placed on developing a more focused and proactive district maintenance programs.

OBJECTIVE – Focus efforts on maximizing productivity and effectiveness of the pavement rehabilitation program

Efforts will be made to improve asphalt-paving quality and enhance production. This will be accomplished through the effective utilization of both in-house staff and private contractors. With the implementation of the Pavement Management Application (PMA) and review of work processes, the pavement rehabilitation program is under continuous improvement. The Division will also actively pursue its milling-bartering program with the private industry and other governmental entities to enhance revenue.

OBJECTIVE – Improve public awareness and education of services provided

Technologies such as Channel 18, SpringsGov.com and the use of weekly update emails are being utilized to keep the public apprised of scheduled roadway improvement and rehabilitation projects. Construction projects of significant impact will be publicized through local media and area journals. Channel 18 will continue to air several educational videos on drainage maintenance and street rehabilitation programs.

SpringsGov.com provides the ability to effectively utilize the Internet to educate, communicate and update citizens, visitors and organizations to the street, drainage and concrete projects schedules. The Internet also continues to promote the education of the public regarding the various work duties and responsibilities the Division is responsible for completing.

OBJECTIVE – Maintain and improve customer service

Neighborhood involvement, awareness surveys, and citizen surveys will be conducted to evaluate the quality and type of services provided. Services and operations will be revised based on the feedback received from the citizens.

OBJECTIVE – Improve public safety through effective maintenance of stormwater (drainage) system infrastructure

Prior to 2004, there was no stormwater drainage maintenance budget. Funding for the operating and maintenance costs was previously taken from the aggregate and concrete budget line items. In 2004, Council approved roughly $800k for stormwater drainage operating/maintenance costs. This additional funding has had a significant impact on the Division's ability to respond to the essential citywide drainage maintenance needs. The Street Division's drainage crews are able to repair more infrastructure and clean additional drainage systems, bubblers and catch basins.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PUBLIC WORKS
STREETS

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL
51205	CIVILIAN SALARIES	4,773,528	4,855,594	5,365,581	5,580,204
51207	WAGE PKG PERFORMANCE	(11,925)	0	0	0
51210	OVERTIME	204,156	303,860	169,100	212,366
51215	ACHIEVEMENT AWARD	0	1,000	0	0
51220	SEASONAL TEMPORARY	116,629	180,934	100,000	109,356
51230	SHIFT DIFFERENTIAL	0	0	1,456	0
51235	STANDBY	0	0	16,810	0
51240	RETIREMENT TERMINATION SICK	0	20,021	0	0
51245	RETIREMENT TERM VACATION	8,651	33,125	0	0
51250	SPECIAL ASSIGNMENT PAY	0	0	3,000	3,000
51260	VACATION BUY	11,866	11,468	0	0
51299	SALARIES REIMBURSEMENTS	(535)	535	0	0
51610	PERA	471,573	508,673	522,650	566,063
51615	WORKERS COMPENSATION	229,444	226,371	214,386	224,752
51620	EQUITABLE LIFE INSURANCE	14,560	14,803	21,331	22,189
51625	VISION CARE	6,824	6,436	7,907	7,907
51635	CITY MAJOR MEDICAL PLAN	4,691	0	3,520	3,634
51640	DENTAL INSURANCE	38,071	39,879	49,711	53,290
51655	RETIRED EMP MEDICAL INS	0	146	0	0
51665	CASH BACK	8,435	13,752	0	0
51670	PARKING FOR EMPLOYEES	2,120	2,280	0	0
51690	MEDICARE	41,306	43,365	47,369	49,730
51695	CITY EPO MEDICAL PLAN	555,536	602,780	760,719	785,442
	TOTAL SALARIES & BENEFITS	**6,474,931**	**6,865,024**	**7,283,540**	**7,617,933**
52105	MISCELLANEOUS OPERATING	(1,559)	20,998	0	0
52110	OFFICE SUPPLIES	14,293	9,212	13,770	13,770
52111	PAPER SUPPLIES	4,249	5,291	2,081	2,081
52115	MEDICAL SUPPLIES	204	130	170	170
52120	SOFTWARE	462	42	90	90
52122	CELL PHONES EQUIP AND SUPPLIES	1,485	916	2,200	2,200
52125	GENERAL SUPPLIES	33,464	21,791	29,229	29,229
52131	CONCRETE SUPPLIES	132,536	91,075	130,230	130,230
52135	POSTAGE	320	516	840	840
52140	WEARING APPAREL	24,138	25,373	23,229	23,229
52145	PAINT AND CHEMICAL	11,569	8,341	4,524	4,524
52185	AGGREGATE MATERIAL	204,260	127,770	171,647	171,647
52190	JANITORIAL SUPPLIES	333	1,081	0	0
52220	MAINT OFFICE MACHINES	4,127	5,101	2,820	2,820
52235	MAINT MACHINE AND APPARATUS	1,562	692	10,516	10,516
52265	MAINT BUILDINGS AND STRUCTURE	35,349	20,749	38,647	38,647
52410	BUILDING SECURITY SERVICES	2,255	294	737	737
52431	CONSULTING SERVICES	34,044	40,457	66,225	66,225
52435	GARBAGE REMOVAL SERVICES	30,670	5,833	11,115	11,115
52445	JANITORIAL SERVICES	23,974	34,448	25,675	25,675
52450	LAUNDRY AND CLEANING SERVICES	12	0	9,856	500
52560	PARKING SERVICES	0	0	569	569

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PUBLIC WORKS
STREETS

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL
52565	PEST CONTROL	498	1,241	0	0
52575	SERVICES	20,007	21,924	28,928	28,928
52590	TEMPORARY EMPLOYMENT	18,481	5,397	4,149	4,149
52605	CAR MILEAGE	8	0	0	0
52615	DUES AND MEMBERSHIP	2,006	920	150	150
52625	MEETING EXPENSES IN TOWN	20,914	14,616	6,075	6,075
52630	TRAINING	7,384	8,197	11,109	11,109
52645	SUBSCRIPTIONS	422	577	1,172	1,172
52655	TRAVEL OUT OF TOWN	12,809	15	8,504	8,504
52705	COMMUNICATIONS	123,966	105,945	70,598	70,598
52725	RENTAL OF PROPERTY	0	9,149	0	0
52735	TELEPHONE LONG DIST CALLS	1,125	1,219	776	776
52736	CELL PHONE AIRTIME	0	0	2,876	2,876
52743	UTILITIES STREET LIGHTS	0	623	0	25,500
52745	UTILITIES	29,699	0	0	0
52746	UTILITIES ELECTRIC	13,635	36,826	21,036	21,036
52747	UTILITIES GAS	13,225	28,020	36,256	42,057
52748	UTILITIES SEWER	1,029	1,323	1,045	1,306
52749	UTILITIES WATER	2,585	3,630	2,566	2,566
52765	LEASE PURCHASE PAYMENTS	0	104,132	108,000	444,000
52775	MINOR EQUIPMENT	23,650	18,768	22,365	22,365
52795	RENTAL OF EQUIPMENT	6,977	15,986	5,460	5,460
52874	OFFICE SERVICES PRINTING	1,116	2,238	954	954
52893	RENTAL OF FLEET VEHICLES	5,810	5,825	2,150	2,150
52927	TEL COM PASSTHRU LONG DIST	262	0	0	0
65020	ARIES PROPERTY SERVICE COST	20,496	8,890	15,000	90,000
65160	RECRUITMENT	959	0	0	0
65325	VEHICLE INSURANCE	0	17,374	0	0
	TOTAL OPERATING EXPENSES	**884,808**	**832,945**	**893,339**	**1,326,545**
53020	COMPUTERS NETWORKS	21,736	0	39,591	39,591
53030	FURNITURE AND FIXTURES	1,672	0	0	0
53050	MACHINERY AND APPARATUS	0	0	15,000	15,000
53070	VEHICLES REPLACEMENT	1,563,361	120,796	2,407,978	2,553,110
53080	VEHICLES ADDITIONS	43,200	0	0	0
53090	BUILDINGS AND STRUCTURES	(25,748)	0	0	0
	TOTAL CAPITAL OUTLAY	**1,604,220**	**120,796**	**2,462,569**	**2,607,701**
	ORGANIZATION TOTAL	**8,963,959**	**7,818,765**	**10,639,448**	**11,552,179**

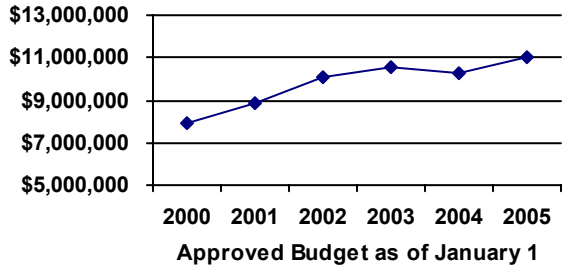
Transit Services

Sherre Ritenour, Manager ● 1015 Transit Drive, Colorado Springs, CO 80903 ● (719) 385-5429 ● sritenour@springsgov.com

MISSION

To meet the public transportation needs of the Colorado Springs region by providing the highest quality public transportation services possible. These services shall be provided in a safe, reliable, cost-effective, and customer-oriented manner in an effort to meet the personal mobility needs of transit customers and the community.

BUDGET HISTORY



SERVICES

- Fixed route transit services
- Transit services planning
- Americans with Disabilities Act (ADA) complementary paratransit services
- Rideshare services (carpools/vanpools)
- Support human services paratransit operations
- Schriever Air Force services
- Front-range commuter bus
- Downtown shuttle

BUDGET SUMMARY

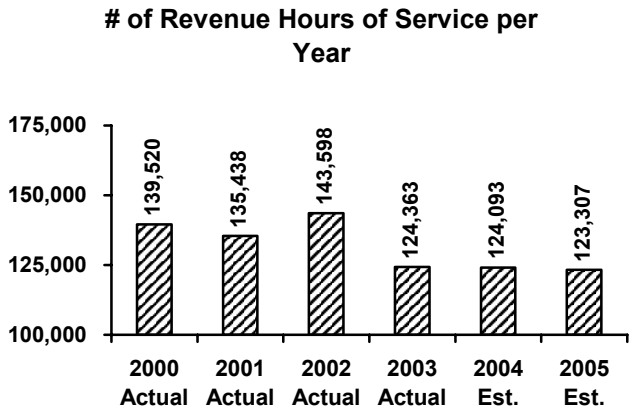
	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$ 128,843	$ 97,552	$ 99,963	$ 110,056
Operating	9,466,860	10,009,434	9,958,285	10,702,327
Capital Outlay	498,640	452,740	195,100	195,100
Total	**$10,094,343**	**$10,559,726**	**$10,253,348**	**$11,007,483**

PERSONNEL

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Classification				
Manager	1.0	1.0	1.0	1.0
FTE Total	**1.0**	**1.0**	**1.0**	**1.0**
Special Positions	7.5	9.0	9.0	9.0

In 2002, a Ridefinders part-time position was upgraded to three-fourths time. For 2003, a Ridefinders part-time position was upgraded to full-time; and a full-time Principal Analyst position was added to Transit Services.

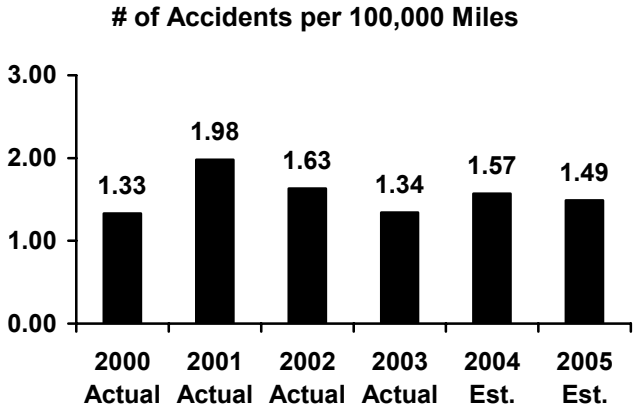
PERFORMANCE INDICATORS

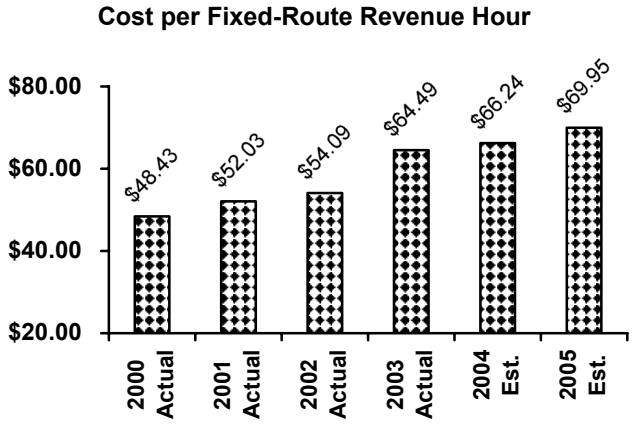


Revenue hours are those hours Springs Transit vehicles operate on regular bus routes. This information is reported to the Federal Transit Administration (FTA) and is reflected in the National Transit Database (NTD). Information contained in the NTD is used to calculate the City's annual FTA 5307 "formula" grant allocation. The revenue hours reflected for 2005 include the discontinuance of service to Memorial Hospital.

In 2005, an estimated 38,000 hours of additional service will operate the Downtown Free Shuttle and the Front Range Express service, which are both Congestion Mitigation/Air Quality projects. These costs are reimbursed at 80 percent by federal grants. The 20 percent local match is budgeted to be offset by fare revenue and other entity contributions. These hours are not reflected in the graph.

This graph depicts the number of preventable accidents per 100,000 miles during the past several years. The number of preventable accidents per 100,000 miles has decreased as a result of an aggressive safety and training program instituted by Springs Transit.





The cost per fixed-route revenue hour graph indicates that the cost of service is increasing. This trend is due to increases in medical and auto liability insurance premiums, the self-insurance retention fund, and a projected 50 percent fuel cost increase. While service hours have been decreased due to the discontinuance of service to Memorial Hospital, the cost to operate fixed-route revenue hours has increased. The decision to maintain existing levels of service will result in increased costs.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $3,958 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $335 is included for PERA and Workers' Compensation increases.
- $303,000 added for federally mandated Paratransit services which need to complement the existing Springs Transit fixed-route service
- $329,479 was added to the Professional Transit Management (PTM) contract due to a projected increase in labor costs under a collective bargaining agreement.
- $12,324 was added so the PTM contractual requirement is met.
- $117,941 was added for keeping the self-insurance retention fund at an acceptable level.
- $280,000 was added to offset fuel increases.
- $3,200 was added in utilities to match the 16% gas and 25% sewer increases.
- In 2004, the Parking System enterprise budgeted $559,500 for the 20 percent local match needed to receive the FTA grant funding for the Downtown Transportation Center (DTTC). This funding was in addition to the $418,000 budgeted by the Parking System in 2003. Additional funding is no longer available through the Parking System for this six-year phased project.
- A total of $149,266 has been reallocated from the Transit Management Contract to account for several line-item increases. They reflect more accurately the anticipated expenditures for 2005 and are as follows:
  - $5,800 in Civilian Salaries reflecting a pay adjustment made in 2004.
  - $1,300 in telephone long distance
  - $2,480 for Office Services printing and office supplies expenditures
  - $15,000 for Paratransit Eligibility
  - $24,843 for the ADA Paratransit contract increase
  - $50,000 for the ADA supplemental line-item
  - $11,458 for janitorial services contracts
  - $38,385 increase in anticipated utility costs
- The Peterson Field route (#12) service has been reduced for 2005. This is a result of El Paso County's termination of their $235,022 subsidy for services inside the county and outside the city limits. This reduction of Route #12 will result in a net savings of $101,275 as the Cimarron Hills area will no longer have transit or paratransit services.
- Additionally, due to the elimination of County funding for transit services, the City of Fountain was asked to pay $150,000. The increase would have paid for the entire cost of providing Fountain's portion of route #71. However, with the passage of the Regional Transportation Authority ballot issue, transit services will now be funded through the RTA.
- Also, as a result of the passage of the RTA, $44,827 for fixed routes and paratransit services to the City of Manitou Springs has been removed from the Transit Services budget as it will also be funded through the RTA.
- $195,100 in General Fund matching funds will be used as a 20 percent local match for Federal Transit Administration (FTA) Capital/Planning Grant Projects. The grants are described as follows:
  - The FTA allows for eligible planning and administrative staff salaries and benefits to be paid from the grant program. The salaries/benefits total $435,000 ($348,000 is 80% FTA and the local share of 20% is $87,000). The following six special positions will be funded:
    1. Principal Analyst
    2. Senior Grants Analyst
    3. Senior Information Systems Analyst
    4. Senior Transit Planner
    5. Americans with Disabilities Act (ADA) Paratransit Analyst
    6. Administrative Technician
  - The ADA capital improvement enhancements for the Transit System includes sidewalk access, curb cuts and bus pads which total $240,000 ($192,000 is 80% FTA funded and the 20% local share is $48,000).
  - Vehicle overhauls for 2005 will allow four transit buses to be refurbished costing $60,000 ($48,000 is 80% FTA funded and the local share is $12,000). These overhauls are supplemental to those included in the operating budget and are necessary to protect the capital investment in the vehicles.
  - Four ADA paratransit vans will be replaced in 2005. These vehicles are replaced, pursuant to FTA guidelines. The cost for the vehicles is $200,000 ($160,000 is 80% FTA funded and the 20% local share is $40,000).
  - The Automated Vehicle Locator (AVL) equipment scheduled for purchase and installation includes Mobile Data Terminals (MDTs) for Springs Mobility vehicles. This equipment will connect to the Springs Mobility electronic scheduling system and allow real-time schedule updates. The cost of the equipment is $40,500 ($32,400 is FTA funded and the 20% local share is $8,100).

MAJOR OBJECTIVES

OBJECTIVE – Acquire land for the Downtown Transit Center

The Transit Services Division will continue efforts to acquire land for the Downtown Transportation Center (DTTC) project by partnering with area land owners. Transit Services will continue to work with the Urban Renewal Authority to possibly integrate the project into the southwest downtown urban redevelopment project.

OBJECTIVE – Continue to promote and offer alternatives to the single-occupant vehicle in the Pikes Peak region

Ridefinders and Springs Transit will continue to promote carpools, school pools, and commuter vanpools through public awareness campaigns and outreach programs. Fixed-route services will be promoted using the American Public Transportation Association (APTA) PT2 marketing program.

OBJECTIVE – Improve delivery and promote increased use of fixed-route services

Springs Transit will continue to improve fixed-route schedule adherence on all trips by reviewing and adjusting time points as appropriate. Springs Transit will also increase miles to 4,000 between fixed-route road calls through improved preventive maintenance activities.

OBJECTIVE – Continue to improve productivity (passengers per hour) and efficiency of ADA complementary paratransit service

As the number of individuals eligible for paratransit rides increases, it becomes necessary to increase the productivity and rides per hour to accommodate the demand for service while keeping denials to a minimum. Springs Mobility will continue to strive to provide a 96 percent on-time performance rating.

OBJECTIVE – Manage cost for the provision of paratransit services

Transit Services will continue to oversee the service contract, monitoring the collection of revenue and maximizing the service that is provided by the paratransit vans assisting in the reduction of customer complaints and taxi cab costs. A minimum of three public meetings will be held with the community to ensure customer service satisfaction is being met.

OBJECTIVE – Make information technology enhancements

The Transit Services Division will enhance several existing programs with the use of information technology. The Automated Vehicle Location System (AVL) will be implemented providing information to the Division for improvements in the areas of rider wait time and delivery of service. Other technology improvements are geared towards promoting ridership by offering online trip planning, wireless internet and Transit television.

OBJECTIVE – Continue to pursue alternative funding sources

Research and apply for alternate funding sources through grants applications, ballot measures, State and federal funding, developer contributions and leveraging in-kind services to assist in meeting federal funding match requirements.

OBJECTIVE – Expand Park-and-Ride facilities

Transit Services will expand Park-and-Ride facilities that accommodate an increased demand for express bus service including the Front Range Commuter (FREX) and Free Downtown Shuttle services.

OBJECTIVE – Future transportation studies and education programs

Staff will continue to study and determine future alternate public transportation needs for the community including rapid transit systems that expand the capacity of existing transportation corridors, accommodate increased passenger traffic, reduce congestion, create a more livable community and help revitalize business districts. Additionally, staff will continue to involve and educate the community through the TransAction educational program and monitor communities support for public transportation through surveys and public forums.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PUBLIC WORKS
TRANSIT SERVICES

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	106,740	110,019	82,974	92,093
51299	SALARIES REIMBURSEMENTS	0	(33,741)	0	0
51610	PERA	9,634	10,067	7,966	8,633
51615	WORKERS COMPENSATION	217	214	166	173
51620	EQUITABLE LIFE INSURANCE	324	336	332	345
51625	VISION CARE	97	93	64	64
51640	DENTAL INSURANCE	517	558	395	423
51670	PARKING FOR EMPLOYEES	1,520	0	0	0
51690	MEDICARE	1,549	1,558	1,203	1,240
51695	CITY EPO MEDICAL PLAN	8,245	8,447	6,863	7,085
	TOTAL SALARIES & BENEFITS	**128,843**	**97,552**	**99,963**	**110,056**
52110	OFFICE SUPPLIES	1,413	1,515	1,800	1,513
52135	POSTAGE	0	292	500	207
52160	FUEL	519,923	543,879	560,000	840,000
52265	MAINT BUILDINGS AND STRUCTURE	3,267	0	0	0
52440	HUMAN SERVICES	450,703	343,848	350,889	350,889
52445	JANITORIAL SERVICES	0	0	11,458	0
52575	SERVICES	25	0	0	0
52625	MEETING EXPENSES IN TOWN	5	51	0	0
52655	TRAVEL OUT OF TOWN	607	(1,382)	810	810
52705	COMMUNICATIONS	73,791	36,244	41,198	41,198
52735	TELEPHONE LONG DIST CALLS	1,952	2,177	500	1,800
52745	UTILITIES	0	0	38,385	3,200
52874	OFFICE SERVICES PRINTING	1,046	2,900	1,000	2,900
52927	TEL COM PASSTHRU LONG DIST	575	0	0	0
65023	PARA ELIGIBILITY	41,706	49,807	0	15,000
65025	ADA PARATRANSIT CONTRACT	842,176	1,084,324	1,000,566	1,328,409
65026	ADA SUPPLEMENTAL	66,619	43,278	0	50,000
65030	TRANSIT MANAGEMENT CONTRACT	7,463,055	7,902,502	7,951,179	8,066,401
	TOTAL OPERATING EXPENSES	**9,466,860**	**10,009,434**	**9,958,285**	**10,702,327**
65403	FEDERAL FUNDS LOCAL SHARE	498,640	452,740	195,100	195,100
	TOTAL CAPITAL OUTLAY	**498,640**	**452,740**	**195,100**	**195,100**
	ORGANIZATION TOTAL	**10,094,343**	**10,559,726**	**10,253,348**	**11,007,483**

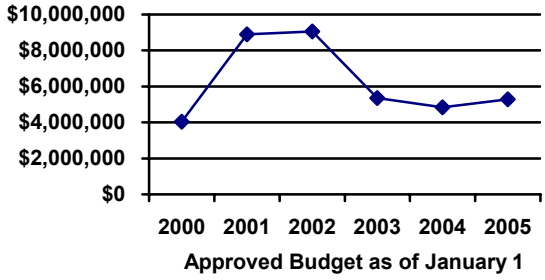
Transportation Engineering

John Merritt, Acting Manager ● 234 W. Colorado Avenue, Colorado Springs, CO 80903 ● (719) 385-5966 ● jmerritt@springsgov.com

MISSION

To plan, provide and manage a multi-modal transportation system for the movement of people and goods through long-range planning, development review, infrastructure design and maintenance, capital improvements programming, and traffic control systems.

BUDGET HISTORY



SERVICES

- Develop and maintain Intelligent Transportation System including optimizing traffic signal system timing
- Review infrastructure design and develop infrastructure program and project recommendations
- Design, install, and maintain traffic signs, markings, and traffic signals
- Provide citizen response and neighborhood traffic mitigation/calming
- Plan long and short-range transportation and traffic needs in coordination with other agencies and City Departments
- Coordinate with Colorado Springs Utilities to provide street lighting
- Review development zoning and site plans
- Conduct traffic flow and safety studies for accident prevention, traffic flow work zone traffic control, traffic data collection and analysis, and school/pedestrian safety projects

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$3,853,318	$4,030,581	$3,373,780	$3,509,156
Operating	4,980,241	1,253,028	1,303,158	1,435,556
Capital Outlay	232,033	75,823	161,149	348,035
Total	**$9,065,592**	**$5,359,432**	**$4,838,087**	**$5,292,747**

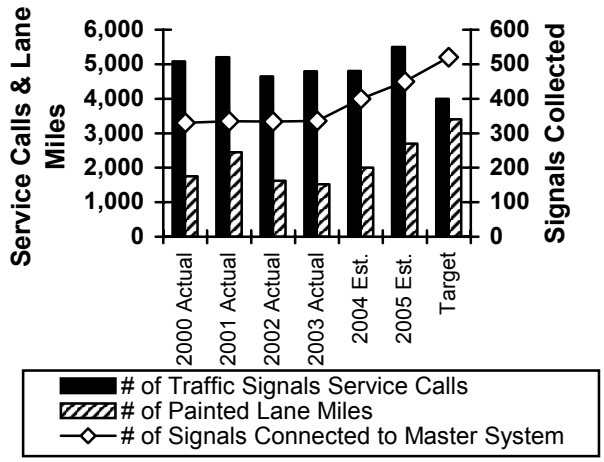
PERSONNEL

Classification	2002 Actual	2003 Budget	2004 Budget	2005 Budget
Manager	4.00	4.00	3.00	3.00
Supervisor	1.00	3.00	3.00	3.00
Professional	6.75	6.75	3.75	5.75
Paraprofessional	34.00	35.00	30.00	28.00
General	9.50	8.50	8.50	8.50
FTE Total	**55.25**	**57.25**	**48.25**	**48.25**
Special Positions	4.75	4.75	4.75	4.75
Grant-funded Positions	5.00	3.00	3.00	3.00
All Funds Total	**65.00**	**65.00**	**56.00**	**56.00**

For 2005, the number of FTE remains the same and the number of grant-funded positions remains the same.

For 2004, six Transportation Planning employees were transferred to the City Planning and Community Development Department. Also for 2004, one Traffic Technician II position and one Electronic Supervisor position were eliminated. One Traffic Technician II position was transferred to the Congestion Mitigation Air Quality (CMAQ) Grant for three years. The number of grant-funded positions remained the same for 2004 because one of the grant-funded positions was not filled upon resignation.

PERFORMANCE INDICATORS



With the city's continued growth, especially in the north and east quadrants, approximately 10 new signals will be added in 2005. The majority of new signals will be on the extension of Powers from Woodmen to Highway 83 and east of Powers. The Division is working to reduce the number of bulb outage calls by replacing the incandescent bulbs with light emitting diodes (LED) that have a rated life of ten years. There are currently only enough funds to change out the red indications.

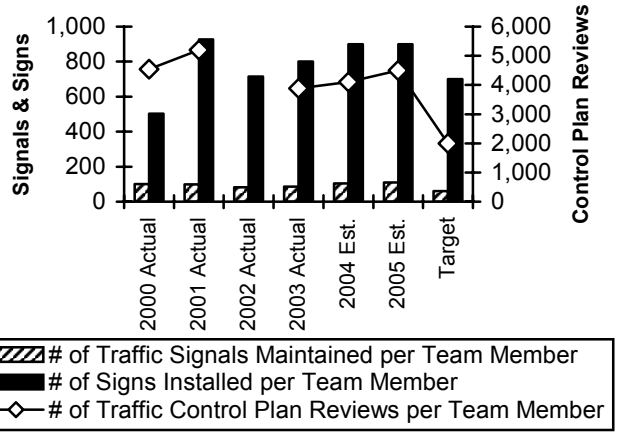
With the City's increase in geographical area, the number of street miles has increased considerably. The variance of miles painted is related to a number of factors including severe weather, unavoidable delays in following Streets overlay crews and equipment problems with the Division's large markings truck. With the purchase of a second paint truck, it is anticipated the amount of markings will increase by 25 to 40 percent.

The City is in the process of replacing the hardwire Qwest phone lines with radio interconnect and fiber optic lines. This will allow more signals to be added to the system, increase the Division's ability to monitor and efficiently time these signals and reduce the overage in the communications account.

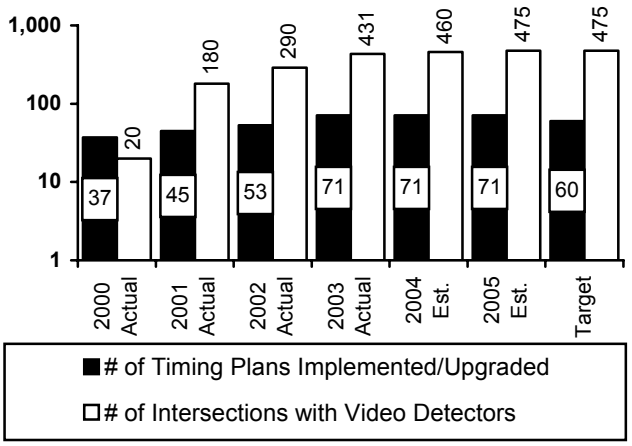
In 2002 and 2003, there were six signal tech areas maintained by Traffic Signal team members. With the budget challenges in 2004, the areas were decreased to five. With this decrease and the increasing number of signalized intersections the workload of the team members is greater than before. With some organizational restructuring, staff is anticipating to develop a more efficient program for 2005.

With the city's rapid growth, the number of signs installed per team member has increased and this trend forces the delay or elimination of other tasks. This also requires that office staff assist when available. Traffic Engineering's Signs crews also serve on the City's paint crews and assisting with other Traffic Engineering duties.

In mid-2004, City Council approved the addition of two Traffic Technicians. These positions were funded with offsetting new permit fees and will be used for work zone traffic control. With these additions, field inspections replaced the desk reviews. The increase to two work zone inspectors has also assisted in plan reviews.



Note: 2002 data for Traffic Control Plan Reviews per Team Member was not available.



Six technicians continue to work on the Division's timing plan efforts and provides the equivalent of three FTEs. Duties include developing peak timing plans, off-peak timings (i.e., nighttime arterial timing plans, and nighttime non-progressed individual intersection optimizations. In 2004, the Division concentrated on off-peak timing plans to reduce vehicle delays. In 2005 with the conversion to the new traffic control software, new timing plans will be evaluated and implemented.

2001 was the start-up phase where detectors were installed on new signal construction. In 2002, installations were completed at failed loop locations. In 2003, all signals sans downtown and those awaiting reconstruction had the video detectors installed. In 2004, the Division added video detectors to new and reconstructed signals. In 2005, the Division will continue to replace and repair detectors and concentrate on optimizing the benefits of the new detectors.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $125,234 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $10,142 is included for PERA and Workers' Compensation increases.
- Funding of $5,261 is added in utilities to match the 16 percent gas and 25 percent sewer increases. Funding of $52,107 is reallocated to utilities to address the traffic signal electric charge shortage.
- Funding of $75,000 is added for a lease-purchase of a paint marking truck.
- Funding of $52,107 is added for a shortfall in traffic signal electric costs.
- Funding of $186,916 is added for vehicle replacement.

MAJOR OBJECTIVES

OBJECTIVE – Participate in developing long and short-range transportation plans that will form the basis for the transportation and traffic infrastructure program and project needs list

Participate in the implementation of the recommendations of the City's Intermodal Transportation Plan and East-West Mobility Study; participate in major transportation corridor studies and environmental assessments for I-25, Powers Boulevard, Woodmen Road and Drennan Road; coordinate with other government agencies toward the development of Rural Transportation Authority (RTA) project development and provide factual information as required; participate in alternative modes planning programs such as transit, bicycle, pedestrian, park and ride, historic trolley, and carpooling; develop neighborhood and school traffic calming plans; review all development proposals for traffic mitigation and improvements to the citywide transportation system; and participate in the formation of transportation-related design standards for the citywide mixed-use development initiative.

OBJECTIVE – Continue development of an Intelligent Transportation System with innovative and advanced technology approaches

Continue implementing the I-25 Incident Management System, including the installation of video cameras, incident detection stations, and variable message signs; initiate implementation of incident management technology on other major transportation corridors such as Academy Boulevard and Highway 24; participate in the Statewide Intelligent Transportation System fiber optic data line between Denver, through Colorado Springs to Pueblo (data communication line); continue supporting communications needs of other Departments; continue online (6 a.m. – 6 p.m.) monitoring of incident management and congestion mitigation; and expand the automated traffic signal control system to cover all signals within the city.

OBJECTIVE – Maintain mobility and traffic operations through transportation system capacity improvements, efficient and effective operational enhancements, and operations management

Conduct needs assessments (computer traffic forecasts, engineering analyses, and corridor studies) to identify and prioritize transportation infrastructure improvements; participate in the Springs Community Improvements Program (SCIP) and federal TEA-21 funding program through the Pikes Peak Area Council of Governments (PPACG) and partner with private entities and other governmental agencies to implement transportation improvement projects; improve traffic flow through traffic signal timing upgrades and other traffic control enhancements; complete replacement of traffic signal control system with state-of-the-art upgrades; maintain efficient and effective traffic operations through the review of infrastructure construction designs and special event traffic management plans; and respond to citizen requests for service.

OBJECTIVE – Maintain public traffic safety services at a high level of quality and responsiveness

Continue installing and maintaining traffic signals and traffic signs and markings; update and maintain traffic safety features, i.e., guardrails; and provide traffic control plan development and review, improved school safety, improved street lighting, and traffic safety analysis and design.

OBJECTIVE – Enhance responsiveness to citizen requests and complaints

In order to enhance responsiveness to citizen requests and complaints, Transportation Engineering will continue updating the citizen tracking system and provide written acknowledgment within seven days.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PUBLIC WORKS
TRANSPORTATION ENGINEERING

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	2,886,487	3,046,704	2,525,673	2,626,700
51207	WAGE PKG PERFORMANCE	(5,546)	0	0	0
51210	OVERTIME	81,637	45,695	85,398	53,000
51220	SEASONAL TEMPORARY	167,760	146,280	142,687	162,000
51230	SHIFT DIFFERENTIAL	0	45	0	0
51235	STANDBY	59,265	48,945	8,120	21,205
51240	RETIREMENT TERMINATION SICK		7,307	0	0
51245	RETIREMENT TERM VACATION	5,840	11,915	0	0
51260	VACATION BUY	3,368	4,854	0	0
51299	SALARIES REIMBURSEMENTS	0	(754)	0	0
51610	PERA	289,856	307,354	241,484	261,729
51615	WORKERS COMPENSATION	33,577	30,550	39,540	42,066
51620	EQUITABLE LIFE INSURANCE	8,807	9,239	9,580	9,984
51625	VISION CARE	3,137	3,129	2,797	2,797
51640	DENTAL INSURANCE	17,323	18,885	17,633	18,903
51665	CASH BACK	11,902	14,371	0	0
51670	PARKING FOR EMPLOYEES	10,687	12,740	1,424	1,424
51690	MEDICARE	34,311	35,680	28,896	30,007
51695	CITY EPO MEDICAL PLAN	244,907	287,644	270,548	279,341
	TOTAL SALARIES & BENEFITS	**3,853,318**	**4,030,581**	**3,373,780**	**3,509,156**
52105	MISCELLANEOUS OPERATING	(267)	200	0	0
52110	OFFICE SUPPLIES	22,964	21,911	12,600	12,000
52111	PAPER SUPPLIES	1,635	1,538	1,260	1,000
52115	MEDICAL SUPPLIES	360	1,445	400	400
52120	SOFTWARE MICRO WORD PROCESS	13,463	15,531	12,800	13,000
52122	CELL PHONES EQUIP AND SUPPLIES	5,224	1,620	850	500
52125	GENERAL SUPPLIES	6,024	862	1,235	1,000
52126	ELECTRICAL SUPPLIES	57,738	14,148	40,000	0
52127	CONSTRUCTION SUPPLIES	43,340	24,859	20,000	23,000
52131	CONCRETE SUPPLIES	837	2,178	3,026	0
52135	POSTAGE	5,684	3,816	1,000	1,000
52140	WEARING APPAREL	13,680	7,253	8,000	8,000
52145	PAINT AND CHEMICAL	23,917	22,117	40,000	20,000
52165	LICENSES AND TAGS	11	904	0	0
52170	SPECIAL PHOTOGRAPHY ETC	169	61	2,000	250
52175	SIGNS	55,131	52,925	180,000	0
52190	JANITORIAL SUPPLIES		2,017	400	400
52220	MAINT OFFICE MACHINES	4,868	4,814	5,500	4,000
52225	MAINT MICROS WORD PROCESSOR	4,736	2,454	3,400	2,000
52230	MAINT FURNITURE AND FIXTURES	7,607	2,441	270	200
52235	MAINT MACHINERY & APPARATUS	11,975	9,067	63,500	30,000
52245	MAINT SIGNALS	181,831	111,786	112,430	200,000
52255	MAINT SIGNS	43,588	29,681	75,000	175,000
52265	MAINT BUILDINGS AND STRUCTURE	10,761	6,351	10,000	12,000

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PUBLIC WORKS
TRANSPORTATION ENGINEERING

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52405	ADVERTISING SERVICES	2,545	0	200	200
52410	BUILDING SECURITY SERVICES	600	360	480	480
52431	CONSULTING SERVICES	28,129	0	1,500	0
52435	GARBAGE REMOVAL SERVICES	1,503	1,290	5,000	1,500
52445	JANITORIAL SERVICES	17,670	18,721	20,000	20,000
52450	LAUNDRY AND CLEANING SERVICES	471	541	400	400
52575	SERVICES	21,362	5,504	3,460	10,000
52590	TEMPORARY EMPLOYMENT	38,104	34,253	50,000	40,000
52605	CAR MILEAGE	0	0	200	200
52615	DUES AND MEMBERSHIP	5,260	3,847	2,700	3,500
52625	MEETING EXPENSES IN TOWN	1,249	1,404	360	500
52630	TRAINING	11,668	4,942	9,050	9,000
52635	EMPLOYEE EDUCATIONL ASSIST	300	40	0	0
52645	SUBSCRIPTIONS	471	85	350	1,000
52655	TRAVEL OUT OF TOWN	18,951	4,076	11,700	12,000
52705	COMMUNICATIONS	237,091	257,496	116,966	220,000
52725	RENTAL OF PROPERTY	17,143	24,838	10,100	20,000
52735	TELEPHONE LONG DIST CALLS	4,442	3,080	1,100	1,100
52736	CELL PHONE AIRTIME	0	83	13,000	0
52743	UTILITIES STREET LIGHTS	0	1,436	0	0
52745	UTILITIES	1,397,774	0	0	0
52746	UTILITIES ELECTRIC	2,608,808	497,274	386,352	437,386
52747	UTILITIES GAS	9,901	21,326	30,336	35,261
52748	UTILITIES SEWER	758	1,292	1,845	2,300
52749	UTILITIES WATER	1,047	2,617	3,692	3,679
52765	LEASE PURCHASE PAYMENTS	0	0	0	75,000
52775	MINOR EQUIPMENT	16,894	9,554	32,000	20,000
52785	RADIO REPLACEMENT	0	0	2,000	2,000
52795	RENTAL OF EQUIPMENT	7,847	6,712	3,000	10,000
52874	OFFICE SERVICES PRINTING	7,043	3,619	376	3,500
52875	OFFICE SERVICES RECORDS	807	755	320	800
52893	RENTAL OF FLEET VEHICLES	2,865	3,200	3,000	2,000
52927	TEL COM PASSTHRU LONG DIST	641	0	0	0
65160	RECRUITMENT	3,622	4,702	0	0
	TOTAL OPERATING EXPENSES	**4,980,241**	**1,253,028**	**1,303,158**	**1,435,556**
53010	OFFICE MACHINES	1,332	0	0	20,000
53020	COMPUTERS NETWORKS	25,454	13,410	48,935	50,000
53030	FURNITURE AND FIXTURES	2,500	3,243	2,500	5,000
53050	MACHINERY AND APPARATUS	0	0	48,595	25,000
53070	VEHICLES REPLACEMENT	156,757	59,170	61,119	248,035
53080	VEHICLES ADDITIONS	45,990	0	0	0
	TOTAL CAPITAL OUTLAY	**232,033**	**75,823**	**161,149**	**348,035**
	ORGANIZATION TOTAL	**9,065,592**	**5,359,432**	**4,838,087**	**5,292,747**

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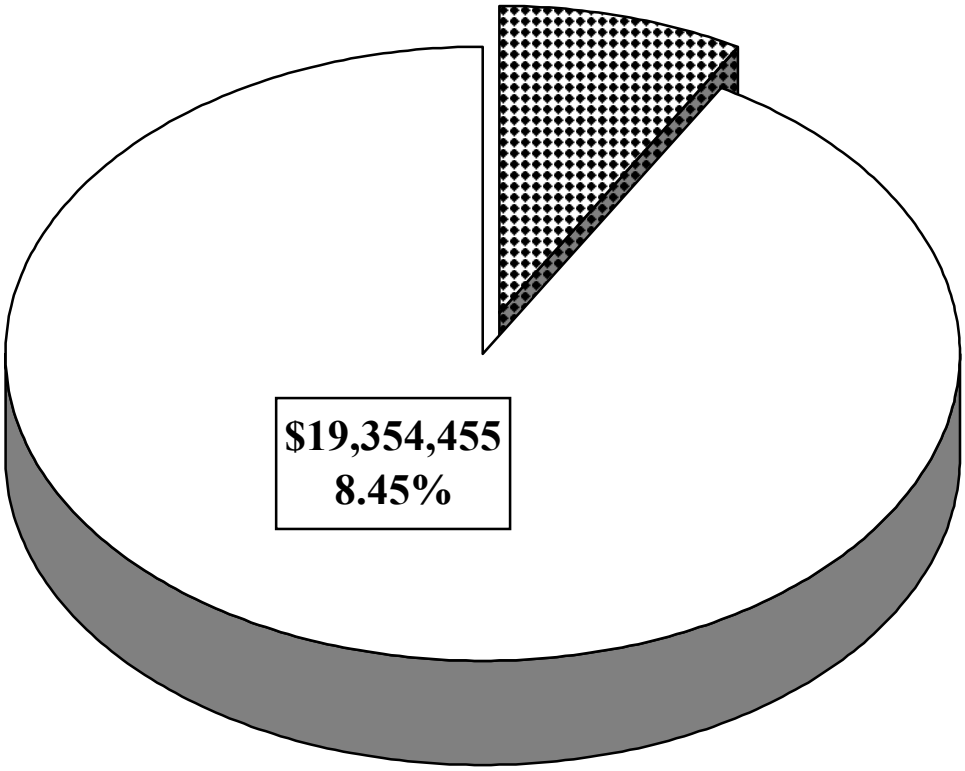
CITY OF COLORADO SPRINGS

Parks, Recreation and Cultural Services



Cultural Services	**$1,295,685**
Design and Development (Lottery Fund)	**$474,716**
Forestry	**$1,218,633**
Park Maintenance, Trails and Open Space	**$7,500,629**
Parks, Recreation and Cultural Services Administration	**$2,242,136**
Recreation Services	**$7,097,372**

The Design and Development Division is funded by the Lottery Fund, and the Cemeteries and Golf enterprises are organizationally within the Parks, Recreation and Cultural Services Department, but are included in the Enterprise Funds section of the Budget.

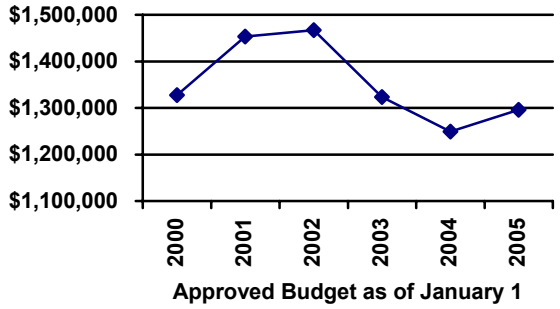
Cultural Services

Matthew Mayberry, Manager ● 215 South Tejon Street, Colorado Springs, CO 80903 ● (719) 385-5990 ● mmayberry@springsgov.com

MISSION

To increase awareness of our heritage and to enrich the lives of our citizens by preserving and interpreting the cultural and natural history of the Pikes Peak Region.

BUDGET HISTORY



SERVICES

- Preserve regional history and material culture
- Manage visitor and environmental education centers
- Provide educational programs
- Interpret natural, cultural, and environmental resources
- Raise funds to operate special programs
- Maintain archival research facility
- Promote area as tourism destination
- Restore historical buildings and sites
- Oversee maintenance and preservation of City-owned sculptures
- Provide information to park visitors and promote visitor safety
- Provide meeting facilities for nonprofit, community and service organizations

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$1,209,943	$1,120,676	$1,020,595	$1,064,845
Operating	257,188	202,865	228,388	230,840
Capital Outlay	0	0	0	0
Total	**$1,467,131**	**$1,323,541**	**$1,248,983**	**$1,295,685**

PERSONNEL

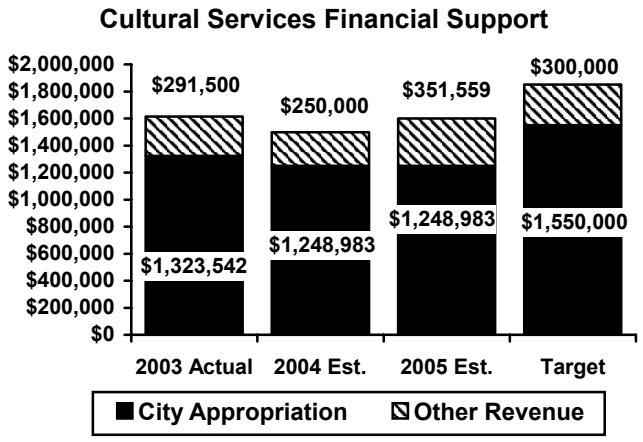
Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Manager	1.00	1.00	1.00	1.00
Supervisor	1.00	1.00	1.00	1.00
Professional	8.50	7.25	6.25	6.25
Paraprofessional	2.00	2.00	1.00	1.00
General	5.50	5.50	4.50	4.50
FTE Total	**18.00**	**16.75**	**13.75**	**13.75**
Special Positions	1.00	1.00	0.00	1.00

As part of the 2003 service reductions, 1.25 FTE positions were eliminated due to the transfer of the Beidelman Environmental Center to Colorado Springs Utilities.

As part of the 2004 budget cuts, one Administrative Technician position and one Maintenance Technician position were eliminated from the Museum and one Program Coordinator position was eliminated from Rock Ledge Ranch.

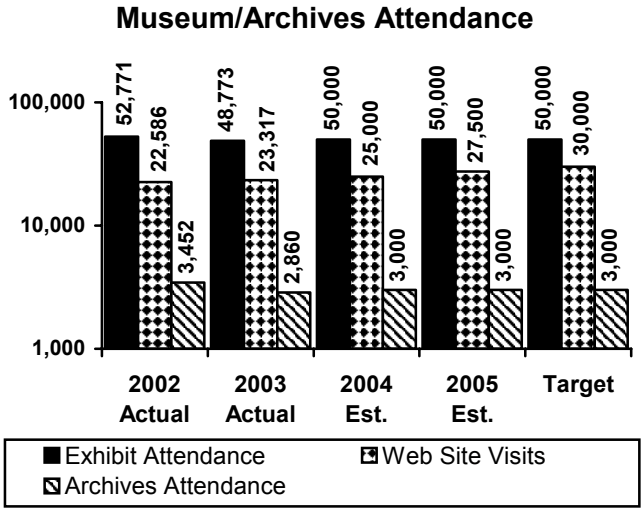
The special position listed above represented the Museum's Assistant Archivist, which was funded through a federal grant. This grant ended in 2004. A new funding source has been identified for 2005, and the special position was reinstated.

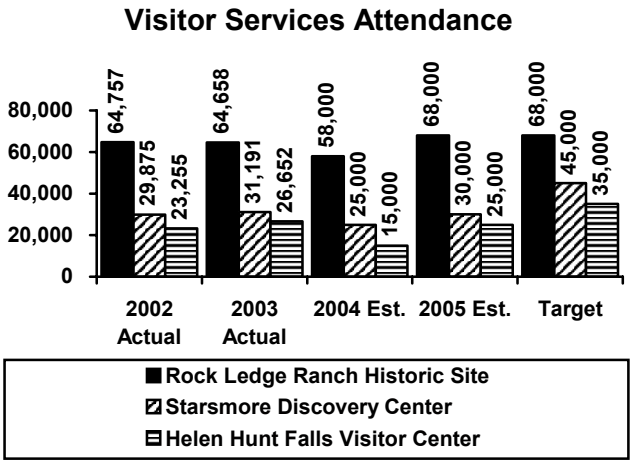
PERFORMANCE INDICATORS



The Cultural Services Division regularly supplements its annual City appropriation with grants, foundation support, corporate contributions, individual gifts, and interest income from gift trust accounts. Virtually all exhibits, programs, and artifact purchases are funded in this manner. In some cases, this graph reflects grants received in one year but expended the next. In some cases, yearly variations are a result of large onetime donations or funds secured to complete special projects, such as capital improvements. This graph only dates to the formation of the Cultural Services Division in the Year 2000. The 2005 estimates reflect the lower fundraising capacity by resulting from vacant positions and reduced program hours. Note that this information does not reflect in-kind contributions or donations of time on the part of hundreds of volunteers.

Museum visitation is largely tied to the availability of funding and personnel to develop programs, exhibits, and events. Visitation trends also relate directly to the economy, tourism and travel tendencies, and other external factors. The 2003 attendance figures reflect both dynamics. In recent years, most of the growth in the Museum's contact with the public has come through outreach efforts such as the web site. In addition, the Museum offers one national traveling exhibit, an exhibit at the Colorado Springs Airport, curriculum materials, and other outreach activities. The number of people reached through these efforts is estimated at over 50,000. The increase in archive researchers in recent years is a product of hiring a grant-funded research assistant. Funding for this position expired June 2004 but was secured again for 2005. The 2005 estimates are realistic targets based on lower staffing levels and reduced program hours.





Garden of the Gods was designated a National Natural Landmark by the U.S. Department of the Interior in 1973. The Garden of the Gods Park receives 1,700,000 visitors annually. In 2003 the Garden of Gods Visitor Center had an attendance of 725,000.

Rock Ledge Ranch Historic Site was placed on the National Register of Historic Places in 1979.

Programs and facilities are currently open the following number of days per year as stated below.

* Starsmore Discovery Center: 260
* Helen Hunt Falls Visitor Center: 108
* Rock Ledge Ranch Historic Site: 95
* Garden of the Gods Visitor Center: 363

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $33,768 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $3,473 is included for PERA and Workers' Compensation increases.
- Funding of $1,684 is included to expand the hours of operation at the Helen Hunt Falls Visitors Center to include the weekends in May and September.
- Funding of $5,325 is included to expand the hours of operation at Starsmore Discovery Center to include weekends in April, May, September, and October.
- Funding of $2,452 is included to address utility rate increases.

MAJOR OBJECTIVES

OBJECTIVE – Provide for the protection, preservation, restoration, maintenance and interpretation of cultural and natural resources in order to enhance the quality of life, expand educational activities for families and children, and support economic development opportunities within the Pikes Peak Region

According to the Strategic Action Plan, the City of Colorado Springs will "Preserve a sustainable and affordable quality of life while protecting the environment to foster pride in vibrant neighborhoods and promote identification with the larger community." The Cultural Services Division is integral to achieving this broad goal. To fulfill this objective, the staff works cooperatively to develop and implement a comprehensive range of programs, events, exhibits and publications. These activities foster respect and appreciation among program participants for the City's unique cultural and environmental heritage. The Division's success is largely a factor of its ability to create productive partnerships with private support groups, corporations, community organizations, and individuals. These collaborations provide assistance in the form of volunteer hours and financial support that leverage City funding. The Cultural Services Division operates the Pioneers Museum, Starsmore Center for Local History, Starsmore Discovery Center, Helen Hunt Falls Visitor Center and the interpretive programs based at Garden of the Gods Visitor Center.

OBJECTIVE – Continue to maintain, restore and renovate all of the historic buildings that fall under the Cultural Services Division, including the former El Paso County Courthouse (1903), the Rock Ledge House (1874), and the Orchard House (1907)

The Museum will begin implementing a program in 2005 of exterior restoration for its 1903 El Paso County courthouse. This work will be guided by a historic structure assessment conducted in 2004 with a grant from the State Historic Fund. This document prioritizes restoration and preservation needs of the Museum building. Currently, the structure is only 70 percent restored. In addition to exterior issues, three critical phases of interior renovation are required in order to extend exhibition, storage, and preparation space and provide for proper collections care. Minor repairs and maintenance are currently accomplished within the regular operating budget and through grant funds. The Rock Ledge Ranch Master Plan outlines a systematic program of renovation and improvements. As with the Courthouse, both the Rock Ledge House and the Orchard House require significant periodic repairs.

OBJECTIVE – Provide a variety of temporary and long-term exhibitions that are informative and appealing to the citizens of the community

A full exhibit schedule for the Museum is in place through 2005. Virtually all exhibitions are paid for with non-municipal funds. Rental, shipping, and insurance for traveling exhibits are quite costly, often exceeding $20,000 for a single eight-week exhibition. The City operating budget covers only routine costs of installation (paint, hardware, etc.). The Starsmore Discovery Center and the Carriage House at Rock Ledge Ranch also offer exhibition space.

OBJECTIVE – Systematically build upon the artifact and archival collections, manage them in accordance with the Museum's legal mandates, and provide access to them for researchers and community members

All artifacts and archival materials are either donated or purchased with private funds. To help preserve and store the hundreds of new acquisitions received each year, the Colorado Springs Pioneers Museum (CSPM) Foundation, a private fundraising organization, acquired and operates an off-site warehouse facility. The Museum is a leader in the field of collection accessibility and is digitizing its collection records and images so they are available to any researcher via the City's web site.

The Museum houses 70,000 three-dimensional artifacts, 50,000 historic photographs, and several hundred thousand individual documents. Rock Ledge Ranch maintains a wide variety of collections in historic structures and used in living history programs. Most recently, the Division was given responsibility for the preservation and maintenance of a growing number of City-owned outdoor sculptures. There are 75 pieces currently in the inventory. In 2005, staff will continue addressing a decades-long backlog of maintenance and preservation issues related to these sculptures. This and other activities related to outdoor sculpture directly correspond with Strategic Action Plan objective #4.2 – Support the expansion of public art throughout the community in highly visible and accessible spaces and encourage partnerships with the Arts community.

OBJECTIVE – Develop and implement programs that demonstrate the cultural diversity of the people of the Pikes Peak region

Staff has worked proactively and cooperatively with representatives of the American Indian community to plan, develop and implement an American Indian Interpretive Area at Rock Ledge Ranch. This interpretative component represents the successive stages of American Indian settlement in this region. Additional efforts will be made to develop and implement culturally diverse interpretive exhibits, programs and events at other Cultural Services locations. The Museum schedules exhibits, publications, and programs aimed at increasing public awareness of the contributions of racial/ethnic minorities in Colorado Springs and the surrounding area. The Museum is the official repository of the Negro Historical Association of Colorado Springs Collection and is the site of the community's only sculpture honoring African American influences in the region.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
CULTURAL SERVICES

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	815,228	720,718	686,593	714,057
51207	WAGE PKG PERFORMANCE	(1,577)	0	0	0
51210	OVERTIME	2,768	4,454	850	850
51220	SEASONAL TEMPORARY	252,813	211,075	151,194	158,203
51230	SHIFT DIFFERENTIAL	0	1	0	0
51240	RETIREMENT TERMINATION SICK	1,406	0	0	0
51245	RETIREMENT TERM VACATION	236	1,441	0	0
51260	VACATION BUY	987	1,028	0	0
51299	SALARIES REIMBURSEMENTS	(82,409)	(16,915)	0	0
51610	PERA	97,720	86,648	82,700	88,920
51615	WORKERS COMPENSATION	14,834	12,122	10,753	11,390
51620	EQUITABLE LIFE INSURANCE	2,522	2,194	2,741	2,851
51625	VISION CARE	983	819	824	824
51640	DENTAL INSURANCE	5,673	5,020	5,212	5,587
51665	CASH BACK	2,388	2,597	0	0
51670	PARKING FOR EMPLOYEES	2,300	1,920	2,640	2,640
51690	MEDICARE	12,940	11,725	11,428	11,730
51695	CITY EPO MEDICAL PLAN	81,130	75,828	65,660	67,793
	TOTAL SALARIES & BENEFITS	**1,209,943**	**1,120,676**	**1,020,595**	**1,064,845**
52105	MISCELLANEOUS OPERATING	701	3,319	0	0
52110	OFFICE SUPPLIES	4,258	4,474	3,216	3,275
52120	SOFTWARE MICRO WORD PROCESS	1,805	2,457	600	0
52125	GENERAL SUPPLIES	20,255	25,905	22,361	23,428
52129	HVAC-HEAT VENTILATN AIR SUPPLI	0	99	0	0
52135	POSTAGE	3,511	3,667	2,200	2,300
52140	WEARING APPAREL	1,563	1,409	2,400	2,150
52145	PAINT AND CHEMICAL	1,382	1,033	1,775	1,670
52150	SEED AND FERTILIZER	0	0	500	400
52165	LICENSES AND TAGS	0	0	150	150
52175	SIGNS	203	338	500	500
52190	JANITORIAL SUPPLIES	2,976	2,293	3,400	2,900
52215	MAINT GROUNDS	0	0	100	100
52220	MAINT OFFICE MACHINES	259	0	175	125
52230	MAINT FURNITURE AND FIXTURES	175	0	100	100
52235	MAINT MACHINERY & APPARATUS	1,599	4,474	3,150	3,200
52265	MAINT BUILDINGS AND STRUCTURE	13,858	8,391	10,725	10,129
52405	ADVERTISING SERVICES	2,090	1,818	0	2,163
52410	BUILDING SECURITY SERVICES	5,642	1,469	4,000	5,800
52410	BUILDING SECURITY SERVICES	364	506	360	396
52450	LAUNDRY AND CLEANING SERVICES	123	358	2,400	1,250
52465	MISCELLANEOUS SERVICES	0	182	0	0
52575	SERVICES	41,552	34,668	33,844	32,148
52605	CAR MILEAGE	1,230	846	1,700	1,120
52615	DUES AND MEMBERSHIP	2,544	2,092	1,732	1,914
52625	MEETING EXPENSES IN TOWN	2,379	941	33	0
52630	TRAINING	2,807	2,244	2,115	1,945
52635	EMPLOYEE EDUCATIONL ASSIST	348	90	150	0
52645	SUBSCRIPTIONS	198	209	275	260

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
CULTURAL SERVICES

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52655	TRAVEL OUT OF TOWN	2,414	923	90	90
52705	COMMUNICATIONS	41,138	24,161	21,942	21,942
52735	TELEPHONE LONG DIST CALLS	743	745	1,150	950
52736	CELL PHONE AIRTIME	0	79	0	0
52743	UTILITIES STREET LIGHTS	0	150	0	0
52745	UTILITIES	35,530	0	79,871	82,323
52746	UTILITIES ELECTRIC	24,717	37,761	0	0
52747	UTILITIES GAS	4,759	15,328	0	0
52748	UTILITIES SEWER	143	293	0	0
52749	UTILITIES WATER	183	507	0	0
52775	MINOR EQUIPMENT	8,249	6,741	14,245	14,100
52795	RENTAL OF EQUIPMENT	11,795	3,312	8,414	8,057
52872	MAINT FLEET VEHICLES EQP	27	0	200	150
52874	OFFICE SERVICES PRINTING	8,514	9,581	4,515	5,465
52875	OFFC SVC RC	0	0	0	340
52927	TEL COM PASSTHRU LONG DIST	305	0	0	0
60050	MUSEUM R ARCHIVES	35	0	0	0
65160	RECRUITMENT	6,813	0	0	0
	TOTAL OPEATING EXPENSES	**257,188**	**202,865**	**228,388**	**230,840**
	ORGANIZATION TOTAL	**1,467,131**	**1,323,541**	**1,248,983**	**1,295,685**

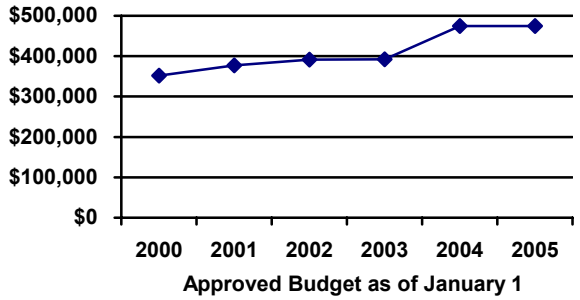
Design and Development

Terry Putman, Manager ● 1401 Recreation Way, Colorado Springs, CO 80905 ● (719) 385-6516 ● tputman@springsgov.com

MISSION

To provide comprehensive planning services for parks, trails, open space and recreation facilities; provide recreational and educational opportunities by designing, renovating and constructing new parks, park facilities and trails for the citizens and visitors of Colorado Springs; and provide management, administration, planning, design and development support for the Trails, Open Space and Parks (TOPS) program.

BUDGET HISTORY



SERVICES

- Conduct comprehensive park and recreation facility planning
- Manage and administer Trails, Open Space and Parks (TOPS) Program
- Master plan regional parks
- Design neighborhood and community parks
- Administer construction contracts
- Design youth and adult sports complexes
- Administer grants
- Design park facility renovations and restorations
- Prepare bid documents and bid all capital improvements projects
- Oversee renovation and restoration contracts
- Oversee all park capital construction

BUDGET SUMMARY

GENERAL FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$361,749	$367,608	$0	$0
Operating	21,705	24,684	0	0
Capital Outlay	7,800	0	0	0
Total	**$391,254**	**$392,293**	**$0**	**$0**

CONSERVATION TRUST (LOTTERY) FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	N/A	N/A	$436,811	$436,811
Operating	N/A	N/A	37,905	37,905
Capital Outlay	N/A	N/A	0	0
Total	**N/A**	**N/A**	**$474,716**	**$474,716**

PERSONNEL

GENERAL FUND

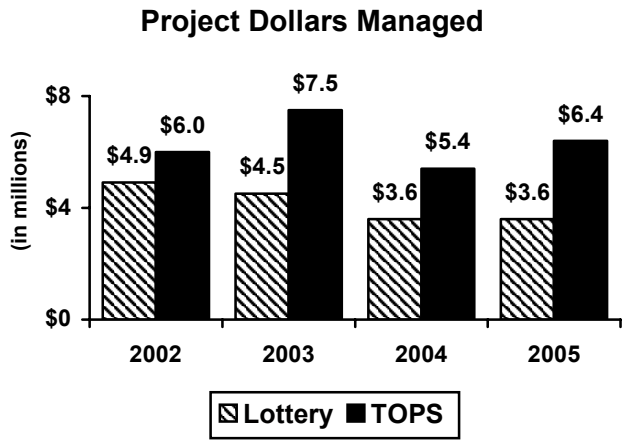
Classification	2002 Actual	2003 Budget	2004 Budget	2005 Budget
Manager	1	1	0	0
Professional	4	4	0	0
FTE Total	**5**	**5**	**0**	**0**

In 2004, the Division staff was transferred to the Conservation Trust Fund as indicated below.

CONSERVATION TRUST (LOTTERY) FUND

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Manager	0	0	1.0	1.0
Professional	1	1	4.5	4.5
FTE Total	**1**	**1**	**5.5**	**5.5**

One Landscape Architect I position is funded in part by Conservation Trust Funds and Trails, Open Space and Parks (TOPS) funds.

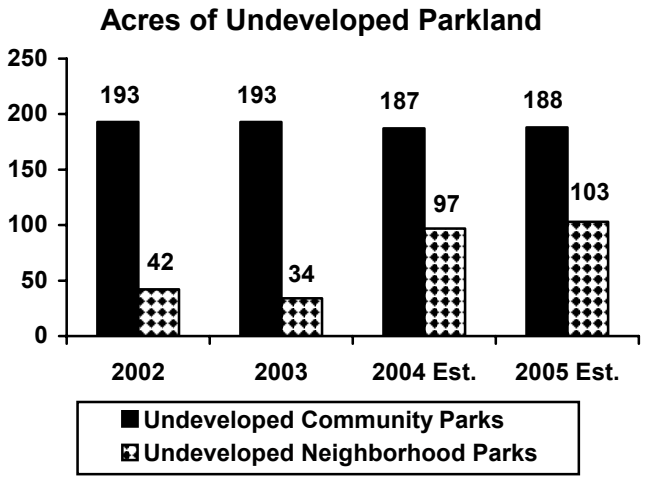


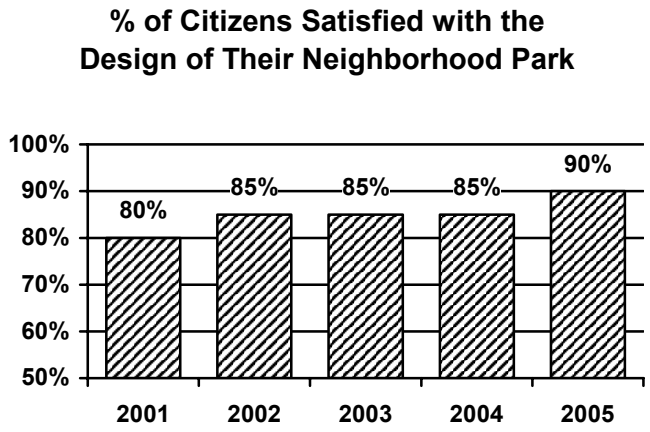
Primary capital improvements funding for the Department is derived from Conservation Trust Funds (Lottery) and the Trails, Open Spaces and Parks (TOPS) tax. In addition, as much as $1.6M is also managed by the Division from various grant sources such as Great Outdoors Colorado (GOCO) and Transportation Enhancement Act (TEA – 21) funds. These latter two sources vary from year to year and, therefore, are not included in the chart because there is no guaranteed revenue from these sources.

Undeveloped parkland acreage represents land that becomes neighborhood and community parks. Neighborhood parks are typically 5 acres in size and community parks are at least 25 acres but generally much larger, such as Memorial Park.

According to the Parks and Recreation Master Plan, neighborhood parks are to be located within a one-half mile radius of each other. Thus, as new neighborhoods are developed, it is extremely important that the neighborhood park be developed as soon a possible.

These parks are funded solely from the TOPS tax. In the past, the Department has done a good job of keeping pace with neighborhood development; but in 2005, it is estimated that the undeveloped acreage in this category will continue to be more than double what it has been in recent years.





This external citizen questionnaire is directed to the citizens of the immediate park neighborhood and is taken one year after the park has been designed and built. The focus of the survey is upon the satisfaction of the neighborhood with the design of the park as accomplished by City Landscape Architects.

CHANGES TO THE BUDGET

- There are no changes to the budget for 2005.

MAJOR OBJECTIVES

OBJECTIVE – Comply with the updated Parks, Recreation and Cultural Services Department Master Plan and continue to design and construct neighborhood and community parks

Toward that goal, the Design and Development Division will develop master plans in 2005 for all neighborhood, community and regional parks that are scheduled for development in 2006.

A series of public input meetings will be scheduled for each neighborhood, community or regional park that is scheduled for development. The meetings will afford the citizens an opportunity to provide input on the elements of the proposed park. From these park master plans, which receive final approval by the Parks and Recreation Advisory Board, a preliminary construction cost estimate is developed so that capital funding can be provided during the capital budgeting process. Park sites to be scheduled for development are determined in accordance with the guidelines provided in the Parks, Recreation and Cultural Services Department Master Plan.

When Conservation Trust Funds (Lottery) were initiated in 1984, nearly 100 percent of the funds were utilized for new park and trail construction. The Trails and Open Space Tax (TOPS) is currently the only source of new park and trail development. In 2004, more than 95 percent of the Lottery funds were utilized for renovation and repair, maintenance, providing staff and paying back of fiscal commitments such as bond payments. The bond payments included such items as the debt service on the Hillside Community Center, Meadows Community Center and the Skyview Adult Softball Complex. The renovation and repair portion of the funds were used to update an aging park system, meet current Americans with Disabilities Act (ADA) requirements for playgrounds, and bring buildings into compliance with current code requirements.

OBJECTIVE – Support the Division's mission to design, renovate and construct new parks, park facilities and trails for the citizens of the community

Fifty to sixty low-profile renovation and repair projects represent the majority of the workload for this Division every year and run the gamut from the renovation of a playground to the upgrading of an existing building. Although these projects do not receive the same degree of public attention as a new recreation center, sports complex or neighborhood park, these renovation and repair projects are certainly the most important projects to the various local neighborhoods affected by construction.

Once completed, these renovated parks often serve as the focal point for these communities and provide a safe and aesthetically pleasing environment for recreation and interaction with neighbors.

Two new neighborhood parks, Snowy River and Stetson, funded through the TOPS program, are scheduled for design and construction in 2005. Both parks are located in the rapidly growing northeastern part of the city. The maintenance of the two new parks will not require additional funding from the General Fund. The Park Maintenance, Trails and Open Space Division will maintain the two new parks with three maintenance workers that were added due to the split of a vacated manager position.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
DESIGN AND DEVELOPMENT

		(General Fund)	(General Fund)	(Lottery Fund)	(Lottery Fund)
		2002	**2003**	**2004**	**2005**
	ACCOUNT	**ACTUAL**	**ACTUAL**	**BUDGET**	**BUDGET**
51205	CIVILIAN SALARIES	304,246	308,791	369,977	369,977
51207	WAGE PKG PERFORMANCE	(411)	0	0	0
51220	SEASONAL TEMPORARY	1,748	0	0	0
51260	VACATION BUY	0	489	0	0
51610	PERA	28,046	28,766	29,113	29,113
51615	WORKERS COMPENSATION	1,515	1,403	2,278	2,278
51620	EQUITABLE LIFE INSURANCE	930	932	1,241	1,241
51625	VISION CARE	318	308	315	315
51640	DENTAL INSURANCE	1,692	1,839	1,901	1,901
51665	CASH BACK	0	233	0	0
51690	MEDICARE	1,681	1,498	1,572	1,572
51695	CITY EPO MEDICAL PLAN	21,982	23,349	30,414	30,414
	TOTAL SALARIES & BENEFITS	**361,749**	**367,608**	**436,811**	**436,811**
52105	MISCELLANEOUS OPERATING	1,013	33	0	0
52110	OFFICE SUPPLIES	1,431	4,501	2,025	2,025
52111	PAPER SUPPLIES	379	884	1,500	1,500
52122	CELL PHONES EQUIP AND SUPPLIES	20	0	0	300
52125	GENERAL SUPPLIES	1,671	1,184	1,000	1,975
52127	CONSTRUCTION SUPPLIES	0	46	975	0
52135	POSTAGE	9	30	100	100
52140	WEARING APPAREL	0	455	300	300
52145	PAINT & CHEMICAL	0	0	100	0
52165	LICENSES AND TAGS	175	221	200	200
52220	MAINT OFFICE MACHINES	28	1,953	1,500	1,500
52225	MAINT MICROS WORD PROCESSOR	1,169	616	1,000	1,000
52305	MAINT SOFTWARE	0	0	1,000	1,000
52405	ADVERTISING SERVICES	0	218	0	0
52575	SERVICES	8,378	7,293	10,000	10,000
52605	CAR MILEAGE	722	742	2,200	1,625
52615	DUES AND MEMBERSHIP	775	660	1,400	1,400
52625	MEETING EXPENSES IN TOWN	175	880	225	300
52630	TRAINING	0	1,824	5,000	5,000
52645	SUBSCRIPTIONS	18	0	100	100
52655	TRAVEL OUT OF TOWN	721	121	500	600
52705	COMMUNICATIONS	2,113	(113)	5,776	5,776
52735	TELEPHONE LONG DIST CALLS	0	(6)	200	200
52736	CELL PHONE AIRTIME	0	(38)	0	0
52775	MINOR EQUIPMENT	2,424	3,079	2,500	2,600
52874	OFFICE SERVICES PRINTING	8	51	0	100
52904	REPROGRAPHICS PARK AND REC	478	50	304	304
	TOTAL OPERATING EXPENSE	**21,705**	**24,684**	**37,905**	**37,905**
53020	COMPUTERS NETWORKS	7,800	0	0	0
	TOTAL CAPITAL OUTLAY	**7,800**	**0**	**0**	**0**
	ORGANIZATION TOTAL	**391,254**	**392,293**	**474,716**	**474,716**

Forestry

Jim McGannon, Manager ● 1401 Recreation Way, Colorado Springs, CO 80905 ● (719) 385-5942 ● jmcgannon@springsgov.com

MISSION

To ensure the City's urban forest is healthy, safe, and sustainable; maintain the original forest legacy; manage risk; and increase the canopy coverage for shade, stormwater retention, and property value.
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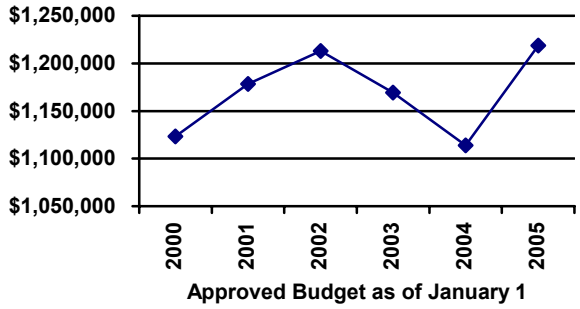
BUDGET HISTORY



SERVICES

- Manage and maintain public trees
- Provide planting on public rights-of-way and parkland
- Utilize Tree Fee Fund for new subdivisions
- Clear traffic signs and visibility obstructions
- Respond to tree-related emergencies
- Provide technical assistance related to forestry matters
- Manage insect and disease problems
- Provide tree service licensing/certifications
- Manage City's urban forest including that of Special Improvement Maintenance District (regional and open space)

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$ 894,154	$ 866,815	$ 850,863	$ 955,559
Operating	316,599	299,569	260,074	259,374
Capital Outlay	2,282	2,951	3,000	3,700
Total	**$1,213,035**	**$1,169,335**	**$1,113,937**	**$1,218,633**

PERSONNEL

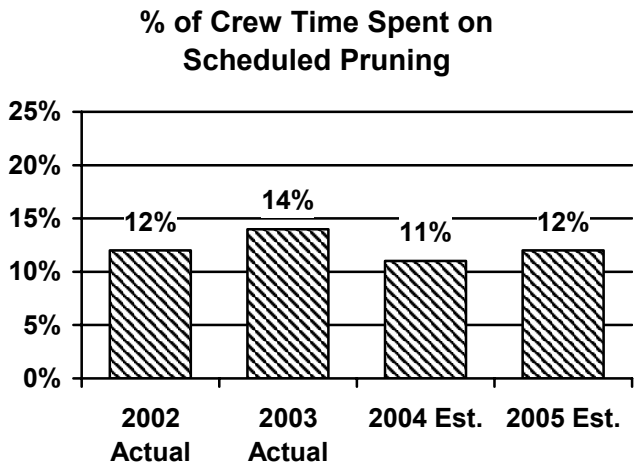
Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Manager	1	1	1	1
Supervisor	2	2	2	2
Professional	3	3	2	3
General	9	9	8	8
FTE Total	**15**	**15**	**13**	**14**

For 2004, one Forester position, one Forest Technician position, and one Senior Office Specialist position were eliminated. Also, a Graphic Technician was transferred from the Administration Division.

For 2005, one Forester position is added to assist in diseased tree inspections and area management.

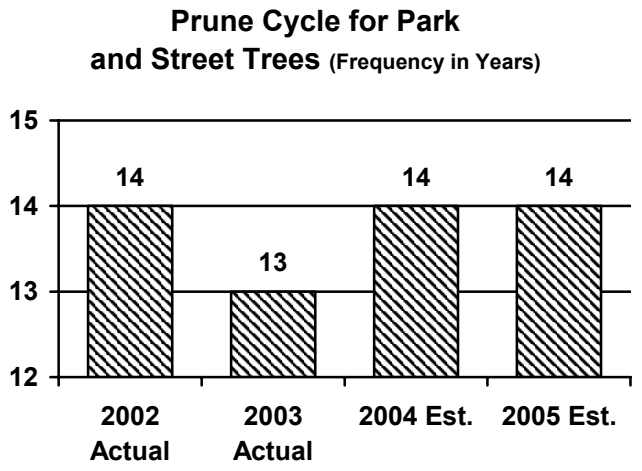
In addition to the personnel listed above, there is one full-time Forestry Technician position paid from the Conservation Trust Fund (Lottery).

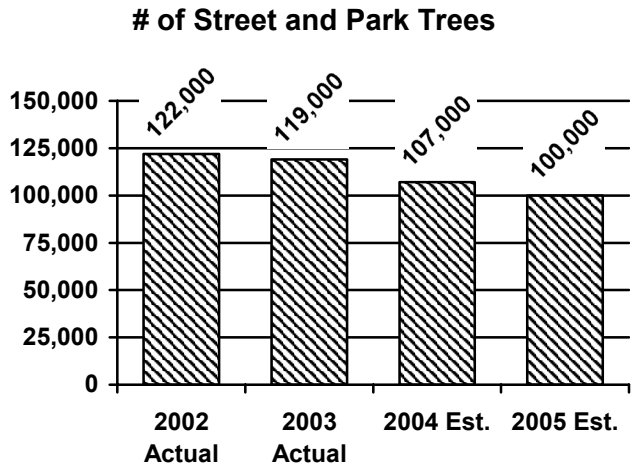
PERFORMANCE INDICATORS



The safety and health of all public trees are a high priority. To accomplish this priority, trees must be pruned. Tree pruning is done both on a contractual basis and by in-house crew maintenance. Contractors perform street tree pruning on larger diameter trees, whereas Forestry's crews concentrate on the small caliper trees and combine this detail with other duties for proficiency in accomplishing more than one goal during this scheduled cycle. Forestry technicians conduct more specialized and quality-control specific goals that are not practical with contracted work. The Division would like to have an average minimum 5 – 10 percent increase in the pruning schedule.

The Forestry Division has divided the City's tree population into management areas, including that of Special Improvement Maintenance Districts, and each area has a scheduled cycle for street and park tree pruning. National standards call for an average of six to eight years for a prune cycle, especially for street trees. Forestry's current tree pruning cycle consists of complete contracted and in-house maintenance once every 14 years. As the urban forest expands, Forestry must adjust its priorities to meet the demands that a regularly scheduled prune cycle requires. A scheduled prune for public trees is needed for health, safety, storm damage, insect/disease control, and overall vigor of the urban forest. The ability to keep a cycle low is directly related to resources allocated to meet this goal.





The inventory is based upon geographic information system (GIS) and field inventory data. The tree population expands as a result of the Department's efforts and those of many commercial developments. Based on the 2004 inventory, records indicate an approximate street tree population of 88,500. In addition, the City's park inventory shows a population of approximately 18,500. With this, the actual 2004 tree inventory consists of 107,000 park and street trees. This is a reduction from the 2003 inventory.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $32,678 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $2,422 is included for PERA and Workers' Compensation increases.
- Funding of $69,596 is included to add a Forester position to assist in the inspection of diseased trees and area management.

MAJOR OBJECTIVES

OBJECTIVE – Maintain the urban forest for public safety, welfare, and benefits to the community

Establish contracts that address scheduled and unscheduled pruning, pest management, tree removals, planting, and general maintenance needs. Forestry staff will continue to maintain and monitor many different aspects of the urban forest to assure quality control.

OBJECTIVE – Coordinate tree-related emergencies

Work with Police and Fire by implementing the Forestry Emergency Response Plan as needed. Coordinate with Emergency Operations Manager and Police Dispatch supervisors.

OBJECTIVE – Insect and disease management

Manage major insect and disease problems to sustain the health and vigor of the city's public trees. Major diseases include Dutch Elm Disease and diseases related to major insect outbreaks. Major insect problems include bark beetles, i.e., elm bark beetle, Mountain Pine Beetle and Ips.

OBJECTIVE – New Home Tree (Tree Fee Fund) Program

Continue the intent of the 1976 ordinance enacting a process for the establishment of tree-lined streets in new subdivisions. With the enactment (effective August 1, 2003) of the revised Tree Fee Fund by City Council, issue certificates to homeowners and draw down the fund balance.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
FORESTRY

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	674,914	635,963	621,111	702,057
51207	WAGE PKG PERFORMANCE	(986)	0	0	0
51210	OVERTIME	2,760	1,945	3,100	3,100
51220	SEASONAL TEMPORARY	32,549	31,463	19,966	19,966
51240	RETIREMENT TERMINATION SICK	0	3,889	0	0
51245	RETIREMENT TERM VACATION	0	2,246	0	0
51260	VACATION BUY	820	1,559	0	0
51299	SALARIES REIMBURSEMENTS	(10,200)	(977)	0	0
51610	PERA	63,651	62,134	57,659	67,165
51615	WORKERS COMPENSATION	44,058	39,124	54,458	61,168
51620	EQUITABLE LIFE INSURANCE	2,065	1,944	2,372	2,696
51625	VISION CARE	829	797	819	882
51640	DENTAL INSURANCE	4,718	4,762	5,168	5,962
51665	CASH BACK	1,571	1,658	0	0
51690	MEDICARE	6,076	5,827	5,683	6,655
51695	CITY EPO MEDICAL PLAN	71,330	74,481	80,527	85,908
	TOTAL SALARIES & BENEFITS	**894,154**	**866,815**	**850,863**	**955,559**
52105	MISCELLANEOUS OPERATING	552	1,756	1,410	1,000
52110	OFFICE SUPPLIES	874	924	810	810
52115	MEDICAL SUPPLIES	1,962	2,061	1,600	1,600
52120	SOFTWARE MICRO WORD PROCESS	0	0	0	420
52125	GENERAL SUPPLIES	5,133	4,377	3,231	3,013
52135	POSTAGE	0	35	70	150
52140	WEARING APPAREL	2,797	2,988	1,700	1,500
52145	PAINT AND CHEMICAL	579	1,242	800	1,025
52175	SIGNS	0	373	400	0
52190	JANITORIAL SUPPLIES	0	0	0	200
52205	MAINT LANDSCAPING	55,111	50,908	25,086	25,086
52210	MAINT TREES	220,040	210,349	207,000	207,000
52220	MAINT OFFICE MACHINES	1,558	1,554	1,850	150
52230	MAINT FURNITURE AND FIXTURES	0	0	280	480
52235	MAINT MACHINERY & APPARATUS	237	1,364	2,815	2,815
52265	MAINT BUILDINGS AND STRUCTURE	0	0	500	0
52270	MAINT WELLS AND RESERVOIRS	0	0	200	0
52575	SERVICES	2,363	14,379	2,182	2,207
52605	CAR MILEAGE	9	0	148	150
52615	DUES AND MEMBERSHIP	897	1,464	430	400
52625	MEETING EXPENSES IN TOWN	224	245	182	185
52630	TRAINING	1,595	916	1,850	1,850
52645	SUBSCRIPTIONS	0	0	25	25
52655	TRAVEL OUT OF TOWN	782	336	0	800
52705	COMMUNICATIONS	188	28	0	0
52735	TELEPHONE LONG DIST CALLS	1	1	0	0
52736	CELL PHONE AIRTIME	0	3	0	0
52745	UTILITIES	(427)	25	333	0
52775	MINOR EQUIPMENT	5,038	2,982	4,172	4,608
52795	RENTAL OF EQUIPMENT	0	0	0	1,400

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
FORESTRY

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52874	OFFICE SERVICES PRINTING	1,970	1,259	3,000	2,500
65040	MISCELLANEOUS	15,115	0	0	0
	TOTAL OPERATING EXPENSES	**316,599**	**299,569**	**260,074**	**259,374**
53050	MACHINERY AND APPARATUS	2,282	2,951	3,000	3,700
	TOTAL CAPITAL OUTLAY	**2,282**	**2,951**	**3,000**	**3,700**
	ORGANIZATION TOTAL	**1,213,035**	**1,169,335**	**1,113,937**	**1,218,633**

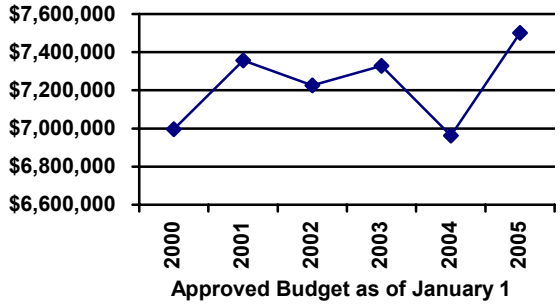
Park Maintenance, Trails and Open Space

Kurt Schroeder, Manager ● 1401 Recreation Way, Colorado Springs, CO 80905 ● (719) 385-6555 ● kschroeder@springsgov.com

MISSION

To provide and maintain parks, trails, medians, athletic fields, open space areas and recreational facilities for the citizens of, and visitors to, Colorado Springs. The Division also supports the youth of the community through the preparation of athletic fields and the provision of volunteer and hourly employment opportunities.

BUDGET HISTORY



SERVICES

- Provide landscape maintenance services by implementing a program of turf and athletic field maintenance and providing flower plantings and shrub maintenance
- Maintain and protect the natural resources within the regional parks and maintain the multi-use trail system and assigned rights-of-ways
- Repair, monitor and renovate irrigation, lighting and plumbing systems; and perform repairs and preventive maintenance to small engine equipment, mowers, grounds maintenance equipment, etc.
- Maintain, renovate and construct buildings, structures, walkways, curbing, parking facilities, fences, etc.; repair vandalism on a timely basis; and design and fabricate signs and graphics in support of the entire park system and programmed activities

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$5,131,394	$5,215,153	$4,802,263	$5,222,637
Operating	1,982,280	2,113,571	2,026,480	2,202,992
Capital Outlay	112,704	0	133,000	75,000
Total	**$7,226,378**	**$7,328,724**	**$6,961,743**	**$7,500,629**

PERSONNEL

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Manager	1	1	1	1
Supervisor	11	11	11	11
Professional	1	1	1	1
Paraprofessional	17	17	16	16
General	55	55	50	55
FTE Total	**85**	**85**	**79**	**84**
Special Positions	1	0	0	0

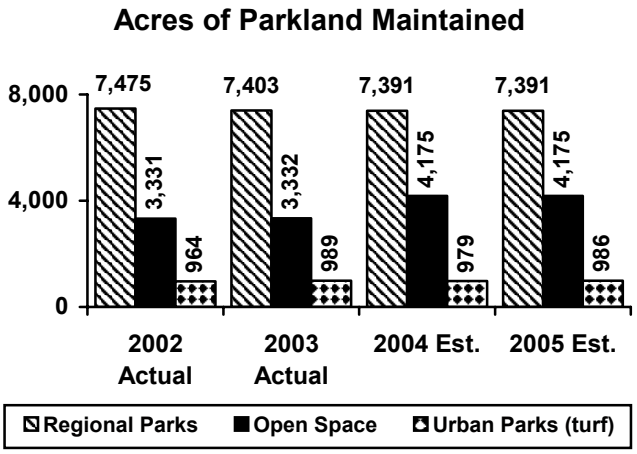
For 2004, three Maintenance Technician II positions, one Equipment Operator position, one Senior Skilled Maintenance Technician position, and one Park Ranger position were eliminated. Also, 60 percent of the compensation for a Senior Analyst position was reimbursed by the Special Improvement Maintenance Districts (SIMD's). Not identified in this chart are 51 seasonal/temporary positions that were eliminated for 2004.

During 2004, three Maintenance Technician II positions were added as the result of the elimination of a manager position in the Recreation Services Division.

For 2005, a Maintenance Technician II is added to restore the Greenhouse flower program and a Vegetation Control Specialist (Maintenance Technician II) is added to provide right-of-way mowing and weed control services.

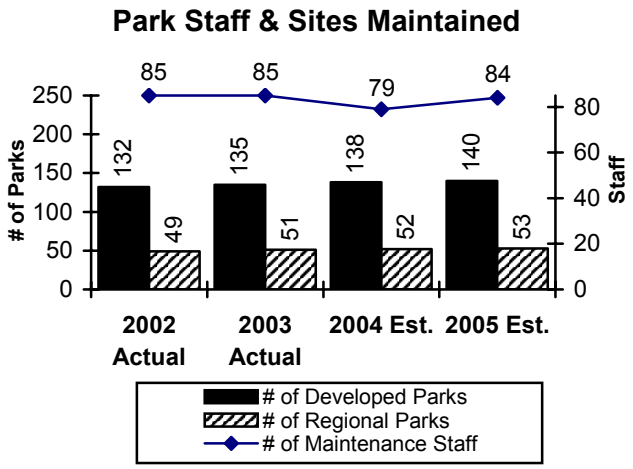
In addition to the personnel listed above, there are 16 other full-time maintenance positions. Of those, 4 are funded from the Conservation Trust Fund (Lottery), 11 from the various SIMD's, and 1 by Colorado Springs Utilities for maintenance of the greenway west of the I-25 sound wall.

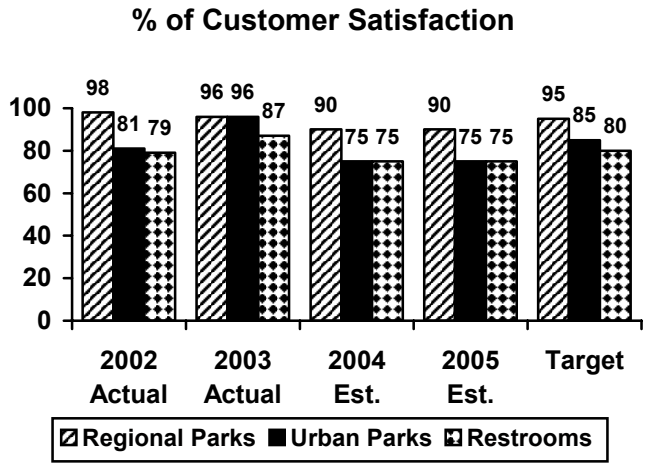
PERFORMANCE INDICATORS



Regional park, open space, sports park and urban park acreage has been growing at a consistent rate for the last 12+ years. This growth was supported by the passage of the Trails, Open Space and Parks (TOPS) tax in 1997 as Conservation Trust Fund monies were increasingly reallocated to address operational needs.

Although the number of parks and park acreage has continued to rise, maintenance staffing remained relatively constant until 2004 when staffing was reduced. The use of the latest technologies and a reorganization of the Division in 2001 have helped in retaining a consistent level of service throughout the expanding system and staff reductions have made attaining the same level of maintenance increasingly difficult. However, staffing will be increased in 2005 by five Maintenance Technician II positions, three are added through the elimination of a Unit Manager position and two are added at the request of Council. A critical element that this chart does not show is the elimination of 51 hourly seasonal positions that were also cut from the 2004 budget.





Generally speaking, the public is very satisfied with the quality of the facilities provided. Specific areas of concern that usually arise have to do with the cleanliness of the reserved areas and restrooms. Almost always, the regional parks (Garden of the Gods, Ute Valley, Palmer Park, Cheyenne Canyon, Bear Creek Canyon) receive very high user satisfaction marks.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $169,797 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $17,502 is included for PERA and Workers' Compensation increases.
- Three Maintenance Technician II positions have been added as the result of the elimination of the Youth and Recreation Unit Manager position. Funding of $100,008 is transferred from the Recreation Services Division to fund the three new positions.
- Funding of $15,000 is transferred to the Recreation Services Unit for operation of the Uncle Wilber fountain.
- Funding of $58,000 for 2004 onetime equipment purchases for Confluence Park is removed.
- Funding of $418,733 is included to address utility rate increases.
- Funding of $94,513 is added to restore restroom maintenance for 19 restrooms.
- A Maintenance Technician II and $60,895 are added to restore the Greenhouse flower program.
- A Vegetation Control Specialist position and $54,210 are added to provide right-of-way mowing and weed control services.
- Park maintenance expenses of $303,772 are transferred out of the General Fund to the Conservation Trust Fund.

MAJOR OBJECTIVES

OBJECTIVE – Continue to explore and implement cost and labor-saving techniques and processes that will permit greater efficiencies from the available staff and resources

There is always good reason to explore new techniques, processes and equipment that will lead to increased efficiencies. Among other actions that will be taken, the results of the Operations Research project dealing with district organization and task scheduling will be thoroughly evaluated and the appropriate elements implemented. United States Air Force Academy (USAFA) cadets provided this project.

OBJECTIVE – Continue to explore and implement turf and facility management techniques and products that will serve to enhance the quality of maintenance and ultimately the product provided

Staff will continue to explore, evaluate and implement management techniques and products that will serve to enhance the product provided. Implementing more extensive use of fertigation systems, surfactants, crumb rubber additives, and modified herbicide applications, as well as training and updating staff on irrigation system maintenance skills and management techniques will be undertaken.

OBJECTIVE – Continue to address the maintenance requirements of new parklands and developed parks and facilities that are added to the system

Two new neighborhood parks and approximately 10 miles of trail will be added for maintenance in 2005. Steps must be taken to assimilate the two neighborhood parks into the appropriate maintenance district and provide a level of maintenance that will protect the health, safety, and welfare of the public. However, budget reductions implemented in 2004 have significantly impacted the Department's ability to provide appropriate maintenance services to the entire system.

OBJECTIVE – Continue implementation of the Garden of the Gods Reclamation Report

For 2005, staff will specifically continue restoration of the selected watershed, begin the reconstruction of the two-hour commercial equestrian trail, and continue the selected removal and trimming of vegetation within the central garden zone. Staff will also continue with efforts to remove and control noxious weed populations, evaluate and prioritize work outlined within the new trail plan, and seek additional grants to support implementation of the Restoration Report.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
PARK MAINTENANCE, TRAILS AND OPEN SPACE

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	3,471,199	3,415,504	3,342,284	3,625,570
51207	WAGE PKG PERFORMANCE	(6,929)	0	0	0
51210	OVERTIME	61,161	68,495	53,865	64,375
51220	SEASONAL TEMPORARY	790,227	769,261	392,130	413,454
51235	STANDBY	2	0	0	0
51240	RETIREMENT TERMINATION SICK	0	17,149	0	0
51245	RETIREMENT TERM VACATION	1,638	25,526	0	0
51260	VACATION BUY	6,765	5,739	0	0
51299	SALARIES REIMBURSEMENTS	(182,918)	(126,979)	0	0
51610	PERA	391,427	394,929	344,177	392,805
51615	WORKERS COMPENSATION	145,808	133,683	118,663	131,115
51620	EQUITABLE LIFE INSURANCE	10,629	10,494	13,427	14,561
51625	VISION CARE	4,725	4,362	5,092	5,407
51635	CITY MAJOR MEDICAL PLAN	(576)	0	4,289	4,428
51640	DENTAL INSURANCE	26,737	28,784	31,982	36,399
51655	RETIRED EMP MEDICAL INS	0	256	0	0
51665	CASH BACK	13,953	12,321	0	0
51690	MEDICARE	43,428	42,115	36,444	41,023
51695	CITY EPO MEDICAL PLAN	354,116	413,514	459,910	493,500
	TOTAL SALARIES & BENEFITS	**5,131,394**	**5,215,153**	**4,802,263**	**5,222,637**
52002	OPERATING REIMBURSEMENT	4,739	12,109	0	0
52105	MISCELLANEOUS OPERATING	4,616	5,676	0	0
52110	OFFICE SUPPLIES	6,422	3,945	2,713	2,965
52111	PAPER SUPPLIES	369	0	0	0
52115	MEDICAL SUPPLIES	4,635	8,208	14,090	14,390
52120	SOFTWARE MICRO WORD PROCESS	769	0	0	0
52122	CELL PHONES EQUIP AND SUPPLIES	194	710	0	0
52125	GENERAL SUPPLIES	79,227	94,776	119,665	112,149
52135	POSTAGE	0	0	2,500	500
52140	WEARING APPAREL	15,824	13,878	1,860	0
52145	PAINT AND CHEMICAL	24,764	18,248	27,570	30,370
52150	SEED AND FERTILIZER	74,893	123,364	102,751	125,862
52165	LICENSES AND TAGS	200	178	300	300
52170	SPECIAL PHOTOGRAPHY ETC	0	720	0	0
52175	SIGNS	9,288	7,096	9,000	11,253
52185	AGGREGATE MATERIAL	1,375	683	3,300	3,300
52190	JANITORIAL SUPPLIES	15,420	19,179	15,134	18,979
52215	MAINT GROUNDS	22,662	33,358	36,133	38,060
52220	MAINT OFFICE MACHINES	0	171	560	560
52235	MAINT MACHINERY & APPARATUS	7,645	13,107	15,378	14,828
52240	MAINT NONFLEET VEHICLES EQP	49,399	44,698	44,154	52,035
52265	MAINT BUILDINGS AND STRUCTURE	25,808	23,270	40,589	30,345
52270	MAINT WELLS AND RESERVOIRS	43,039	50,800	45,670	54,231
52280	MAINT ROADS AND BRIDGES	2,868	3,889	5,700	5,700
52435	GARBAGE REMOVAL SERVICES	38,498	54,309	61,000	55,000
52445	JANITORIAL SERVICES	42,448	32,965	28,000	35,000
52450	LAUNDRY AND CLEANING SERVICES	2,131	1,364	3,000	250
52455	LAWN MAINTENANCE SERVICE	5,602	4,072	44,940	39,536

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
PARK MAINTENANCE, TRAILS AND OPEN SPACE

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52540	MISCELLANEOUS SERVICES	0	0	2,556	0
52575	SERVICES	93,996	76,810	75,695	76,050
52586	MESA SPGS SERVICES	1,243	(53,395)	0	0
52605	CAR MILEAGE	672	562	400	700
52615	DUES AND MEMBERSHIP	359	294	145	215
52625	MEETING EXPENSES IN TOWN	6,064	302	178	600
52630	TRAINING	2,590	555	0	0
52635	EMPLOYEE EDUCATIONL ASSIST	837	870	2,812	2,886
52645	SUBSCRIPTIONS	88	0	25	25
52655	TRAVEL OUT OF TOWN	52	83	0	0
52705	COMMUNICATIONS	5,178	4,178	1,574	100
52725	RENTAL OF PROPERTY	760	827	0	827
52735	TELEPHONE LONG DIST CALLS	340	597	0	0
52736	CELL PHONE AIRTIME	0	1,896	0	4,200
52743	UTILITIES STREET LIGHTS	0	8,502	0	0
52745	UTILITIES	194,434	12,695	1,245,045	1,399,897
52746	UTILITIES ELECTRIC	139,347	211,003	0	0
52747	UTILITIES GAS	18,726	46,912	0	0
52748	UTILITIES SEWER	23,869	10,911	0	0
52749	UTILITIES WATER	944,795	1,143,282	0	0
52775	MINOR EQUIPMENT	41,197	35,983	32,861	33,054
52795	RENTAL OF EQUIPMENT	3,419	4,780	9,934	6,175
52872	MAINT FLEET VEHICLES EQP	0	12	0	0
52874	OFFICE SERVICES PRINTING	120	542	250	250
52893	RENTAL OF FLEET VEHICLES	11,735	10,969	2,500	2,100
65339	NORTH SLOPE	11,393	6,078	10,780	12,300
65381	FIELD RESERVATION AND TOURN	4,327	17,554	17,718	18,000
70295	SPECIAL PROJECTS PROGRAMS	(6,096)	0	0	0
	TOTAL OPERATING EXPENSES	**1,982,280**	**2,113,571**	**2,026,480**	**2,202,992**
53050	MACHINERY AND APPARATUS	74,792	0	133,000	75,000
53090	BUILDINGS AND STRUCTURES	37,911	0	0	0
	TOTAL CAPITAL OUTLAY	**112,704**	**0**	**133,000**	**75,000**
	ORGANIZATION TOTAL	**7,226,378**	**7,328,724**	**6,961,743**	**7,500,629**

Parks, Recreation & Cultural Services Administration

Paul D. Butcher, Director ● 1401 Recreation Way, Colorado Springs, CO 80905 ● (719) 385-6501 ● pbutcher@springsgov.com

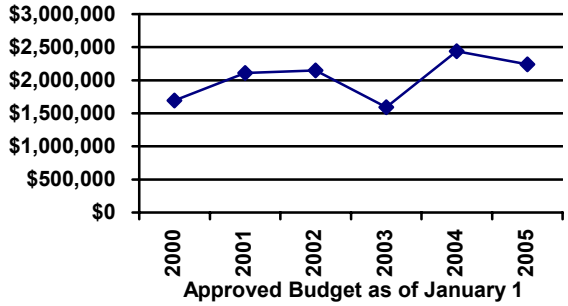
MISSION

To provide administrative support to Parks, Recreation and Cultural Services staff in order to gain efficiencies through centralization; to provide responsive customer service internally and externally; and to provide opportunities for involvement to Colorado Springs citizens.

SERVICES

- Clerical and information technology support
- Finance, grants and contracts
- Graphics and GIS
- Park and athletic field reservations
- Personnel
- Safety and environmental
- Volunteer and special event opportunities

BUDGET HISTORY



BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$1,003,667	$1,041,966	$ 845,669	$ 881,382
Operating	802,648	551,570	382,686	451,724
Capital Outlay	341,263	0	1,208,737	909,030
Total	**$2,147,578**	**$1,593,536**	**$2,437,092**	**$2,242,136**

PERSONNEL

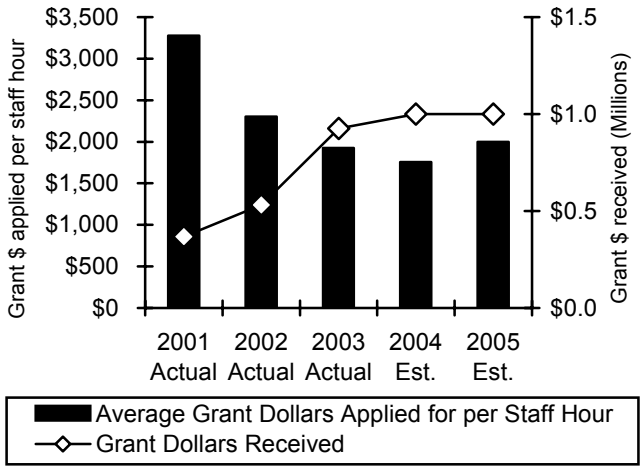
Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Senior Manager	1.00	1.00	1.00	1.00
Manager	1.00	1.00	0.00	0.00
Professional	6.75	6.00	5.00	5.00
Paraprofessional	3.50	5.00	4.00	4.00
General	3.50	2.75	2.75	2.75
FTE Total	**15.75**	**15.75**	**12.75**	**12.75**
Special Positions	1	1	0	0

For 2004, one Graphic Technician (Paraprofessional) position was moved to Forestry with the intent of combining the graphics job duties (from Administration) with the Forestry Senior Office Specialist workload, a position vacated in early 2004 that will not be filled.

For 2004, one Senior Analyst position was eliminated.

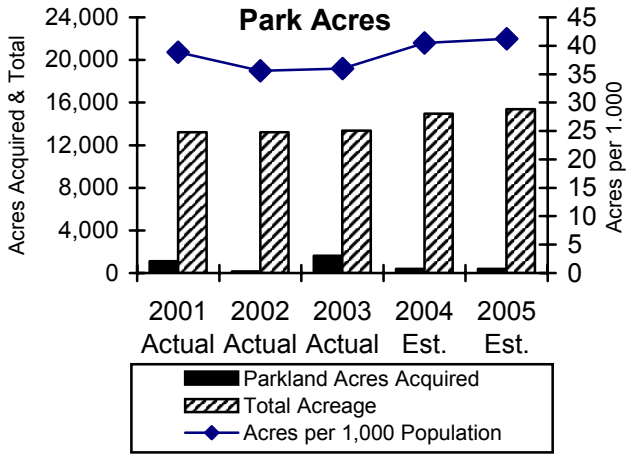
For 2004, the Planning and Trails, Open Space and Parks (TOPS) Manager was transferred from the Administration Division to Design and Development to assume the Manager position in that Division.

PERFORMANCE INDICATORS



As lottery funds continue to increase, it is anticipated that grant awards will begin trending upward. Additionally, with larger projects under consideration by the Department, the grant amounts being applied for will increase as well.

A customer service survey is administered to citizens who reserve parks and athletic fields. The survey responses assist staff in making changes and/or responding immediately to a dissatisfied customer. Customer satisfaction is high and undergoes little overall change as it pertains to front office staff. Total reservations were down somewhat in 2002 due to the fire ban. In 2003, customer satisfaction surveys have been added for sports tournaments and baseball leagues.



With Conservation Trust Fund dollars, development and renovation of parks were not keeping pace with the accelerated growth of Colorado Springs in recent years; and open space acquisition was minimal. The TOPS tax has assisted in land acquisition and development of trails, open space and parks to meet the needs of a growing community. TOPS will fund construction of two neighborhood parks and seven trail projects. TOPS has helped preserve over 3,200 acres of open space since 1997.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $32,762 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $2,951 is included for PERA and Workers' Compensation increases.
- Onetime funding of $213,658 that was included in 2004 to address the vehicle backlog is removed. Also, $85,511 is removed due to a lower amount of vehicle replacement funding required in 2005.
- Funding of $68,500 is included for full funding of the Colorado Springs Philharmonic Symphony for the 4th of July concert.

MAJOR OBJECTIVES

OBJECTIVE – Increase project and program funding through grant awards

Obtain grant funds to enhance parks, trails, open spaces, facilities and programs. Since 2002, the Department has funded an employee to research and prepare grant and award applications. In 2004, the Department also absorbed the Community and Senior Centers Division, which receives grant funds in support of programs. Receipt of at least $500,000 in grant funds is expected annually. Major acquisition and development projects and community programs identified for 2005 should garner grant awards in excess of $500,000 and bring the Department generous public recognition.

OBJECTIVE – Cooperatively partner with local organizations to enhance delivery of services to the public

Parks, Recreation and Cultural Services is the lead agency in existing community initiatives for enhanced services – one of which is the El Pomar Youth Sports Park. Technical, financial and staff assistance will continue to be provided to these and other similarly missioned organizations and projects in 2005.

OBJECTIVE – Provide centralized administrative support to Parks, Recreation and Cultural Services staff

Administration will continue to strive for group efficiencies by providing centralized services to the entire Department in the areas of finance, personnel, volunteers, legal, safety and environmental, GIS, information technology, clerical and graphic services. This eliminates the need to budget and dedicate duplicative services within each Division.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
PARKS, RECREATION AND CULTURAL SERVICES - ADMINISTRATION

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	818,815	858,303	671,936	698,814
51207	WAGE PKG PERFORMANCE	(1,182)	0	0	0
51210	OVERTIME	1,714	191	1,602	1,602
51220	SEASONAL TEMPORARY	4,365	1,517	3,960	3,960
51240	RETIREMENT TERMINATION SICK	6,321	0	0	0
51245	RETIREMENT TERM VACATION	14,930	0	0	0
51260	VACATION BUY	665	1,103	0	0
51299	SALARIES REIMBURSEMENTS	(2,035)	(2,398)	0	0
51610	PERA	75,112	79,169	70,273	75,912
51615	WORKERS COMPENSATION	1,966	1,775	7,735	7,788
51620	EQUITABLE LIFE INSURANCE	2,472	2,602	2,783	2,891
51625	VISION CARE	924	857	849	849
51640	DENTAL INSURANCE	4,171	4,727	4,895	5,248
51665	CASH BACK	3,353	3,367	0	0
51670	PARKING FOR EMPLOYEES	1,480	1,920	0	0
51690	MEDICARE	4,796	5,491	8,164	8,459
51695	CITY EPO MEDICAL PLAN	65,800	83,341	73,472	75,859
	TOTAL SALARIES & BENEFITS	**1,003,667**	**1,041,966**	**845,669**	**881,382**
52105	MISCELLANEOUS OPERATING	3,205	189	0	0
52110	OFFICE SUPPLIES	6,613	7,213	5,591	5,681
52111	PAPER SUPPLIES	1,514	2,145	1,800	1,800
52120	SOFTWARE MICRO WORD PROCESS	8,899	10,697	9,681	9,800
52122	CELL PHONES EQUIP AND SUPPLIES	0	0	480	280
52125	GENERAL SUPPLIES	11,646	4,498	8,481	10,163
52126	ELECTRICAL SUPPLIES	0	0	0	0
52135	POSTAGE	29,258	32,869	20,715	21,906
52140	WEARING APPAREL	0	2,488	0	0
52215	MAINT GROUNDS	14	0	0	0
52220	MAINT OFFICE MACHINES	164	389	168	168
52225	MAINT MICROS WORD PROCESSOR	3,648	4,952	5,213	5,213
52265	MAINT BUILDINGS AND STRUCTURE	0	293	0	0
52405	ADVERTISING SERVICES	6,174	5,916	56,057	56,014
52410	BUILDING SECURITY SERVICES	0	0	1,500	1,500
52431	CONSULTING SERVICES	720	0	0	0
52440	HUMAN SERVICES	123,569	76,667	0	68,500
52465	MISCELLANEOUS SERVICES	23,582	3,150	9,500	9,500
52560	PARKING SERVICES	0	0	700	700
52575	SERVICES	172,874	117,194	2,169	500
52605	CAR MILEAGE	5,519	5,950	3,982	3,907
52615	DUES AND MEMBERSHIP	8,247	3,834	3,594	6,103
52630	TRAINING	1,972	2,015	3,149	1,699
52635	EMPLOYEE EDUCATIONL ASSIST	320	1,405	300	300
52645	SUBSCRIPTIONS	537	1,119	1,914	1,339
52655	TRAVEL OUT OF TOWN	6,985	5,039	6,480	7,200
52705	COMMUNICATIONS	301,536	181,065	165,527	165,527
52735	TELEPHONE LONG DIST CALLS	5,528	6,575	3,025	2,525
52736	CELL PHONE AIRTIME	0	162	0	500

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
PARKS, RECREATION AND CULTURAL SERVICES - ADMINISTRATION

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52740	GENERAL INSURANCE-CITY	6,577	8,483	13,500	13,500
52746	UTILITIES ELECTRIC	198	0	0	0
52765	LEASE PURCHASE PAYMENTS	0	32,884	33,050	33,050
52775	MINOR EQUIPMENT	2,658	5,471	734	1,153
52795	RENTAL OF EQUIPMENT	12,803	12,804	12,300	12,300
52874	OFFICE SERVICES PRINTING	5,043	4,759	11,771	9,609
52875	OFFICE SERVICES RECORDS	64	190	50	50
52927	TEL COM PASSTHRU LONG DIST	1,231	0	0	0
65040	MISCELLANEOUS	50,000	0	0	0
65325	VEHICLE INSURANCE	0	9,796	0	0
	TOTAL OPERATING EXPENSES	**802,648**	**551,570**	**382,686**	**451,724**
53020	COMPUTERS NETWORKS	29,642	0	17,538	17,000
53030	FURNITURE AND FIXTURES	1,356	0	4,875	4,875
53070	VEHICLES REPLACEMENT	310,265	0	1,186,324	887,155
	TOTAL CAPITAL OUTLAY	**341,263**	**0**	**1,208,737**	**909,030**
	ORGANIZATION TOTAL	**2,147,578**	**1,593,536**	**2,437,092**	**2,242,136**

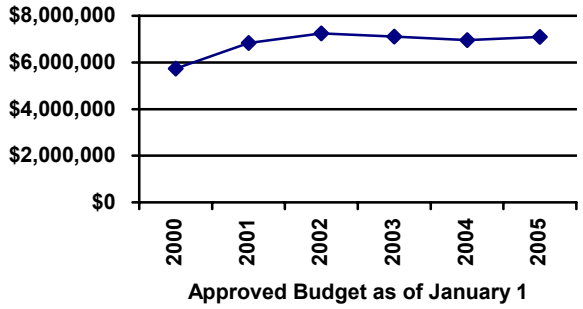
Recreation Services

Lamont Gizzi, Manager ● 1401 Recreation Way, Colorado Springs, CO 80905 ● (719) 385-6952 ● lgizzi@springsgov.com

MISSION

To promote and provide recreational programs, services and facilities for all citizens, and to foster community partnerships as a means to serve targeted populations.

BUDGET HISTORY



SERVICES

- Youth sport leagues, tournaments, lessons, and camps available to a broad demographic mix
- Sports leagues, lessons, and activities for adults and seniors
- Public swim, public ice skating, and hockey/figure skating sessions
- Rental facilities for community events and activities
- Concerts and other non-traditional recreational events and activities
- Marketing and promotions of Division services
- Provide programs to targeted populations
- Operate and maintain community and senior centers
- Leverage resources through partnerships

BUDGET SUMMARY

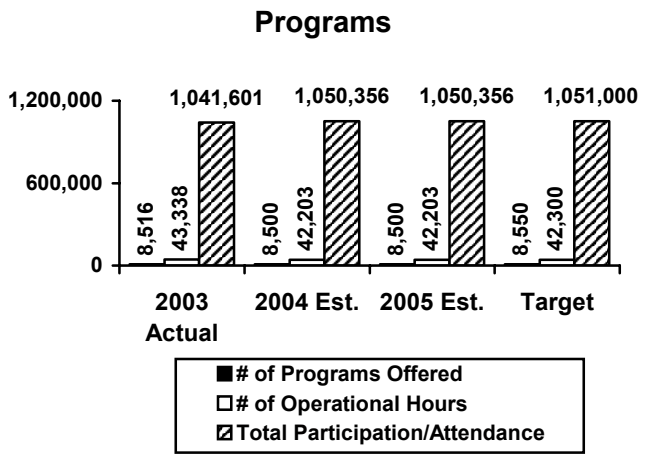
	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$4,987,013	$5,042,357	$4,827,219	$4,926,834
Operating	2,263,929	2,064,071	2,132,384	2,170,538
Capital Outlay	0	0	0	0
Total	**$7,250,942**	**$7,106,428**	**$6,959,603**	**$7,097,372**

In 2004, the Community and Senior Centers and the Youth and Recreation budgets were combined into Recreation Services as a result of an internal reorganization. The previous years of the Budget Summary and Personnel sections reflect the combination of the two budgets.

PERSONNEL

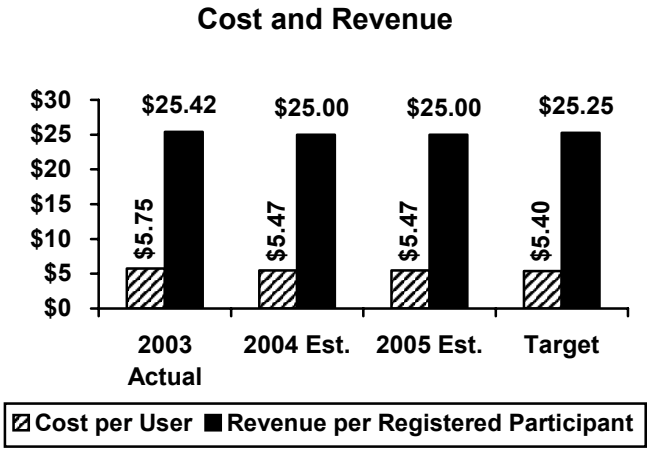
Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Manager	2.00	2.00	2.00	1.00
Supervisor	4.00	4.00	3.00	3.00
Professional	20.75	20.75	19.75	19.75
Paraprofessional	14.75	14.75	14.75	14.75
General	12.50	12.50	11.50	11.50
FTE Total	**54.00**	**54.00**	**51.00**	**50.00**

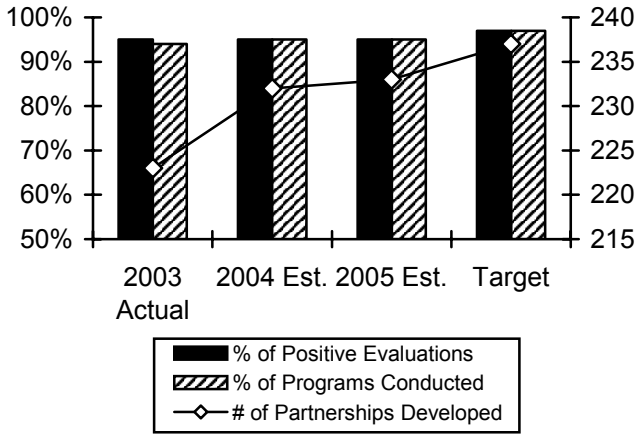
For 2004, one Program Coordinator position, one Office Specialist position, and one Recreation Supervisor position were eliminated for a total reduction of three FTE's; also, one Manager retired; and the Youth and Recreation Division and Community and Senior Centers Division were consolidated. As a result of the consolidation, the vacant manager position was eliminated.



In June 2004, the Community and Senior Centers and Youth and Recreation Divisions were consolidated and renamed the Recreation Services Division. As a result, there are no actual measures for 2002. The 2003 actual measures reflect the combined measures of the two divisions. The number of programs offered is a count of the programs offered at all divisional operations. Total participation includes program participation and facility attendance. Total participation is based on a turn style count. These numbers are expected to remain fairly consistent. Both measures support the Strategic Action Plan measure 6.1.1 – Maintain the full range of existing senior, single parent, early childhood, disabled, teen and minority outreach programs. The reduced number of hours of operation estimated in 2004 and 2005 are a result of decreased operations at the Otis Park Community Center and the transfer of the Acacia Community Center to the Housing Authority. This measure supports the Strategic Action Plan measure 5.3.0 - Preserve and enhance existing community centers throughout the city.

Because of the recent consolidation, there are no actual measures for 2002. The 2003 actual measures reflect combined measures of the two Divisions. The cost-per-user measure reflects the divisional operational cost divided by the turn style count of users. The 2003 actual cost was $5.75. Future costs are estimated to decrease to $5.47 per user because operational costs are less. Actual revenue per program participant in 2003 was $25.42. The numbers of program participants are expected to remain the same in 2004 and 2005. However, 2004 and 2005 revenue projections are expected to decrease by approximately $130,000. This reflects $171,000 decrease due to the closure of the pool at Deerfield Hills, closure of Prospect Lake's beach aquatic operation and the effects of elasticity on fees narrowing the potential field of users. A $40,000 increase is anticipated at other divisional operations based on historical trends. This measure supports the Strategic Action Plan measure 6.4.1 – Continue to evaluate fees for recreational activities and recover appropriate costs while maintaining affordability.





The percentage of evaluations returned with a rating of positive or excellent has remained relatively constant over the past few years. The target for this measure is 97 percent.

The percent of programs conducted is calculated by taking the number of programs conducted divided by the number of programs offered. The percent of programs offered has remained constant and the target is 97 percent.

The number of unduplicated, community organizations partnering with the Division's operations to provide programs to the community increased by 4 percent from 2003 to the 2004 estimate. The target for this measure is 237.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $125,441 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $19,857 is included for PERA and Workers' Compensation increases.
- With the merge of the Community and Senior Centers and Youth and Recreation Divisions, one Division Manager's salary and benefits ($100,008) was transferred to the Parks, Trails and Open Space budget.
- Funding of $52,479 is included to address utility rate increases for gas and sewer at Recreation Services buildings.
- Funding of $15,000 is transferred from the Parks, Trails and Open Space budget to Recreation Services for operation of the Uncle Wilber fountain.
- Funding of $25,000 is included to correct an error in last year's salary calculation.

MAJOR OBJECTIVES

OBJECTIVE – Respond to the community's needs by providing programs to a wide variety of citizens at existing facilities (This objective reflects the Strategic Action Plan measure 6.1.1 and 5.3)

The Recreation Services Division is dedicated to providing recreational services and programs to all citizens, as well as specialized programs and services focusing on youth in targeted neighborhoods, the elderly and persons with disabilities. The Division will continue to respond to the public and evaluate and adjust services as necessary to enhance customer service to all citizens.

OBJECTIVE – Recruit and develop associations with a variety of individuals and organizations that represent and promote the interests in the community (This objective reflects the strategic measure 6.1.2)

Positive community relationships are the foundation of the Recreation Services Division. Networking with community groups, volunteers, customers and potential customers allows access to and understanding of the needs and trends of the community. Valuable collaborations are developed with organizations whose missions converge with the City's core values of service, cooperation and partnership.

OBJECTIVE – Provide programs, services and facility operations at an affordable price while maximizing revenue potential (This objective reflects the strategic measure 6.4.1)

The Division recognizes the importance of revenue generation to offset General Fund expenditures. It also recognizes the importance of providing programs and services at affordable fees. Factored into the equation is the fact that there are populations that require special consideration when determining fees. Those special populations include low-to-moderate income families and youth, persons with disabilities and the elderly.

OBJECTIVE – Enhance citizen awareness of services and programs offered by the Recreation Services Division

The Division uses a wide range of methods to create and sustain public awareness. In addition to using traditional methods of advertising such as seasonal brochures and flyers targeted to specific populations, the Division also maintains a major media sponsor to reach a broader population. The e-Government initiative continues and has been expanded to include brochures on line, computerized registration, web site registration, touch-tone registration, emphasis on e-mail communication and other service deliveries. The Division's best and most cost-effective advertising, however, comes from the informal testimonials of past and current individual consumers and community partners and advocates who have directly benefited from the programs and services offered by the Division.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
RECREATION SERVICES

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	2,482,988	2,528,303	2,442,414	2,496,908
51207	WAGE PKG PERFORMANCE	(3,947)	0	0	0
51210	OVERTIME	19,923	6,141	22,872	22,879
51220	SEASONAL TEMPORARY	1,736,020	1,701,930	1,534,304	1,563,622
51230	SHIFT DIFFERENTIAL	621	539	0	0
51240	RETIREMENT TERMINATION SICK	0	3,809	0	0
51245	RETIREMENT TERM VACATION	165	7,363	0	0
51260	VACATION BUY	792	2,732	0	0
51299	SALARIES REIMBURSEMENTS	(128)	(3)	0	0
51610	PERA	384,378	397,903	350,719	373,670
51615	WORKERS COMPENSATION	68,941	64,526	64,030	63,714
51620	EQUITABLE LIFE INSURANCE	7,554	7,704	9,616	9,807
51625	VISION CARE	2,992	2,871	2,874	2,873
51640	DENTAL INSURANCE	16,753	18,027	18,512	19,403
51665	CASH BACK	7,580	8,271	7,005	7,005
51690	MEDICARE	47,039	46,860	53,219	53,702
51695	CITY EPO MEDICAL PLAN	215,341	245,381	321,654	313,251
	TOTAL SALARIES & BENEFITS	**4,987,013**	**5,042,357**	**4,827,219**	**4,926,834**
52105	MISCELLANEOUS OPERATING	161,511	65,937	0	0
52110	OFFICE SUPPLIES	17,102	19,026	16,923	21,784
52111	PAPER SUPPLIES	3,819	1,136	3,924	4,147
52115	MEDICAL SUPPLIES	320	304	844	794
52120	SOFTWARE MICRO WORD PROCESS	5,247	1,718	4,500	5,500
52122	CELL PHONES EQUIP AND SUPPLIES	127	765	190	225
52125	GENERAL SUPPLIES	161,202	185,684	195,673	192,958
52129	HVAC-HEAT VENTILATN AIR SUPPLI	0	0	200	150
52135	POSTAGE	10,009	10,441	12,577	11,105
52140	WEARING APPAREL	11,801	5,280	10,235	10,685
52145	PAINT AND CHEMICAL	54,427	33,787	57,529	56,730
52155	AUTOMOTIVE	83	34	400	225
52160	FUEL	38	175	300	225
52165	LICENSES AND TAGS	2,444	1,032	2,748	2,580
52175	SIGNS	136	0	292	292
52190	JANITORIAL SUPPLIES	8,133	5,591	3,925	5,075
52220	MAINT OFFICE MACHINES	1,671	2,323	6,220	6,220
52225	MAINT MICROS WORD PROCESSOR	1,792	492	3,625	1,000
52230	MAINT FURNITURE AND FIXTURES	1,931	638	925	1,050
52235	MAINT MACHINERY & APPARATUS	9,575	4,980	22,448	21,669
52240	MAINT NONFLEET VEHICLES EQP	0	0	1,250	0
52265	MAINT BUILDINGS AND STRUCTURE	60,941	57,265	102,419	73,828
52275	MAINT RUNWAYS	0	903	0	0
52405	ADVERTISING SERVICES	36,823	22,418	28,846	22,146
52410	BUILDING SECURITY SERVICES	7,192	1,717	8,246	8,246
52423	TELECOMMUNICATION SERVICES	0	0	0	0
52445	JANITORIAL SERVICES	20,315	19,628	21,667	20,979
52450	LAUNDRY AND CLEANING SERVICES	24,809	21,780	40,123	40,789
52465	MISCELLANEOUS SERVICES	0	17,003	7,392	6,631
52560	PARKING SERVICES	0	0	500	300

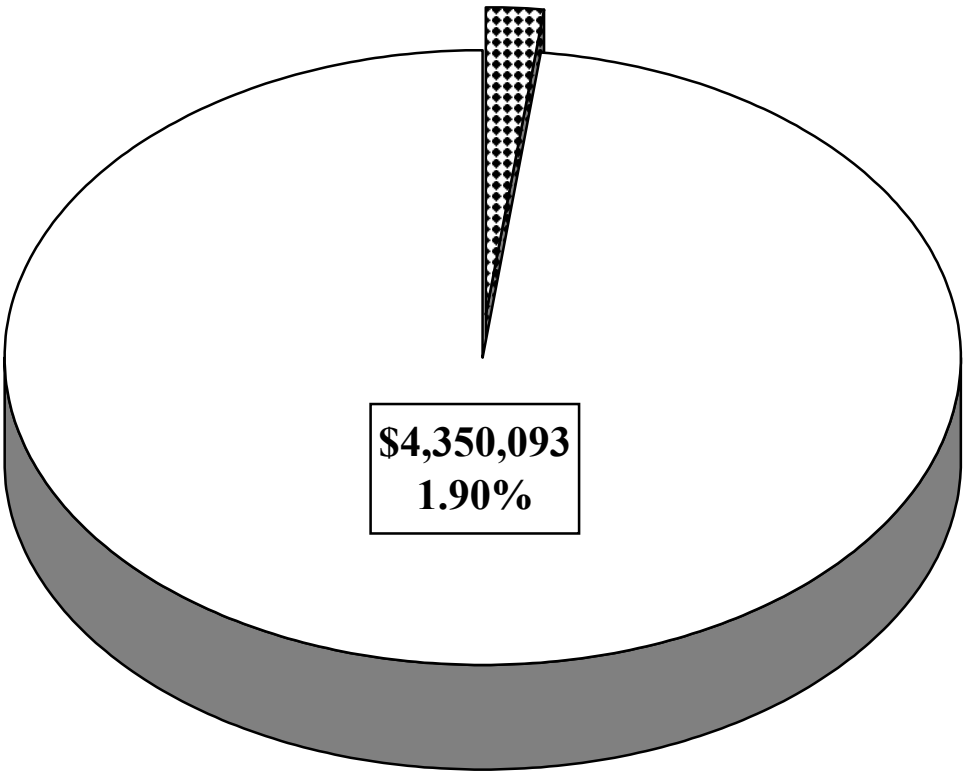
CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
RECREATION SERVICES

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52565	PEST CONTROL	1,320	1,255	1,330	1,375
52575	SERVICES	425,146	461,723	434,268	458,981
52590	TEMPORARY EMPLOYMENT	0	0	500	200
52605	CAR MILEAGE	13,254	10,776	14,300	11,926
52615	DUES AND MEMBERSHIP	2,399	2,525	1,867	2,315
52625	MEETING EXPENSES IN TOWN	1,466	450	767	360
52630	TRAINING	6,650	2,591	7,000	7,000
52635	EMPLOYEE EDUCATIONL ASSIST	1,315	0	2,600	4,600
52645	SUBSCRIPTIONS	49	357	215	275
52655	TRAVEL OUT OF TOWN	4,541	1,401	6,838	7,438
52705	COMMUNICATIONS	147,924	79,744	80,049	80,133
52725	RENTAL OF PROPERTY	156,586	74,484	74,951	77,208
52735	TELEPHONE LONG DIST CALLS	1,875	2,210	2,600	2,300
52736	CELL PHONE AIRTIME	0	2,785	1,380	3,718
52743	UTILITIES STREET LIGHTS	0	499	177	445
52745	UTILITIES	186,782	(4,800)	0	0
52746	UTILITIES ELECTRIC	173,106	279,978	231,063	227,947
52747	UTILITIES GAS	75,123	117,488	309,582	355,138
52748	UTILITIES SEWER	10,158	16,873	15,930	17,469
52749	UTILITIES WATER	27,664	39,656	40,790	38,284
52765	LEASE PURCHASE PAYMENTS	27,590	121,702	13,164	13,164
52775	MINOR EQUIPMENT	49,934	25,181	30,081	30,081
52795	RENTAL OF EQUIPMENT	8,457	9,117	11,060	10,960
52874	OFFICE SERVICES PRINTING	38,626	34,650	17,341	24,553
52875	OFFICE SERVICES RECORDS	267	258	275	300
52880	PURCHASES FOR RESALE	29,359	26,412	11,751	11,251
52893	RENTAL OF FLEET VEHICLES	3,400	5,400	700	700
52927	TEL COM PASSTHRU LONG DIST	454	0	0	0
65325	VEHICLE INSURANCE	0	13,037	0	0
65339	NORTH SLOPE	0	0	0	0
65369	ADULT SPORTS SOFTBALL	115,259	108,839	130,625	130,625
65371	ADULT SPORTS BASKETBALL	18,343	17,099	20,545	20,545
65373	ADULT SPORTS FOOTBALL	7,281	5,195	7,909	7,909
65375	ADULT SPORTS VOLLEYBALL	15,538	11,508	34,984	34,984
65379	HIGH SCHOOL HOCKEY	11,648	11,040	8,500	8,500
65381	FIELD RESERVATION AND TOURN	1,040	1,177	5,000	5,000
65383	EARLY CHILDHOOD	2,537	3,226	4,610	4,993
65385	TEENS PROGRAM	19,836	17,316	12,125	12,646
65389	COMMUNITY SENIOR PROGRAM	9,894	7,512	740	740
65391	YOUTH SERVICES PROGRAMS	14,313	9,352	10,836	11,071
65393	SENIOR SERVICES PROGRAMS	13,230	25,324	0	0
65395	THERAPEUTIC RECREATION PGMS	19,798	18,865	10,230	10,260
65397	WHITE HSE RANCH EARLY CHILD	3,583	3,686	3,780	3,780
70295	SPECIAL PROJECTS PROGRAMS	16,736	18,125	18,000	16,031
	TOTAL OPERATING EXPENSES	**2,263,929**	**2,064,071**	**2,132,384**	**2,170,538**
	TOTAL CAPITAL OUTLAY	**0**	**0**	**0**	**0**
	ORGANIZATION TOTAL	**7,250,942**	**7,106,428**	**6,959,603**	**7,097,372**

CITY OF COLORADO SPRINGS

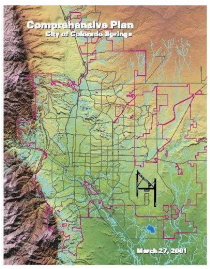
City Planning and Community Development



Comprehensive Planning	**$473,587**
Data Systems/GIS	**$526,373**
Housing & Community Development/Urban Redevelopment (Grant Fund)	**$7,119,149**
Housing & Community Development/Urban Redevelopment (General Fund)	**$169,904**
Land Use Review	**$1,800,807**
Office of the Planning Director	**$906,081**
Transportation Planning	**$473,341**

The Development Review Enterprise is organizationally within the City Planning and Community Development Department, but is included in the Enterprise Funds section of the Budget. Also, this graph reflects only General Fund Divisions (excludes Housing and Community Development and Urban Redevelopment of $7,119,149).

Comprehensive Planning

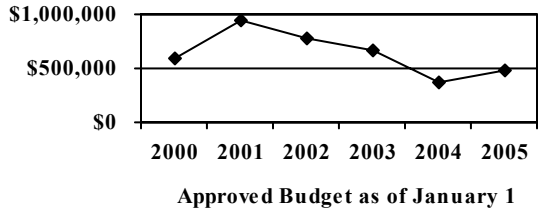


Ira J. Joseph, Manager ● 30 S. Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5557 ●ijoseph@springsgov.com

MISSION

To work with citizens and elected officials to develop and provide long-range land use planning objectives, information, implementation tools, and analysis in order to positively guide long-range growth and physical development of the city while preserving and enhancing the quality of life for citizens.

BUDGET HISTORY



SERVICES

- Develop and implement the Comprehensive Plan; annually monitor and report on implementation efforts
- Undertake special projects that carry out City Council's Strategic Action Plan
- Develop and maintain current and historic citywide land use and master plan information
- Coordinate regional planning issues with other City Divisions, Colorado Springs Utilities, El Paso County Planning, and Pikes Peak Area Council of Governments
- Provide technical and administrative support to Historic Preservation Board

BUDGET SUMMARY

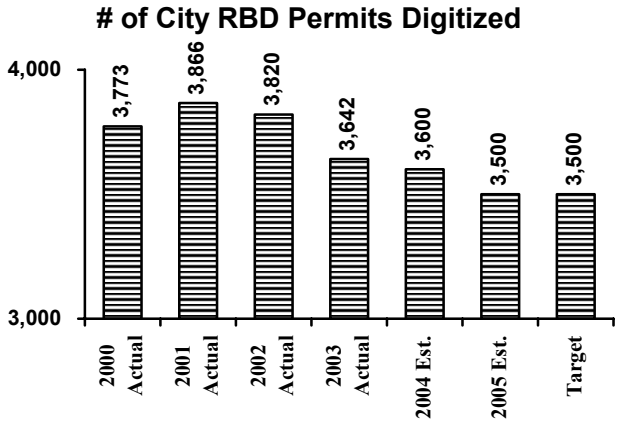
	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$659,682	$606,117	$353,419	$449,878
Operating	125,246	58,822	21,209	22,209
Capital Outlay	0	0	0	1,500
Total	**$784,928**	**$664,939**	**$374,628**	**$473,587**

PERSONNEL

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Classification				
Senior Manager	1.0	1.0	0.0	0.0
Manager	1.0	1.0	1.0	1.0
Professional	5.0	5.0	3.0	4.0
Paraprofessional	1.0	1.0	0.0	0.0
FTE Total	**8.0**	**8.0**	**4.0**	**5.0**

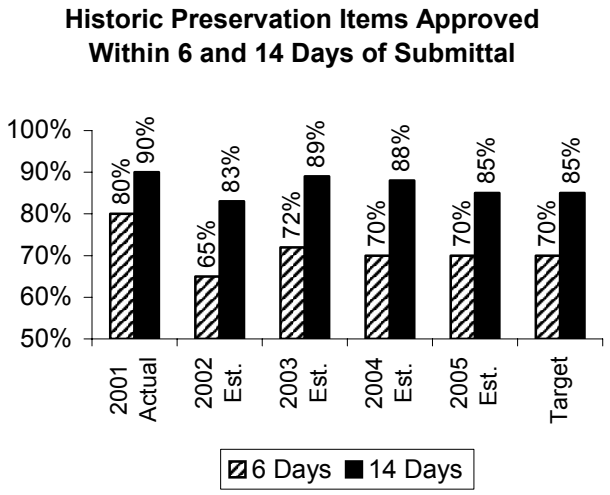
For 2005, a Senior Planner is added.
For 2004, the Senior Manager position was transferred to the Office of the Planning Director. Additionally, two Planner II positions and one Administrative Technician position were eliminated. During 2004, a GIS Analyst II was transferred to GIS/Data Systems and a senior planner was transferred from the Land Use Review Division to Comprehensive Planning.

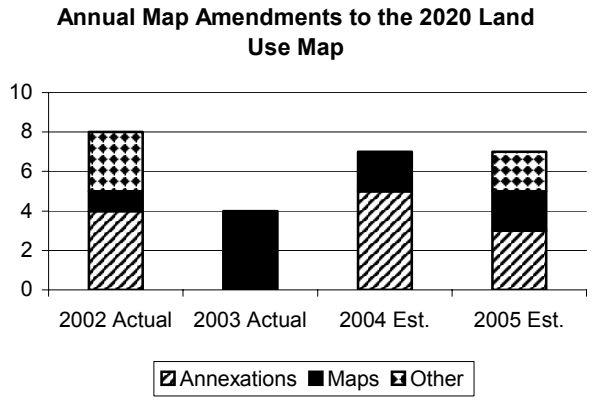
PERFORMANCE INDICATORS



It is expected the digitizing of Regional Building Department (RBD) permits approved in the city and land use information will continue to increase and additional categories will be added.

Historic Preservation administration is intended to operate in a user-friendly manner, while attepting to have a one-week turnaround from date of application to meeting date. The process is coordinated by one staff person and a three-member citizen committee which meets twice monthly. Since the adoption of the North End Historic Overlay Zone in 2000, a high percentage of requests are approved within 14 days of submittal.





The 2020 Land Use Map of the Comprehensive Plan is designed to accommodate most master plan amendments without needing to formally amend the map. A low incidence of map amendments, outside of annexations of land, indicates the 2020 Land Use Map of the Comprehensive Plan continues to effectively guide city land development patterns. (Note: data collected as of July 2004.)

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $13,420 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $1,082 is included for PERA and Workers' Compensation increases.
- A Senior Planner FTE and associated salary, benefit and operating expenses of $84,457 are added.

MAJOR OBJECTIVES

OBJECTIVE – Administer the Comprehensive Plan

Perform land uses analysis, prepare annual report, review and make recommendations on annexations and major master plan amendments producing changes to the 2020 Land Use Map. Restoration of two professional positions will permit more aggressive implementation activities.

OBJECTIVE — Support Implementation of the Comprehensive Plan and Strategic Action Plan

Prepare code amendments intended to remove regulatory obstacles for properties in designated areas based on a neighborhood standard of physical development. Potential applications to other established neighborhoods in the city. Strategic Action Plan support will depend on resource availability.

OBJECTIVE – Continue enhancements to land use analysis capabilities

Increased utilization of Global Information System (GIS) tools to develop data sources to monitor land development activity will play an increasingly important role in assessing consistency of land development activity with City policies and goals. All projects and assignments will utilize GIS for inventory, analysis and presentation materials. This capability may be somewhat reduced due to the loss of a GIS analyst II position. Ongoing technical assistance to Colorado Springs Utilities (CSU) and the Pikes Peak Area Council of Governments (PPACG) for long-range planning activities will continue.

OBJECTIVE – Provide staff support for Historic Preservation Administration

Staff support to Historic Preservation Board (HPB) and administration of those elements of the Zoning Code pertaining to historic preservation. Processing of historic preservation rehabilitation tax credit program and maintenance of City's Certified Local Government Designation will continue.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
COMPREHENSIVE PLANNING

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	526,281	519,966	275,240	352,345
51207	WAGE PKG PERFORMANCE	(640)	0	0	0
51220	SEASONAL TEMPORARY	0	0	15,212	15,212
51240	RETIREMENT TERMINATION SICK	25,649	0	0	0
51245	RETIREMENT TERM VACATION	24,100	0	0	0
51260	VACATION BUY	691	1,222	0	0
51299	SALARIES REIMBURSEMENTS	(16,152)	(18,455)	0	0
51610	PERA	48,927	47,626	25,750	34,452
51615	WORKERS COMPENSATION	1,157	990	731	885
51620	EQUITABLE LIFE INSURANCE	1,632	1,591	1,079	1,387
51625	VISION CARE	502	410	252	315
51640	DENTAL INSURANCE	2,679	2,830	1,580	2,116
51665	CASH BACK	2	64	0	0
51670	PARKING FOR EMPLOYEES	920	961	960	1,200
51690	MEDICARE	4,646	3,844	1,609	2,688
51695	CITY EPO MEDICAL PLAN	39,289	45,068	31,006	39,188
	TOTAL SALARIES & BENEFITS	**659,682**	**606,117**	**353,419**	**449,878**
52105	MISCELLANEOUS OPERATING	(10)	(125)	0	0
52110	OFFICE SUPPLIES	1,961	1,947	1,350	1,350
52111	PAPER SUPPLIES	681	207	720	620
52120	SOFTWARE MICRO WORD PROCESS	128	0	1,057	1,400
52125	GENERAL SUPPLIES	347	1,009	610	1,211
52135	POSTAGE	910	803	1,200	1,200
52220	MAINT OFFICE MACHINES	2,669	2,140	2,307	2,200
52615	DUES AND MEMBERSHIP	1,453	1,645	1,500	1,504
52625	MEETING EXPENSES IN TOWN	802	300	0	0
52630	TRAINING	532	1,269	1,500	1,500
52635	EMPLOYEE EDUCATIONL ASSIST.	0	0	500	510
52645	SUBSCRIPTIONS	546	604	465	458
52655	TRAVEL OUT OF TOWN	251	227	0	0
52705	COMMUNICATIONS	10,308	4,341	7,425	7,425
52735	TELEPHONE LONG DIST CALLS	231	190	720	620
52775	MINOR EQUIPMENT	567	1,341	0	400
52874	OFFICE SERVICES PRINTING	2,713	766	1,359	1,300
52875	OFFICE SERVICES RECORDS	518	473	496	511
70295	SPECIAL PROJECTS PROGRAMS	100,556	41,683	0	0
	TOTAL OPERATING EXPENSES	**125,246**	**58,822**	**21,209**	**22,209**
53020	COMPUTERS NETWORKS	0	0	0	1,500
	TOTAL CAPITAL OUTLAY	**0**	**0**	**0**	**1,500**
	ORGANIZATION TOTAL	**784,928**	**664,939**	**374,628**	**473,587**

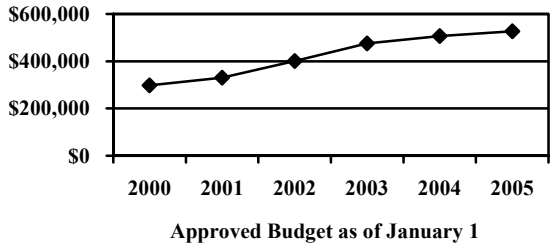
Data Systems/GIS

William Hulse, Manager ● 30 S. Nevada, Colorado Springs, CO 80903 ● (719) 385-5364 ● bhulse@springsgov.com

MISSION

To develop, maintain, and enhance the Land Use Information System (LUIS) and the Geographic Information Systems (GIS) so the City Planning and Community Development Department can improve its ability to manage growth in the community.

BUDGET HISTORY



SERVICES

- Provide Spatial Data Analysis
- Develop and maintain the Land Use, Zoning, and Development Review Spatial Datasets
- Develop and maintain the City Planning and Community Development Department's Internet web sites
- Develop and maintain City Planning and Community Development Department's web-based Land Use Information System applications

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$352,766	$439,942	$465,169	$485,021
Operating	48,804	35,724	41,352	41,352
Capital Outlay	0	0	0	0
Total	**$401,570**	**$475,666**	**$506,521**	**$526,373**

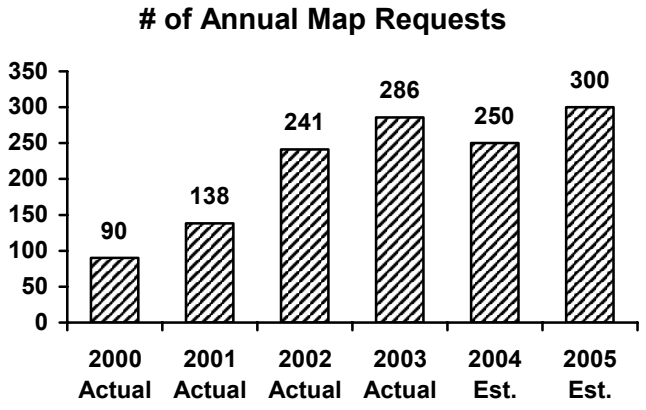
PERSONNEL

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Senior Manager	1.0	1.0	1.0	1.0
Professional	4.0	5.0	5.0	5.0
FTE Total	**5.0**	**6.0**	**6.0**	**6.0**
Special Positions	1.0	0.0	0.0	0.0

In 2004, a GIS Analyst II was reclassified to Planner II and transferred from the GIS/Data Systems Division into Land Use Review as part of a larger departmental reorganization. The reorganization involved three separate transfers: an incumbent Senior Planner was transferred from Land Use to Comprehensive Planning; an incumbent GIS Analyst II in Comprehensive Planning was reassigned to GIS/Data Systems; and a vacant GIS Analyst II position in GIS/Data Systems was moved to Land Use Review.

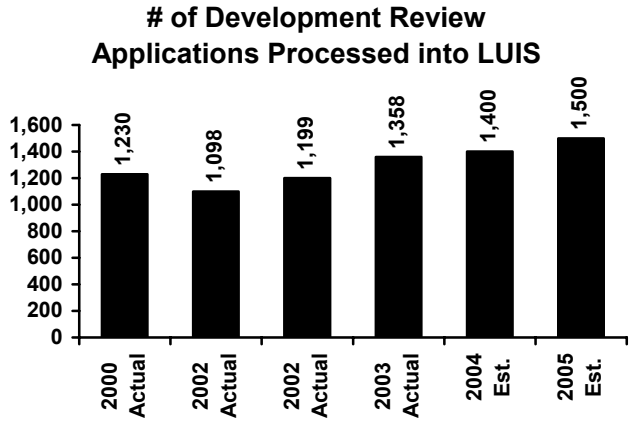
For 2003, the special position was converted to an FTE and funded by a transfer from the City Development Division.

PERFORMANCE INDICATORS

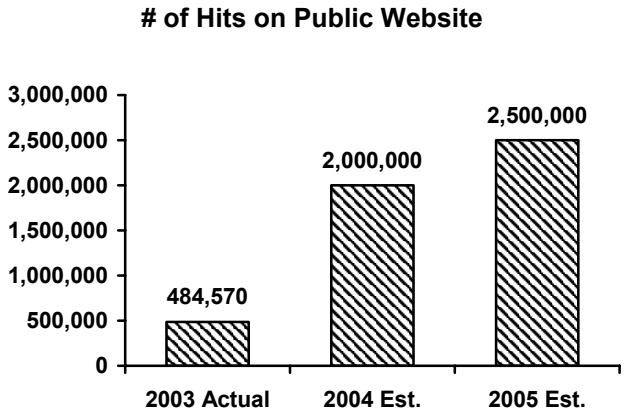


The Division continues to have non-analytical map requests performed by the Development Review administrative staff where appropriate. During 2005, requests from external Departments are anticipated to increase and continue to challenge the Division and its resources.

Additional applications and development work occurred in 2004 allowing for more efficient utilization of resources and efficiency for automated business processes within the Planning and Community Development Department.



Land Use Information System (LUIS)



In 2003, GIS staff implemented a web-based map capability on the internal network and the public web site. In 2004 additional functionality was added to the external web to allow for preapplication submittals and project tracking of applications. The graph indicates the number of web hits and the heavy usage by the public.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $18,356 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $1,496 is included for PERA and Workers' Compensation increases.

MAJOR OBJECTIVES

OBJECTIVE – Enhance the land development review process through the development and operation of a land use information system (LUIS) that supports the scaled evaluation of development proposals

Extend the Land Development Review System (LDRS) application and database to support a planner desktop for case tracking and research. Additionally, development and maintenance of software tools and applications will continue to enable planners to access information provided in electronic form through the Colorado Springs Utilities' (CSU) Dataview system.

OBJECTIVE – Enhance comprehensive land use planning through the development and operation of spatial data modeling processes to predict future land use patterns

Develop and maintain additional land use coverage necessary for the implementation of the City's Comprehensive Plan. Create automated interfaces with the El Paso County's Assessor Database and Regional Building Department's building permit database in order to provide staff with more current and more accurate data in suitable form for statistical analysis.

OBJECTIVE – Enhance public communications and community relations efforts using state of the art technology and pools of information developed for the land use information system (LUIS)

Allow for planning information to be used by citizens and enhance relations by opening direct channels of communication about the planning process between citizens, developers, and planning staff. Provide a public access web site for the electronic distribution and access to Land Development Review case file information by the public.

OBJECTIVE – Improve the Department's capability to perform analysis and decision making by providing a unified source of City planning information

Continue to enhance the data warehousing site for the electronic archive, distribution and access to historical Land Development Review case file information (LUIS) using electronic document imaging technology. Enhance spatial datasets with additional digital aerial photography reflecting additional land usage attributes and development of new spatial overlays while facilitating the creation of future land use mapped production.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
DATA SYSTEMS/GIS

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	295,403	358,341	378,963	394,121
51207	WAGE PKG PERFORMANCE	(312)	0	0	0
51245	RETIREMENT TERM VACATION	0	3,078	0	0
51260	VACATION BUY	541	939	0	0
51610	PERA	26,689	33,992	35,624	38,636
51615	WORKERS COMPENSATION	594	692	1,017	1,047
51620	EQUITABLE LIFE INSURANCE	881	1,093	1,520	1,581
51625	VISION CARE	295	378	378	378
51640	DENTAL INSURANCE	1,669	2,269	2,280	2,444
51665	CASH BACK	39	712	0	0
51670	PARKING FOR EMPLOYEES	480	480	1,200	1,200
51690	MEDICARE	4,232	5,164	5,413	5,580
51695	CITY EPO MEDICAL PLAN	22,254	32,804	38,774	40,034
	TOTAL SALARIES & BENEFITS	**352,766**	**439,942**	**465,169**	**485,021**
52105	MISCELLANEOUS OPERATING	27,714	4,048	0	0
52110	OFFICE SUPPLIES	140	2,341	451	500
52111	PAPER SUPPLIES	(826)	580	1,800	1,800
52120	SOFTWARE MICRO WORD PROCESS	1,870	1,108	7,200	7,200
52125	GENERAL SUPPLIES	(75)	22	476	400
52135	POSTAGE	0	58	0	0
52220	MAINT OFFICE MACHINES	0	97	0	0
52305	MAINT SOFTWARE	14,895	13,695	23,000	23,000
52418	COMPUTER SERVICES	25	0	0	0
52575	SERVICES	(7,853)	0	0	0
52615	DUES AND MEMBERSHIP	0	165	159	100
52625	MEETING EXPENSES IN TOWN	11	0	0	0
52630	TRAINING	44	1,220	2,000	2,000
52655	TRAVEL OUT OF TOWN	0	329	0	0
52705	COMMUNICATIONS	12,018	3,254	6,266	6,300
52735	TELEPHONE LONG DIST CALLS	122	228	0	52
52775	MINOR EQUIPMENT	0	8,302	0	0
52874	OFFICE SERVICES PRINTING	63	276	0	0
52927	TEL COM PASSTHRU LONG DIST	33	0	0	0
65160	RECRUITMENT	623	0	0	0
	TOTAL OPERATING EXPENSES	**48,804**	**35,724**	**41,352**	**41,352**
	TOTAL CAPITAL OUTLAY	**0**	**0**	**0**	**0**
	ORGANIZATION TOTAL	**401,570**	**475,666**	**506,521**	**526,373**

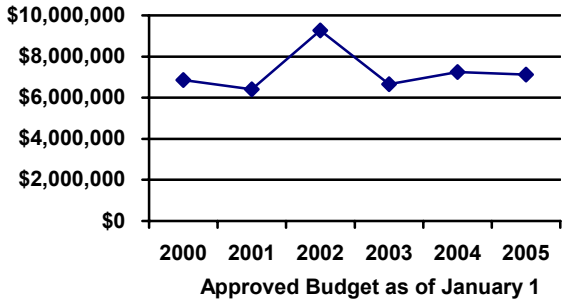
Housing & Community Development and Urban Redevelopment

Valorie Jordan, Housing & Community Development Manager●30 S. Nevada Ave., Colo. Spgs., CO 80903●(719) 385-5336●vjordan@springsgov.com
Jim Rees, Urban Redevelopment Manager ● 704 E. Boulder St., Colo. Spgs., CO 80903 ● (719) 385-6328 ● jrees@springsgov.com

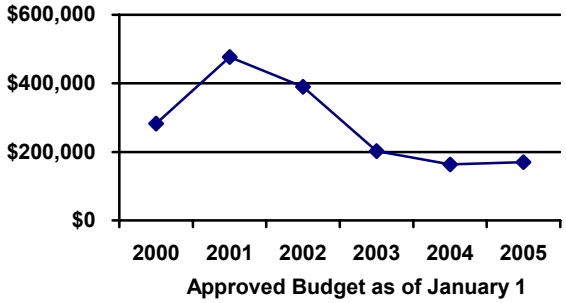
MISSION

To administer federal programs for low and moderate-income persons and neighborhoods through two separate units:
Housing & Community Development (HCD): To provide oversight and administration of federal and local programs through the development of partnerships and funding of services (e.g., human services, affordable housing development and preservation, etc.) that lead to self-sufficiency for low and moderate-income customers and neighborhoods.
Urban Redevelopment (UR): Strengthen the community by preserving and enhancing neighborhoods and stimulating viable economic revitalization.

BUDGET HISTORY – GRANT FUNDS



BUDGET HISTORY – GENERAL FUND



SERVICES

- HCD – Serve as lead unit for affordable housing development utilizing federal block grant and other funding sources
- HCD – Provide technical assistance to non-profit and for profit housing developers
- HCD – Form public/private partnerships that address human service, homeless and housing needs in the community
- HCD – Serve as primary contact with the Department of Housing and Urban Development regarding block grant administration, submittal of plans etc.
- UR – Identify and implement redevelopment and rehabilitation projects that support the goals of the Comprehensive Plan
- UR – Aid in the revitalization of neighborhoods through technical and financial assistance programs and infrastructure programs
- UR – Rehabilitate, maintain and develop affordable housing
- UR – Provide support to public agencies, business districts and neighborhood organizations that preserve and enhance the quality of the urban environment
- UR – Form public/private partnerships with developers, businesses, and property owners for project implementation
- UR – Participate in the revitalization of commercial districts and mature redevelopment corridors

BUDGET SUMMARY

GRANT FUNDS

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Sources of Funds				
CDBG REVENUE				
CDBG Entitlement	$3,199,000	3,172,000	$3,172,000	$3,101,000
CDBG Prior Years Program Income	951,585	926,364	205,351	150,777
CDBG Prior Years Reprogrammed Funds	1,321,915	100,777	150,000	150,000
CDBG Estimated Program Income	600,000	400,000	615,255	400,000
TOTAL CDBG	**$6,072,500**	**$4,599,141**	**$4,142,606**	**$3,801,777**
HOME REVENUE				
HOME Entitlement	$1,538,000	$1,791,119	$1,791,119	$1,794,829
HOME Prior Years Program Income	185,410	868,653	258,007	586,153
HOME Prior Years Reprogrammed Funds	472,452	32,481	199,001	32,481
HOME Estimated Program Income	45,000	45,000	75,000	119,879
TOTAL HOME	**$2,240,862**	**$2,737,253**	**$2,323,127**	**$2,533,342**
HOPE III REUSE REVENUE				
HOPE III REUSE REVENUE	$207,152	$658,475	$668,000	$668,000
TOTAL HOPE III REUSE	**$207,152**	**$658,475**	**$668,000**	**$668,000**
ESG REVENUE				
ESG Entitlement	$111,000	$110,000	$111,000	$116,030
Carryover ESG Funds	25,417	41,250	5,030	0
TOTAL ESG funds	**$136,417**	**$151,250**	**$116,030**	**$116,030**
Total	**$8,656,931**	**$8,146,119**	**$7,249,763**	**$7,119,149**
Uses of Funds				
CDBG Expenditures				
Administration & Salary/Benefits	$1,533,291	$1,472,088	$1,622,307	$1,640,012
Planning Activities	62,956	39,857	28,215	28,215
Economic Development	0	0	0	150,000
Capital Improvements	555,433	430,093	865,255	695,000
Housing Rehab/Affordable Housing	1,066,320	1,477,076	1,094,377	730,693
Human Service Contracts	671,939	460,596	482,452	507,080
Contingency	0	0	50,000	50,777
Public Facilities	196,452	51,548	0	0
TOTAL CDBG	**$4,086,391**	**$3,931,258**	**$4,412,606**	**$3,801,777**
HOME Expenditures				
Administration & Salary/Benefits	$ 97,739	$ 91,459	$ 173,630	$ 153,895
Housing Rehab/Affordable Housing	1,628,871	659,359	1,541,248	1,692,275
Tenant Based Rental Assistance	100,000	242,969	250,000	309,897
PHA Second Deed of Trust	115,000	100,000	0	0
CHDO Administration	63,750	40,000	89,555	89,555
CHDO Housing Development	308,950	458,152	268,694	287,750
TOTAL HOME	**$2,314,310**	**$1,591,939**	**$2,323,127**	**$2,533,342**
HOPE III REUSE				
Acquisition/Rehab/Resale	$207,152	$658,475	$668,000	$668,000
TOTAL HOPE III REUSE	**$207,152**	**$658,475**	**$668,000**	**$668,000**

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
ESG Expenditures				
American Red Cross	$ 57,750	$104,110	$ 99,000	$116,030
Ecumenical Social Ministries	12,000	0	6,000	0
Salvation Army	0	0	6,000	0
Carryover	48,246	47,140	0	0
TOTAL ESG	**$117,996**	**$151,250**	**$111,000**	**$116,030**
Total – Grant Funds	**$6,725,849**	**$6,332,922**	**$7,244,733**	**$7,119,149**

The 2002 and 2003 actuals are federal audit numbers and based on the federal fiscal year, which is April to March. The 2004 and 2005 budgets include projected federal grant revenue and carryover.

GENERAL FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds – General Fund				
Salary/Benefits	$286,716	$168,106	$147,968	$149,434
Operating	28,544	7,764	13,928	18,670
Capital Outlay	0	1,380	1,800	1,800
Total	**$315,260**	**$177,250**	**$163,696**	**$169,904**

PERSONNEL

GRANT FUNDS

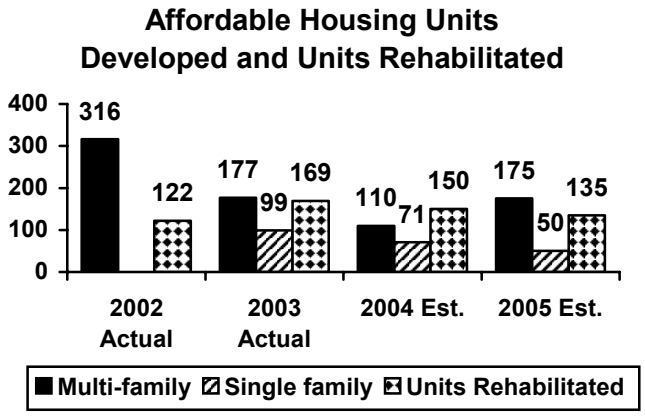
	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Classification				
Senior Manager	1	0	0	0
Manager	3	2	2	2
Professional	13	13	13	13
Paraprofessional	3	2	2	2
General	5	5	4	4
FTE Total	**25**	**22**	**21**	**21**

GENERAL FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Classification				
Senior Manager	1	0	0	0
Manager	1	1	1	0
Professional	0	0	0	1
Paraprofessional	1	1	1	1
FTE Total	**3**	**2**	**2**	**2**
Special Positions	1	1	0	0

In 2004, a Development Projects Manager special position was eliminated.

PERFORMANCE INDICATORS

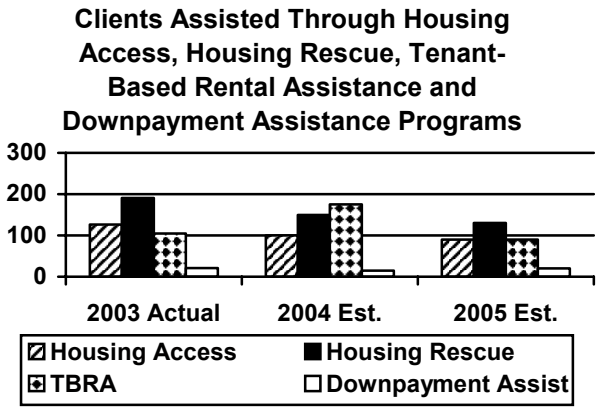


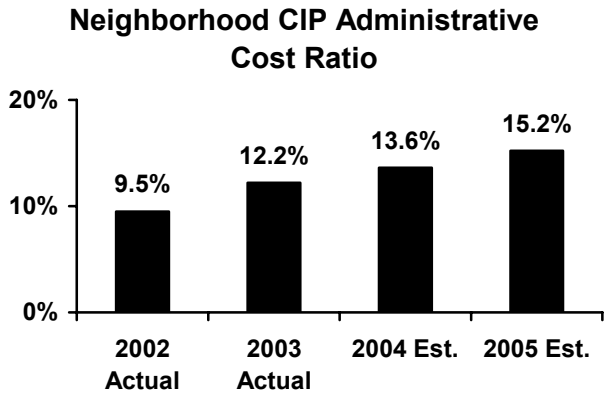
In 2003, HCD experienced a slight decrease in the number of multifamily units developed. This is due to the fact that Colorado Springs is on a market watch for tax credit projects. In addition, federal dollars have not kept pace with the demand. It is expected that the market watch will be lifted in 2005 and we should see a slight increase in the number of multifamily units developed. HCD also will continue to have some difficulty in funding due to the decrease in federal funding and by supporting programs outside of the division with funding of approximately $300,000 for two code enforcement officers and support for the Housing Authority.

The number of housing units rehabilitated fluctuates slightly depending on the number of multi-family properties in the program. With no increase in funding anticipated, the number of units estimated is down due to increasing construction costs and lead-based paint requirements.

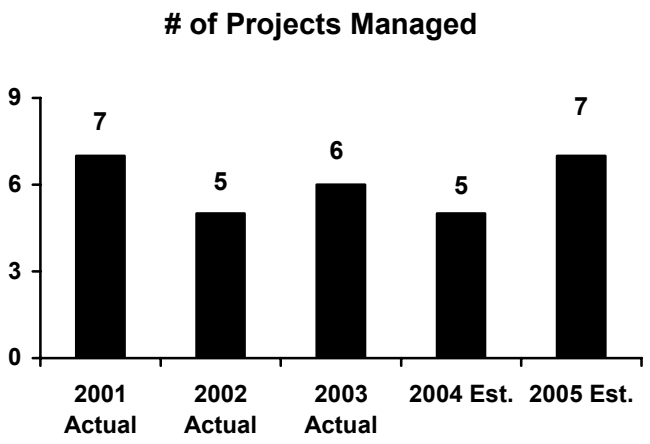
The City continues to utilize a considerable amount of federal and State funding sources for affordable housing development in the community. It is expected that this trend will continue into 2005 due to the high need for affordable housing in the community. Funding is also being utilized to place people into housing through programs such as downpayment assistance, housing access, housing rescue and tenant based rental assistance.

HCD has provided additional assistance in the area of tenant based rental assistance to assist the Housing Authority in decreasing the number of individuals and families on the Section 8 waiting list.



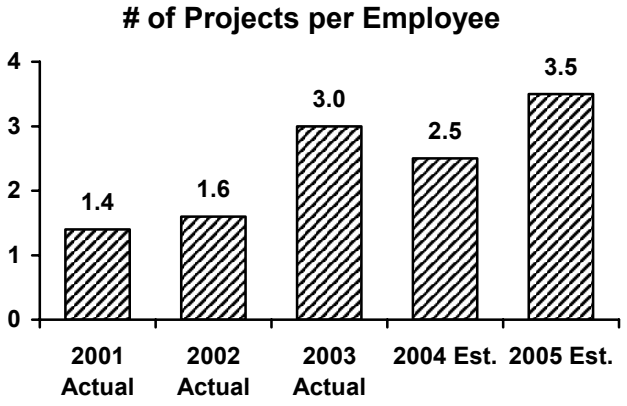


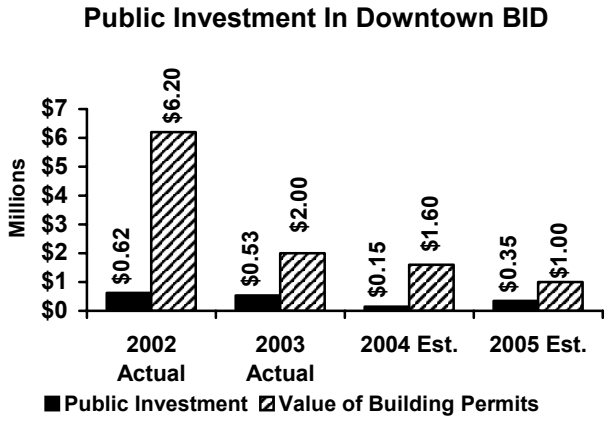
There continues to be a steady increase in the cost of developing and implementing Capital Improvements Program (CIP) activities. UR and HCD contract with City Engineering to provide services for neighborhood CIP projects. The administrative costs associated with engineering services have increased steadily since 2002 and should continue. The federal funding level for this program has decreased somewhat due to the demands of federal dollars for other programs.



Seven Urban Redevelopment projects will be managed in 2005: The Downtown Action Plan, South Central Downtown Urban Renewal Project (Lowell), Southwest Downtown Redevelopment Project, Downtown Infill Urban Renewal Project, Gold Hill Mesa Urban Renewal Project, Confluence Park/Downtown Arts District Redevelopment and North Nevada Revitalization.

The total number or projects managed has increased from five in 2004 to seven in 2005, consequently increasing the number of projects per employee to 3.5 in 2005.





The value of building permit improvements for the downtown core area were totaled as private investment and compared to the amount of public funds (revenue from downtown parking fund) spent on the downtown streetscape project. The target figures are an average of 2002-2005 private property improvements and public funding spent for downtown core improvements. $1,656,915 in public funds is targeted to be invested in the Downtown Streetscape Project between 1/2002 and 12/2005. Building permits in the same area are predicted to reach over $10.8 million in private investment for the same period. This results in an average ratio of 6.5:1 (private to public investment).

CHANGES TO BUDGET

GRANT FUND

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding is included for the 2004 wage package and 2005 medical, dental, PERA and Workers' Compensation increases.
- Funding of $695,000 is included for Capital Improvements.
- Funding of $150,000 is included for Economic Development.

GENERAL FUND

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $6,208 is included for the 2004 wage package and 2005 medical, dental, PERA and Workers' Compensation increases.
- Funding of $4,022 is reallocated from Salaries and Benefits to the Operating accounts.
- Funding of $330 is removed from Operating.

MAJOR OBJECTIVES

OBJECTIVE – Develop and implement policies and programs that support the availability of affordable housing as well as a diverse range of housing options in the community

The Division will continue to concentrate its efforts on affordable housing development and preservation. The Private Activity Bond allocation to the county continues to be successful and has increased the number of affordable housing units available in the community. The new programs put in place to address the demand side of the affordable housing effort have also proven to be successful in 2004. A total of 226 clients were assisted in the Housing Access program for a total of $188,312. This program provides up-front expenses required to obtain housing for persons that are employed, and many of these persons have experienced homelessness in the past two years. The Housing Rescue program has provided onetime grant assistance to approximately 341 persons at a cost of $80,172 to prevent the loss of housing. HCD has also increased the amount of tenant based rental assistance to the Colorado Springs Housing Authority to assist the agency in decreasing the over 5,000 individuals on the waiting list.

The Division will continue to provide technical assistance to community housing development organizations and other affordable housing developers in the community. Since 2003, HCD has continued to increase the support for the tenant-based rental assistance program. A total of 280 households have been assisted to the tune of approximately $730,000. Land continues to be scarce in the community; however, HCD is committed to continue the scattered site philosophy so as not to concentrate affordable housing in one specific sector of the community.

OBJECTIVE – Improve infrastructure and public amenities in low and moderate-income neighborhoods

This objective will be targeted primarily to designated neighborhood strategy areas and will include such activity as curb and gutter construction, sidewalk and pedestrian ramp construction, lighting installation, drainage control, park development and other eligible infrastructure improvements which may be identified in the future.

In addition, HCD and UR will be embarking on economic development activities in the North Nevada corridor. Presently, UR is researching the benefits of making the North Nevada corridor a neighborhood revitalization strategy area.

OBJECTIVE – Provide funding for human services in the community which enhance or promote self-sufficiency

The primary activity that supports this objective is the combined human service process, which provides a single process for nonprofits to access City, federal and United Way funding. The activities funded with City and federal funds continue to be those that benefit low and moderate-income persons/families in the community by meeting basic emergency needs and at-risk youth needs and increase self-sufficiency. The partnership with United Way makes the process more efficient by utilizing one pool of citizen volunteers for all human service funding applications. The funding for this activity is decreasing due to the requirement to fund Housing Authority programs which affect the human service cap set by the federal government.

OBJECTIVE – Provide funding and administrative support for homeless services in the community

This objective will be met through the continued provision of administrative support for the Comprehensive Homeless Assistance Providers Taskforce, which is a network of homeless service providers in the community. In addition, the Community Development Division Manager will work with Homeward Pikes Peak the permanent coordinating council for homeless issues in the community to facilitate the competitive grant application process for the Continuum of Care grant and other competitive grants that may be available for homeless services. The Division Manager will continue to serve on the United Way Federal Emergency Management Agency distribution-funding panel. Finally, the City, through HCD will serve as the applicant and sponsor for two programs that will bring in approximately $800,000 additional dollars in federal funding to provide services for the chronically homeless.

OBJECTIVE – Provide opportunities for improved housing for low and moderate-income families

Assistance will be provided through owner/occupied rehabilitation, investor/owner rehabilitation, architectural barrier removal for the physically challenged, acquisition, rehab, resale to include down-payment assistance, emergency repairs, and minor repairs including the lights and locks program for seniors.

OBJECTIVE – Confluence Park

Continue phased construction of park and infrastructure for redevelopment areas. Negotiate purchase and redevelopment contracts for the redevelopment of housing, office, and retail sites adjacent to the park in accordance with the master plan including the Downtown Arts District Association (DADA) and proposed convention center site. Continue fund raising for the second phase of the park development to include: creek restoration/drainage improvements, pedestrian crossing over railroad tracks and the Springs Foundation.

OBJECTIVE – North Nevada Corridor Revitalization

Implement Comprehensive Plan goals for mature/ redevelopment corridors. Complete the Traffic Management Plan and the Design Standards. Implementation of the Urban Renewal Plan for the area north of Austin Bluffs will be initiated. A Revitalization Strategy Area designation will be pursued from HUD.

OBJECTIVE – Southwest Downtown Redevelopment Project

Implementation of development plans for selected projects within the redevelopment area. Provide project management services for publicly financed infrastructure improvements. Analyze financing options and ownership structures for a potential convention center to be located within the district or downtown. Coordinate with private developers, governmental agencies, and special districts on the planning, design and maintenance of the area including the development of affordable housing as per the Urban Renewal Plan.

OBJECTIVE – Downtown Action Plan Implementation

The design and construction administration for the streetscape project will be implemented in 2005. The intersection of Colorado Avenue and Tejon Street will be completed. This is another phase of the ongoing pedestrian and parking improvements that have been completed within the pedestrian district of the downtown.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GRANT FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
CDBG

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	949,432	898,279	963,434	1,031,212
51210	OVERTIME	1,181	0	0	0
51240	RETIREMENT/TERMINATION SICK	24,948	0	0	0
51245	RETIREMENT/TERM VACATION	29,481	1,588	0	0
51255	CONVERSION OF SICK LEAVE	2,571	4,449	0	0
51260	VACATION BUY	1,447	887	0	0
51299	SALARIES REIMBURSEMENTS	115,996	183,495	168,544	109,380
51610	PERA	87,318	83,188	84,380	91,457
51615	WORKER'S COMPENSATION	4,087	3,595	3,585	3,725
51620	EQUITABLE LIFE INSURANCE	2,922	2,763	3,630	3,769
51625	VISION CARE	1,090	950	1,071	1,071
51640	DENTAL INSURANCE	6,426	6,505	6,460	6,715
51655	RETIRED EMP MEDICAL INS	1,737	3,290	3,290	3,291
51665	CASH BACK	82	126	0	
51670	PARKING FOR EMPLOYEES	1,700	1,680	1,680	1,680
51690	MEDICARE	7,345	7,954	8,468	8,780
51695	CITY EPO MEDICAL PLAN	88,711	92,132	104,890	105,728
	TOTAL SALARIES & BENEFITS	**1,326,474**	**1,290,881**	**1,349,432**	**1,366,808**
52110	OFFICE SUPPLIES	2,313	2,160	2,500	2,500
52111	PAPER SUPPLIES	0	329	1,000	600
52115	MEDICAL SUPPLIES	0	21	100	50
52120	SOFTWARE-MICRO/WORD PROCESS	900	731	500	2,940
52125	GENERAL SUPPLIES	1,496	1,816	1,500	1,500
52135	POSTAGE	5,145	3,611	5,200	5,200
52170	SPECIAL, PHOTOGRAPHY, ETC	1,755	630	1,000	550
52190	JANITORIAL SUPPLIES	483	238	660	200
52220	MAINT-OFFICE MACHINES	352	298	400	345
52225	MAINT-MICROS/WORD PROCESSOR	0	400	570	570
52235	MAINT-MACHINERY	0	47	100	100
52265	MAINT-BUILDINGS & STRUCTURE	4,346	8,274	14,000	15,000
52405	ADVERTISING SERVICES	2,282	1,302	4,500	2,000
52436	GARBAGE REMOVAL SVC	174	277	300	300
52450	LAUNDRY & CLEANING SERVICES	175	54	216	0
52455	LAWN MAINTENANCE	1,390	1,757	2,000	2,000
52575	SERVICES	4,564	4,181	7,540	7,540
52590	TEMPORARY EMPLOYMENT	465	0	0	0
52605	CAR MILEAGE	163	292	400	400
52615	DUES & MEMBERSHIP	2,310	2,345	2,310	2,345
52625	MEETING EXPENSES IN TOWN	515	137	600	200
52630	TRAINING	40	0	0	0
52645	SUBSCRIPTIONS	3,468	3,645	3,788	3,788
52705	COMMUNICATIONS	41,429	41,019	40,600	42,250
52735	TELEPHONE-LONG DIST CALLS	1,127	924	1,650	1,400
52736	CELL AIRTIME	0	492	725	725
52740	GENERAL INSURANCE-CITY	6,914	0	0	0
52765	LEASE/PURCHASE PAYMENTS	11,386	9,136	10,446	11,313
52775	MINOR EQUIPMENT	479	1,253	1,600	800

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GRANT FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
CDBG

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52795	RENTAL OF EQUIPMENT	3,993	3,483	4,320	3,588
52872	MAINT-FLEET VEHICLES/EQP	1,845	3,707	3,000	4,000
52874	OFFICE SERVICES PRINTING	1,640	2,493	3,000	2,800
52875	OFFICE SERVICES RECORDS	970	1,146	1,350	1,200
65017	COST OF ALLOCATION	103,776	85,008	157,000	157,000
	CAPITAL IMPROVEMENTS	0	0	865,255	695,000
71960	HILLSIDE RESIDENT SIDEWALKS	543	0	0	0
71985	IVYWILD PUBLIC IMPROVEMENTS	184,106	126,200	0	0
72000	RESIDENT SINGLE FAMILY RHAB	250,877	279,674	0	0
72005	RESIDENT SINGLE FAMILY RHAB	17,773	25,364	0	0
72010	RESIDENT SINGLE FAMILY RHAB	3,317	4,522	0	0
72015	RESIDENT SINGLE FAMILY RHAB	26,974	295,351	0	0
72025	RESIDENT SINGLE FAMILY RHAB	1,102	30,499	0	0
72030	RESIDENT SINGLE FAMILY RHAB	8,812	0	0	0
72035	RESIDENT SINGLE FAMILY RHAB	101,250	113,201	0	0
72040	RESIDENT SINGLE FAMILY RHAB	58,973	1,004	0	0
72045	RESIDENT SINGLE FAMILY RHAB	41,368	1,392	0	0
72055	RESIDENT SINGLE FAMILY RHAB	319,142	31,130	0	0
72060	ADA CURB RAMP	62,268	74,279	0	0
72065	RESIDENT SINGLE FAMILY RHAB	0	0	544,377	325,000
72068	HOUSING SERVICES	63,700	28,497	0	0
72140	AFFORDABLE HOUSING DEVELOP	173,032	665,172	550,000	405,693
72155	ECONOMIC DEVELOPMENT	0	0	0	150,000
72195	PUBLIC FACILITIES	198,452	51,548	0	0
	HUMAN SERVICES	0	0	482,452	507,080
72209	HUMAN SVC-SALVATION ARMY	45,392	22,300	0	0
72210	HUMAN SVC-CARE/SHARE	35,600	31,379	0	0
72211	HUMAN SVC-SPEC KIDS & FAMILIE	11,000	9,977	0	0
72212	HUMAN SVC-WOMEN RSRC AGCY	43,790	36,000	0	0
72214	HUMAN SVC-WAYS OUT ACADEMY	10,805	0	0	0
72215	HUMAN SVC-CASA	26,625	19,112	0	0
72220	HUMAN SVC-CATH COMM	52,690	0	0	0
72223	HUMAN SVC-VILLAS AT S'GATE	4,750	972	0	0
72225	HUMAN SVC-CC NURSERY	87,300	76,358	0	0
72230	HUMAN SVC-CHILD ADV	27,534	19,779	0	0
72235	HUMAN SVC-CHILD CARE	47,596	0	0	0
72240	HUMAN SVC-CTR DOM V	76,600	67,049	0	0
72256	HUMAN SVC-HSNG AUTH GCNP	9,000	5,427	0	0
72257	HUMAN SVC-HSNG AUTH TEEN PRG	1,497	0	0	0
72265	HUMAN SVC-HSNG PP	40,422	32,803	0	0
72280	HUMAN SVC-NEIGH RES	134,500	100,000	0	0
72285	HUMAN SVC-HSNG PART	708	0	0	0
72296	HUMAN SVC- HMIS	0	25,000		0
72425	CITIZEN PARTICIPATION	1,501	3,092	5,000	3,530
72431	PLANNING	19,832	0	0	0
72434	PLANNING	3,064	2,370	2,800	2,800
72435	PLANNING	3,000	3,000	3,000	3,000
72438	PLANNING-MILL ST NEIGHBORHOOD	6,743	2,365	0	1,470

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GRANT FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
CDBG

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
72439	PLANNING- KNOB HILL	0	2,476	2,800	2,800
72440	PLANNING	10,360	8,565	8,565	8,565
72445	PLANNING	10,000	14,238		0
72455	PLANNING	4,306	3,007	3,250	3,250
72460	PLANNING	4,150	744	2,800	2,800
73015	WESTSIDE RESIDENT SIDEWALKS	225,869	99,980	0	0
73020	KNOB HILL RESIDENT SIDEWALK	0	804	0	0
73030	ADAMS NGHBRHD IMPROVEMENT	75,868	58,983	0	0
73031	MILL STREET IMPROVEMENTS	4,779	69,846		0
73050	CONTINGENCY	0	0	50,000	50,777
73124	HUMAN SVCS	16,130	14,440	0	0
	TOTAL OPERATING EXPENSES	**2,758,995**	**2,640,377**	**2,793,174**	**2,434,969**
53030	FURNITURE & FIXTURES	922	0	0	0
	TOTAL CAPITAL OUTLAY	**922**	**0**	**0**	**0**
	ORGANIZATION TOTAL	**4,086,391**	**3,931,258**	**4,142,606**	**3,801,777**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GRANT FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
HOME INVESTMENT PARTNERSHIP ACT

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51299	TBRA STAFF SUPPORT	49,217	49,217	109,102	94,338
	TOTAL SALARIES & BENEFITS	**49,217**	**49,217**	**109,102**	**94,338**
52110	OFFICE SUPPLIES	2,646	2,213	2,200	2,200
52111	PAPER SUPPLIES	0	91	900	900
52120	MICROS- SOFTWARE	1,000	1,200	1,500	2,284
52140	WEARING APPAREL	0	0	150	150
52175	SIGNS	0	409	1,000	500
52405	ADVERTISING	229	0	1,000	1,000
52445	JANITORIAL SERVICES	4,692	4,658	4,800	4,920
52590	TEMPORARY EMPLOYMENT	548	635	2,500	1,240
52605	CAR MILEAGE	3,911	4,218	5,800	5,800
52625	IN TOWN MTG. EXPENSES	12	111	550	550
52630	TRAINING	7,287	3,635	10,500	12,650
52645	SUBSCRIPTIONS	95	431	713	713
52655	TRAVEL OUT OF TOWN	12,759	8,151	12,150	10,000
52725	RENTAL OF PROPERTY	1,287	1,188	1,200	1,200
52745	UTILITIES	5,877	6,191	8,700	9,250
52775	MINOR EQUIPMENT	785	2,691	2,875	1,200
52795	RENTAL OF EQUIPMENT	4,918	4,559	4,790	2,500
52874	OFFICE SERVICES- PRINTING	2,476	1,861	3,200	2,500
72070	RESIDENTIAL REHAB - HILLSIDE	32,304	62,464	0	0
72080	RESIDENTIAL REHAB - KNOBHILL	1,006	15,225	0	0
72090	RESIDENTIAL REHAB - NON NSA	176,251	176,459	0	0
72095	RESIDENTIAL REHABILITATION	0	38,838	700,000	945,731
72105	RESIDENTIAL REHAB - WESTSIDE	92,345	21,227	0	0
72115	TENANT BASED RENTAL ASSIST	100,000	242,969	250,000	309,879
72120	PHA SECOND DEED OF TRUST	115,000	100,000	0	0
72125	CHDO	308,950	458,152	268,694	287,580
72130	CHDO ADMINISTRATION	63,750	40,000	89,556	89,555
72135	AFFORDABLE HOUSING ASSISTANCE	1,253,169	221,390	841,247	746,702
72315	NEW CONSTRUCTION	0	0	0	0
73090	BARRIER REMOVAL	73,796	123,768	0	0
	TOTAL OPERATING EXPENSES	**2,265,093**	**1,542,722**	**2,214,025**	**2,439,004**
	TOTAL CAPITAL OUTLAY	**0**	**0**	**0**	**0**
	ORGANIZATION TOTAL	**2,314,310**	**1,591,939**	**2,323,127**	**2,533,342**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GRANT FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
HOPE III REUSE

ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
Acquisition/Rehab/Resale	207,152	658,475	668,000	668,000
TOTAL OPERATING EXPENSES	**207,152**	**658,475**	**668,000**	**668,000**
ORGANIZATION TOTAL	**207,152**	**658,475**	**668,000**	**668,000**

GRANT FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
EMERGENCY SHELTER ACT

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
72350	AMERICAN RED CROSS SHELTER	57,750	104,110	99,000	116,030
	ECUMENICAL SOCIAL MINISTRIES	12,000	0	6,000	0
	SALVATION ARMY	0	0	6,000	0
	CARRYOVER	48,246	47,140	0	0
	TOTAL OPERATING EXPENSES	**117,996**	**151,250**	**111,000**	**116,030**
	ORGANIZATION TOTAL	**117,996**	**151,250**	**111,000**	**116,030**

GRANT FUNDS
CITY PLANNING AND COMMUNITY DEVELOPMENT

ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
ORGANIZATION TOTAL	**6,725,849**	**$6,332,922**	**7,244,733**	**$7,119,149**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
URBAN REDEVELOPMENT

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	200,727	130,585	118,380	115,454
51207	WAGE PKG PERFORMANCE	(3,956)	0	0	0
51240	RETIREMENT TERMINATION SICK	27,310	4,473	0	0
51245	RETIREMENT TERM VACATION	26,722	5,256	0	0
51255	CONVERSION OF SICK LEAVE	0	0	3,302	0
51610	PERA	19,607	12,558	10,435	11,347
51615	WORKERS COMPENSATION	545	271	221	455
51620	EQUITABLE LIFE INSURANCE	616	396	445	464
51625	VISION CARE	193	127	125	125
51640	DENTAL INSURANCE	685	380	790	923
51665	CASH BACK	832	380	0	0
51670	PARKING FOR EMPLOYEES	740	345	480	0
51690	MEDICARE	617	630	737	1,389
51695	CITY EPO MEDICAL PLAN	12,079	12,704	13,053	19,277
	TOTAL SALARIES & BENEFITS	**286,716**	**168,106**	**147,968**	**149,434**
52105	MISCELLANEOUS OPERATING	112	0	0	0
52110	OFFICE SUPPLIES	1,035	1,068	909	900
52111	PAPER SUPPLIES	0	215	261	290
52120	SOFTWARE MICRO WORD PROCESS	0	0	755	311
52122	CELL PHONES EQUIP AND SUPPLIES	0	0	83	170
52125	GENERAL SUPPLIES	850	312	570	600
52135	POSTAGE	1,097	310	500	500
52220	MAINT OFFICE MACHINES	836	556	1,420	1,370
52431	CONSULTING SERVICES	8,648	0	0	4,022
52575	SERVICES	1,457	757	1,116	1,116
52605	CAR MILEAGE	421	13	500	500
52615	DUES AND MEMBERSHIP	545	505	540	540
52625	MEETING EXPENSES IN TOWN	1,337	710	990	1,100
52630	TRAINING	310	100	0	0
52635	EMPLOYEE EDUCATIONL ASSIST	645	0	0	417
52645	SUBSCRIPTIONS	350	0	140	15
52655	TRAVEL OUT OF TOWN	941	88	540	600
52705	COMMUNICATIONS	8,602	1,274	3,019	3,019
52735	TELEPHONE LONG DIST CALLS	92	188	700	500
52736	CELL PHONE AIRTIME	0	259	285	660
52775	MINOR EQUIPMENT	0	345	0	390
52874	OFFICE SERVICES PRINTING	1,043	993	1,500	1,550
52875	OFFICE SERVICES RECORDS	39	70	100	100
52927	TEL COM PASSTHRU LONG DIST	183	0	0	0
	TOTAL OPERATING EXPENSES	**28,544**	**7,764**	**13,928**	**18,670**
53020	COMPUTERS NETWORKS	0	1,380	1,800	1,800
	TOTAL CAPITAL OUTLAY	**0**	**1,380**	**1,800**	**1,800**
	ORGANIZATION TOTAL	**315,260**	**177,250**	**163,696**	**169,904**

Land Use Review

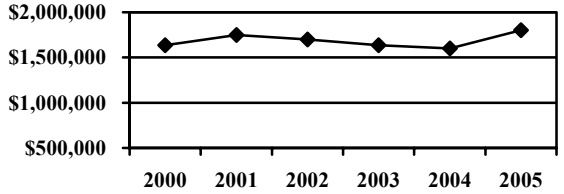
Paul R. Tice, II, Manager ● 30 South Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5905 ● ptice@springsgov.com

MISSION

To enhance the quality of life and the design of the community, foster innovative planning, and promote sustainable development.

We do this through exercising commitment to public service; fairness, respect, trust and environmental stewardship.

BUDGET HISTORY



Approved Budget as of January 1

SERVICES

- Review development applications to ensure compliance with the applicable provisions of the Comprehensive Plan, Zoning Code and Subdivision Regulations
- Provide project management services in guiding development applications through the review process
- Provide professional planning recommendations to the Planning Commission and City Council on development proposals
- Investigate and resolve zoning violations
- Review various types of Administrative Permits (i.e., Temporary Use Permits, Day Care Home Permits, Home Occupation Permits, etc.)
- Provide public information service regarding zoning, land use, and development proposals

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$1,527,575	$1,517,206	$1,467,016	$1,668,879
Operating	165,214	118,400	106,308	114,753
Capital Outlay	7,889	0	27,985	17,175
Total	**$1,700,678**	**$1,635,606**	**$1,601,309**	**$1,800,807**

PERSONNEL

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Manager	1.0	1.0	1.0	1.0
Supervisor	0.0	0.0	0.0	1.0
Professional	13.0	12.0	11.0	12.0
Paraprofessional	7.0	8.0	7.0	7.0
General	4.5	3.5	2.0	2.0
FTE Total	**25.5**	**24.5**	**21.0**	**23.0**
Special Positions	1.0	1.0	1.0	1.0

For 2005, two Planner II positions, which were added during mid 2004 as special positions, are converted to permanent FTE's. An Analyst II was reclassified from the Professional classification to an Administrative Coordinator in the Supervisor classification.

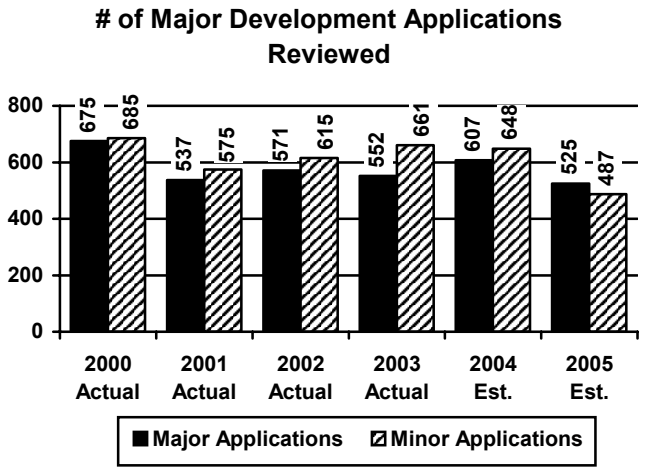
In 2004, as part of a Departmental reorganization, there were three separate transfers: An incumbent Senior Planner was transferred from Land Use to Comprehensive Planning, an incumbent GIS Analyst II in Comprehensive Planning was reassigned to GIS/Data Systems, and a vacant GIS Analyst II position in GIS/Data Systems was moved to Land Use Review.

For 2004, a Land Use Inspector (one FTE) position was eliminated and an Office Specialist position was reduced to half time. Also for 2004, an Engineering Specialist and Senior Office Specialist (two FTE's) were transferred to the Development Review Enterprise Division.

For 2004, one FTE within the paraprofessional classification was transferred into the newly formed Office of the Planning Director. With the reorganization of Planning and Community Development, one FTE in the paraprofessional classification was transferred from the Neighborhood Services Division to the Land Use Review Division.

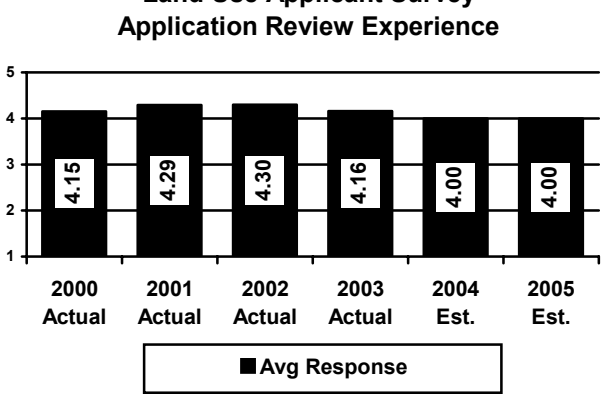
For 2003, an Analyst II position was transferred in 2002 from Development Review (a.k.a.: Land Use Review) to the Central Division of the Police Department to administer all special events.

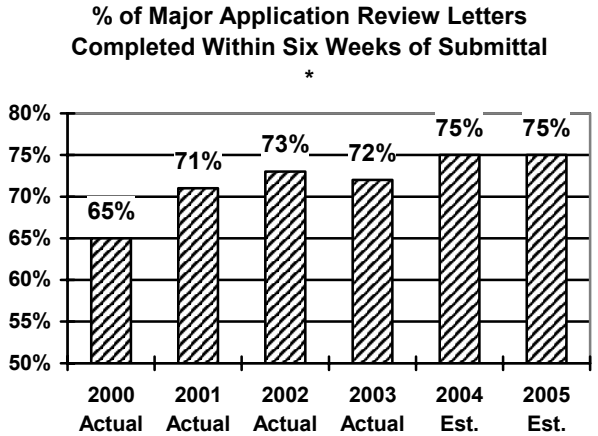
PERFORMANCE INDICATORS



A large number of major and minor development applications are reviewed annually by the Division for compliance with the Comprehensive Plan, Zoning Code and Regulations. The review of development applications is the primary method by which the Division contributes to the City's ability to manage growth and to implement the Comprehensive Plan. The economy and marketplace determine the number of development applications submitted annually. Thus, the graph indicates the Division's annual review output. The challenge is to ensure adequate staffing and resources are available allowing for the timely review of applications and the appropriate level of project management given the variable workload. For the past five years, the number of minor and major development applications received has remained consistent and is projected to continue in 2005.

A primary desired outcome of the development review process is to provide a professional, timely and quality review of development applications. Since 2000, the Division has been surveying development applicants regarding their experience with review staff and the development review process. Measurements are taken in the following areas: Responding promptly and effectively to questions regarding the development submittal, making valid attempts to resolve issues of concern during the review, working effectively with applicants on compliance with zoning and subdivision code requirements, completing the initial project review letter within six weeks of submittal, and conducting themselves in a professional manner. The outcome indicator graph reflects the annual average composite scores the Division review staff were given by development applicants in these areas. One is the lowest score and five the highest score on the survey.





*Development applications processed in conjuction with Annexations, Land Use Map Amendments and Master Plans are not included in this analysis.

The amount of time to process a major development application through the City's review process is a large concern expressed by development applicants. This performance indicator reflects a phase of the development review process completely controlled by the Land Use Review staff. The time it takes from application submittal to completion of the initial project review letter is considered a good measure of staff efficiency. The Division's target is to complete the project review letter within six weeks from the date of submittal for 75 percent of the major applications. The Division has made steady gains over the past five years in moving towards achieving the review letter target. However, future gains in this area will be difficult to achieve without additional resources or a significant decrease in the number of development applications staffed by each planner. In mid-2004, the Division implemented an electronic project tracking system allowing for other processing benchmarks such as applicant plan revision, staff review of revised submittal, and start-to-finish processing times to be accurately tracked and reported as future performance indicators.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $57,627 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $4,726 is included for PERA and Workers' Compensation increases.
- Two Planner IIs are converted from special positions to permanent. These were added in mid-2004. Funding of $142,805 is included for the salaries and benefits for these two positions.
- An increase of $6,340 is included for operating and operating capital costs associated with increased staffing and operating expenses.

MAJOR OBJECTIVES

OBJECTIVE – Process development applications in a manner that provides for adequate public participation, a quality professional review, appropriate interagency collaboration, and a timely response to applicants

The primary work of the Division is to review development applications submitted by the private sector. It is estimated staff will review 1,012 development applications in 2005. To achieve the Division's mission, staff will focus on providing adequate opportunity for public participation while completing a timely review of each development application.

To measure how applicants perceive the development review process, applicants will be surveyed to measure perceptions and satisfaction with the services provided. Reports of these survey efforts will be forwarded to the City Manager at the end of the 2nd and 4th quarter.

The review of each individual development application will be internally tracked with the LUIStrac system to determine various processing benchmarks including:

- Timeframe for issuance of review letter
- Timeframe for applicant revision and resubmittal of plans
- Timeframe for staff review of revised submittals
- Start-to-finish review timeframe

OBJECTIVE – Continue work with the Land Use Review Advisory Board identifying areas of improvement within the overall development review process

The Division will continue to work with the Land Use Review Advisory Board to identify and implement process improvements to the City's development review procedures. Staff will work to fully implement any agreed upon review process or Zoning Code modifications under the Division's control.

OBJECTIVE – Staff a Revocable Permit program ensuring that all private uses of the City-owned property comply with the applicable provisions of the City Code

One staff member of the Land Use Review Division is assigned to the implementation of a Revocable Permit program. The objective is to ensure all private uses of City property comply with the provisions of the City Code. The scope of the program includes the issuance of permits for new uses and renewal of existing long-term permitted uses. The program also includes the objective of systematically identifying private uses of public right of way that currently do not have approved permits and bringing these uses into compliance.

OBJECTIVE – Staff a Land Use Enforcement Program

The Division allocates three full-time staff to a Land Use Enforcement Program dedicated to ensuring developments within the city stay in compliance with the provisions of the Zoning Code. The program involves the investigation of all citizen complaints regarding zoning violations and the provision of a zoning compliance inspection process to all multifamily, commercial, office and industrial and institutional properties. It is anticipated 600 zoning violations will be investigated in 2005.

OBJECTIVE – Implement an electronic document management system

The Division allocates .5 FTE for implementation of an electronic document management program that involves the scanning of all development application case files and associated documents which have been fully processed. This program involves scanning of the file documents and indexing them to allow for electronic retrieval and research purposes. The objective is to allow the electronically scanned documents to be accessible on the Internet to both internal staff and the general public.

OBJECTIVE – Develop modifications to the Zoning and Subdivision Codes as directed by City Council, requested by the Planning Commission, or initiated by staff

Situations routinely arise requiring staff to modify existing Zoning or Subdivision Codes or create new land use regulations or development standards to address newly emerging land use issues within the community. These projects are staffed on an as-needed basis. The time and resources vary depending on the nature of the assignment.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
LAND USE REVIEW

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	1,215,918	1,216,758	1,183,543	1,366,303
51207	WAGE PKG PERFORMANCE	(2,474)	0	0	0
51210	OVERTIME	6,431	5,067	2,000	0
51220	SEASONAL TEMPORARY	5,194	14,207	4,000	6,000
51245	RETIREMENT TERM VACATION	3,450	4,721	0	0
51260	VACATION BUY	6,699	6,677	0	0
51290	BUDGET TRANSFERS IN ORGN	39,823	0	0	0
51610	PERA	112,387	115,988	112,525	121,246
51615	WORKERS COMPENSATION	3,390	3,311	5,282	5,363
51620	EQUITABLE LIFE INSURANCE	3,700	3,712	4,772	4,940
51625	VISION CARE	1,296	1,399	1,455	1,455
51640	DENTAL INSURANCE	7,798	8,381	8,784	9,416
51665	CASH BACK	4,712	4,902	0	0
51670	PARKING FOR EMPLOYEES	8,480	8,080	4,880	6,120
51690	MEDICARE	13,038	12,825	13,184	13,598
51695	CITY EPO MEDICAL PLAN	97,732	111,177	126,591	134,438
	TOTAL SALARIES & BENEFITS	**1,527,575**	**1,517,206**	**1,467,016**	**1,668,879**
52105	MISCELLANEOUS OPERATING	5,054	3,683	0	0
52110	OFFICE SUPPLIES	5,356	5,998	5,055	3,273
52111	PAPER SUPPLIES	4,830	2,930	3,578	4,121
52120	SOFTWARE MICRO WORD PROCESS	3,895	300	2,775	3,640
52122	CELL PHONES EQUIP AND SUPPLIES	0	0	50	50
52125	GENERAL SUPPLIES	1,602	396	683	4,050
52135	POSTAGE	14,396	11,424	11,150	8,000
52170	SPECIAL PHOTOGRAPHY ETC	5	0	0	0
52220	MAINT OFFICE MACHINES	3,545	3,340	2,800	4,650
52405	ADVERTISING SERVICES	3,285	0	1,600	400
52431	CONSULTING SERVICES	14,772	29,645	20,860	18,900
52575	SERVICES	25,751	4,206	6,145	8,500
52590	TEMPORARY EMPLOYMENT	2,104	0	0	0
52615	DUES AND MEMBERSHIP	3,599	3,983	2,841	4,894
52625	MEETING EXPENSES IN TOWN	3,434	3,261	558	500
52630	TRAINING	1,807	5,775	4,465	8,600
52635	EMPLOYEE EDUCATIONL ASSIST	317	(1,141)	3,000	3,600
52645	SUBSCRIPTIONS	786	1,134	1,233	517
52655	TRAVEL OUT OF TOWN	4,270	277	1,530	2,000
52705	COMMUNICATIONS	46,305	21,564	23,473	23,473
52735	TELEPHONE LONG DIST CALLS	1,451	1,589	1,455	1,200
52736	CELL PHONE AIRTIME	0	431	450	450
52765	LEASE PURCHASE PAYMENTS	0	0	0	435
52775	MINOR EQUIPMENT	2,770	900	1,100	500
52874	OFFICE SERVICES PRINTING	12,596	10,236	11,232	9,500
52875	OFFICE SERVICES RECORDS	192	192	275	1,500
52876	PASS THROUGH EXPENSES	0	(2,884)	0	0
52927	TEL COM PASSTHRU LONG DIST	362	0	0	0
65160	RECRUITMENT	2,730	11,159	0	2,000
	TOTAL OPERATING EXPENSES	**165,214**	**118,400**	**106,308**	**114,753**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
CITY PLANNING AND COMMUNITY DEVELOPMENT
LAND USE REVIEW

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
53010	OFFICE MACHINES	3,379	0	525	0
53020	COMPUTERS NETWORKS	2,291	0	8,100	11,500
53030	FURNITURE AND FIXTURES	2,219	0	7,360	5,675
53070	VEHICLES REPLACEMENT	0	0	12,000	0
	TOTAL CAPITAL OUTLAY	**7,889**	**0**	**27,985**	**17,175**
	ORGANIZATION TOTAL	**1,700,678**	**1,635,606**	**1,601,309**	**1,800,807**

Office of the Planning Director

William Healy, Director ● 30 South Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5358 ● bhealy@springsgov.com

MISSION

To enhance the quality of life and design of the community, foster innovative planning, and promote sustainable development.

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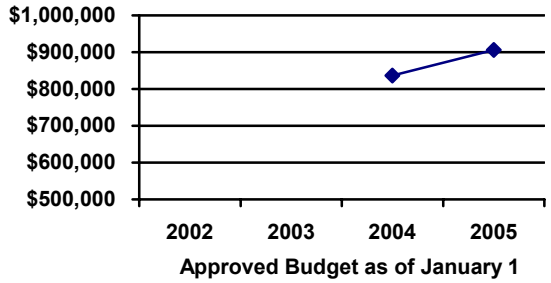
BUDGET HISTORY



SERVICES

- Coordinate and oversee all Planning and Community Development services and operations
- Administer support for the City Planning Commission
- Oversee the Council-appointed Citizens' Transportation Advisory Board (CTAB)
- Manage and monitor City-funded human service contracts
- Provide funding and coordinate programs with Housing Authority
- Coordinate the Neighborhood Workshop Series
- Coordinate the Citizens' Academy program

BUDGET SUMMARY

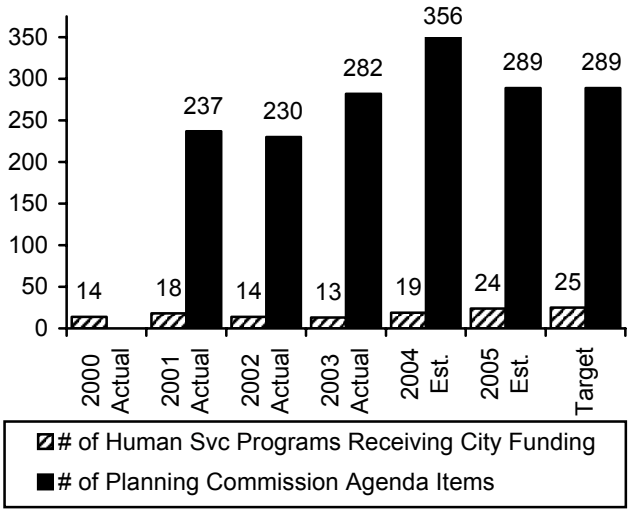
	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	N/A	N/A	$266,841	$278,713
Operating	N/A	N/A	568,922	582,943
Capital Outlay	N/A	N/A	549	44,425
Total	**$0**	**$0**	**$836,312**	**$906,081**

PERSONNEL

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Senior Manager	N/A	N/A	1.0	1.0
Professional	N/A	N/A	1.0	1.0
Paraprofessional	N/A	N/A	1.0	1.0
FTE Total	**0**	**0**	**3.0**	**3.0**

The Office of the Planning Director was created as part of the 2003 City reorganization, and three FTE were transferred from three different Divisions. The Director of Planning was transferred from Comprehensive Planning; the Administrative Technician from Land Use Review (previously known as Development Review); and the Senior Analyst from Neighborhood Services (the Neighborhood Services Department was eliminated as part of the 2003 reorganization, and its staff and budget were transferred into two existing Departments).

PERFORMANCE INDICATORS

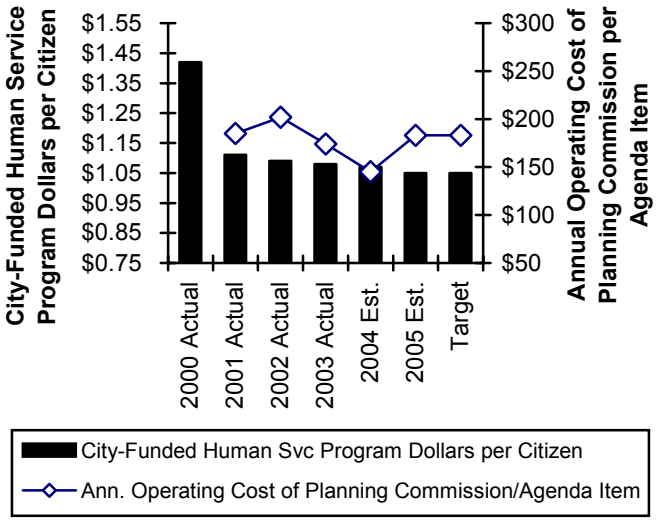


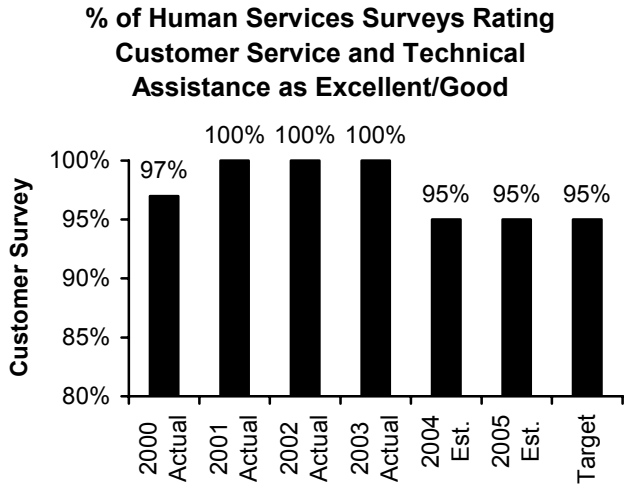
The number of City Planning Commission agenda items is estimated to increase in 2004 based on the amount of items reviewed to date. The Planning Commission's role is to review requests and make recommendations to City Council regarding land use issues.

The City of Colorado Springs currently funds 19 human service programs in the community with the City's General Fund. In addition, the Community Development Block Grant (CDBG) funds an additional 23 programs with federal dollars. These programs address emergency care and shelter, youth services, and self-sufficiency services. For 2005, it is projected that the number of contracts will increase but the average contract amount will decrease due to the number of new programs and more nonprofit agencies applying for funds.

The annual operating cost of the City Planning Commission per agenda item consists of 75 percent of the Administrative Technician's salary and benefits and general operating expenses.

The City-funded cost per citizen for the Human Service program continues to decrease due to the city's population growth. This trend is expected to continue with a target of $1.05 per citizen.





Surveys are conducted annually to measure the quality of customer service provided to the nonprofit agencies as part of the human service program. Since 2001, 100 percent of the surveys rated the quality of customer service and technical assistance as excellent/good. The target remains at 95 percent customer satisfaction.

CHANGES TO BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $10,621 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $851 is included for the PERA and Workers' Compensation increases.
- Funding of $11,372 is added for Human Services Contracts. This increase is necessary to keep the level of contract funding the same as 2004 and there is a restriction on the maximum amount the Community Development Block Grant (CDBG) could fund.
- Funding of $3,000 is included in the communications line item for maintaining the Pikes Peak Regional Development Corporation (PPRDC) live broadcast of planning commission meetings.
- An increase of $43,925 is included in vehicle replacement for a priority #1 replacement. This amount was transferred from Land Use Review as the vehicle will be used as a shared vehicle for City Planning and Community Development.

MAJOR OBJECTIVES

OBJECTIVE – Coordinate and oversee all City Planning and Community Development Department services and operations

The Office of the Planning Director provides leadership and oversight to all City Planning and Community Development functions. The Director also ensures adherence and revisions to the Zoning Code and the Comprehensive Plan. Staff provides support, review and analysis to the Land Use Review Division with the goal of improving the Development Review Process and communications with the development industry.

OBJECTIVE – Strive to increase the current level of funding for Human Services programs

The City of Colorado Springs provides City and federal funds for human service activities that benefit low and moderate-income persons in the community. This funding is provided to address priority areas. The 2005 priority areas include emergency care and shelter, youth services, and self-sufficiency services. There have been an increasing number of community programs and agencies applying for funds. However, the existing funding level has not changed and it is impossible to honor all of the requests.

OBJECTIVE – Continue coordination of the Neighborhood Workshop Series and Citizens' Academy

The Office of the Planning Director continues to coordinate educational programs for citizens. The Neighborhood Workshop Series will be held biannually on topics of interest to the community. The workshops offer opportunities for residents to network with one another, exchange ideas, and ask questions of City staff. The Citizens' Academy program is funded by the local community organizations but continues to be coordinated by City staff, members of the Council of Neighborhood Organizations (CONO) and volunteers. The Citizens' Academy is a series of professionally led sessions designed to familiarize citizens with the City of Colorado Springs' municipal government and the services it provides. It is also used to develop a pool of knowledgeable individuals for future boards and commissions.

OBJECTIVE – Continue to provide support to the City Planning Commission

The Office of the Planning Director provides administrative and technical support to the City Planning Commission (CPC). This is a volunteer advisory board that hears requests and makes recommendations to City Council regarding land use issues. The function of the Planning Commission is to encourage, coordinate and unify planning of the urban metropolitan area centering on the city.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
CITY PLANNING
OFFICE OF THE PLANNING DIRECTOR

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	0	0	226,684	235,751
51210	OVERTIME	0	0	1,000	1,400
51610	PERA	0	0	20,261	22,019
51615	WORKERS COMPENSATION	0	0	407	425
51620	EQUITABLE LIFE INSURANCE	0	0	752	788
51625	VISION CARE	0	0	189	189
51640	DENTAL INSURANCE	0	0	1,184	1,269
51670	PARKING FOR EMPLOYEES	0	0	720	720
51690	MEDICARE	0	0	3,098	3,198
51695	CITY EPO MEDICAL PLAN	0	0	12,546	12,954
	TOTAL SALARIES & BENEFITS	**0**	**0**	**266,841**	**278,713**
52110	OFFICE SUPPLIES	0	0	720	770
52111	PAPER SUPPLIES	0	0	688	500
52120	SOFTWARE MICRO WORD PROCESS	0	0	500	500
52125	GENERAL SUPPLIES	0	0	646	600
52135	POSTAGE	0	0	750	500
52220	MAINT OFFICE MACHINES	0	0	100	150
52405	ADVERTISING SERVICES	0	0	300	300
52440	HUMAN SERVICES	0	0	408,176	419,548
52575	SERVICES	0	0	204	250
52605	CAR MILEAGE	0	0	300	219
52615	DUES AND MEMBERSHIP	0	0	1,183	1,091
52625	MEETING EXPENSES IN TOWN	0	0	2,790	3,000
52630	TRAINING	0	0	2,700	3,000
52645	SUBSCRIPTIONS	0	0	0	495
52655	TRAVEL OUT OF TOWN	0	0	1,305	2,000
52705	COMMUNICATIONS	0	0	5,885	8,885
52735	TELEPHONE LONG DIST CALLS	0	0	180	68
52765	LEASE PURCHASE PAYMENTS	0	0	1,178	500
52775	MINOR EQUIPMENT	0	0	750	500
52874	OFFICE SERVICES PRINTING	0	0	7,900	7,400
52875	OFFICE SERVICES RECORDS	0	0	50	50
65343	HOUSING AUTHORITY STAFF	0	0	132,617	132,617
	TOTAL OPERATING EXPENSES	**0**	**0**	**568,922**	**582,943**
53070	VEHICLES REPLACEMENT	0	0	0	43,925
53030	FURNITURE AND FIXTURES	0	0	549	500
	TOTAL CAPITAL OUTLAY	**0**	**0**	**549**	**44,425**
	ORGANIZATION TOTAL	**0**	**0**	**836,312**	**906,081**

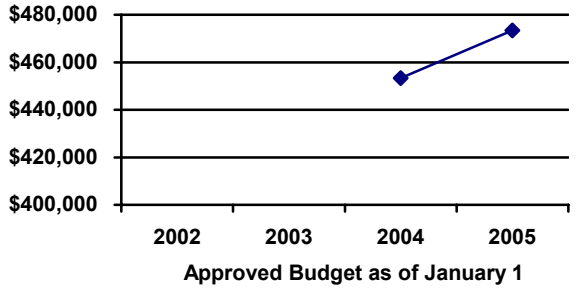
Transportation Planning

Craig Blewitt, Manager ● 30 South Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5477 ● cblewitt@springsgov.com

MISSION

To plan a multi-modal transportation system for the movement of people and goods through short and long-range planning, development review and capital improvements programming, in conformance with the City's Comprehensive Plan.

BUDGET HISTORY



SERVICES

- Plan long and short-range transportation systems in coordination with other governmental agencies
- Review development applications for conformance with the City Intermodal Transportation Plan and with City and national standards
- Provide neighborhood traffic mitigation/calming services
- Prioritize transportation improvement projects for funding and implementation
- Support alternative transportation mode use through participation on citizen organizations and technical committees
- Provide technical and administrative support to the Citizens' Transportation Advisory Board
- Provide information to citizens about transportation plans and projects

BUDGET SUMMARY

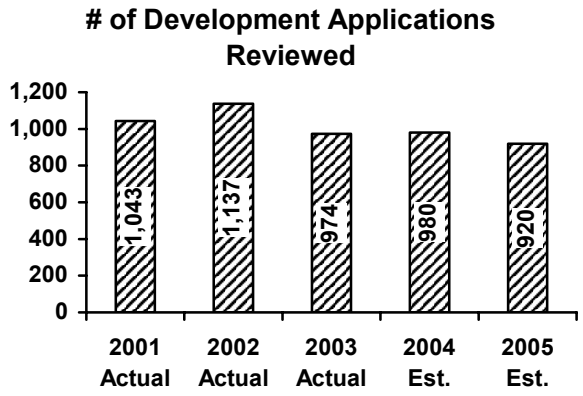
	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$0	$0	$435,820	$454,594
Operating	0	0	17,560	18,747
Capital Outlay	0	0	0	0
Total	**$0**	**$0**	**$453,380**	**$473,341**

PERSONNEL

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Classification				
Manager	0	0	1.0	1.0
Professional	0	0	3.0	3.0
Paraprofessional	0	0	2.0	2.0
FTE Total	**0**	**0**	**6.0**	**6.0**

As part of the 2003 City reorganization, the Transportation Planning Division was created and six FTE were transferred from Transportation Engineering. Prior to that, Transportation Planning was a section of the Transportation Engineering Division within the Public Works Department and is now a Division within the Planning and Community Development Department.

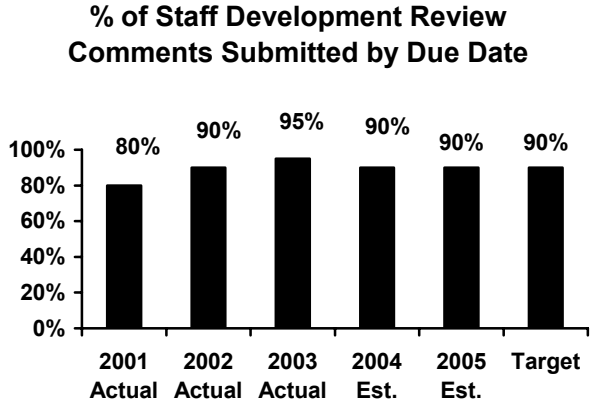
PERFORMANCE INDICATORS

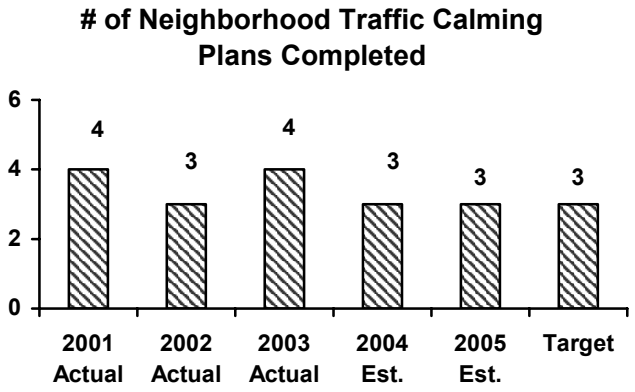


The review of development applications ensures new development is designed and infrastructure is in place or provided to accommodate transportation demands created by the development. Development applications are reviewed to ensure compliance with the Comprehensive Plan, the Intermodal Transportation Plan, and City and national design standards. The number of applications submitted each year varies based on market forces but is expected to be slightly lower in 2005 compared to 2004.

Development application review comments are due back from Transportation Planning staff to the project planner by a defined date. While the goal is to always meet the deadline date, a large influx of applications or complications with submittals can extend staff review time. The target for meeting deadline dates is 90 percent of the time.

Performance information for 2001 and 2002 are estimates as data was not documented for this measure prior to April 2002.





The Neighborhood Traffic Management Program addresses cut-through traffic and excessive vehicular speeds on neighborhood streets. Three neighborhood traffic management plans are initiated each year. Key to each plan is the involvement of neighborhood residents and their reaching consensus on how to address neighborhood traffic problems. Staff generally will not make changes to neighborhood streets without support from the residents of the neighborhood. Depending on the nature of the problems and the agreement level among neighbors, consensus can be quick (within three months) or protracted (one neighborhood took three years to reach consensus).

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $17,379 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $1,395 is included for PERA and Workers' Compensation increases.
- Funding of $1,187 is added to the communications line item to adjust for a shortfall, which occurred during the 2003 reorganization.

MAJOR OBJECTIVES

OBJECTIVE – Participate in developing long and short-range transportation plans that identify transportation corridor right-of-way needs and that provide the basis for the transportation and traffic infrastructure improvements program

Implement the recommendations of the Intermodal Transportation Plan (TIP), participate in major transportation corridor studies and environmental assessments and participate in alternative modes planning programs such as transit, bicycle, pedestrian, park and ride, and carpooling.

OBJECTIVE – Review development applications to ensure transportation facilities are in place or will be constructed to accommodate additional transportation needs and to ensure the provision of right-of-way needed for planned major transportation corridors

Review private development applications to assess additional transportation demands created by proposed development. Staff will determine whether existing and proposed transportation infrastructure can accommodate projected transportation needs and meet a level of service "D" or better, identify rights-of-way requirements and ensure that transportation infrastructure is designed in conformance with City and national standards.

OBJECTIVE – Develop Neighborhood Traffic Management Plans to reduce cut-through traffic and excessive vehicular speeds on neighborhood streets

Staff will work with neighborhoods to identify specific methods to reduce cut-through traffic and reduce excessive vehicular speeds on neighborhood collector and local streets. Three neighborhood traffic management plans are initiated and typically completed annually. The Police Department's speed enforcement program with their increased speeding fines provides funding to construct traffic calming facilities in two to three neighborhoods each year.

OBJECTIVE – Pursue funding for high-priority transportation projects and support transportation project implementation

Continue to pursue federal and State funding through the Pikes Peak Area Council of Governments for high-priority, regionally significant transportation projects. Participate in the programming of projects for funding through the newly created Rural Transportation Authority (RTA) and provide support for the design and construction of these projects.

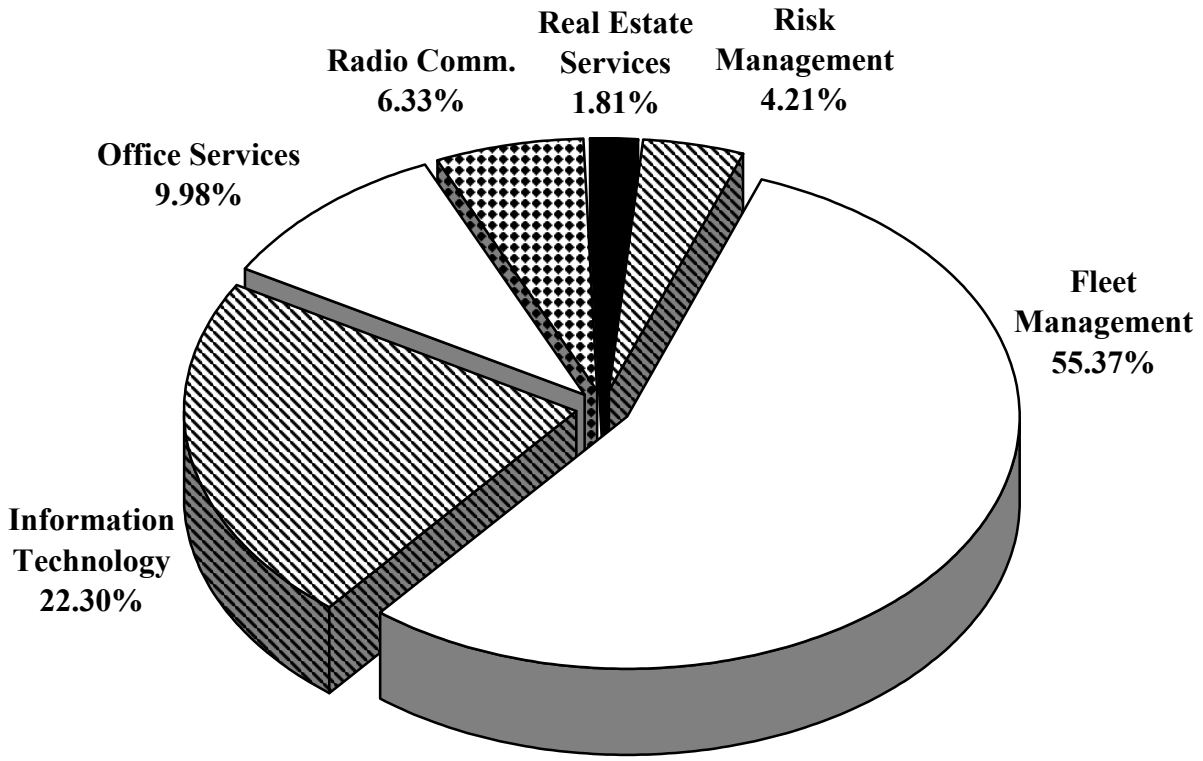
CITY OF COLORADO SPRINGS
BUDGET DETAIL

GENERAL FUND
CITY PLANNING
TRANSPORTATION PLANNING

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	0	0	363,552	378,095
51610	PERA	0	0	33,225	36,074
51615	WORKERS COMPENSATION	0	0	964	993
51620	EQUITABLE LIFE INSURANCE	0	0	1,405	1,463
51625	VISION CARE	0	0	378	378
51640	DENTAL INSURANCE	0	0	2,280	2,444
51670	PARKING FOR EMPLOYEES	0	0	240	240
51690	MEDICARE	0	0	3,889	4,049
51695	CITY EPO MEDICAL PLAN	0	0	29,887	30,858
	TOTAL SALARIES & BENEFITS	**0**	**0**	**435,820**	**454,594**
52110	OFFICE SUPPLIES	0	0	585	1,310
52111	PAPER SUPPLIES	0	0	180	180
52120	SOFTWARE MICRO WORD PROCESS	0	0	1,000	972
52125	GENERAL SUPPLIES	0	0	190	190
52135	POSTAGE	0	0	1,000	465
52225	MAINT MICROS WORD PROCESSOR	0	0	267	267
52575	SERVICES	0	0	0	54
52615	DUES AND MEMBERSHIP	0	0	1,050	1,215
52625	MEETING EXPENSES IN TOWN	0	0	90	282
52630	TRAINING	0	0	5,000	5,000
52655	TRAVEL OUT OF TOWN	0	0	1,948	1,948
52705	COMMUNICATIONS	0	0	5,000	6,187
52735	TELEPHONE LONG DIST CALLS	0	0	300	216
52736	CELL PHONE AIRTIME	0	0	600	48
52874	OFFICE SERVICES PRINTING	0	0	200	313
52875	OFFICE SERVICES RECORDS	0	0	150	100
	TOTAL OPERATING EXPENSES	**0**	**0**	**17,560**	**18,747**
	TOTAL CAPITAL OUTLAY	**0**	**0**	**0**	**0**
	ORGANIZATION TOTAL	**0**	**0**	**453,380**	**473,341**

CITY OF COLORADO SPRINGS

Internal Support



Fleet Management	**$13,292,811**
Information Technology	**$5,353,728**
Office Services	**$2,396,583**
Radio Communications	**$1,520,975**
Real Estate Services	**$433,446**
Risk Management	**$1,010,730**
	$24,008,273

These Divisions are in the Support Services Fund. Risk Management is organizationally within City Management, but is accounted for within the Support Services Fund. The narrative is located in the City Management section of the Budget.

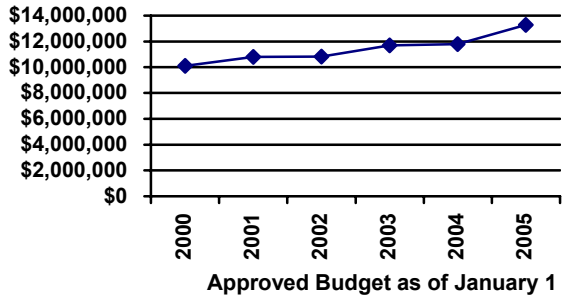
Fleet Management

Thomas Monarco, Manager ● 404 West Fontanero Street, Colorado Springs, CO 80907 ● (719) 385-6602 ● tmonarco@springsgov.com

MISSION

To deliver responsive support to meet the administrative, operating, and maintenance requirements for the fleet of vehicles and equipment used by the City of Colorado Springs and Colorado Springs Utilities.

BUDGET HISTORY



SERVICES

- Comprehensive fleet administration
- Contracting and sublet work
- Fleet maintenance and repair
- Emergency response support
- Vehicle acquisition and disposal
- Alternative fuel vehicle programs
- Parts and supplies management
- Automotive engineering
- Fuel purchase, storage, and distribution
- Industrial waste recycling
- Regulatory compliance and reporting
- Service agreements and cost studies

BUDGET SUMMARY

INTERNAL SERVICES FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$ 4,413,258	$ 4,466,857	$ 4,343,797	$ 4,605,990
Operating	6,348,896	7,191,922	7,361,444	8,596,001
Capital Outlay	59,969	38,324	97,691	90,820
Total	**$10,822,123**	**$11,697,103**	**$11,802,932**	**$13,292,811**

PUBLIC SAFETY SALES TAX (PSST) FUND

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	N/A	N/A	$92,404	$ 94,056
Operating	N/A	N/A	500	12,888
Capital Outlay	N/A	N/A	0	350
Total	**$ 0**	**$ 0**	**$92,904**	**$107,294**

PERSONNEL

GENERAL FUND

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Senior Manager	1	1	1	1
Manager	1	1	1	1
Supervisor	5	5	4	6
Professional	3	3	3	3
Paraprofessional	56	56	55	57
General	8	9	8	6
FTE Total	**74**	**75**	**72**	**74**
Special Positions	1	1	2	1

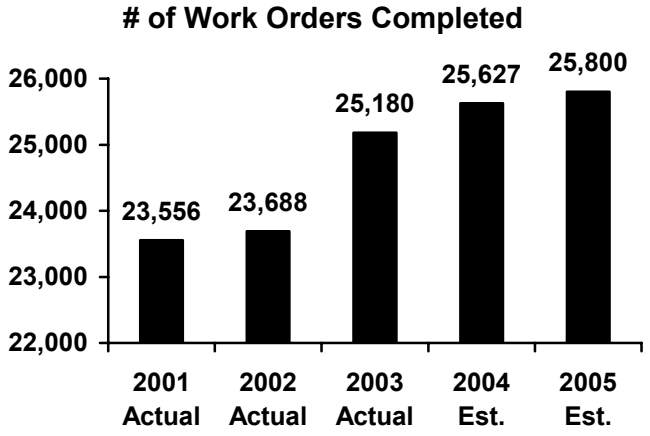
For 2004, a Fleet Service Manager position and a Fleet Technician position were eliminated.
For 2005, a Parts Specialist position is added and a special Associate Fleet Technician position is converted to regular status.

PUBLIC SAFETY SALES TAX (PSST) FUND

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Paraprofessional	N/A	0.50	1.50	1.50
FTE Total	**0.00**	**0.50**	**1.50**	**1.50**

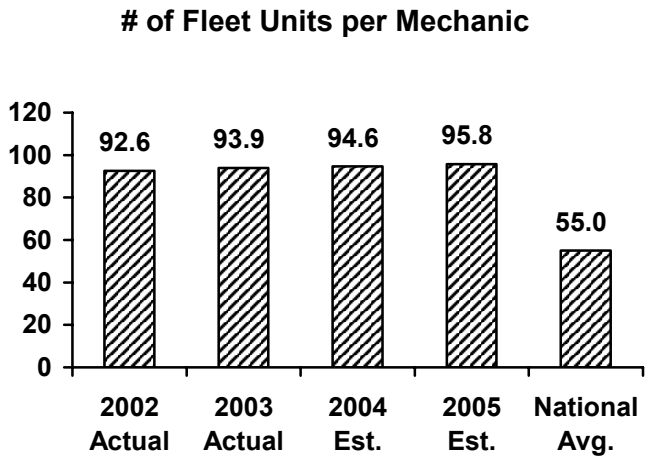
In 2003, a 0.5 FTE Body Shop Technician was authorized for maintenance of PSST vehicles. For 2004, a Fleet Technician position was added with the activation of the Police Department's 4th Division substation.

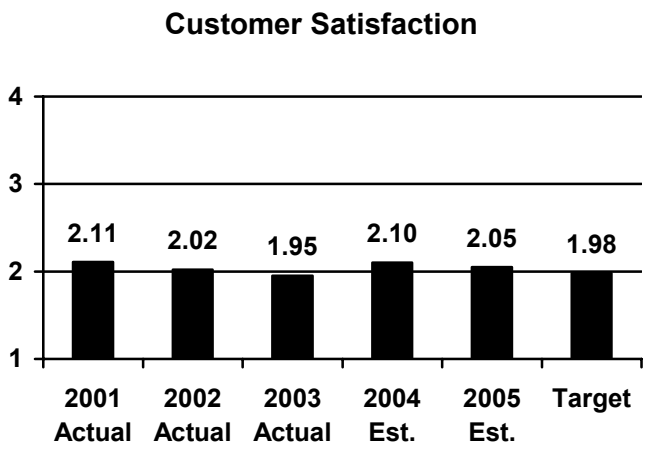
PERFORMANCE INDICATORS



Fleet performs scheduled maintenance and unscheduled repairs on all vehicles and equipment belonging to the City and Colorado Springs Utilities (CSU). This information is recorded in a work order system with one work order being opened and completed per visit to one of Fleet's shops. As the size of the fleet grows and the average age of the fleet increases, the amount of work performed also increases. This can be seen by the steady increase in the number of work orders completed annually.

Presently, the City and CSU fleet consists of 4,067 pieces of motorized and non-motorized equipment. Over the past 10 years, mechanic staffing has lagged the industry; and the ratio of units to mechanics is at 94.6:1 versus the national average of 55:1. In the timeframe 2004-2005, total fleet size is projected to grow to 4,118 units. Within this grouping, the City fleet is expected to increase by 10 equipment pieces. The overall net growth will result in additional unscheduled and routine maintenance and work outputs. This metric is evaluated in the International City/County Management Association (ICMA) survey.





City and CSU customers annually evaluate Fleet's service delivery through a formal survey. Results are scored from excellent (1) to poor (4). This local metric is used to set internal goals for enhancing performance levels and is reported to the ICMA as a statistical measurement used by national members in assessing unit service outcomes.

CHANGES TO THE BUDGET

GENERAL FUND

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $165,254 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $27,269 is included for PERA and Workers' Compensation increases.
- The price per gallon for unleaded and diesel fuel increased significantly during 2004. The increase is almost 50 percent higher than is currently budgeted. For 2005, $1.1 million is added as a result of the price increase. A fuel conservation program was implemented during 2004 and remains in place for 2005.
- Admin prorated charges increased $38,179 as a result of the recently completed full cost allocation plan. This increase was more than offset by the reduction in the Communications account of $29,109. The reduction is for the network allocation which is now included in the Admin Prorated Charges.
- In addition to the increase for fuel costs citywide, $17,411 has been included for the price of fuel that Fleet Management Division uses to provide its services.
- A new Parts Specialist position and funding of $55,000 is added. Also, a special Associate Fleet Technician position at the Airport Fleet Maintenance Facility is converted to regular status with no additional funding required.
- During 2003, a new satellite fleet maintenance facility owned by Colorado Springs Utilities was opened. For 2005, rent of $80,875 for this facility is included.
- Funding of $35,000 is added for fuel monitoring equipment as required by the Environmental Protection Agency (EPA).
- Various accounts have been adjusted to more accurately reflect actual charges to Fleet's cost centers.

PUBLIC SAFETY SALES TAX (PSST) FUND

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $14,390 is included for the 2004 wage package, 2005 medical and dental increases and a correction to wages.
- Several account lines are added to separate and identify specific costs.

MAJOR OBJECTIVES

OBJECTIVE – Deliver the full range of essential services to ensure a safe, reliable fleet

Fleet's output and efficiency are based on a direct partnership with City/CSU Department end-user customers. Those interdependent relationships will continue to be strengthened in the coming year by continual reviews of how Fleet's facilities are utilized; and improvements will be made to enhance the operations, maintenance and inventory systems that create the ability to maximize service delivery.

OBJECTIVE – Support the organization's workforce-enabling process

Attaining high levels of employee production is an empowerment process supported by education and special training. Fleet's hiring practice consists of a team interview and selection process followed by the preparation of technicians to achieve their best output. The focus is to provide clear opportunities for personal and professional development in the Fleet operations industry. This results-oriented approach emphasizes performance and skills-based evaluation processes that include instruction, formal testing, manufacturer in-service training, and applications to advance the certification levels of Fleet technicians. This budget will support a continuous learning environment with direct accountability as a key element in personnel and organizational development.

OBJECTIVE – Fully utilize information technology to help maintain a competitive cost of service

The Fleet Management Information System tracks all maintenance actions and costs for the City and CSU. As a means to improve repair turnaround times and efficiencies, updating electronic diagnostic equipment and maintenance accessories will assist in reducing downtime; improving internal controls; accelerating repairs and return of units to service; and enhancing cost-managed savings. Fleet extended access to elements of the information system to Departments served to provide them with direct user communications and the ability to

review all maintenance details and full cost-based historical reports pertinent to the Departments' equipment.

OBJECTIVE – Fully comply with local, State, and federal regulatory requirements

Fleet Management is an operation heavily regulated by federal and State oversight agencies. As such, their mandates require that Fleet personnel be resident experts in all areas of regulatory issues specific to vehicle operations, equipment maintenance, and hazardous materials handling. The equipment, supplies, contracts, services, and local training necessary to meet these requirements are included in the budget. Compliance with the statutes is a process demanding precise and continual management of equipment assets; employee training; documentation of unit actions and extensive reporting to local, State, and federal agencies to preclude any liability issue associated with Fleet's equipment assets. The monitoring of regulatory specifics and application of local, State, and federal requirements in Fleet's local maintenance will assure Department of Transportation directives are met for every City and CSU vehicle. Fleet will also participate in the allowed comments period for reviewing proposed legislation that may affect Fleet operations.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
FLEET

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	3,297,155	3,373,682	3,297,910	3,471,826
51207	WAGE PKG PERFORMANCE	(6,729)	0	0	0
51210	OVERTIME	54,823	65,282	70,213	70,213
51220	SEASONAL TEMPORARY	4,279	0	0	0
51230	SHIFT DIFFERENTIAL	13,866	12,573	17,000	13,250
51235	STANDBY	63,063	44,363	13,854	32,262
51240	RETIREMENT TERMINATION SICK	39,093	(15,336)	0	0
51245	RETIREMENT TERM VACATION	24,749	20,753	0	0
51250	SPECIAL ASSIGNMENT PAY	0	0	816	616
51255	CONVERSION OF SICK LEAVE	17,934	21,575	0	0
51260	VACATION BUY	3,384	2,546	0	0
51299	SALARIES REIMBURSEMENTS	(9,757)	(9,641)	0	0
51610	PERA	312,271	329,126	314,193	356,853
51615	WORKERS COMPENSATION	150,298	128,498	129,771	135,013
51620	EQUITABLE LIFE INSURANCE	10,341	10,549	11,622	12,300
51625	VISION CARE	3,898	3,597	4,638	4,701
51635	CITY MAJOR MEDICAL PLAN	0	0	2,265	0
51640	DENTAL INSURANCE	24,048	26,154	29,081	31,569
51655	RETIRED EMP MEDICAL INS	35,911	38,178	16,370	16,370
51665	CASH BACK	10,608	12,110	0	0
51670	PARKING FOR EMPLOYEES	1,280	1,440	1,440	1,680
51690	MEDICARE	34,275	36,167	35,160	37,211
51695	CITY EPO MEDICAL PLAN	328,471	365,242	399,464	422,126
	TOTAL SALARIES & BENEFITS	**4,413,258**	**4,466,857**	**4,343,797**	**4,605,990**
52110	OFFICE SUPPLIES	9,257	10,293	12,776	10,230
52115	MEDICAL SUPPLIES	359	514	650	634
52120	SOFTWARE MICRO WORD PROCESS	2,640	2,470	1,590	16,127
52122	CELL PHONES EQUIP & SUPPLIES	0	369	0	400
52125	GENERAL SUPPLIES	4,121	3,285	5,876	4,095
52130	OTHER SUPPLIES	0	123	0	0
52135	POSTAGE	134	226	250	226
52140	WEARING APPAREL	9,052	7,557	10,960	10,114
52145	PAINT AND CHEMICAL	0	55	0	0
52155	AUTOMOTIVE	4,607	5,446	3,850	6,690
52165	LICENSES AND TAGS	978	1,354	2,000	1,392
52175	SIGNS	805	2,249	200	200
52190	JANITORIAL SUPPLIES	8,848	8,056	1,045	7,895
52195	ENVIRONMENTAL SUPPLIES ETC	2,867	4,287	4,770	4,920
52220	MAINT OFFICE MACHINES	325	946	900	900
52235	MAINT MACHINERY & APPARATUS	34,885	31,201	26,625	66,400
52250	MAINT RADIOS ALLOCATION	0	0	8,945	5,145
52265	MAINT BUILDINGS & STRUCTURE	3,798	4,235	3,140	7,650
52305	MAINT SOFTWARE	0	0	0	21,817
52405	ADVERTISING SERVICES	1,043	1,433	0	1,000
52410	BUILDING SECURITY SERVICES	0	494	495	495
52445	JANITORIAL SERVICE	0	800	0	40,610
52450	LAUNDRY SERVICE	0	0	0	29,251
52575	SERVICES	115,715	121,515	158,890	87,894

CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
FLEET

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52615	DUES AND MEMBERSHIP	885	1,165	1,590	1,830
52625	MEETING EXPENSES IN TOWN	2,498	915	1,273	1,217
52630	TRAINING	20,827	20,790	31,894	33,513
52635	EMPLOYEE EDUCATIONL ASSIST	1,511	2,986	3,000	3,121
52645	SUBSCRIPTIONS	1,056	872	1,672	1,436
52655	TRAVEL OUT OF TOWN	6,214	4,837	11,353	8,007
52705	COMMUNICATIONS	84,793	79,037	83,315	35,299
52725	RENTAL OF PROPERTY	247,158	298,558	308,602	379,433
52735	TELEPHONE LONG DIST CALLS	1,505	1,651	1,500	1,106
52736	CELL PHONE AIRTIME	0	301	4,800	11,618
52740	GENERAL INSURANCE-CITY	0	0	4,240	5,016
52743	UTILITIES - STREET LIGHTS	0	55	0	127
52745	UTILITIES	37,842	31,805	85,654	0
52746	UTILITIES - ELECTRIC	2,559	4,444	0	26,814
52747	UTILITIES - GAS	1,535	5,127	0	16,639
52748	UTILITIES - SEWER	109	214	0	837
52749	UTILITIES - WATER	155	341	0	918
52755	COMMUNICATIONS EQUIPMENT	0	568	0	272
52775	MINOR EQUIPMENT	61,681	43,620	45,820	46,045
52777	TOOL ALLOWANCE	0	17,091	18,000	21,500
52795	RENTAL OF EQUIPMENT	29,047	29,294	20,970	32,475
52805	ADMIN PRORATED CHARGES	208,704	590,172	606,111	644,290
52872	MAINT FLEET VEHICLES EQP	210,679	178,032	151,350	166,591
52874	OFFICE SERVICES PRINTING	832	686	1,885	1,544
52876	PASS THROUGH EXPENSES	37,552	44,072	35,000	38,207
52880	PURCHASES FOR RESALE	(34,073)	1,012	0	0
52881	PURCH FOR RESALE FUEL	1,874,542	2,313,411	1,830,000	3,300,000
52882	PURCH FOR RESALE COMMERCIAL	466,678	440,995	520,000	515,000
52883	PURCH FOR RESALE NON STCK PRT	1,794,837	1,776,863	1,934,668	1,724,218
52884	PURCH FOR RESALE STOCK PARTS	1,023,523	1,029,895	1,349,580	1,188,638
52927	TEL COM PASSTHRU LONG DIST	312	0	0	0
52970	ENVIRON PROTECTION PROGRAM	66,204	66,204	66,205	66,205
65352	EMPLOYEE AWARDS PROGRAM	300	0	0	0
	TOTAL OPERATING EXPENSES	**6,348,896**	**7,191,922**	**7,361,444**	**8,596,001**
53005	CAPITAL EXPEND FIXED ASSETS	(60,989)	0	0	0
53010	OFFICE MACHINES	0	0	0	992
53020	COMPUTERS NETWORKS	51,776	0	10,581	6,800
53030	FURNITURE AND FIXTURES	5,387	468	750	2,000
53050	MACHINERY AND APPARATUS	63,794	37,856	86,360	78,528
53070	VEHICLES REPLACEMENT	0	0	0	0
53090	BUILDINGS AND STRUCTURES	0	0	0	2,500
	TOTAL CAPITAL OUTLAY	**59,969**	**38,324**	**97,691**	**90,820**
	ORGANIZATION TOTAL	**10,822,123**	**11,697,102**	**11,802,932**	**13,292,811**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

PUBLIC SAFETY SALES TAX (PSST) FUND
INTERNAL SUPPORT DEPARTMENT
FLEET

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	0	0	71,913	80,425
51610	PERA	0	0	7,059	4,846
51615	WORKERS COMPENSATION	0	0	3,589	2,906
51620	EQUITABLE LIFE INSURANCE	0	0	287	202
51625	VISION CARE	0	0	230	34
51640	DENTAL INSURANCE	0	0	653	639
51690	MEDICARE	0	0	1,043	693
51695	CITY EPO MEDICAL PLAN	0	0	7,630	4,311
	TOTAL SALARIES & BENEFITS	**0**	**0**	**92,404**	**94,056**
52110	OFFICE SUPPLIES	0	0	0	200
52115	MEDICAL SUPPLIES	0	0	0	25
52125	GENERAL SUPPLIES	0	0	500	500
52140	WEARING APPAREL	0	0	0	470
52450	LAUNDRY SERVICE	0	0	0	946
52575	SERVICES	0	0	0	1,981
52630	TRAINING	0	0	0	3,000
52705	COMMUNICATIONS	0	0	0	400
52740	GENERAL INSURANCE-CITY	0	0	0	182
52775	MINOR EQUIPMENT	0	0	0	3,600
52777	MECHANIC TOOL ALLOWANCE	0	0	0	750
52795	RENTAL OF EQUIPMENT	0	0	0	769
52874	OFFICE SVC PRINT	0	0	0	65
	TOTAL OPERATING EXPENSES	**0**	**0**	**500**	**12,888**
53050	MACHINERY & APPARATUS	0	0	0	350
	TOTAL CAPITAL OUTLAY	**0**	**0**	**0**	**350**
	TOTAL ORGANIZATION	**0**	**0**	**92,904**	**107,294**

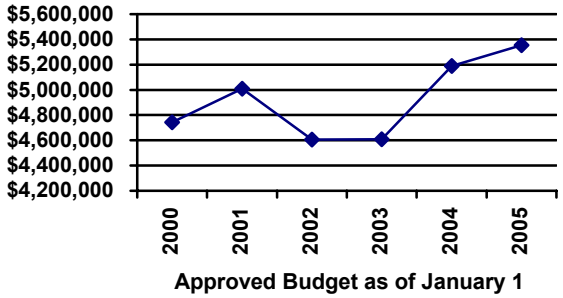
Office of Information Technology

Andre Sodbinow, Manager ● 30 S. Nevada Ave., Colorado Springs, CO 80903 ● (719) 385-5459 ● asodbinow@springsgov.com

MISSION

The Office of Information Technology (IT) delivers innovative and cost-effective services to the City organization and community in the areas of telecommunications, enterprise computing systems, eGovernment applications, major systems development, business analysis, and information systems security.

BUDGET HISTORY



SERVICES

- Maintain and augment eGovernment services including transactional applications on SpringsGov.com and IntraCity
- Develop and maintain the City's Enterprise Resource Planning (ERP) system (finance, human resources, payroll) and other enterprise computing systems
- Operate the enterprise data center to host the City's application and database servers
- Administer the City's IT Strategic Plan and coordinate planning for Citywide IT issues
- Management of the Internal Support Services Department and administration of the City's Cable Franchise Agreements
- Develop and maintain the City's Justice Information System (JIS) for the Municipal Court and City Attorney's Office
- Design and support the enterprise telephone systems, telecommunications network, and communications services contracts
- Provide computer hardware and software standards, installation, desktop support, and virus protection
- Maintain email, Internet access, and network security operations
- Operate the City Help Desk and 385-City Switchboard
- Supply business systems and workflow analysis
- Monitor and advance security for the City's network, servers, and applications

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$2,643,391	$2,675,157	$2,685,464	$2,871,550
Operating	1,295,858	1,442,825	1,807,126	1,785,263
Capital Outlay	102,252	66,000	120,606	120,606
Net Total	**$4,041,501**	**$4,183,982**	**$4,613,196**	**$4,777,419**
Reimbursable Expenses	564,678	425,448	576,309	576,309
Grand Total	**$4,606,179**	**$4,609,430**	**$5,189,505**	**$5,353,728**

PERSONNEL

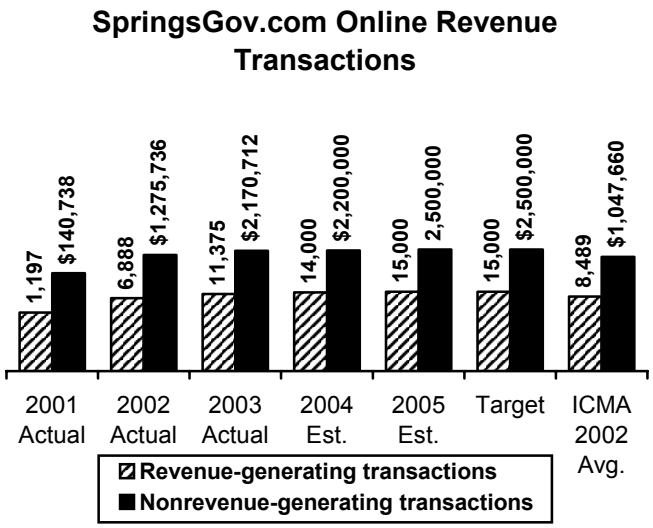
Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Senior Manager	2.0	2.0	2.0	2.0
Manager	1.0	3.0	2.0	2.0
Supervisor	5.0	0.0	0.0	0.0
Professional	24.0	27.0	24.5	25.5
Paraprofessional	3.0	3.0	3.0	2.5
General	0.0	0.0	0.5	1.5
FTE Total	**34.0**	**35.0**	**32.0**	**33.5**
Special Positions	1.0	1.0	2.0	0

During 2003, a special position (Senior Information Systems Analyst) was created for the Justice Information System development project to complete the system development team for this critical project. The project is complete and the special position was eliminated for 2004.

During 2003, one professional position was split into two half-time positions, with one-half being classified as General and the other half remaining as Professional.

For 2004, three positions were eliminated. These include an Information Technology Business Services Manager, a Senior Analyst, and a Senior Information Systems Analyst.

For 2005, the special position (Office Specialist) supporting the 385-CITY function is converted to regular status. Due to the completion of the Justice Information System project, the special Senior Information Systems Analyst position is eliminated. A half-time Analyst II position for telecommunications billing, contracts, audits and reporting is increased to full-time.



Colorado Springs is in the top 5 percent of sites for revenue-generated and transaction volume nationally, according to the International City/County Management Association (ICMA) data for comparable jurisdictions. Full-year 2003 web site metrics for *SpringsGov*.com are as follows:

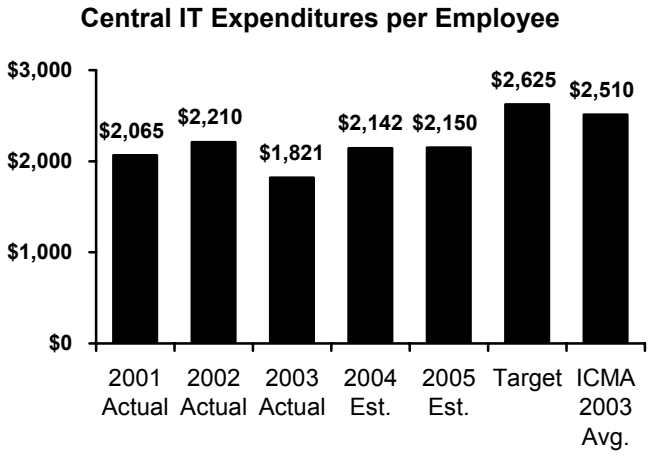
Revenue-Generating Transactions

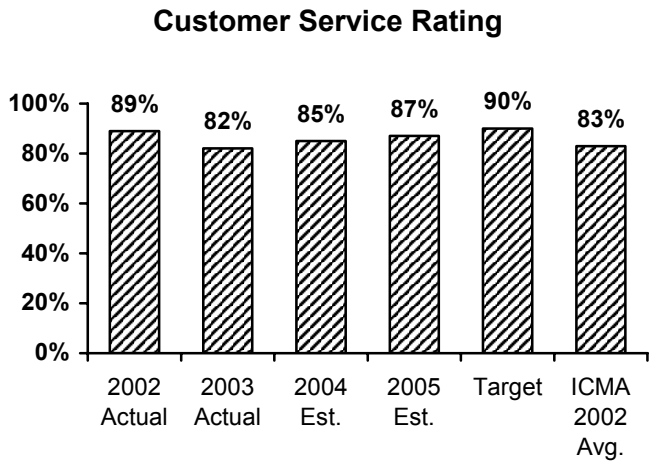
- Parking tickets paid: 5,028
- Bus passes purchased: 419
- Concrete permit applications/payments: 1,468
- Excavation permit applications: 1,891
- Parks and Recreation class registrations: 2,566
- City documents purchased: 3

Nonrevenue Generating Transactions

- Job applications submitted: 8,752
- Citizen requests for service: 982
- New email CityWire subscribers: 3,978

One measure that gauges the efficiency with which information technology resources are applied is a ratio of central IT budget dollars to full-time equivalent employees. Generally, the lower the amount of dollars per FTE, the more efficient the operation. Colorado Springs IT expenditures are considerably lower than the ICMA survey benchmark of $2,510 (down from $3,438 in 2002).





Customer service rating is one of the more meaningful outcome indicators for IT effectiveness. From the results of an annual customer service survey conducted for all Internal Support Services and City Management, Information Technology scores (82.05 percent) are in line with survey results reported by other jurisdictions in the ICMA benchmark project (83.46 percent up from 72 percent in 2002).

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $107,589 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $9,158 is included for PERA and Workers' Compensation increases.
- An increase of $335 in the utility line items is included for rate increases and $438 for unleaded gasoline price increases.
- Licenses and hardware maintenance costs of $28,000 for the Active Directory Services (ADS) system is added.
- Admin prorated charges increased $21,628 as a result of the recently completed full cost allocation plan and there is also a reduction in the Communications account of $36,264. The reduction is for the network allocation which is now included in the Admin Prorated Charges.
- Funding of $33,339 is included for PeopleSoft team recruiting and retention. This funding for pay differential is for PeopleSoft dedicated personnel after failing to attract qualified candidates after a prolonged search.

MAJOR OBJECTIVES

OBJECTIVE –Maintain and augment the City's eGovernment services

The Office of Information Technology (IT) continues to maintain and grow the City's portfolio of transactional, informational, and direct communications services on the municipal web site. This supports the City's efforts towards offering improved access to City information, officials, and operations to the community. In 2005, IT will focus on enhancing SpringGov.com and IntraCity through additional citizen, business, and staff applications that automate workflow.

OBJECTIVE – Maintain the City's ERP computing systems to support financial, human resources, and payroll operations

IT maintains the 14 systems and more than 17 databases that are part of the City's PeopleSoft financials and human resources solution. In 2005, IT will upgrade the human resources and payroll modules of PeopleSoft, implement the new budget module, and maintain the recently upgraded financials system. IT staff will also maintain software tax updates and other ongoing maintenance requirements.

OBJECTIVE – Develop and implement the City's Justice Information System (JIS)

In 2005, IT will support the JIS for the Municipal Court and City Attorney's Office. JIS will replace the case management systems for these agencies that are now part of the Criminal Justice Information System (CJIS) system. Support includes refining the functionality of the system, maintaining the disaster recovery program for JIS, and adding enhancements requested by users.

OBJECTIVE – Provide telecommunications, network, and Internet services to City employees and facilitate communications with citizens

IT manages the City's network, Internet access, and its primary telephone services. IT provides planning, implementation, and maintenance for the local area network, the metropolitan area network, Internet access, and e-mail services for all City Departments as well as secure connections to State and El Paso County agencies. IT provides telephone services and voice mail for users of the City's primary private branch exchange (PBX) system. IT manages leased telecommunication services for City units and provides 7 x 24 monitoring and trouble resolution for network and PBX services. Finally, IT supports the City's constituent relationship management (CRM) and interactive voice response (IVR) systems.

OBJECTIVE – Provide computer support services to City employees and support initiatives that facilitate communications with citizens

IT provides primary technical support for most City computer users. Technical assistance and a single contact point are provided through the Help Desk. Phone calls from citizens and businesses are handled by the 385-CITY switchboard operator.

OBJECTIVE – Continue implementation of the City's IT security policies by enhancing IT security program

IT will continue its role in educating, communicating and implementing the IT security policies adopted in 2003. This will include improved security through the implementation of Active Directory Services, improvements in password administration, periodic reviews and audits of systems security, and implementation of automated virus patch management capabilities. In addition, IT's Business Continuity Plan will be further enhanced and implemented.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
INFORMATION TECHNOLOGY

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	2,203,536	2,214,947	2,230,119	2,376,525
51207	WAGE PKG PERFORMANCE	(3,813)	0	0	0
51210	OVERTIME	177	88	0	0
51220	SEASONAL TEMPORARY	17,740	0	0	10,000
51235	STANDBY	10,464	9,738	11,014	11,564
51240	RETIREMENT TERMINATION SICK	14,871	11,127	0	0
51245	RETIREMENT TERM VACATION	17,674	21,576	500	500
51255	CONVERSION OF SICK LEAVE	9,112	12,380	12,600	13,300
51260	VACATION BUY	2,897	3,889	0	0
51299	SALARIES REIMBURSEMENTS	(13,306)	(8,339)	0	0
51610	PERA	204,558	210,410	218,054	238,376
51615	WORKERS COMPENSATION	5,040	4,829	6,127	6,674
51620	EQUITABLE LIFE INSURANCE	6,859	6,877	8,916	9,298
51625	VISION CARE	1,853	1,731	2,086	2,084
51640	DENTAL INSURANCE	10,293	10,854	13,098	13,941
51655	RETIRED EMP MEDICAL INS	3,318	4,122	3,974	3,322
51665	CASH BACK	8,831	9,784	0	0
51670	PARKING FOR EMPLOYEES	5,295	5,640	6,070	6,270
51690	MEDICARE	22,579	22,495	23,439	24,868
51695	CITY EPO MEDICAL PLAN	115,412	133,012	149,467	154,828
	TOTAL SALARIES & BENEFITS	**2,643,391**	**2,675,157**	**2,685,464**	**2,871,550**
52105	MISCELLANEOUS OPERATING	9,927	1,451	0	0
52110	OFFICE SUPPLIES	4,937	5,949	3,960	3,960
52111	PAPER SUPPLIES	247	0	0	0
52120	SOFTWARE MICRO WORD PROCES	16,078	15,653	17,500	17,500
52122	CELL PHONES EQUIP & SUPPLIES	158	76	300	300
52125	GENERAL SUPPLIES	5,693	9,873	4,750	4,750
52129	HVAC-HEAT VENTILATN AIR SUPP	0	0	100	0
52135	POSTAGE	343	238	260	200
52165	LICENSES AND TAGS	39	0	0	0
52190	JANITORIAL SUPPLIES	0	0	725	0
52205	MAINT LANDSCAPING	0	0	400	572
52220	MAINT OFFICE MACHINES	11,157	1,201	3,315	3,315
52225	MAINT MICROS WORD PROCESSOF	11,249	19,811	21,000	21,000
52265	MAINT BUILDINGS & STRUCTURE	53,476	35,023	1,050	3,050
52282	MAINT DATA COMMUNICATION	201,698	208,058	153,793	150,793
52305	MAINT SOFTWARE	2,138	119	0	28,000
52405	ADVERTISING SERVICES	35,320	3,552	18,250	13,250
52410	BUILDING SECURITY SERVICES	0	0	4,000	11,360
52423	TELECOMMUNICATION SERVICES	669,493	598,073	825,000	737,000
52431	CONSULTING SERVICES	(3,073)	28,350	15,000	15,000
52435	GARBAGE REMOVAL SERVICES	0	0	550	600
52445	JANITORIAL SERVICES	0	0	8,300	9,025
52575	SERVICES	46,969	42,210	30,500	32,900
52590	TEMPORARY EMPLOYMENT	51,179	37,050	15,000	5,000
52605	CAR MILEAGE	24	46	850	650
52615	DUES AND MEMBERSHIP	5,544	6,107	2,150	1,250
52625	MEETING EXPENSES IN TOWN	1,060	815	850	650

CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
INFORMATION TECHNOLOGY

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52630	TRAINING	13,738	32,690	33,200	29,292
52635	EMPLOYEE EDUCATIONL ASSIST	7,504	0	0	0
52645	SUBSCRIPTIONS	2,467	214	900	400
52655	TRAVEL OUT OF TOWN	9,170	922	8,310	6,810
52705	COMMUNICATIONS	78,088	103,243	79,820	48,556
52725	RENTAL OF PROPERTY	73,162	74,592	76,650	81,650
52735	TELEPHONE LONG DIST CALLS	2,095	2,248	1,154	1,154
52736	CELL PHONE AIRTIME	0	383	2,500	2,500
52743	UTILITIES STREET LIGHTS	0	45	0	50
52745	UTILITIES	7,688	0	0	0
52746	UTILITIES ELECTRIC	15,102	21,404	24,963	24,963
52747	UTILITIES GAS	831	1,898	1,385	2,204
52748	UTILITIES SEWER	87	115	150	144
52749	UTILITIES WATER	264	243	442	300
52765	LEASE PURCHASE PAYMENTS	38,912	36,915	168,000	223,000
52775	MINOR EQUIPMENT	0	16,890	0	0
52795	RENTAL OF EQUIPMENT	3,392	2,157	0	0
52805	ADMIN PRORATED CHARGES	204,528	420,132	442,549	464,177
52840	TELECOM PROJECTS	170,918	31,425	283,309	283,309
52841	DP HARDWARE AND OTHER	5,267	1,079	0	0
52872	MAINT FLEET VEHICLES EQP	1,698	3,239	1,500	3,938
52874	OFFICE SERVICES PRINTING	503	501	500	500
52875	OFFICE SERVICES RECORDS	637	528	500	500
52917	TEL COM PASSTHRU	23,722	0	0	0
52921	TEL COM PASSTHRU	43,759	69,402	80,000	78,000
52927	TEL COM PASSTHRU LONG DIST	31,077	29,521	30,000	30,000
60361	SYSTEM SERVICES	1,975	4,830	20,000	20,000
65352	EMPLOYEE AWARDS PROGRAM	300	0	0	0
	TOTAL OPERATING EXPENSES	**1,860,536**	**1,868,273**	**2,383,435**	**2,361,572**
53005	CAPITAL EXPEND FIXED ASSETS	(36,126)	0	0	0
53020	COMPUTERS NETWORKS	57,955	43,000	61,182	61,182
53030	FURNITURE AND FIXTURES	3,398	0	2,000	2,000
53040	MACHINERY AND APPARATUS	77,025	23,000	57,424	57,424
	TOTAL CAPITAL OUTLAY	**102,252**	**66,000**	**120,606**	**120,606**
	ORGANIZATION TOTAL	**4,606,179**	**4,609,431**	**5,189,505**	**5,353,728**

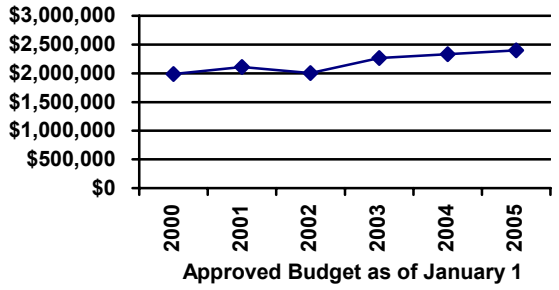
Office Services

Liz Hunter, Manager ● 30 South Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5011 ● lhunter2@springsgov.com

MISSION

To support and enhance the City organization through the timely and cost-effective delivery of quality printing, mail processing, and records management services.

BUDGET HISTORY



SERVICES

- Offset printing and on-demand reproduction
- Processing of outgoing City and Utilities business mail
- Typesetting and design services
- Inactive and semi-active records storage and retrieval services
- Maintain Bookstore
- Maintain City's Forms and Documents Center
- Management of out-source printing, records, and mail contracts
- Delivery of incoming postal and interoffice mail to City and Utilities Departments
- Home delivery of City Council agendas and Friday reports

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$ 805,119	$ 811,491	$ 809,290	$ 851,567
Operating	240,627	434,616	528,336	524,616
Capital Outlay	32,609	0	0	27,400
Subtotal	**$1,078,355**	**$1,246,107**	**$1,337,626**	**$1,403,583**
Reimbursable Expenses	924,074	1,018,699	993,000	993,000
Total	**$2,002,429**	**$2,264,806**	**$2,330,626**	**$2,396,583**

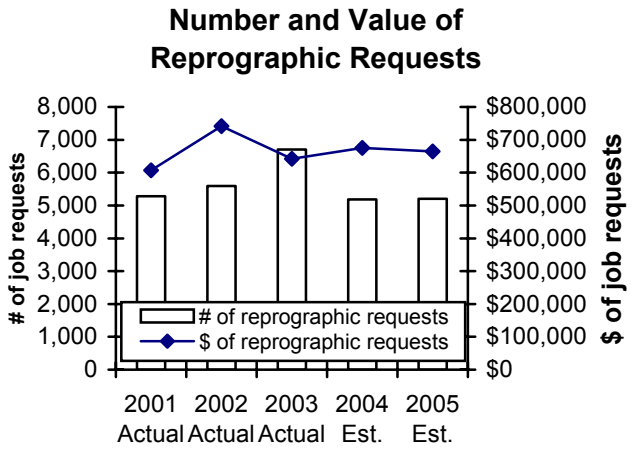
PERSONNEL

Classification	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Manager	1.00	1.00	1.00	1.00
Supervisor	2.00	2.00	1.75	1.00
Paraprofessional	0.00	4.00	3.00	3.00
General	13.00	9.00	9.00	10.00
FTE Total	**16.00**	**16.00**	**14.75**	**15.00**

During 2002, four Reprographics positions were reclassified from the General band to the Professional band.

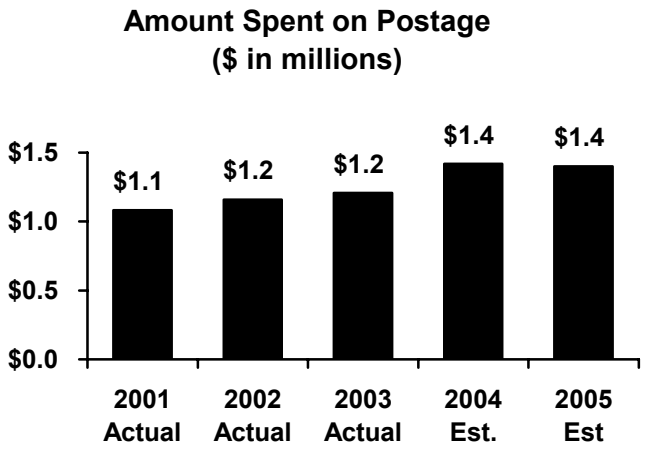
For 2004, one Information Systems Technician position was eliminated and a Mail/Records Coordinator position was reduced from full-time to three-quarter time.

For 2005, one Mail/Records Coordinator position at ¾ time is changed to one Office Assistant full-time, one Office Services Supervisor (Mail Processing) is upgraded to an Office Services Coordinator, and one Printer I is upgraded to a Printer II.



Reprographics will produce over $675,000 worth of requests and 5,200 job requests for City and Utilities Departments. These projects represent a wide variety of needs from business cards and letterhead to manuals and brochures. The majority of projects are handled in-house with a rising level of complexity required to produce the project in a timely and cost-effective manner.

The Mail Processing Center will continue to process over $269,995 in postage for City Departments and $1,419,481 for Colorado Springs Utilities. The postage amounts represent first-class, presorted standard, and utility bill mailings. The increase in utility bill mailing is due in part to the increase from 1 to 2 ounce weight on utility bills.



Office Services participates in the Internal Services Department's annual customer satisfaction survey, which is distributed to more than 600 City and Utilities customers. The survey measures the quality, timeliness, and customer satisfaction with a division's work and customer service on a 4-to-1 scale (1 being the highest possible score). With a reduction in Manpower help, Office Services may see a slight decline in ratings, due to potentially longer printing times and minor reduction of interoffice mail pick-up and delivery. With its emphasis on customer satisfaction, Office Services will strive to continue its record of high scores on this survey.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $31,952 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $5,025 is included for PERA and Workers' Compensation increases.
- Admin prorated charges increased $5,106 as a result of the recently completed full cost allocation plan and there is also a reduction in the Communications account of $9,764. The reduction is for the network allocation which is now included in the Admin Prorated Charges.
- Vehicle Replacement account increased by $27,400 to replace an eight-year-old mail delivery van.
- Funding of $938 is included for increased unleaded fuel costs.
- Funding of $5,300 is included to upgrade an Office Services Supervisor (Mail Processing) to an Office Services Coordinator (Mail Processing).

MAJOR OBJECTIVES

OBJECTIVE – Support the Internal Support Services Marketing Plan

Included in 2005 will be the Internal Services Support (ISS) Marketing Plan "We're in Business to Support You," which will include use of comment cards submitted directly to the ISS Director. Service will be modified if necessary based on feedback from the cards.

OBJECTIVE – Continue to maintain the Bookstore and the Forms and Documents Center

The Office Services bookstore electronically stores widely used City documents to be printed as needed and sold to the public, thereby eliminating the cost of storing hard-copy documents subject to revision. Direct sale of documents and publications by Office Services releases organizational units from accounting and money-handling responsibilities and enables citizens and contractors to purchase various City publications from only one source.

Office Services is responsible for maintaining the library for the City's Forms and Documents Center on the City's Internet and Intranet websites. It enables citizens and employees to view or download a wide variety of City forms and documents.

OBJECTIVE – Provide graphic design, quick-copy and offset printing needs for City and Utilities Departments

Provide graphic design services and printing needs to meet the needs of City and Utilities Departments. Providing in-house services help control costs and quality, streamline time requirements and constraints for employees, maintain privacy and confidentiality, and encourage active and open customer communication.

OBJECTIVE – Distribution of the City and Utilities Interoffice Mail

This will be accomplished by collecting incoming mail from the post office, sorting and distributing incoming and interoffice mail on scheduled delivery runs, and metering outgoing mail through the United States Postal Service (USPS) at the end of each day.

OBJECTIVE – Insertion and processing of the Colorado Springs Utilities utility bill

On a daily basis, 21-day cycle, the utility bill is inserted and metered for USPS distribution. This objective must be met on a daily basis to avoid revenue disruption for Colorado Springs Utilities. As Utilities needs change and processes are redefined, the insertion process must be adapted to stay current with any new processes. One FTE is dedicated to the insertion process.

OBJECTIVE – Manage the Records Program

Manage an active and inactive records service to ensure proper retention and disposition of City records. This program is managed by one FTE, with back-up provided by office personnel. A new contract will become active in 2004 for a five-year period.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
OFFICE SERVICES

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	619,496	641,643	633,377	666,012
51207	WAGE PKG PERFORMANCE	(1,238)		0	0
51210	OVERTIME	19,474	7,461	6,800	6,800
51220	SEASONAL TEMPORARY	240	390	0	0
51240	RETIREMENT TERMINATION SICK	8,393	4,851	0	0
51245	RETIREMENT TERM VACATION	11,484	3,240	0	0
51255	CONVERSION OF SICK LEAVE	3,859	5,247	0	0
51260	VACATION BUY	2,741	2,631	0	0
51299	SALARIES REIMBURSEMENTS	(3,948)	(4,168)	0	0
51610	PERA	58,198	59,546	59,798	66,355
51615	WORKERS COMPENSATION	4,740	3,484	7,632	8,265
51620	EQUITABLE LIFE INSURANCE	1,891	1,936	2,462	2,563
51625	VISION CARE	857	827	945	945
51640	DENTAL INSURANCE	4,897	5,324	5,945	6,373
51655	RETIRED EMP MEDICAL INS	612	1,106	0	0
51665	CASH BACK	1,579	1,757	0	0
51670	PARKING FOR EMPLOYEES	3,860	3,840	3,600	3,600
51690	MEDICARE	6,664	7,077	7,382	7,661
51695	CITY EPO MEDICAL PLAN	61,319	65,299	81,349	82,993
	TOTAL SALARIES & BENEFITS	**805,119**	**811,491**	**809,290**	**851,567**
52110	OFFICE SUPPLIES	193	1,203	2,250	2,250
52115	MEDICAL SUPPLIES	0	191	250	250
52120	SOFTWARE MICRO WORD PROCESS	110	3,885	1,000	1,000
52125	GENERAL SUPPLIES	45	3,277	4,750	4,779
52135	POSTAGE	16	506	99	200
52160	FUEL	826	0	0	0
52220	MAINT OFFICE MACHINES	10,508	20,094	11,997	11,997
52265	MAINT BUILDINGS & STRUCTURE	15	0	0	0
52405	ADVERTISING SERVICES	261	0	0	0
52575	SERVICES	49,319	41,031	32,490	32,490
52615	DUES AND MEMBERSHIP	1,450	1,155	1,290	1,140
52625	MEETING EXPENSES IN TOWN	670	0	0	200
52630	TRAINING	392	310	1,000	1,000
52635	EMPLOYEE EDUCATIONL ASSIST	1,791	290	0	0
52645	SUBSCRIPTIONS	54	45	355	175
52655	TRAVEL OUT OF TOWN	733	0	0	0
52705	COMMUNICATIONS	27,486	23,569	26,500	16,736
52735	TELEPHONE LONG DIST CALLS	363	313	150	150
52736	CELL PHONE AIRTIME		31	0	0
52765	LEASE PURCHASE PAYMENTS	35,710	25,401	138,273	138,273
52775	MINOR EQUIPMENT	0	0	1,000	1,000
52795	RENTAL OF EQUIPMENT	25,703	22,811	12,000	12,000
52805	ADMIN PRORATED CHARGES	76,680	277,440	284,932	290,038
52872	MAINT FLEET VEHICLES EQP	8,231	11,747	10,000	10,938
52876	PASS THROUGH EXPENSES	395,755	495,311	423,000	423,000

CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
OFFICE SERVICES

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52880	PURCHASES FOR RESALE	(100,188)	100,278	570,000	570,000
52880	PURCHASES FOR RESALE	628,507	423,110	0	0
52927	TEL COM PASSTHRU LONG DIST	71		0	0
65325	VEHICLE INSURANCE	0	1,318	0	0
	TOTAL OPERATING EXPENSES	**1,164,701**	**1,453,315**	**1,521,336**	**1,517,616**
53005	CAPITAL EXPEND FIXED ASSETS	(21,053)	0	0	0
53005	CAPITAL EXPEND FIXED ASSETS	32,203	0	0	0
53030	FURNITURE AND FIXTURES	406	0	0	0
53070	VEHICLES REPLACEMENT	21,053	0	0	27,400
	TOTAL CAPITAL OUTLAY	**32,609**	**0**	**0**	**27,400**
	ORGANIZATION TOTAL	**2,002,429**	**2,264,806**	**2,330,626**	**2,396,583**

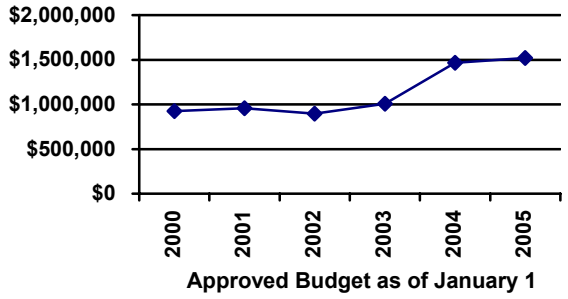
Radio Communications

Randy Bell, Manager ● 404 West Fontanero Street, Colorado Springs, CO 80907 ● (719) 385-6700 ● rbell@springsgov.com

MISSION

To provide the best possible technical and engineering support for wireless data and voice communication networks for public safety and public service agencies.

BUDGET HISTORY



SERVICES

- Design wireless networks/equipment
- Purchase wireless networks/equipment
- Interface between cellular providers and City customers
- Install wireless networks/equipment
- Provide critical paging services
- Maintain wireless networks/equipment
- Repair wireless networks/equipment
- Ensure compliance with Federal Communications Commission (FCC) rules and regulations

BUDGET SUMMARY

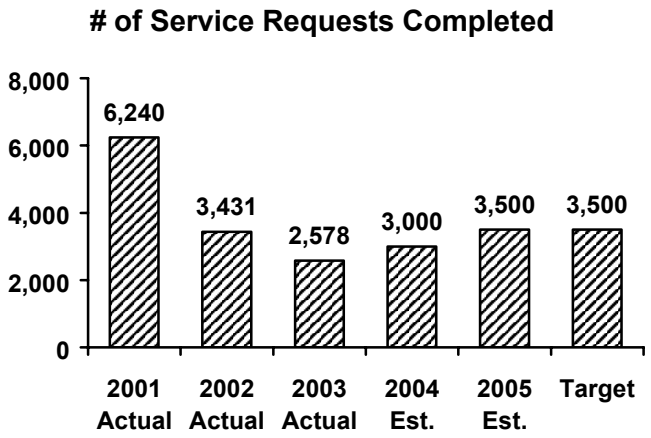
	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$504,366	$ 539,428	$ 621,492	$ 680,383
Operating	475,122	419,159	823,791	821,092
Capital Outlay	(83,748)	49,353	19,500	19,500
Total	**$895,740**	**$1,007,940**	**$1,464,783**	**$1,520,975**

PERSONNEL

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Classification				
Manager	1	1	1	1
Professional	1	0	0	0
Paraprofessional	6	6	7	7
FTE Total	**8**	**7**	**8**	**8**
Special Positions	0	0	0	1

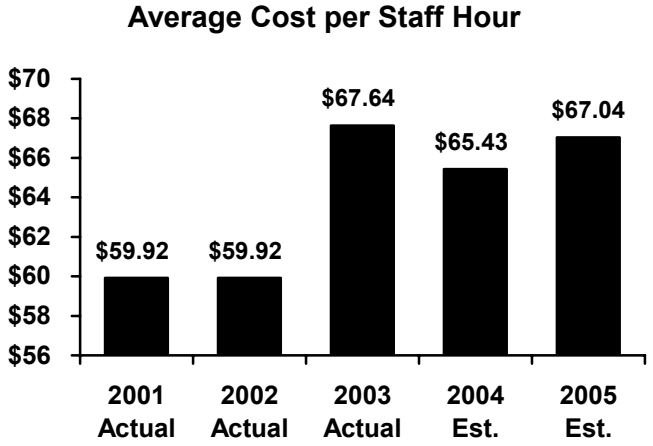
For 2005, an hourly, temporary technician is upgraded to a special Communications Technician position.

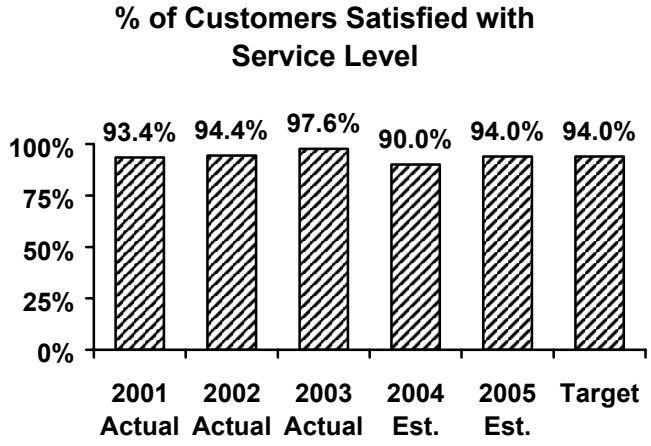
PERFORMANCE INDICATORS



In 2003, the number of individual completed service requests decreased because of an increase in the number of large projects completed. Each of these projects is recorded on a single work order but encompasses multiple days and several people. The same number of larger projects is projected for 2004 and 2005. This trend may continue, but the number of work orders should increase as the new 800 MHz equipment ages and because of the transition from vendor warranty to self-maintenance.

In 2003, the Radio Shop's average cost per staff hour increased to $67.64, which was not as large an increase as projected. However, the projected 2004 average should decrease slightly to $65.43 and then increase to $67.04 again in 2005. These changes are the result of workforce fluctuations as temporary workers were partially phased out as part of the 2004 budget reductions, one FTE Communications Specialist was added as funded by the Pikes Peak Regional Communications Network (PPRCN) Maintenance Contract, and because of projected overhead cost increases in 2005. All efforts will be continued to reduce costs and increase overall work efficiencies.





The results of the 2003 Internal Services Support (ISS) Customer Service Survey for Radio Communications showed that only 2.3 percent of the responding sample rated their customer satisfaction as unsatisfactory. However, an increased number of respondents rated their customer satisfaction as fair, in relation to the responders that rated it as Good or Excellent. The overall Customer responses rated Fair to Excellent were 97.6 percent. Customer satisfaction responses from the Division's direct-contact customer service cards indicate an even higher overall satisfaction level with Good-Excellent responses for this timeframe. It was predicted in the 2004 Budget that reductions in staff would cause decreased customer satisfaction due to delays in performing radio installations in Public Safety and City vehicles and this was shown by the increased number of Fair responders. The target for *% Customers Satisfied with Service Level* in 2005 continues to be 94.0 percent.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $20,206 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $2,367 is included for PERA and Workers' Compensation increases.
- Admin prorated charges increased $6,436 as a result of the recently completed full cost allocation plan. This is somewhat offset by a reduction in the Communications account of $3,297. The reduction is for the network allocation which is now included in the Admin Prorated Charges.
- A special Communications Technician position is added using existing funds from temporary salaries and other operating accounts.
- Increased revenue of $27,982 from Cellular Site Leases is applied to the Radio Replacement account towards replacing the Austin Bluffs radio tower. The projected replacement is in late 2005 or 2006. The replacement cost will be shared with Colorado Springs Utilities.
- Gas and wastewater rate increases of $646 are included, as well as the price increase for unleaded fuel of $1,852.
- User fees charged by the Pikes Peak Regional Communications Network (PPRCN) for the City's 800 MHz trunked radios will continue to be funded through the Radio Communications Division Budget. For 2005, this fee will remain at $200 per radio.

MAJOR OBJECTIVES

OBJECTIVE – Replacement of the Austin Bluffs radio tower and site development

In 2004, the Austin Bluffs radio tower was determined to be overloaded and in need of replacement. The City and Colorado Springs Utilities jointly own this tower and project costs will be shared by both. An analysis of future needs has been performed to determine the long-term capacity needs for this tower site. The City's estimated share of expenditure is $80,000 to $200,000; the real cost has not yet been finalized. In addition, revenues from cellular site leases will be used to fund this project. The remainder of funds in account 52785 from 2004 will be rolled over into 2005.

OBJECTIVE – Provide maximum support for the 800 MHz Public Safety Trunked Radio Project

The primary effort of the Radio Communications Division in 2005 will be to provide excellent maintenance of the 800 MHz Trunking System equipment and to support a program of controlled system expansion. Equipment downtime will be minimized, response times will exceed those required by the contact, and preventive maintenance will be completed on schedule. Support for site expansion and system upgrades will be provided.

OBJECTIVE – Maintain the public safety and public service trunked-user and non-trunked radio communications systems

Support for public safety and public service trunked user and non-trunked wireless voice and data communications networks and equipment will continue to be maintained with 24-hour-per-day and 7-day-per-week emergency technical support and repair service. Some of these systems will be replaced by or integrated into new technologies in wireless or voice-over-internet protocol communications. Complete simulcast upgrades to Regional Paging System for Public Safety. Use paging simulcast equipment to synchronize the radio frequency oscillators and clocks in the 800 MHz trunked radio system to improve reliability.

OBJECTIVE – Provide installation services for the 2005 Police Car Installation Project

A large percentage of the fleet of police cars is changed out on an annual basis. The affected equipment is evaluated, purchased, reconditioned, and installed on a scheduled rotating basis. The Radio Communications Division will apply all efforts to this annual and continuing public safety project.

OBJECTIVE – Ensure compliance with changes in Federal Communications Commission's (FCC) rules concerning maximum permissible exposure limits, antenna site registration, tower safety, and radio frequency licensing

The Radio Communications Division will continue to ensure compliance with all the latest changes in the FCC rules governing maximum permissible exposure limits for humans from radio frequency radiation, antenna site registration, and radio frequency licensing. This will be accomplished by surveying the exposure levels at new radio equipment installations and with user training to comply with *"right for the public and employees to be informed"* rules by monitoring radio site construction and implementation for compliance with antenna registration guidelines, tower safety and best industry practices and by monitoring the City's radio frequency licenses to keep the licenses updated with physical and regulation changes.

OBJECTIVE – Maintain or improve customer service levels

Continue to survey customers by multiple methods to determine the effectiveness of the existing customer service delivery processes and to identify areas where improvement is possible or necessary.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
RADIO COMMUNICATIONS

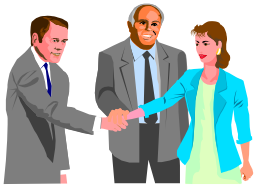
	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	317,360	333,875	397,384	457,879
51207	WAGE PKG PERFORMANCE	(719)	0	0	0
51210	OVERTIME	2,776	7,074	2,776	2,894
51220	SEASONAL TEMPORARY	49,792	54,497	58,643	49,579
51235	STANDBY	43,611	45,553	20,394	20,394
51240	RETIREMENT TERMINATION SICK	3,366	1,698	0	0
51245	RETIREMENT TERM VACATION	770	2,486	0	0
51255	CONVERSION OF SICK LEAVE	1,911	2,406	2,010	0
51610	PERA	37,530	41,194	56,364	58,920
51615	WORKERS COMPENSATION	9,798	8,726	14,041	15,423
51620	EQUITABLE LIFE INSURANCE	981	1,013	1,896	2,120
51625	VISION CARE	318	357	568	631
51640	DENTAL INSURANCE	2,030	2,516	3,557	4,208
51655	RETIRED EMP MEDICAL INS	1,106	1,106	320	2,212
51665	CASH BACK	2,017	1,277	0	0
51690	MEDICARE	4,047	4,295	7,261	8,016
51695	CITY EPO MEDICAL PLAN	27,671	31,355	56,278	58,107
	TOTAL SALARIES & BENEFITS	**504,366**	**539,427**	**621,492**	**680,383**
52110	OFFICE SUPPLIES	2,189	1,663	1,350	1,350
52111	PAPER SUPPLIES	0	107	0	0
52115	MEDICAL SUPPLIES	58	26	0	0
52120	SOFTWARE MICRO WORD PROCESS	936	1,447	1,000	1,000
52125	GENERAL SUPPLIES	600	165	570	370
52135	POSTAGE	1,232	1,365	1,232	1,232
52140	WEARING APPAREL	77	56	0	0
52145	PAINT AND CHEMICAL	620	359	0	0
52155	AUTOMOTIVE	145	84	0	0
52165	LICENSES AND TAGS	2,750	360	2,750	2,750
52190	JANITORIAL SUPPLIES	304	268	400	400
52220	MAINT OFFICE MACHINES	600	0	200	0
52225	MAINT MICROS WORD PROCESSOR	571	4,155	571	571
52235	MAINT MACHINERY & APPARATUS	1,636	2,478	2,000	2,200
52250	MAINT RADIOS ALLOCATION	473,950	370,950	359,400	359,400
52265	MAINT BUILDINGS & STRUCTURE	7,139	(19,701)	20,697	20,697
52405	ADVERTISING SERVICES	694	1,751	0	0
52425	ENVIRONMENTAL SERVICES	504	2,056	0	0
52445	JANITORIAL SERVICES	5,376	5,562	5,694	5,694
52450	LAUNDRY & CLEANING SERVICES	771	507	0	0
52575	SERVICES	449	455	0	0
52590	TEMPORARY EMPLOYMENT	32,678	9,411	18,065	0
52615	DUES AND MEMBERSHIP	135	180	0	0
52625	MEETING EXPENSES IN TOWN	142	10	0	0
52630	TRAINING	1,352	9,770	8,298	8,298
52655	TRAVEL OUT OF TOWN	3,468	4,695	1,825	1,825
52705	COMMUNICATIONS	9,698	11,367	9,410	6,113
52725	RENTAL OF PROPERTY	38,126	33,961	38,126	38,126
52735	TELEPHONE LONG DIST CALLS	951	867	760	760
52736	CELL PHONE AIRTIME	0	228	0	200

CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
RADIO COMMUNICATIONS

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52743	UTILITIES STREET LIGHTS	0	267	0	0
52745	UTILITIES	8,640	2,809	4,180	4,180
52746	UTILITIES ELECTRIC	7,252	11,441	13,700	13,700
52747	UTILITIES GAS	821	1,749	3,807	4,416
52748	UTILITIES SEWER	88	165	148	185
52749	UTILITIES WATER	102	271	197	197
52775	MINOR EQUIPMENT	8,332	7,492	5,567	5,567
52785	RADIO REPLACEMENT	0	0	38,587	66,569
52795	RENTAL OF EQUIPMENT	1,319	1,742	1,308	1,308
52805	ADMIN PRORATED CHARGES	44,088	97,560	100,191	106,627
52872	MAINT FLEET VEHICLES EQP	18,065	28,500	15,929	17,781
52874	OFFICE SERVICES PRINTING	83	30	0	0
52876	PASS THROUGH EXPENSES	(217,955)	39,840	0	0
52880	PURCHASES FOR RESALE	49,922	103,085	124,553	96,671
52883	PURCH FOR RESALE NON STCK PART	(32,836)	(25,256)	0	9,628
52886	RADIO MAINTENANCE MISC	0	(1,287)	0	3,277
52888	RADIO MAINTENANCE PPRCN	0	(293,852)	43,276	40,000
52927	TEL COM PASSTHRU LONG DIST	51	0	0	0
	TOTAL OPERATING EXPENSES	**475,122**	**419,159**	**823,791**	**821,092**
53005	CAPITAL EXPEND FIXED ASSETS	(91,768)	0	0	0
53050	MACHINERY AND APPARATUS	8,020	49,353	19,500	19,500
	TOTAL CAPITAL OUTLAY	**(83,748)**	**49,353**	**19,500**	**19,500**
	ORGANIZATION TOTAL	**895,740**	**1,007,940**	**1,464,783**	**1,520,975**

Real Estate Services

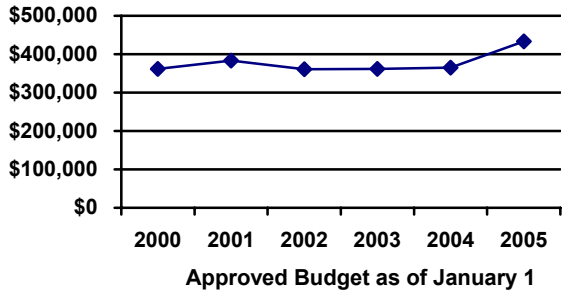


Betty M. Clark-Wine● 30 S. Nevada Avenue, Suite 701, Colorado Springs, CO 80903 ● (719) 385-5602 ● bclark-wine@springsgov.com

MISSION

To provide real estate and support services, including acquisition, disposition, relocation, management and leasing services to all City Departments and City enterprises; provide information to the City and its citizens; and protect and conserve City assets and property.

BUDGET HISTORY



SERVICES

- Acquire and manage land, easements and rights-of-way by valuations, determination of just compensation, negotiations, and closings for projects of the City and its enterprises
- Sell or otherwise dispose of City real property
- Provide relocation and advisory services for displaced persons
- Maintain real estate records and provide information and research services
- Provide specialized property management and leasing services

BUDGET SUMMARY

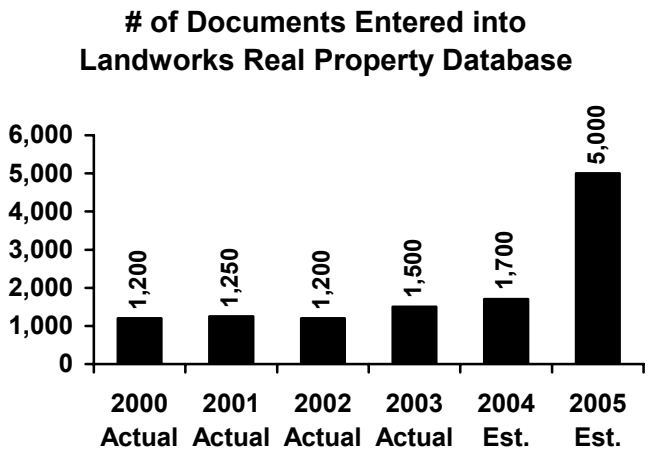
	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salary/Benefits	$259,651	$250,461	$278,924	$292,414
Operating	101,046	110,996	85,730	141,032
Capital Outlay	0	0	0	0
Total	**$360,697**	**$361,457**	**$364,654**	**$433,446**

PERSONNEL

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Classification				
Manager	1	1	1	1
Professional	2	2	1	1
Paraprofessional	1	1	1	1
General	1	1	1	1
FTE Total	**5**	**5**	**4**	**4**

One real estate specialist position was eliminated for 2004.

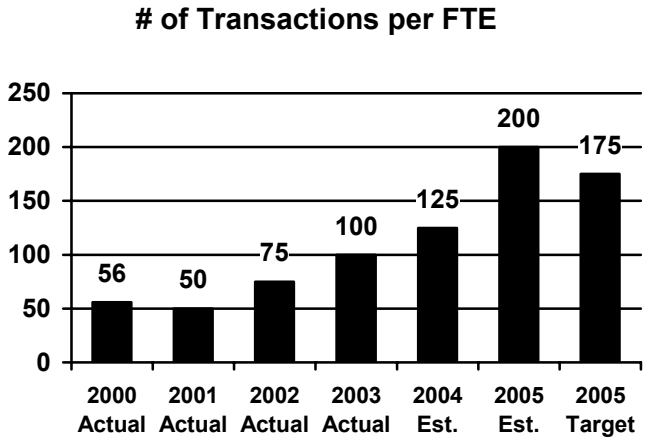
PERFORMANCE INDICATORS

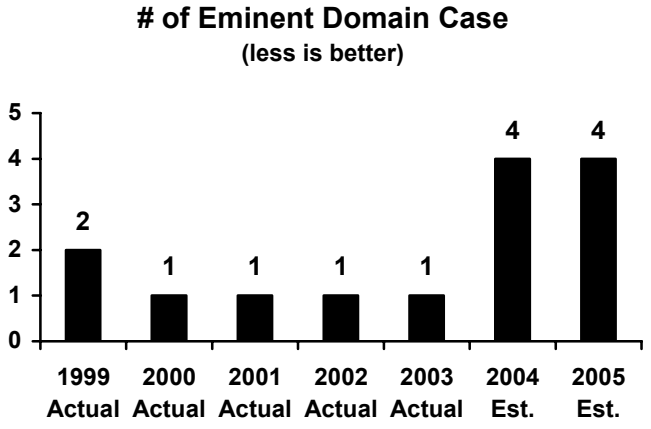


Entry of historical data in LandWorks real property database and analysis of data for integrity and functionality.

As a measure of general activity, entry volume into the LandWorks real property database has consistently risen. All current documents have been entered and historical data entry is expected to increase substantially in 2005. Existing data will be analyzed for accuracy and functionality.

A continuous increase in parcels sold, acquired, leased, and relocated have been absorbed by a constant number of FTEs over the past 10 years. Although one FTE position has been eliminated, the number of transactions per FTE is projected to increase due to streamlining and process improvement.





Eminent domain cases indicate effectiveness of negotiation outcomes. The fewer case numbers indicate that negotiations with persons affected by real property taking and relocation have resulted in successful, mutually beneficial conclusions.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $10,597 is included for the 2004 wage package and 2005 medical and dental increases.
- Funding of $937 is included for PERA and Workers' Compensation increases.
- Admin prorated charges increased $61,002 as a result of the recently completed full cost allocation plan and there is also a reduction in the Communications account of $3,744. The reduction is for the network allocation which is now included in the Admin Prorated Charges.
- The following changes have been accomplished with the existing budgeted funds:
  - An increase of $1,956 for a seasonal/temporary employee is included to complete the automated land record information system, which has been ongoing since 2001. FTEs will also allocate time to complete this project.
  - Reduction of $825 in maintenance expenses is due to 2004 equipment upgrades.
  - Services reduction of $1,064 is in line with 2005 projections.
  - Dues, memberships, and training are increased $2,390, but are offset by a reduction of $1,740 for out-of-town travel, $700 in educational assistance and $82 for in-town meeting expenses. Memberships in certain associations offer a reduced fee for training opportunities, which is necessitated by retirements in 2004 of the Division Manager and the Real Estate Services Specialist. Training will be accomplished within limited travel areas and the new Manager will provide additional training. Membership in the local Realtor® association will enable the Division to obtain information for valuations and property searches required by law.
  - Cell phone airtime will increase $250 to accommodate a smaller staff and increased field time. To keep charges to a minimum, the Manager will utilize one phone and staff will share another.

MAJOR OBJECTIVES

OBJECTIVE – Complete entry of one-third of the remaining historical data into the automated land record information system, ensure data integrity, and integrate GIS usage

Real Estate Services will scan one-third of the remaining historic documents into the LandWorks Property Management System database and will analyze data for accuracy and comprehensiveness. Establishment and implementation of a plan for GIS connectivity will be undertaken.

OBJECTIVE – Accommodate all of the real estate needs of the City and Colorado Springs Utilities

Real Estate Services will serve its customers by building strong cross-organizational team relationships and actively participating in projects and meetings. Monthly status reports of all current projects will be provided to customers.

OBJECTIVE – Streamline real estate processes and procedures

Processes and procedures will be implemented to reduce staff time and increase efficiency in document preparation, maintenance and records. The LandWorks Property Management System will be utilized to streamline.

OBJECTIVE – Ensure prompt response and quality service to customers by implementing a training plan to develop employees that will increase the knowledge, skills, and abilities of staff

The need for real estate services has and will continue to increase with the growth of the City and handling an increasing workload while functioning with the same number of FTEs will require a skilled and knowledgeable staff. Recent retirements have left a void. However, with training and education, the use of consultants and temporary staff should decrease and the Division efficiency will increase.

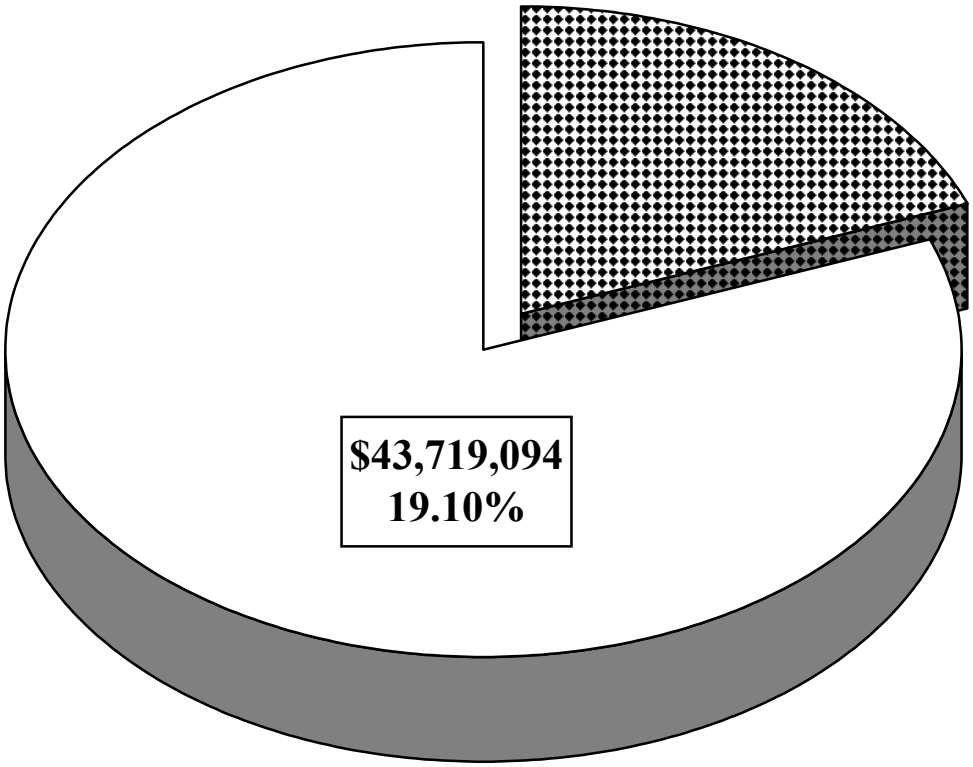
CITY OF COLORADO SPRINGS
BUDGET DETAIL

INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
REAL ESTATE SERVICES

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	214,405	173,973	215,408	224,824
51207	WAGE PKG PERFORMANCE	(319)	0	0	0
51220	SEASONAL TEMPORARY	0	23,402	6,434	8,390
51240	RETIREMENT TERMINATION SICK	(7,361)	(6,653)	0	0
51245	RETIREMENT TERM VACATION	1,602	11,716	0	0
51255	CONVERSION OF SICK LEAVE	1,686	1,379	0	0
51260	VACATION BUY	792	825	0	0
51299	SALARIES REIMBURSEMENTS	(792)	(825)	0	0
51610	PERA	19,881	19,649	22,316	23,315
51615	WORKERS COMPENSATION	433	394	500	517
51620	EQUITABLE LIFE INSURANCE	671	557	850	884
51625	VISION CARE	269	210	252	252
51640	DENTAL INSURANCE	1,429	1,256	1,580	1,694
51655	RETIRED EMP MEDICAL INS	3,318	4,122	2,305	2,305
51670	PARKING FOR EMPLOYEES	1,500	1,280	960	960
51690	MEDICARE	1,173	1,464	1,894	1,989
51695	CITY EPO MEDICAL PLAN	20,964	17,713	26,425	27,284
	TOTAL SALARIES & BENEFITS	**259,651**	**250,461**	**278,924**	**292,414**
52105	MISCELLANEOUS OPERATING	155	1,503	0	0
52110	OFFICE SUPPLIES	1,473	915	945	945
52120	SOFTWARE MICRO WORD PROCESS	10,290	635	1,000	1,000
52122	CELL PHONES EQUIP / SUPPLIES	218	0	0	0
52125	GENERAL SUPPLIES	22	44	332	332
52135	POSTAGE	284	363	400	400
52140	WEARING APPAREL	0	0	0	0
52220	MAINT OFFICE MACHINES	562	0	1,200	500
52225	MAINT MICROS WORD PROCESSOR	0	0	625	500
52230	MAINT FURNITURE AND FIXTURES	0	0	100	100
52575	SERVICES	26,300	5,187	7,064	6,000
52590	TEMPORARY EMPLOYMENT	0	38,581	0	0
52615	DUES AND MEMBERSHIP	486	486	440	1,080
52625	MEETING EXPENSES IN TOWN	91	0	82	0
52630	TRAINING	120	65	0	1,750
52635	EMPLOYEE EDUCATIONL ASSIST	0	0	2,200	1,500
52655	TRAVEL OUT OF TOWN	1,019	46	3,240	1,500
52705	COMMUNICATIONS	11,531	9,697	12,573	8,829
52735	TELEPHONE LONG DIST CALLS	403	336	350	350
52736	CELL PHONE AIRTIME	0	130	0	250
52741	PROPERTY TAXES	0	11	0	0
52805	ADMIN PRORATED CHARGES	39,936	52,764	54,194	115,196
52841	DP HARDWARE AND OTHER	7,562	0	0	0
52872	MAINT FLEET VEHICLES EQP	413	76	675	400
52874	OFFICE SERVICES PRINTING	135	159	310	400
52927	TEL COM PASSTHRU LONG DIST	46	0	0	0
	TOTAL OPERATING EXPENSES	**101,046**	**110,996**	**85,730**	**141,032**
	TOTAL CAPITAL OUTLAY	**0**	**0**	**0**	**0**
	ORGANIZATION TOTAL	**360,697**	**361,457**	**364,654**	**433,446**

CITY OF COLORADO SPRINGS

General Costs



General Costs	$7,263,751
Transfer to City CIP Const. Fund – Emergency Repair & Maint. Proj.	$4,742,000
SCIP – Debt Service Payment	$6,475,043
City CIP Construction Fund – Ongoing CIP Projects	$6,264,122
Internal Services Charges / Allocations	$13,632,852
Debt Management	$3,029,725
TABOR Refund	$2,311,601

General Costs

MISSION

To provide 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

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Bus Passes - City Share	$ 657	$ 570	$ 2,200	$ 2,200
Reduction in Force	0	0	560,000	0
Retired Employees Insurance	1,567,981	1,375,580	1,931,042	1,931,042
Unemployment Insurance	45,679	85,853	50,000	50,000
Total Salaries and Benefits	**$1,614,317**	**$1,462,003**	**$2,543,242**	**$1,983,242**
Automated Payroll/Financial System	$ 490,739	$ 367,784	$ 0	$ 154,000
Automatic External Defibrillators Program	0	54,000	0	0
Citizen Survey	0	0	0	17,000
City Hall and Police Training Academy COP Payments	216,127	609,105	470,405	470,405
City Hall Maint./Utility/Security Costs	288,825	193,340	333,825	336,755
City Health – Miscellaneous Medical	23,277	18,204	0	0
Compensation Survey and Study	0	0	0	30,000
Dangerous Building Inspection	11,719	30,925	0	0
Dues and Memberships	133,990	331,112	252,888	259,793
Educational Assistance	0	0	10,000	10,000
Election Expenses	0	0	0	800,000
Electronic Mail System Upgrade	0	0	0	65,000
Employee Awards	71,360	79,788	76,000	76,000
Environmental Protection Program	343,140	343,140	342,639	342,639
Firefighter Memorial Event	0	0	0	5,000
General Insurance	257,551	340,375	200,000	200,000
Global Advisory Council	0	25,000	25,000	25,000
Grievance Investigations	0	0	12,000	12,000
Health Programs	98,053	99,329	96,980	111,527
Justice Information System (JIS)	372,564	10,382	335,000	335,000
Legal Defense Reserve	134,184	157,994	170,000	170,000
Machine/Weld Shop	82,023	84,390	84,390	84,390
Maint. Costs – City Admin Building (CAB)	754,398	513,966	635,010	643,964
Move to City Admin Building	84,782	44,808	0	0
Prebles Mouse and Migratory Bird	64,978	32,212	1,768	56,768
Purchasing - Utilities Share	44,244	44,244	44,244	44,244
Rental Costs – City Admin Building	617,370	659,418	659,418	659,418
Rental Costs – Regional Building Department	87,460	87,460	242,856	110,232
Services	286,695	264,502	246,374	246,374
TABOR Refund of 2004 Revenue (Estimate)	0	0	0	1,371,671
TABOR Refund of 2005 Revenue (Estimate)	0	0	0	939,930
Transfer to Other Funds	21,500	0	0	0
West Nile Control Program	0	0	15,000	15,000
Workforce Management Council	8,249	482	0	0
Total Operating Expenses	**$4,493,228**	**$4,391,960**	**$4,253,797**	**$7,592,110**

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
City CIP Construction Fund – Ongoing CIP Projects	$ 0	$ 0	$ 4,511,381	$ 6,264,122
SCIP – Debt Service Payment	0	5,257,033	7,249,334	6,475,043
SCIP Pay-as-you-go Projects	7,974,397	1,020,833	0	0
Transfer to City CIP Construction Fund - Emergency Repair & Maintenance Projects	0	0	1,849,793	4,742,000
Transfer to Ongoing CIP Fund	14,441,061	3,463,672	0	0
Total Capital Outlay	**$22,415,458**	**$ 9,741,538**	**$13,610,508**	**$17,481,165**
Organization Total	**$28,523,003**	**$15,595,501**	**$20,407,547**	**$27,056,517**

DEFINITIONS OF EACH EXPENDITURE

SALARIES AND BENEFITS

Bus Passes - City Share – The City pays 50 percent of the cost for employees who ride the bus regularly, and the employee pays 50 percent.

Reduction in Force (RIF) – The City's estimated cost of the 2004 RIF package to continue health care contributions, severance pay, unemployment insurance, and vacation and sick leave payouts. Funding is not necessary for 2005.

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

Unemployment Insurance – This is set aside for the possibility of paying unemployment to separated employees who have been awarded payments by an administrative or judicial process related to the condition of their termination.

OPERATING

Automated Payroll/Financial System – Funding for the automated payroll/financial system maintenance, upgrades, licenses, training and hardware replacement. Full funding from the Cable Franchise Grant Fund is not available for 2005.

Automatic External Defibrillators (AED) – The $100,000 was onetime funding in 2001 for the purchase of AED units. The City installed numerous AEDs in City buildings during 2002. The 2003 funding was for a special position to administer the AED program. Funding was eliminated and administration of the program was transferred to the Fire Department in 2004.

Citizen Survey – This is a survey conducted semiannually to collect information on various municipal topics from a statistically sound sampling of city residents.

City Hall and the Police Training Academy COP Payments – Lease-purchase payment on certificates of participation (COPs) that were used to finance the renovation of City Hall and the acquisition of the Police Training Academy and Police Impound Lot. The portion of the COP payment for the Police Impound Lot and Training Academy is budgeted in the Police Department ($137,553). For 2002, interest on the COP, as it was being spent, helped offset the COP payment. The full payment was funded starting in 2003.

City Hall Maintenance/Utility/Security Cost – The costs for security, utilities, and maintenance for City Hall. An additional $2,930 has been added in 2005 due to utility rate increases.

City Health - Miscellaneous Medical – Payments to hospitals or clinics for victim evaluation or legal testing related to law enforcement. City-owned Memorial Hospital began providing these services in 2000.

Compensation Survey and Study – Funding for a salary survey, for both civilian and sworn classifications, of comparable salary markets.

Dangerous Building Inspections – Costs for services provided by the Regional Building Department (RBD) for investigations related to complaints of dangerous buildings within the city. Complaints can result in the boarding and placarding of dangerous buildings for the protection of citizens. The RBD began including this service in its charges in 2000.

Dues and Memberships – City share of membership costs for Council-approved organizations deemed beneficial to the interests of the City. These costs are shared on a 50 percent basis with the Colorado Springs Utilities. Examples include the Pikes Peak Area Council of Governments (PPACG) and the Colorado Municipal League (CML). 2005 reflects a minor increase.

Educational Assistance – Tuition assistance and educational expenses for smaller programs which are unable to budget for this item.

Election Expenses – Funding for a ballot place municipal election in April 2005.

Electronic Mail System Upgrade – Funding for migrating the City's email system to the Microsoft Exchange 2003 platform with updated server hardware. The new system is a component of the City's Active Directory Services implementation and will result in improved security and network resources management capabilities. An additional $100,000 is budgeted in the Cable Franchise Grant Fund for this upgrade.

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. In 2004, $32,000 was reduced in this account as part of the employee-identified ideas to reduce the budget gap. No change in funding is necessary for 2005.

Environmental Protection Program – The City's share of the Environmental Protection Program, which is included in the Colorado Springs Utilities (CSU) budget.

Firefighter Memorial – City sponsored annual event to honor fallen firefighters.

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

Global Advisory Council – Funding of $25,000 for the operation of the Office of International Affairs which provides centralized coordination of many international activities with the City aimed at increasing foreign visitors, foreign investments in Colorado Springs, and sales by Colorado Springs employers in international markets.

Grievance Investigations – Funding for grievance investigations.

Health Programs – City share of the Employee Assistance Program, Health Plan Communication/Printing, and medical claims administration audits as necessary. The Drug Testing and Counseling Program is provided by City-owned Memorial Hospital.

Justice Information System (JIS) – The third of a five-year financing plan to acquire and modify a web-based JIS system for Municipal Court and the City Attorney's Office. Purchasing the system, hardware, software, and training costs are included in the financing.

Legal Defense Reserve – 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.

Machine/Weld Shop – Payment from the City to the Colorado Springs Utilities for its share of Machine/Weld services. No change in funding is necessary for 2005.

Maintenance Costs - CAB – Payments made to the Colorado Springs Utilities for the maintenance and janitorial services for the City Administration Building (CAB), which are prorated on the basis of space occupied by City offices. 2001 funding provided for the City to occupy the entire building for the last six months of the year, with full occupancy by the City starting in 2002. Additional funding of $8,954 was included for 2005 due to utility rate increases.

Move to City Administration Building (CAB) – This was onetime funding.

Prebles Mouse and Migratory Bird – For 2003, there was $4,000 for migratory bird surveys for the Park Maintenance, Trails and Open Space Division; $80,000 for Prebles Mouse and migratory bird surveys for the Streets Division; and $50,000 for the City Engineering Division for the development of a Regional Habitat Conservation Plan for the Prebles Mouse in conjunction with El Paso County and the towns of Monument and Palmer Lake. Only minor expenditures were realized during 2003 so the available funds were carried forward in 2004 with only $1,768 added. $56,768 is required for 2005.

Purchasing - Utilities Share – This is the City's payment to CSU for the portion of the property disposal function that CSU provides. No change in funding is necessary for 2005.

Rental Costs - CAB – Payments to CSU for office space used by City operations housed in the City Administration Building. During 2003, the City entered into a lease-purchase agreement with CSU to acquire the CAB.

Rental Costs – Regional Building Department (RBD) – Rental payments to the RBD for office space used by City operations in the newly constructed Pikes Peak Regional Developmental Center (PPRDC). The 2004 expenditures included six months' rent in the new facility, six months' rent in the current RBD facility, and relocation expenditures including a proportionate cost of fiber optic cable installation and office furniture. Funding for 2005 reflects the reduction of the onetime relocation and furniture expenses.

Services – Costs for services required by the City that do not relate to or directly benefit a particular organizational division such as the annual financial audit ($50,000), bonding/processing charges ($15,000), banking services contract ($50,000), legislative liaison ($40,000), recodification expense ($25,000), and miscellaneous services ($66,374). For 2004, the funding for the Citizens Survey was removed and the miscellaneous services were reduced.

TABOR Refund of 2004 Revenue (Estimate) – The estimated amount of revenue received over the TABOR revenue limit in 2004 is $1,371,671. This will be either refunded to voters or used to fund capital improvements with voter approval.

TABOR Refund of 2005 Revenue (Estimate) – The estimated amount of revenue received over the TABOR revenue limit in 2005 is $939,930. This will be either refunded to voters or used to fund capital improvements with voter approval.

Transfer to Other Funds – Payment for the General Fund's share of the Colorado Springs Companies Group Support Manager's budget that is incorporated into the Airport's budget. This transfer is no longer necessary due to the City's reorganization during 2002.

West Nile Prevention Plan – The City works with the El Paso County Health Department and other local public agencies in providing the community with a West Nile Virus Prevention Plan. The plan includes mosquito control and community education about the disease. The lead agency is the El Paso County Health Department. The City contributes money to the program and supplies worker hours for education, surveillance, and application of larvacide to eliminate mosquito breeding sites.

Workforce Management Council – Funds were provided for a diversity consultant to assist the Workforce Management Council in developing and implementing a diversity plan for the City. In 2001, the funds were moved to the Employee Services budget to coordinate and implement the diversity plan.

CAPITAL OUTLAY

City CIP Construction Fund – Ongoing CIP Projects – For 2005, $6,264,122 is budgeted in the General Fund for ongoing CIP projects. These projects are for ongoing infrastructure maintenance, City matching funds for TEA-21 federal transportation grants and the street resurfacing program. An additional $535,637 will be funded directly from the City CIP Construction Fund interest earnings.

SCIP – Debt Service Payment – For 2000 through 2002, funding for the SCIP Debt Service payment was transferred into the SCIP Fund from the General Fund and included in the line account "Transfer to Ongoing CIP Fund." In 2003, funding of $5,257,033, which is a portion of the SCIP Debt Service payment, was paid directly from the General Fund. The remaining portion, $2,590,788, was paid directly from the SCIP Fund. In 2004, the General Fund paid $7,249,334 and the SCIP Fund $600,000. For 2005, the total payment of $7,847,771 is budgeted with funding from the General Fund ($6,475,043), interest earnings in the SCIP Fund ($1,050,331), and excess funds in the Claims Reserve Fund ($322,397).

SCIP Pay-as-you-go Projects – Funds earmarked for transportation and drainage capital improvement projects with the specific projects to be determined in 2003. In addition to this funding, $1,786,908 was funded directly from the SCIP Fund for construction of the Monterey Drive Channel and Storm Sewer project. No funding from the General Fund is included for 2005.

Transfer to City CIP Construction Fund – Emergency Repair and Maintenance Projects – Established in 2004, this fund is for emergency repair and maintenance of bridges, stormwater drainage structures, and roadways in the city. The General Fund will transfer $4,742,000 for these purposes in 2005.

Transfer to Ongoing CIP Fund – In accordance with City Council's strategic priority, the General Fund commits funding each year for SCIP and the ongoing capital maintenance program. For 2000 through 2002, funding for the SCIP Debt Service payment was transferred from this line account to the SCIP Fund. For 2003, funding was set at $6,489,254 for the ongoing capital maintenance program; and funding of $5,257,033, which is a portion of the SCIP Debt Service payment, was to be paid directly from the General Fund. Beginning in 2004, the funds were budgeted in the above City CIP Construction Fund – Ongoing CIP Projects account.

Internal Services Charges/Allocations

MISSION

To monitor and account for all charges and allocations which come from the various Internal Services programs to the General Fund.

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Fleet Management	$ 4,881,014	$ 5,485,947	$ 5,401,331	$ 6,183,610
Facilities Management	646,476	712,428	712,428	712,428
Information Technology	2,118,324	3,360,708	3,253,320	3,619,516
Office Services	476,256	627,096	634,800	668,972
Radio Communications	1,020,492	1,099,980	1,007,310	1,035,520
Real Estate Services	195,204	209,580	182,376	216,723
Risk Management	501,204	555,720	513,139	523,431
Barricading	111,839	172,652	172,652	172,652
General Insurance	518,113	500,004	500,000	500,000
Total Program Resources	**$10,468,922**	**$12,724,115**	**$12,377,356**	**$13,632,852**

OVERVIEW

These charges support general municipal operations. For more detail, see the Internal Support section of this budget document.

The changes for 2005 reflect the wage package increase, the results of the recently completed full cost allocation plan, and price increases of unleaded and diesel fuel.

Debt Management

MISSION

To provide for payment of principal and interest incurred in the issuance of interest-bearing financial instruments for the City of Colorado Springs.

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Police/Powers Bonds-1989 & Refunding-2004	$3,355,536	$3,354,895	$3,363,587	$3,029,725
	$3,355,536	**$3,354,895**	**$3,363,587**	**$3,029,725**

OVERVIEW

In April of 1989, voters approved two bond issues. One for the extension of Powers Boulevard ($17,500,000) and the other for the construction of a new Police Operations Center ($10,000,000). In 1993, these bonds were refinanced to provide taxpayers with a savings of $234,446. This reduced the property tax mill levy by 0.131 mills. In January of 2004, these bonds were again refinanced to provide taxpayers with savings of $1,571,861 over the next five years. The savings in 2005 will be $328,075. The property tax mill levy is reduced by 0.088 mills.

The City's total debt limit per the City Charter is 10 percent of the assessed valuation. The total debt limit is $378,458,330. The total bonded indebtedness for the City in 2005 will be $13,995,000. This leaves a debt margin of $364,463,330, which is 96 percent of the total debt limit.

In May of 1997, the City entered into a lease-purchase agreement with the City of Colorado Springs Public Facilities Authority to issue certificates of participation (COPs) for the Hillside Recreation Center in the amount of $1,615,000. The project serves as a community center for use by the general public in the Hillside neighborhood area.

In September of 1999, the City entered into a lease-purchase agreement with the City of Colorado Springs Public Facilities Authority to issue COPs 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.

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

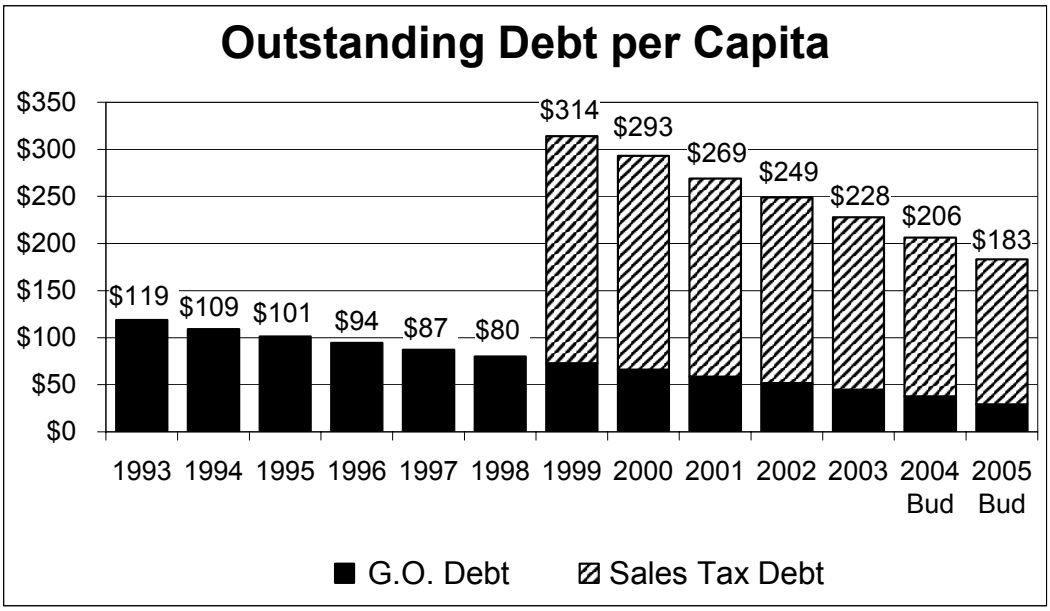
In November of 2003, the City entered into a lease-purchase agreement with the City of Colorado Springs Public Facilities Authority to issue COPs for the Red Rock Canyon project in the amount of $15,070,000. The project includes the acquisition of approximately 732 acres on the City's west side.

In May of 1999, the City issued $87,975,000 in Sales Tax Revenue Bonds. The bonds were issued for various capital improvement projects recommended by Springs Community Improvements Program (SCIP) citizen committees. For a list of the projects included in this bond, see the Capital Improvements section. While these bonds do not count against the City's debt limit, they do commit sales tax revenue to pay them. In 2005, there will be $64,490,000 outstanding debt on these bonds. The debt service payment will be paid in 2005 primarily from the General Fund, but $1,050,331 will be paid directly from the SCIP fund and another $322,397 directly from the Claims Reserve Fund.

BOND RATINGS

The City's latest bond ratings are as follows:

	Moody's	Standard & Poors	Fitch
General Obligation Bonds – Police/Powers 1989, Refunding 2004	Aa3	AA	n/a
Hillside Recreation Center Certificates of Participation Series 1997	A2	n/a	n/a
Skyview Softball Complex Certificates of Participation Series 1999	A2	AA-	n/a
Old City Hall Project Certificates of Participation Series 2000	A1	AA-	n/a
Red Rock Canyon Project Certificates of Participation Series 2003	A2	n/a	n/a
Sales and Use Tax Revenue Bonds – SCIP Series 1999	A1	AA	n/a
Parking Revenue Bonds (*Insured)	Aaa*	n/a	n/a
Airport Revenue Bonds	A3	A-	A



This calculation includes the SCIP Sales Tax Bonds which account for the 1999 increase. For 2005, G.O. Debt per Capita is $29, Sales Tax Debt per Capita is $154. The City's total outstanding debt per person is $183.

The following table reflects the future debt service requirements for all general obligation bonds to maturity.

Total Outstanding Principal and Interest
Payments for General Obligation Bonds to Maturity

Police/Powers Bonds Series 1989 & Refunding Series 2004
Interest Rates on Debt Outstanding: 2.0 Percent – 3.0 Percent

Year	Principal	Interest	Total
2005	$ 2,685,000	$ 344,725	$ 3,029,725
2006	2,735,000	291,025	3,026,025
2007	2,790,000	236,325	3,026,325
2008	2,850,000	173,550	3,023,550
2009	2,935,000	88,050	3,023,050
Total	**$13,995,000**	**$1,133,675**	**$15,128,675**

The following table reflects the lease-purchase agreement to maturity.

Total Outstanding Principal and Interest
Payments for Lease Purchase Agreement to Maturity

Hillside Recreation Center Series 1997
Interest Rates on Debt Outstanding: 4.00 Percent – 5.30 Percent

Year	Principal	Interest	Total
2005	$120,000	$ 43,915	$ 163,915
2006	125,000	37,915	162,915
2007	130,000	31,665	161,665
2008	140,000	25,035	165,035
2009	335,000	17,755	352,755
Total	**$850,000**	**$156,285**	**$1,006,285**

The following table reflects the lease-purchase agreement to maturity.

Total Outstanding Principal and Interest
Payments for Lease Purchase Agreement to Maturity

Skyview Softball Complex Series 1999
Interest Rates on Debt Outstanding: 4.20 Percent – 5.00 Percent

Year	Principal	Interest	Total
2005	$ 165,000	$ 189,953	$ 354,953
2006	175,000	182,528	357,528
2007	180,000	174,478	354,478
2008	190,000	166,018	356,018
2009	200,000	156,803	356,803
2010	210,000	146,903	356,903
2011	220,000	136,403	356,403
2012	235,000	125,183	360,183
2013	245,000	112,963	357,963
2014	260,000	99,855	359,855
2015	275,000	85,685	360,685
2016	290,000	70,560	360,560
2017	305,000	54,320	359,320
2018	325,000	37,240	362,240
2019	340,000	19,040	359,040
Total	**$3,615,000**	**$1,757,932**	**$5,372,932**

The following table reflects the lease-purchase agreement to maturity.

Total Outstanding Principal and Interest
Payments for Lease Purchase Agreement to Maturity

Old City Hall Project series 2000
Interest Rates on Debt Outstanding: 4.50 Percent – 5.50 Percent

Year	Principal	Interest	Total
2005	$ 270,000	$ 341,228	$ 611,228
2006	285,000	328,673	613,673
2007	295,000	315,278	610,278
2008	315,000	301,265	616,265
2009	330,000	285,515	615,515
2010	345,000	269,015	614,015
2011	365,000	251,765	616,765
2012	385,000	233,515	618,515
2013	405,000	213,688	618,688
2014	425,000	192,425	617,425
2015	450,000	169,900	619,900
2016	475,000	145,825	620,825
2017	500,000	120,175	620,175
2018	530,000	92,675	622,675
2019	560,000	63,525	623,525
2020	595,000	32,725	627,725
Total	**$6,530,000**	**$3,357,192**	**$9,887,192**

Note: The payments on the lease-purchase agreement for the Old City Hall project are paid from General Costs and Police Department accounts.

The following table reflects the lease-purchase agreement to maturity.

Total Outstanding Principal and Interest
Payments for Lease Purchase Agreement to Maturity

Red Rock Canyon Project Series 2003
Interest Rates on Debt Outstanding: 2.50 Percent – 4.50 Percent

Year	Principal	Interest	Total
2005	$ 835,000	$ 510,318	$ 1,345,318
2006	855,000	489,442	1,344,442
2007	875,000	468,068	1,343,068
2008	900,000	446,192	1,346,192
2009	920,000	422,343	1,342,343
2010	950,000	394,742	1,344,742
2011	980,000	364,343	1,344,343
2012	1,015,000	330,532	1,345,532
2013	1,050,000	292,470	1,342,470
2014	1,090,000	252,045	1,342,045
2015	1,135,000	208,445	1,343,445
2016	1,185,000	161,910	1,346,910
2017	1,235,000	111,548	1,346,548
2018	1,285,000	57,825	1,342,825
Total	**$14,310,000**	**$4,510,223**	**$18,820,223**

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

Total Outstanding Principal and Interest
Payments for Sales Tax Revenue Bonds to Maturity

Springs Capital Improvements Program (SCIP) Series 1999
Interest Rates on Debt Outstanding: 4.00 Percent – 5.00 Percent

Year	Principal	Interest	Total
2005	$ 4,820,000	$ 3,027,771	$ 7,847,771
2006	5,025,000	2,822,921	7,847,921
2007	5,240,000	2,609,359	7,849,359
2008	5,460,000	2,386,659	7,846,659
2009	5,700,000	2,146,419	7,846,419
2010	5,955,000	1,889,919	7,844,919
2011	6,235,000	1,614,500	7,849,500
2012	6,545,000	1,302,750	7,847,750
2013	6,870,000	975,500	7,845,500
2014	7,215,000	632,000	7,847,000
2015	5,425,000	271,250	5,696,250
Total	**$64,490,000**	**$19,679,048**	**$84,169,048**

Note: The debt service on the Series 1999 bonds will be paid in 2005 primarily from the General Fund, but $1,050,331 will be paid directly from the SCIP fund and another $322,397 directly from the Claims Reserve Fund.

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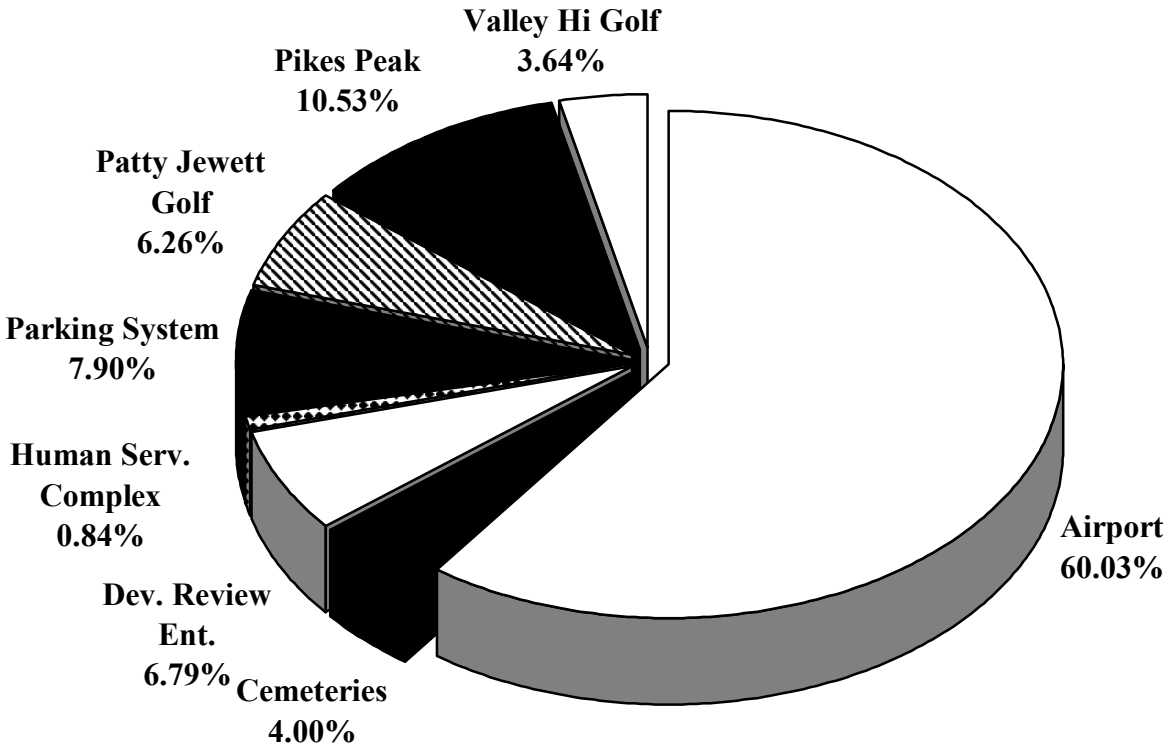
CITY OF COLORADO SPRINGS

Enterprises



Airport	$20,112,905
Cemeteries	$1,340,483
Development Review Enterprise	$2,276,309
Human Services Complex	$281,498
Parking System	$2,646,333
Patty Jewett Golf Course	$2,098,682
Pikes Peak – America's Mountain	$3,529,009
Valley Hi Golf Course	$1,217,912
	$33,503,131

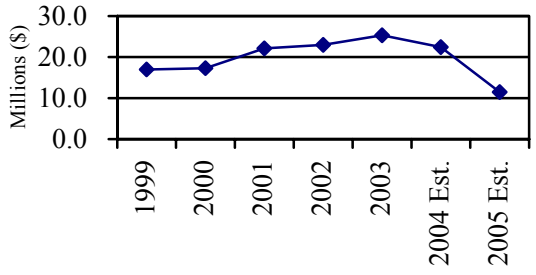
Airport

Mark Earle, Director of Aviation ● 7770 Drennan Road, Colorado Springs, CO 80916 ● (719) 550-1900 ● markearle@springsgov.com

MISSION

To enhance our role as a national transportation gateway to the Pikes Peak Region and the State of Colorado by providing convenient, friendly, and readily accessible air and passenger support services in a safe and efficient manner.

ESTIMATED FUND BALANCE



SERVICES

- Maintenance of buildings and associated systems
- Maintenance of runways, taxiways, and associated lighting systems
- Management of terminal areas and airfield operations
- Compliance with all Federal Aviation Administration (FAA) requirements including security and flight operations
- Concession development and parking management
- Airport property development with a focus on the business park and general aviation
- Air service marketing and community relations
- Environmental compliance
- Construction of new facilities and airfield improvements
- Federal Grant and Passenger Facility Charge (PFC) Administration
- Cultural Gateway to the Rockies Art Program

BUDGET SUMMARY

	2002 Actual	2003 Actual	*2004 Budget	2004 Est. Year End	2005 Budget
Sources of Funds					
Airline Revenues	$ 6,850,074	$ 8,486,724	$ 8,568,113	$ 8,761,736	$ 8,977,635
Non-Airline Revenues					
Public Parking	5,699,910	5,427,189	5,812,300	5,748,600	6,077,600
Rental Car	3,667,557	3,800,462	3,909,600	3,886,300	3,652,700
Terminal Concessions and Other	3,023,030	2,485,526	2,538,900	2,647,624	2,800,935
Interest Income	828,564	487,050	923,481	479,942	477,587
Total	**$20,069,135**	**$20,686,951**	**$21,752,394**	**$21,524,202**	**$21,986,457**
Uses of Funds					
Salary/Benefits	$ 6,219,745	$ 6,612,203	$ 6,979,848	$ 6,954,064	$ 7,420,756
Operating	5,770,590	6,206,928	6,613,578	6,341,220	6,602,441
Capital Outlay	236,974	1,049,684	236,985	280,402	261,360
Debt Service	6,053,771	5,653,560	5,829,685	5,829,685	5,828,348
Total	**$18,281,080**	**$19,522,375**	**$19,660,096**	**$19,405,371**	**$20,112,905**

The fund balance reflects net assets as presented in the Schedule of Financial Activity of the Various Bond Ordinance Created Funds and Accounts in the Airport's Financial Statements. The bond ordinance and federal regulations require the restriction of net assets for specific purposes, including operating expense reserve, debt service reserves, and approved capital improvement projects. Unrestricted fund balance is comprised of operating working capital and discretionary capital funds. * The 2004 Budget does not match previous year budget document due to a mid-year reallocation of $300,000 from Maintenance of Buildings and Structures to a CIP budget for carpet replacement.

PERSONNEL

Classification	2002 Actual	2003 Actual	2004 Budget	2004 Est. Year End	2005 Budget
Senior Manager	2	1	1	1	1
Manager	4	5	5	5	7
Supervisor	12	12	12	12	10
Professional	3	4	4	4	6
Paraprofessional	20	20	20	20	19
General	52	54	54	54	54
Uniform	14	20	20	20	20
FTE Total	**107**	**116**	**116**	**116**	**117**
Special Positions	1	0	0	0	0
Part-Time Positions	0	0	0	0	2

As a result of the City reorganization in May 2002, the Group Support Manager was transferred to the General Fund as Deputy City Manager and one administrative technician was transferred to the Parking System.

During 2002, three additional police officers were added for passenger screening checkpoints in response to the Transportation Security Administration's (TSA) directive to replace the National Guard coverage in response to September 11.

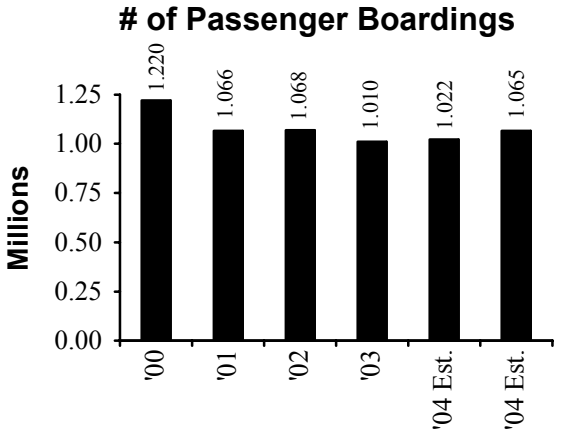
For 2003, three new police officers were included to reduce extra duty overtime added in response to September 11, 2001. The Airport also reclassed a parking enforcement officer from a special position and added an additional position for new upper and lower curbside enforcement.

One FTE was reclassed in 2002 from an office specialist to an environmental health and safety coordinator to develop and administer the Airport's environmental program.

For 2003, two maintenance technicians were added to maintain the expanding taxiway system, additional roadside landscaped areas and additional ramp. Also, one electronics maintenance technician was added to assist with growing security requirements and new equipment outlined by the Transportation Security Administration.

For 2005, a Planning Development Manager position is added.

PERFORMANCE INDICATORS



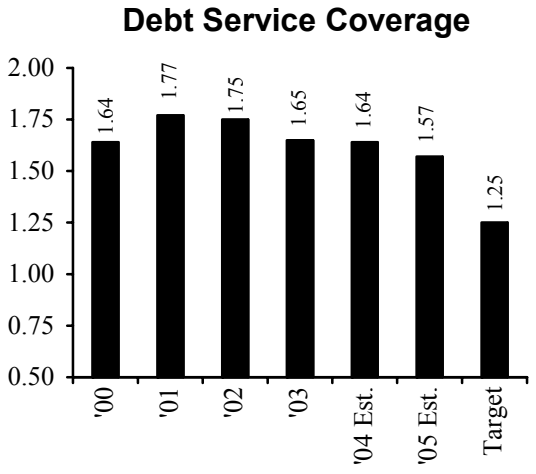
Passenger boardings for 2004 have been revised upward to 1.022 million from the original 2004 estimate of 1.016 million, which is an increase of approximately 0.6 percent. The slight increase reflects the upswing in the local and national economy as well as the return of the large number of military personnel previously deployed from Fort Carson.

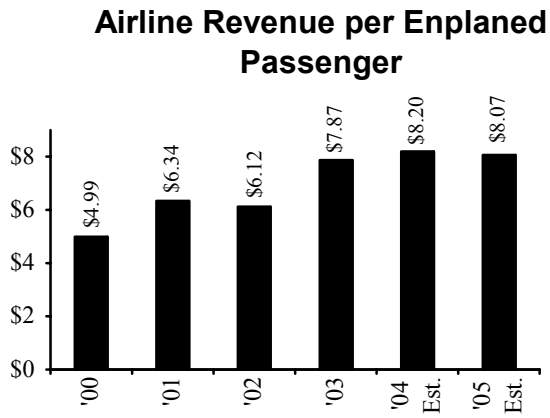
The Airport projects a modest increase of approximately 4.2 percent in 2005 over the 2004 revised estimate. Passenger enplanements are forecasted to be 1.065 million enplaned passengers in 2005, approximating the Airport's 2001 and 2002 passenger levels.

This ratio depicts the Airport's net revenues divided by principal and interest requirements for the year. This ratio measures annual funding available to make debt service payments and is an industry standard.

Moody's Investor Services February 2004 report states the average debt service coverage is 1.50x for airports nationwide. The Colorado Springs (COS) Airport is required to maintain at least a 1.25x coverage ratio. The Airport is slightly above the industry average in all years.

The Airport's ratio has remained steady over the past five years and is projected to register 1.64x in 2004 and 1.57x in 2005.





This cost ratio measures the revenue derived from the airlines on an enplaned passenger basis. In February 2004, Moody's Investor Services reported the nationwide average cost per enplaned passenger for 2002 is $5.51. In 2003, the Airport was slightly above the national average at $7.87 and is anticipated to be $8.20 for 2004 and $8.07 for 2005. While COS remains very competitive, the upward trend is a reflection of the drastic cuts in operating and maintenance costs during 2001 and 2002 due to the events of September 11, 2001.

It is projected that passenger enplanements and non-airline revenues will favorably rebound in 2005 resulting in a lower ratio compared to 2004.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $384,684 is included for the 2004 wage package of 4 percent for civilian salaries and 6 percent for sworn salaries.
- An increase of $56,224 is included in employee benefits to fund increases in medical, dental, PERA and Workers' Compensation accounts.
- An increase of $30,762 is included for Admin Pro-rated Charges.
- Funding of $61,000 is included for additional landscaping and $43,500 is included for security surveillance equipment on the airport.
- An increase of $74,076 in utility charges is included due to rate increases from Colorado Springs Utilities.
- A decrease of $312,083 is included in professional services due to the reduction in the use of consultants for concession development and wildlife management. In addition, the Airport is redirecting resources from television, radio and print advertising that have shown limited effectiveness into direct marketing to attract low-fare airline competition and promotion of the business park.
- Various Operating Expenses increased by $91,608.
- Funding of Capital Outlay increased by $24,375.
- Funding for Debt Service decreased by $1,337.

MAJOR OBJECTIVES

OBJECTIVE – Develop and maintain a first-class airport facility to provide for efficient movement of the air traveler from origination to destination and return

The Airport will continue to review each program to determine the funding necessary to furnish and equip a first-class airport. This objective includes a high level of service at its public parking operation, maintaining facilities that reflect a positive image of the community, and managing a comprehensive passenger services program. In 2004, the Airport began several projects to enhance the passenger's experience at the Airport. These projects include expanding the concessions at the Airport, improving waiting areas for citizens of the city and modifying the rental car facilities to provide better access and improve the overall experience at the Airport.

OBJECTIVE – Enhance airline service and educate the community and airlines about the Airport facility and the local economy

The Airport will continue an aggressive marketing and advertising program for new air service development and to reduce passenger leakage to other airports. The budget provides for cooperative advertising with local business organizations to encourage passengers to visit the Pikes Peak Region via the Colorado Springs Airport.

OBJECTIVE – Design and construct infrastructure through implementation of the five-year Capital Improvement Plan (CIP)

Planning, funding, and implementation of the five-year CIP is ongoing. Projects planned for 2005 include the completion of the rental car and parking modifications, completion of the terminal building expansion, resurfacing and repavement of the entry and exit roads into the Airport, infrastructure improvements for the Business Park and Aviation Way, and several security enhancements.

OBJECTIVE – Provide public safety procedures, as established per FAA guidelines, to maintain and secure the air operations area

The Airport will maintain its airfield to meet the strict standards and ensure compliance with all Federal Aviation Administration (FAA) guidelines. The Airport will monitor the Air Operations Area and public areas with law enforcement officer and camera surveillance. Access to the air carrier ramp and airfield will be controlled with improved fencing and secure points of entry. In addition, the Airport will implement several new security enhancements to increase the safety and security of the air operations area.

OBJECTIVE – Develop the Business Park and promote general aviation and related support functions to further diversify airport revenues and support community economic development

With the airline industry under tremendous pressure, the Airport is focused on developing its real estate. Sources of revenue not dependent upon passenger numbers are becoming increasingly important. In addition, the Airport serves as one of the economic catalysts for the community. The Business Park is identified as a future employment center and business development associated with general and corporate aviation offer excellent growth opportunities.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

AIRPORT FUND
COLORADO SPRINGS AIRPORT

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	3,613,995	3,841,666	4,105,105	4,384,224
51207	WAGE PKG-PERFORMANCE	(9,145)	0	0	0
51210	OVERTIME	116,839	144,334	159,633	176,534
51220	SEASONAL/TEMPORARY	10,260	18,827	22,000	47,360
51225	SHIFT WORKER HOLIDAY	43,207	44,827	49,371	52,793
51230	SHIFT DIFFERENTIAL	19,792	19,931	25,099	23,213
51235	STANDBY	6,519	9,019	18,425	12,296
51240	RETIREMENT/TERMINATION SICK	9,507	52,036	0	0
51245	RETIREMENT/TERM VACATION	17,459	6,118	0	0
51255	CONVERSION OF SICK LEAVE	10,719	11,575	0	0
51260	VACATION BUY	8,894	12,385	0	0
51299	SALARIES REIMBURSEMENTS	(17,346)	(22,141)	0	0
51405	UNIFORM SALARIES	896,830	1,059,329	1,190,383	1,258,280
51410	UNIFORM OVERTIME	394,389	166,932	30,000	30,000
51415	UNIFORM SPECIAL ASSIGNMNT OT	0	0	12,000	0
51425	UNIFORM SHIFT DIFFERENTIAL	10,040	10,625	11,700	12,000
51430	UNIFORM SPECIAL ASSIGNMENT	0	135	0	0
51435	UNIFORM PUBLIC ASSEMBLY	170	0	0	0
51445	LONGEVITY	11,990	13,621	3,438	11,700
51455	THIRD WEEK	3,438	2,252	1,710	3,438
51465	UNIFORM COURT OVERTIME	1,708	1,515	0	1,710
51470	UNIFORM RETIREMENT COST	0	103	0	0
51610	PERA	346,787	384,242	379,341	422,133
51615	WORKER'S COMPENSATION	93,175	95,402	99,660	104,092
51620	EQUITABLE LIFE INSURANCE	14,195	15,324	21,184	22,570
51625	VISION CARE	5,436	5,511	7,182	7,308
51640	DENTAL INSURANCE	32,081	37,513	45,053	47,254
51650	POLICE PENSION PLAN	75,674	86,888	111,277	100,000
51655	RETIRED EMP MEDICAL INS	19,806	21,456	23,730	24,557
51665	CASH BACK	17,149	23,570	0	0
51670	PARKING FOR EMPLOYEES	760	480	600	500
51675	UNEMPLOYMENT INSURANCE	0	1,130	0	0
51690	MEDICARE	53,969	59,714	61,093	67,080
51695	CITY EPO MEDICAL PLAN	411,448	487,883	601,864	611,714
	TOTAL SALARIES AND BENEFITS	**6,219,745**	**6,612,203**	**6,979,848**	**7,420,756**
52110	OFFICE SUPPLIES	21,775	20,314	24,450	24,590
52111	PAPER SUPPLIES	0	236	950	0
52115	MEDICAL SUPPLIES	2,366	4,917	1,850	2,800
52120	SOFTWARE-MICRO/WORD	19,920	8,560	1,050	25,450
52122	CELL PHONE EQUIPMENT/SUPPLIES	0	553	800	1,025
52125	GENERAL SUPPLIES	26,825	22,249	23,910	32,795
52126	ELECTRICAL SUPPLIES	31,175	29,324	35,300	47,400
52127	CONSTRUCTION SUPPLIES	26,192	19,228	27,200	21,700
52128	PLUMBING SUPPLIES	5,072	15,012	11,300	9,500
52129	HVAC-HEAT,VENTILATN,AIR SUPP	29,716	29,432	24,500	33,850
52130	OTHER SUPPLIES	0	0	0	4,050
52135	POSTAGE	20,886	13,995	13,725	15,720
52140	WEARING APPAREL	10,437	24,038	19,475	25,780
52145	PAINT & CHEMICAL	19,814	10,957	19,600	14,600

AIRPORT FUND
COLORADO SPRINGS AIRPORT

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52146	DEICING CHEMICALS & MATERIALS	136,402	80,536	117,560	103,486
52150	SEED & FERTILIZER	10,040	17,493	20,000	17,000
52160	FUEL	77,076	96,360	110,521	116,047
52165	LICENSES & TAGS	1,041	2,257	1,050	1,255
52170	SPECIAL, PHOTOGRAPHY, ETC	(747)	947	600	950
52175	SIGNS	13,941	49,556	9,400	9,700
52180	ASPHALTIC MATERIAL	2,871	8,435	7,000	7,000
52185	AGGREGATE MATERIAL	5,798	4,236	4,200	2,025
52190	JANITORIAL SUPPLIES	80,499	65,368	70,500	77,200
52195	ENVIRONMENTAL SUPPLIES ETC	0	406	2,800	3,100
52205	MAINT-LANDSCAPING	10,488	10,488	10,488	10,698
52215	MAINT-GROUNDS	18,091	10,840	13,000	74,000
52220	MAINT-OFFICE MACHINES	6,761	8,442	9,350	8,750
52225	MAINT-MICROS/WORD PROCESSOR	5,566	12,966	20,500	20,500
52230	MAINT-FURNITURE & FIXTURES	8,875	4,119	5,600	11,200
52235	MAINT-MACHINERY & APPARATUS	6,969	10,975	9,740	14,940
52236	MAINT-LOADING BRIDGES	32,315	35,362	32,400	58,900
52237	MAINT-BAGGAGE	8,758	7,959	3,185	8,185
52250	MAINT-RADIOS-ALLOCATION	30,000	21,750	22,000	23,000
52265	MAINT-BUILDINGS & STRUCTURE	183,433	311,987	235,015	225,590
52275	MAINT-RUNWAYS	186,910	184,276	283,250	283,250
52278	MAINT-RNWY LIGHTING	46,746	36,816	60,000	50,000
52280	MAINT-ROADS & BRIDGES	14,233	5,096	3,000	3,000
52305	MAINT-SOFTWARE	1,795	25,373	26,000	39,253
52405	ADVERTISING SERVICES	435,731	473,537	494,500	299,050
52410	BUILDING SECURITY SERVICES	16,000	13,521	15,000	15,000
52420	EMPLOYEE SERVICES	750	0	0	0
52423	TELECOMMUNICATION SERVICES	66,138	30,691	38,400	34,800
52425	ENVIRONMENTAL SERVICES	33,910	43,111	37,975	45,255
52430	FINANCIAL SERVICES	93,744	38,569	100,000	43,600
52435	GARBAGE REMOVAL SERVICES	25,073	26,247	26,760	30,928
52450	LAUNDRY & CLEANING SERVICES	6,778	2,867	0	0
52565	PEST CONTROL	819	891	840	840
52574	LEGAL SERVICES	5,898	2,528	15,000	15,000
52575	SERVICES	263,561	319,206	433,950	365,869
52576	AUDIT SERVICES	10,500	0	0	0
52590	TEMPORARY EMPLOYMENT	43,124	31,976	19,500	20,500
52605	CAR MILEAGE	827	193	590	1,687
52615	DUES & MEMBERSHIP	24,214	21,647	24,560	27,310
52625	MEETING EXPENSES IN TOWN	19,871	12,846	12,075	20,300
52630	TRAINING	18,750	46,183	32,020	41,920
52635	EMPLOYEE EDUCATION ASSIST	7,806	19,679	20,438	5,928
52645	SUBSCRIPTIONS	15,314	17,131	14,445	20,161
52655	TRAVEL OUT OF TOWN	21,631	21,722	24,400	43,000
52705	COMMUNICATIONS	39,313	59,196	20,560	18,960
52735	TELEPHONE-LONG DIST CALLS	5,088	3,343	5,075	4,975
52736	CELL PHONE AIRTIME	0	5,017	5,570	7,360
52740	GENERAL INSURANCE-CITY	210,726	224,932	239,100	244,000
52743	UTILITIES-STREET LIGHTS	0	2,486	2,760	2,760
52746	UTILITIES-ELECTRIC	652,780	647,051	672,363	743,785

CITY OF COLORADO SPRINGS
BUDGET DETAIL

AIRPORT FUND
COLORADO SPRINGS AIRPORT

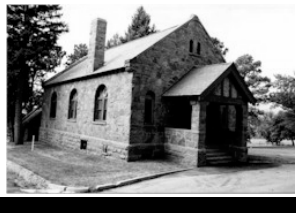
	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52747	UTILITIES-GAS	189,610	181,000	255,974	235,300
52748	UTILITIES-SEWER	10,095	12,702	12,422	21,215
52749	UTILITIES-WATER	67,506	70,590	81,515	96,050
52755	COMMUNICATIONS-EQUIPMENT	3,911	23,468	10,000	11,200
52757	SECURITY SURVEILLANCE EQUIP	0	0	0	43,500
52775	MINOR EQUIPMENT	41,938	54,058	17,650	25,400
52785	RADIO REPLACEMENT	0	337	2,000	2,000
52795	RENTAL OF EQUIPMENT	12,079	10,565	10,135	13,060
52805	ADMIN PRORATED CHARGES	357,480	662,340	680,227	710,989
52859	INSURANCE-OTHER	100,000	0	25,000	0
52872	MAINT-FLEET VEHICLES/EQP	432,837	525,973	507,130	507,130
52874	OFFICE SERVICES PRINTING	3,846	7,177	13,825	11,975
52875	OFFICE SERVICES RECORDS	610	582	700	700
52970	ENVIRON PROTECTION PROGRAM	51,936	0	20,000	20,000
65070	ADM FEE-AIRPORT REV BONDS	11,652	2,116	11,250	7,000
65160	RECRUITMENT	2,039	33,993	0	350
65170	TRANSFER TO OTHER FUNDS	31,380	32,952	33,600	0
65359	PARKING MGMT	1,333,288	1,313,644	1,395,000	1,415,295
	TOTAL OPERATING	**5,770,589**	**6,206,928**	**6,613,578**	**6,602,441**
53010	OFFICE MACHINES	3,041	15,595	0	10,000
53020	COMPUTERS NETWORKS	48,116	288,405	37,500	72,810
53030	FURNITURE & FIXTURES	22,386	31,705	9,900	13,400
53050	MACHINERY & APPARATUS	21,156	105,647	116,700	81,900
53070	VEHICLES-REPLACEMENT	0	158,164	0	15,000
53080	VEHICLES-ADDITIONS	49,463	69,052	30,000	0
53090	BUILDINGS & STRUCTURES	74,992	336,001	17,000	55,200
65401	RADIO FUND PURCHASES	17,820	45,114	25,885	13,050
	TOTAL CAPITAL OUTLAY	**236,974**	**1,049,684**	**236,985**	**261,360**
65075	INTEREST	3,600,437	3,652,705	3,660,099	3,660,882
65207	PRIN-AIRPORT BONDS	2,453,334	2,000,855	2,169,586	2,167,466
	TOTAL DEBT SERVICE	**6,053,771**	**5,653,560**	**5,829,685**	**5,828,348**
	ORGANIZATION TOTAL	**18,281,080**	**19,522,375**	**19,660,096**	**20,112,905**

NOTES:

Some amounts may vary slightly due to rounding of the actual figures.

2002 actual expended amounts are not audited amounts and are taken from financial report GFSY0810 1/22/2003.
2003 actual expended amounts are not audited amounts and are taken from financial report GFSY0810 1/27/2004.

Cemeteries

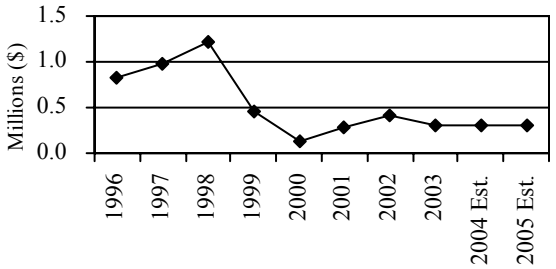


William B. DeBoer, Jr., Manager ● 1005 S. Hancock Ave., Colorado Springs, CO 80903 ● (719) 578-6646 ● wdeboer@springsgov.com

MISSION

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 to the cemetery grounds.

ESTIMATED FUND BALANCE



SERVICES

- Perform burials, inurnments and disinterments
- Sales of cemetery spaces and niches
- Sales of burial vaults and flat headstones
- Pre-need sales of cemetery spaces, niches and burial services
- Maintain cemeteries' grounds and honor perpetual care responsibilities
- Maintain burial records and historical data and provide cemetery information
- Install memorial foundations and Veterans Administration (VA) markers

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2004 Est. Year End	2005 Budget
Sources of Funds					
Interments and Removals	$ 445,406	$ 417,262	$ 460,925	$ 438,593	$ 458,325
Sales of Lots	393,478	363,285	436,625	398,222	429,025
Interest – Endowment & Other	264,485	259,273	265,000	260,000	260,000
Sales Burial Vaults & Bronze Markers	121,863	112,538	144,000	137,681	139,000
Miscellaneous	46,000	45,875	49,673	47,912	53,000
Total	**$1,271,332**	**$1,198,233**	**$1,356,223**	**$1,282,408**	**$1,339,350**

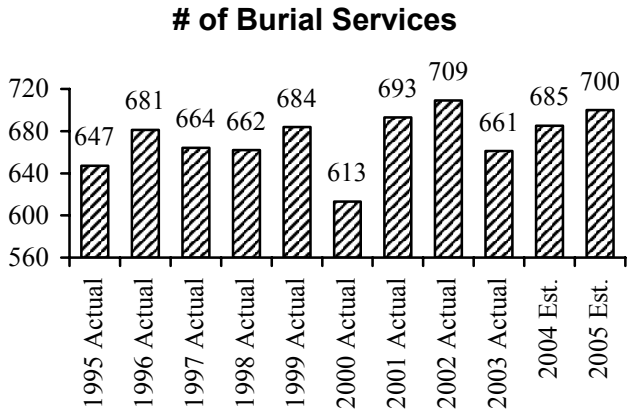
	2002 Actual	2003 Actual	2004 Budget	2004 Est. Year End	2005 Budget
Uses of Funds					
Salary/Benefits	$ 681,803	$ 717,386	$ 747,668	$ 747,668	$ 755,209
Operating	445,496	374,182	538,179	495,612	557,774
Capital Outlay	23,103	225,000	62,500	34,515	27,500
Capital Project	0	0	0	0	0
Total	**$1,150,402**	**$1,316,568**	**$1,348,347**	**$1,277,795**	**$1,340,483**

The estimated ending fund balance differs from that in the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the division.

PERSONNEL

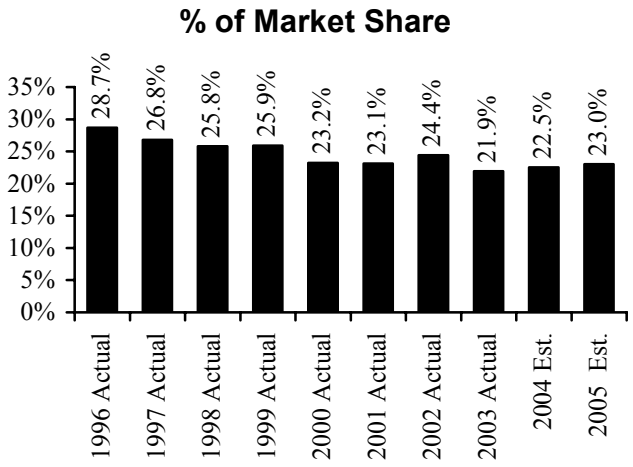
	2002 Actual	2003 Actual	2004 Budget	2004 Est. Year End	2005 Budget
Classification					
Manager	1	1	1	1	1
Supervisor	3	3	3	3	3
General	8	8	8	8	8
FTE Total	**12**	**12**	**12**	**12**	**12**

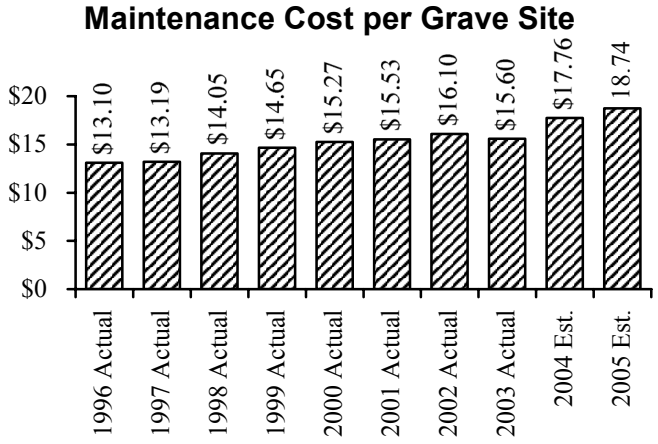
PERFORMANCE INDICATORS



The Cemeteries performed 661 burial services in 2003. Although in 2003 the death rate for El Paso County increased nearly seven percent, the Cemeteries saw a nearly seven percent reduction in services from the previous year. In 2003, of the 3,502 people who died in the county, 57.48 percent or 2,013 persons chose cremation as final disposition. The Pikes Peak region has some of the highest cremation rates in the entire nation. Cremation services account for only 25 percent of the City Cemeteries' business. The biggest problem affecting the cemeteries is the amount of people who do not use them anymore. The Division will continue to promote the facilities and try to focus on attracting more cremation customers as funds allow. However, as maintenance and operating costs continue to increase, the cemeteries can only raise prices for lots and burial services in order to maintain our status as self-funded.

Market share for the City Cemeteries is calculated by the number of burial services we perform annually versus the number of deaths in El Paso County minus the deceased that are shipped out of state, donated to the anatomical board or entombed. Although the Division remains optimistic for the future, currently the market share is slipping. Again, as cremation rates rise and more and more people do not use cemeteries, this will in turn force the Division to increase charges for the services in order to maintain the self-supportive status. For the death care customer, they can only expect to have ground burial as final disposition becomes less affordable over time. The Division will continue to carefully raise fees and charges as necessary; but at some point, the cost of running the operations will outpace the ability of the market to afford the services.





Cost per gravesite maintained is calculated by dividing a baseline figure of 70,000 graves into annual salaries and benefits and operating expenses less capital expenditures. In the past, the cost per grave maintained has steadily increased over time. However, in 2003 the cost per grave maintained actually decreased. This is attributed to operating the cemeteries under water restrictions which reduced maintenance and water costs. Additionally, spending was severely curtailed in 2003 in anticipation of the lawsuit the cemetery resolved during that year. The cost per grave will continue to rise under normal circumstances since operating, salaries and benefits only tend to increase over time. As cost per grave maintained increases, so will cemetery prices for lots and services.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $7,541 is included for Salaries and Benefits. Adjustments were made to benefit line accounts to appropriately budget for the 2005 medical, dental, PERA and Workers' Compensation increases.
- The operating budget is increased by a net of $19,595 to accommodate cost increases. The major components include an increase of $27,000 in maintenance of buildings and structures for a new roof on the maintenance facility at Evergreen and an increase of $33,824 in services. The decrease of $32,000 for non-potable irrigation water is due to Evergreen's automated irrigation system. Also, there is a $5,182 decrease in the Admin Pro-rated charges and a $425 decrease in the Payment in Lieu of Taxes (PILT).
- The capital outlay budget is decreased by $35,000 with reductions of $15,000 in machinery and $20,000 in building and structures due to the inability to afford capital purchases in 2005.

MAJOR OBJECTIVES

OBJECTIVE – Ensure Cemeteries' revenues will meet or exceed expenses

The goal of the City Cemeteries, Evergreen and Fairview, is to remain self-supportive and to not require tax dollars. The Cemeteries will continue to face the challenge of increasing cremation rates, many times without any memorialization, decreasing participation and increasing operating costs for the rest of their existence. The future lies in maximizing maintenance efficiencies, trying to control costs and yet still providing a product that satisfies potential customers. The Division will try to provide new areas for burials, cremation sites and alternatives as funds permit. Unlike other businesses, cemeteries are faced with the reality of selling a product no one really wants to buy.

OBJECTIVE – Maintain and improve Cemeteries' grounds appearance and honor perpetual care responsibilities

When cemetery spaces, lots or niches are purchased, they come with two primary promises. First, Evergreen and Fairview will always be cemeteries. Second, the Division will always take care of the cemetery or perpetual care. Perpetual care is defined as reasonable care of the cemetery turf, grounds, trees and roads. Care of the cemeteries is not only a responsibility but also an integral part to current and future sales. Today the Division is constantly judged on how the cemeteries look and how the Division responds to customers' needs. The ability to fund capital improvements is linked to the cemeteries' success and the cemeteries' success is linked entirely to community patronage. If the trend of declining participation for cemetery services continues, the City will need to seriously evaluate the future role in this community.

OBJECTIVE – Continue to market cemeteries to the public and try to attract more cremation customers

As funds allow, the Division will continue to tastefully market the City Cemeteries in various media as a place for the living to be spiritually and physically reconnected with the deceased. In the Pikes Peak region, cremations already occur at twice the level of traditional casket burials. Because several funeral homes in town will market their own cremation memorialization products many cremation customers never become aware of what this Division can offer. The challenge is to create name recognition and to get the message out to potential clients. Since cost is the biggest reason many families select cremation, the Cemeteries need to be sensitive to what people can afford yet still remain somewhat profitable.

OBJECTIVE – Increase public awareness about Evergreen and Fairview cemeteries and continue to work on restoration projects

By offering cemetery tours, historical walking tours and other activities besides funerals, the cemeteries become more than just a place for the dead. This type of indirect marketing helps to place the cemeteries in a positive light. With funds raised from various historical-based events, Evergreen is still working to restore the 1909 stone back to its original splendor. Lacking plumbing, heat and permanent seating, the chapel is still visited by well over 1,000 people annually. It is a goal to eventually finish the chapel and then tackle other restoration needs from broken tombstones to masonry work on coping walls.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

CEMETERY FUND
CEMETERIES

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	504,133	532,444	530,595	551,891
51207	WAGE PKG PERFORMANCE	(694)	0	0	0
51210	OVERTIME	18,527	13,444	16,500	16,500
51220	SEASONAL TEMPORARY	19,924	20,880	28,080	22,880
51240	RETIREMENT TERMINATION SICK	0	881	0	0
51245	RETIREMENT TERM VACATION	0	(349)	0	0
51255	CONVERSION OF SICK LEAVE	2,045	2,207	0	0
51260	VACATION BUY	0	415	0	0
51299	SALARIES REIMBURSEMENTS	0	(412)	0	0
51610	PERA	49,509	53,066	54,576	56,759
51615	WORKERS COMPENSATION	18,545	19,251	18,545	19,545
51620	EQUITABLE LIFE INSURANCE	1,566	1,635	2,137	2,208
51625	VISION CARE	700	700	756	864
51640	DENTAL INSURANCE	3,395	4,184	4,761	5,142
51655	RETIRED EMP MEDICAL INS	11,673	10,622	18,972	14,972
51665	CASH BACK	2,921	1,685	3,000	2,155
51675	UNEMPLOYMENT INSURANCE	3,354	0	3,500	3,000
51690	MEDICARE	4,177	4,384	5,000	5,125
51695	CITY EPO MEDICAL PLAN	42,029	52,348	61,246	54,168
	TOTAL SALARIES & BENEFITS	**681,803**	**717,386**	**747,668**	**755,209**
52110	OFFICE SUPPLIES	1,499	2,313	2,500	2,500
52115	MEDICAL SUPPLIES	420	72	500	500
52120	SOFTWARE MICRO WORD PROCESS	963	547	250	500
52122	CELL PHONES EQUIP & SUPPLIES	0	81	0	0
52125	GENERAL SUPPLIES	2,981	1,537	3,500	2,500
52135	POSTAGE	696	556	1,000	800
52140	WEARING APPAREL	353	166	750	500
52145	PAINT AND CHEMICAL	0	0	750	500
52150	SEED AND FERTILIZER	11,050	14,638	15,000	16,000
52165	LICENSES AND TAGS	0	16	100	100
52175	SIGNS	0	0	250	250
52190	JANITORIAL SUPPLIES	703	522	850	750
52205	MAINT LANDSCAPING	0	0	2,000	1,000
52210	MAINT TREES	3,636	8,813	12,000	14,000
52215	MAINT GROUNDS	14,787	13,129	10,000	12,000
52220	MAINT OFFICE MACHINES	7,082	0	50	50
52225	MAINT MICROS WORD PROCESSOR	1,825	1,319	500	500
52235	MAINT MACHINERY & APPARATUS	19,805	17,184	22,000	22,500
52240	MAINT NONFLEET VEHICLES EQP	(3,303)	0	4,000	2,000
52250	MAINT RADIOS ALLOCATION	0	2,000	2,500	2,500
52265	MAINT BUILDINGS & STRUCTURE	492	6,044	3,000	30,000
52270	MAINT WELLS AND RESERVOIRS	3,989	5,952	5,000	6,000
52405	ADVERTISING SERVICES	16,206	20,945	20,000	20,000
52450	LAUNDRY & CLEANING SERVICES	490	0	750	100
52575	SERVICES	107,441	104,576	122,250	156,074
52605	CAR MILEAGE	0	0	150	100
52615	DUES AND MEMBERSHIP	740	740	1,200	1,200
52625	MEETING EXPENSES IN TOWN	68	23	300	300
52630	TRAINING	100	593	100	600

CITY OF COLORADO SPRINGS
BUDGET DETAIL

CEMETERY FUND
CEMETERIES

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52635	EMPLOYEE EDUCATIONL ASSIST	0	0	2,000	2,000
52645	SUBSCRIPTIONS	0	0	150	150
52655	TRAVEL OUT OF TOWN	4,066	2,061	2,000	2,000
52705	COMMUNICATIONS	15,151	11,365	16,750	10,978
52735	TELEPHONE LONG DIST CALLS	477	650	600	600
52736	CELL PHONE AIRTIME	0	579	0	650
52740	GENERAL INSURANCE-CITY	0	1,706	1,500	1,500
52743	UTILITIES STREET LIGHTS	0	517	0	600
52745	UTILITIES	7,860	0	600	0
52746	UTILITIES ELECTRIC	3,028	4,975	7,000	7,000
52747	UTILITIES GAS	2,084	4,412	8,300	8,300
52748	UTILITIES SEWER	79	426	2,500	2,500
52749	UTILITIES WATER	82,373	37,710	112,000	80,000
52775	MINOR EQUIPMENT	2,068	166	5,000	3,000
52795	RENTAL OF EQUIPMENT	307	0	750	500
52805	ADMIN PRORATED CHARGES	69,864	80,028	82,185	77,003
52806	PAYMENT IN LIEU OF TAXES	11,196	5,160	3,694	3,269
52872	MAINT FLEET VEHICLES EQP	12,486	9,887	13,000	13,000
52874	OFFICE SERVICES PRINTING	1,903	1,387	1,500	1,500
52875	OFFICE SERVICES RECORDS	98	113	100	100
52880	PURCHASES FOR RESALE	34,339	9,199	45,000	47,000
52893	RENTAL OF FLEET VEHICLES	80	0	100	100
52927	TEL COM PASSTHRU LONG DIST	65	0	100	100
52970	ENVIRON PROTECTION PROGRAM	1,384	2,074	2,100	2,100
65170	TRANSFER TO OTHER FUNDS	4,563	0	0	0
	TOTAL OPERATING EXPENSES	**445,496**	**374,182**	**538,179**	**557,774**
53050	MACHINERY AND APPARATUS	1,895	0	15,000	0
53070	VEHICLES REPLACEMENT	21,208	0	17,500	17,500
53090	BUILDINGS AND STRUCTURES	0	225,000	30,000	10,000
	TOTAL CAPITAL OUTLAY	**23,103**	**225,000**	**62,500**	**27,500**
	ORGANIZATION TOTAL	**1,150,402**	**1,316,568**	**1,348,347**	**1,340,483**

NOTES:

Some amounts may vary slightly due to rounding of the actual figures.

2002 actual expended amounts are not audited amounts and are taken from financial report GFSY0810 1/22/2003.
2003 actual expended amounts are not audited amounts and are taken from financial report GFSY0810 1/27/2004.

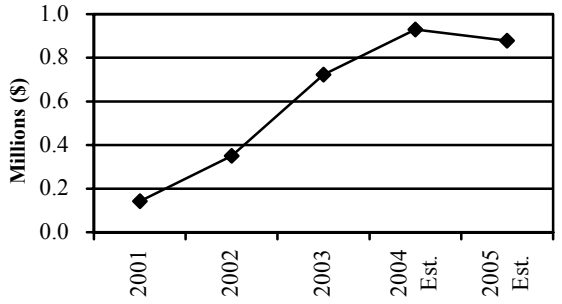
Development Review Enterprise

Brett Veltman, Manager ● 2880 International Cir., Ste. 200, Colorado Springs, CO 80910 ● (719) 385-5088 ● bveltman@springsgov.com

MISSION

To ensure compliance with City land use regulations by reviewing building permits and by managing financial and other administrative review programs associated with these permits. To promote a safer community through competent fire protection engineering plan review and design consultation, and professional new construction fire code inspections. The Enterprise is a financially self-sufficient organization supported by the fees it collects.

ESTIMATED FUND BALANCE



SERVICES

- Review residential, multifamily, hillside, commercial building and sign permits to ensure compliance with the zoning, subdivision and traffic regulations
- Provide professional review of minor amendments, final irrigation plans and administrative relief requests
- Provide plat recordation services and administer drainage, bridge and recording funds
- Collect and manage financial assurances associated with building permits and certificates
- Provide new construction and fire protection system plan review services
- Provide new construction and fire protection system fire code compliance inspection services
- Provide contractor and public information services on a walk-in or call-in basis regarding permit review, zoning, and land use information of occupancy

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2004 Est. Year End	2005 Budget
Sources of Funds					
Administration Review Fees	$859,845	$911,588	$939,617	$1,120,000	$2,204,870
Interest	17,316	18,147	8,000	19,000	20,000
Total	**$877,161**	**$929,735**	**$947,617**	**$1,139,000**	**$2,224,870**
Uses of Funds					
Salary/Benefits	$421,784	$486,258	$638,856	$636,981	$1,423,116
Operating	87,092	98,444	236,141	236,141	624,987
Capital Outlay	27,279	59,960	58,200	58,200	228,206
Total	**$536,155**	**$644,662**	**$933,197**	**$931,322**	**$2,276,309**

The estimated ending fund balance differs from the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Division.

PERSONNEL

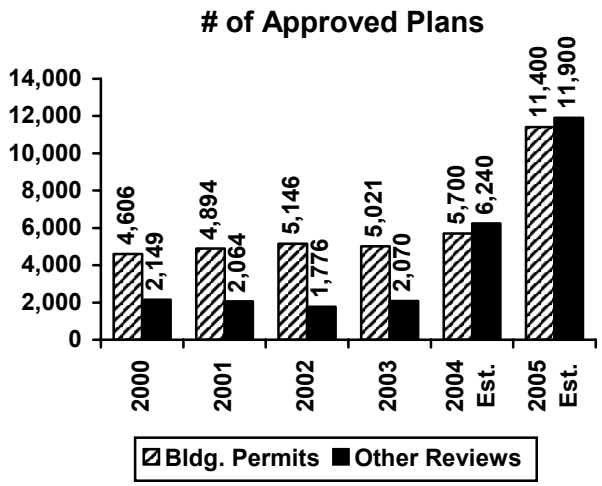
Classification	2002 Actual	2003 Actual	2004 Budget	2004 Est. Year End	2005 Budget
Manager	1.0	1.0	1.0	1.0	2.0
Professional	3.0	3.0	5.0	5.0	9.0
Paraprofessional	2.5	2.5	2.5	2.5	8.0
General	1.0	1.0	2.0	2.0	3.0
FTE Total	**7.5**	**7.5**	**10.5**	**10.5**	**22.0**

In 2001, 6.5 FTE's were transferred to this Division from the General Fund's Development Review Division. Also, one Planner position was added.

In 2003, a new Planner position was approved by City Council.

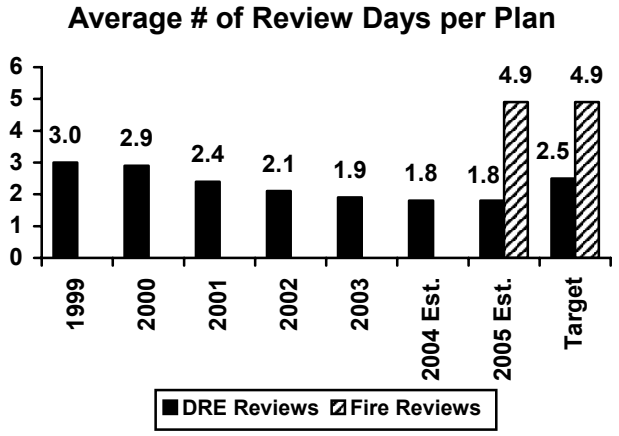
In 2004, an Engineering Specialist and Senior Office Specialist (two FTE's) were transferred to the Development Review Enterprise from Land Use Review.

In 2005, eight positions (seven FTE's and one Special position) from the Fire Prevention Division that conduct new construction and system plan reviews and inspections are moved from the General Fund to the Development Review Enterprise. Three additional positions are added to provide service enhancements. Two of these three FTE's may be hired as special positions. Also, for 2005, the Sign Inspector position is converted from half time to full time. There will also be a reclassification of one position from Senior Office Specialist to Planning Assistant. The changes in planning review activities are in response to increasing workloads. The changes in Fire are being made in order to further the City's commitment to the Pikes Peak Regional Development Center (PPRDC) operation and to improve plan review operations.



A rebounding 2004 Colorado Springs economy was reflected in a substantial increase in the number of new building permits. This was particularly evident in the large number of single-family homes that had been approved. Rising interest rates are expected to dampen this trend somewhat in 2005, although permit levels are still expected to be high. Other types of reviews that were added to the Enterprise in 2004 include minor amendments, temporary use reviews, subdivision plat recordations and utility application permits. In 2005, fire code reviews have been added which have doubled the number of items reviewed by this office.

Between 1999 and 2004, there was steady improvement in the average number of review days per plan. This 40 percent reduction in plan review times can be attributed to across-the-board staff training, which resulted in all staff members contributing to the plan review process. In 2005, the performance indicators for fire code review have been added to serve as the baseline for future changes.



The Development Review Enterprise strives to maintain customer satisfaction by reviewing a large majority of plans within a review goal of four working days. The significant increase in 2001 was the result of hiring one additional staff member. The performance indicator for Fire represents the percent of plans projected to be reviewed within five working days. In 2004, it was estimated that 75 percent of the fire plans were reviewed within this timeframe. For 2005, it is projected that 90 percent of the fire plans will be reviewed within five working days.

CHANGES TO THE BUDGET

- For 2005, the Development Review Enterprise (DRE) is adding 11.5 FTEs. These positions include an Office Specialist, an increase in the Sign Inspector position from half to full time, a transfer of eight existing (seven FTEs and one Special position) from Fire Prevention into the DRE and the addition of two new Fire code review/inspection positions.
- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $784,260 is included for the new positions, the 2004 wage package and 2005 medical, dental, PERA and Workers' Compensation increases.
- In mid-2004, the DRE moved into the new Pikes Peak Regional Development Center. This resulted in a significant increase in the ongoing lease costs. For 2005, funding of $142,847 is included which will also accommodate the addition of the ten Fire code review personnel.
- Additional funding of $161,370 is included for an increase in the Admin Prorated charges associated with increases in costs and the new fire personnel.
- The Transfer to the General Fund line account for one-half of a Transportation Planning Assistant position increases by $4,195 to $26,095.
- The Transfer to the Other Funds line account increases by $1,436 and includes $20,000 for work that will be completed by the General Fund's Data Systems/GIS Division.
- Additional funding of $26,438 is included for the Regional Building Development collection fee.
- Other Operating line accounts increase by $52,560 to provide necessary supplies and equipment for the Division.
- Additional funding of $83,106 is included for a remodel and furnishing offices for the new positions.
- Funding of $86,900 for five new vehicles is included. One is a replacement vehicle, one is a new vehicle as required to support the Subdivision Administration workloads, and three are to support the Fire code review staff. Also, five additional vehicles will be transferred to the DRE from Fire.

MAJOR OBJECTIVES

OBJECTIVE – Provide a building, transportation planning, sign permit and fire review and inspection program, which has a strong customer-service orientation and ensures that all projects are permitted and constructed in compliance with all applicable zoning codes, subdivision regulations and the subdivision and policy public works design manual

This will be accomplished by ensuring that all plan reviewers have a thorough knowledge of City plan requirements and processes and have the necessary tools and resources to manage a heavy load of reviews in a timely and efficient manner.

OBJECTIVE – Improve the efficiency and speed of the plan review and inspection processes

Since fast review times is one of the most important factors in maintaining customer satisfaction, this Division will increase the number of plans reviewed at the front counter to expedite the plan review process. The goal is to minimize the number of days it takes to conduct plan reviews and to provide fire and other inspections.

OBJECTIVE – Improve public and customer access to information

This will be accomplished through the continued development and fine-tuning of outreach programs such as increased automation of the review process. Plan review records including status, comments, turnaround times, and location will be available through the City, Fire and Regional Building Department Internet sites. Development plan requirements and bulk and setback information will also be available through these resources.

OBJECTIVE – Manage a certificate of occupancy and financial assurance inspection program to ensure developments comply with City zoning and landscape ordinances

This will be accomplished by providing a timely program for inspections and financial assurances to ensure that the requirements of the approved development plans have been satisfied prior to building occupancy.

OBJECTIVE – To perform hillside site reviews and follow-up inspections to obtain compliance with the Hillside ordinance

A program will be staffed to ensure hillside sites are in compliance with the City Hillside ordinance, which involves conducting follow-up inspections and necessary enforcement actions ensuring builders adherence to approved hillside site plans.

OBJECTIVE – Provide administrative reviews and management of minor amendments, temporary uses, administrative relief requests, irrigation plans, plat recordation services and the administration of drainage, bridge and recording funds

This will be accomplished by dedicating staff time towards these programs and supporting these staff by providing training and resources as needed to ensure that these activities take place in a timely and accountable manner.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

DEVELOPMENT REVIEW ENTERPRISE FUND
DEVELOPMENT REVIEW ENTERPRISE

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	351,400	391,758	530,092	1,144,508
51207	WAGE PKG PERFORMANCE	(500)	0	0	0
51210	OVERTIME	1	0	0	5,250
51235	STANDBY	0	88	0	0
51240	RETIREMENT TERMINATION SICK	0	1,273	0	0
51245	RETIREMENT TERM VACATION	0	11,227	0	0
51255	CONVERSION OF SICK LEAVE	1,594	1,743	0	0
51260	VACATION BUY	567	1,512	0	0
51299	SALARIES REIMBURSEMENTS	0	(2,802)	0	0
51610	PERA	31,731	36,913	48,639	110,971
51615	WORKERS COMPENSATION	1,257	1,315	3,734	4,640
51620	EQUITABLE LIFE INSURANCE	1,070	1,192	2,120	4,409
51625	VISION CARE	384	478	662	1,386
51640	DENTAL INSURANCE	2,030	2,476	3,990	9,316
51665	CASH BACK	2,925	3,197	0	0
51670	PARKING FOR EMPLOYEES	100	0	0	0
51690	MEDICARE	4,327	4,862	6,967	13,962
51695	CITY EPO MEDICAL PLAN	24,900	31,026	42,652	128,674
	TOTAL SALARIES & BENEFITS	**421,784**	**486,258**	**638,856**	**1,423,116**
52105	MISCELLANEOUS OPERATING	0	20	100	100
52110	OFFICE SUPPLIES	2,644	2,321	4,375	3,325
52111	PAPER SUPP	0	0	0	1,800
52120	SOFTWARE MICRO WORD PROCESS		293	781	3,240
52122	CELL PHONES EQUIP AND SUPPLIES	246	37	900	2,650
52125	GENERAL SUPPLIES	890	828	1,875	7,850
52135	POSTAGE	70	0	681	900
52140	WEARING APPAREL	0	0	0	4,500
52165	LICENSES AND TAGS	0	0	30	960
52220	MAINT OFFICE MACHINES	500	405	1,000	680
52405	ADVERTISING SERVICES	0	100	375	700
52431	CONSULTING SERVICES	0	0	2,500	9,384
52418	COMPUTER SERVICES	0	0	0	2,000
52560	PARKING SERVICES	0	0	960	1,440
52575	SERVICES	1,993	6,124	50	3,720
52590	TEMPORARY EMPLOYMENT	0	0	1,250	1,250
52615	DUES AND MEMBERSHIP	467	761	1,200	2,145
52625	MEETING EXPENSES IN TOWN	583	142	750	445
52630	TRAINING	1,610	2,820	2,500	6,100
52635	EMPLOYEE EDUCATIONL ASSIST	1,028	750	2,250	750
52645	SUBSCRIPTIONS	0	0	200	1,200
52655	TRAVEL OUT OF TOWN	614	44	875	4,100
52656	MOVING EXPENSES	0	0	8,400	1,500
52705	COMMUNICATIONS	12,571	9,922	14,452	18,952
52725	RENTAL OF PROPERTY		6,634	78,396	221,243
52735	TELEPHONE LONG DIST CALLS	406	594	625	1,650
52736	CELL PHONE AIRTIME	0	102	75	3,156
52740	GENERAL INSURANCE-CITY	0	5,240	2,000	2,000
52775	MINOR EQUIPMENT	239	81	313	2,625
52795	RENTAL OF EQUIPMENT	0	0	0	6,500

CITY OF COLORADO SPRINGS
BUDGET DETAIL

DEVELOPMENT REVIEW ENTERPRISE FUND
DEVELOPMENT REVIEW ENTERPRISE

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52805	ADMIN PRORATED CHARGES	26,400	19,140	27,518	188,888
52859	INSURANCE OTHER	0	2,530	4,000	5,250
52872	MAINT FLEET VEHICLES EQP	3,269	2,582	2,406	4,511
52874	OFFICE SERVICES PRINTING	152	481	716	2,816
52875	OFFICE SERVICES RECORDS	0	0	60	60
52893	RENTAL OF FLEET VEHICLES	200	3,000	0	0
52927	TEL COM PASSTHRU LONG DIST	112	0	0	0
65170	TRANSFER TO OTHER FUNDS	15,555	13,428	33,428	34,864
65175	TRANSFER TO GENERAL FUND	0	0	21,900	26,095
65275	COST OF COLLECTION	17,545	20,064	19,200	45,638
	TOTAL OPERATING EXPENSES	**87,092**	**98,444**	**236,141**	**624,987**
53010	OFFICE MACHINES	0	0	1,150	10,400
53020	COMPUTERS NETWORKS	1,952	2,317	4,800	12,800
53030	FURNITURE AND FIXTURES	1,927	33,943	52,250	118,106
53070	VEHICLES REPLACEMENTS	0	0	0	13,500
53080	VEHICLES ADDITIONS	23,400	23,700	0	73,400
	TOTAL CAPITAL OUTLAY	**27,279**	**59,960**	**58,200**	**228,206**
	ORGANIZATION TOTAL	**536,155**	**644,662**	**933,197**	**2,276,309**

NOTES:

Some amounts may vary slightly due to rounding of the actual figures.

2002 actual expended amounts are not audited amounts and are taken from financial report GFSY0810 1/22/2003.
2003 actual expended amounts are not audited amounts and are taken from financial report GFSY0810 1/27/2004.

Human Services Complex

Lamont Gizzi, Manager ● 1401 Recreation Way, Colorado Springs, CO 80905 ● (719) 385-6952 ● lgizzi@springsgov.com

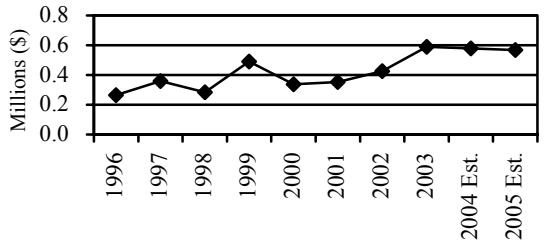
MISSION

To create an appropriate mix of commercial businesses and nonprofit services effectively networking to serve the needs of the elderly and the surrounding neighborhood.

SERVICES

- Manage property
- Fund senior programs at community centers
- Fund operations at the Colorado Spring Senior Center
- Continue the implementation of the Use Plan

ESTIMATED FUND BALANCE



BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2004 Est. Year End	2005 Budget
Sources of Funds					
Rental Income	$280,984	$249,317	$240,000	$240,000	$251,500
Interest	18,203	14,043	15,000	15,000	6,000
Environmental Reimbursement	0	52,278	30,000	30,000	5,000
Senior Classes	9,326	10,097	4,000	4,000	5,000
Miscellaneous	4,431	2,709	4,000	4,000	4,000
Total	**$312,944**	**$328,444**	**$293,000**	**$293,000**	**$271,500**

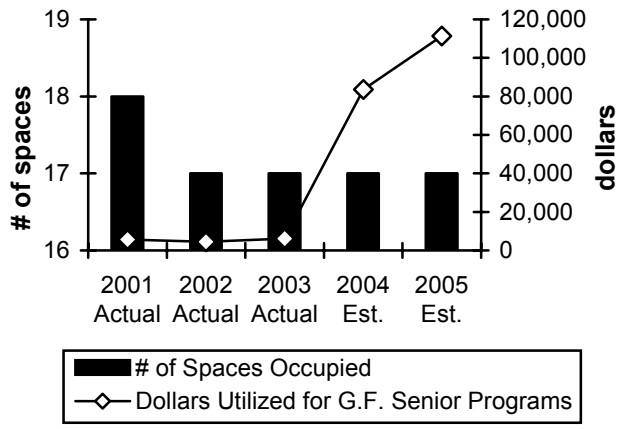
	2002 Actual	2003 Actual	2004 Budget	2004 Est. Year End	2005 Budget
Uses of Funds					
Salary/Benefits	$ 39,540	$ 41,419	$ 81,042	$ 81,042	$ 83,588
Operating	126,362	110,308	192,306	192,306	177,910
Capital Outlay	57,068	0	30,000	30,000	20,000
Total	**$222,970**	**$151,727**	**$303,348**	**$303,348**	**$281,498**

The estimated ending fund balance differs from the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Division.

PERSONNEL

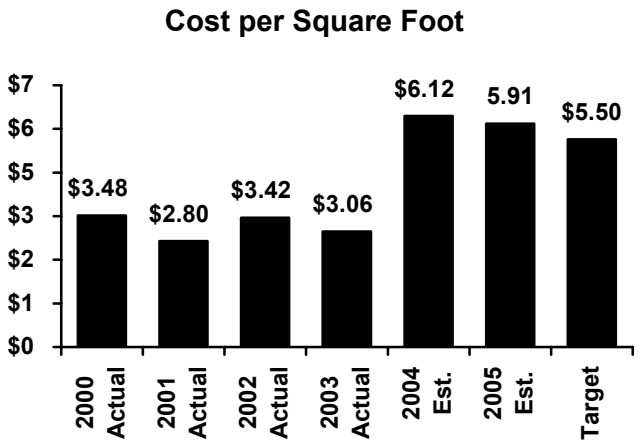
	2002 Actual	2003 Actual	2004 Budget	2004 Est. Year End	2005 Budget
Classification					
General	1	1	1	1	1
FTE Total	**1**	**1**	**1**	**1**	**1**

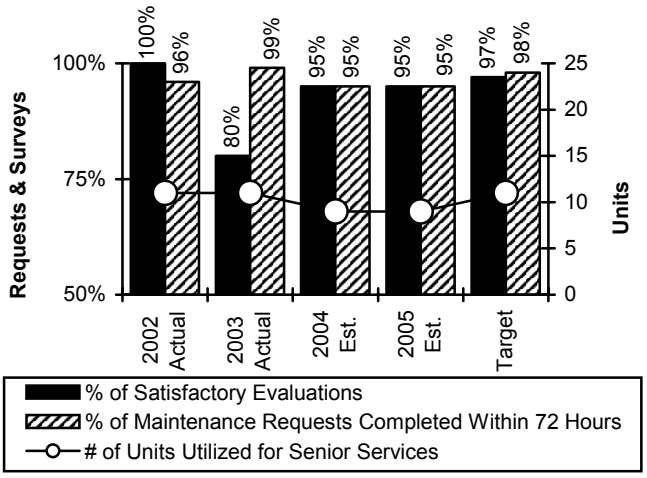
PERFORMANCE INDICATORS



Since 2000, the number of occupied spaces within the Complex has remained at 17, and there are no changes anticipated throughout 2004. Eleven leases expire in 2005, but all tenants are expected to renew their leases. The Complex has been funding the travel program at the Senior Center for the last five years. It also began funding operations at the Senior Center and senior programs at the community centers in 2004. The target number of occupied units is 19.

Since the number of occupied spaces has stabilized, revenues have also stabilized. The operational costs per square foot for the Complex increased in 2004 with the funding of the Senior Center and the senior programs at the community centers. That funding will continue in 2005.





Timely completion of maintenance requests is an important component of customer and tenant services. The percentage of work requests completed within 72 hours has remained approximately 96 percent, resulting in a customer satisfaction rating at or near 80 percent. The 2005 target is 95 percent completed maintenance requests within 72 hours and a 97 percent target for positive facility evaluations.

Although occupancy rates are important to the Complex in terms of efficiencies and revenues, the number of tenants providing services to the seniors is key to the mission. It is expected that in 2005 the number of tenants providing these services will remain at nine. The target is 12.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $2,546 is included for the 2004 wage package and 2005 medical, dental, PERA and Workers' Compensation increases.
- The operating budget is decreased by a net of $14,396 primarily due to a $25,000 reduction in miscellaneous services and an increase in general services of $8,000. A reduction of $23,521 in the Admin Prorated Charges allowed the reallocation of the funding to the senior services programs.
- The capital budget is decreased by $10,000.

MAJOR OBJECTIVES

OBJECTIVE – Implement the Use Plan

Provide, through rental leases, the delivery of services to the elderly and the surrounding neighborhood in accordance with the Use Plan.

OBJECTIVE – Coordinate the Petroleum Remediation and Perchloroethylene cleanup projects

Meet the guidelines of the State's Oil Inspection Section and work with the City's Environmental Services staff to address the environmental projects at the Complex.

OBJECTIVE – Fund the Colorado Springs Senior Center activities

Provide funding and resources to the Senior Center to avoid additional costs to the City's budget.

OBJECTIVE – Fund senior programs at the various community centers

Provide funding and resources to the community center senior programs to reduce costs to the City's budget.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

HUMAN SERVICES COMPLEX FUND
HUMAN SERVICES COMPLEX

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	28,695	29,862	29,758	30,948
51210	OVERTIME	41	0	0	0
51220	SEASONAL TEMPORARY	0	0	38,084	38,084
51230	SHIFT DIFFERENTIAL	1,192	1,310	1,400	1,400
51240	RETIREMENT TERMINATION SICK	0	359	0	0
51245	RETIREMENT TERM VACATION	0	223	0	0
51610	PERA	2,507	2,730	4,226	4,226
51615	WORKERS COMPENSATION	1,109	860	1,003	1,003
51620	EQUITABLE LIFE INSURANCE	88	92	119	119
51625	VISION CARE	64	64	63	68
51640	DENTAL INSURANCE	338	380	395	427
51690	MEDICARE	395	412	500	500
51695	CITY EPO MEDICAL PLAN	5,111	5,127	5,494	6,813
	TOTAL SALARIES & BENEFITS	**39,540**	**41,419**	**81,042**	**83,588**
52125	GENERAL SUPPLIES	679	1,106	650	850
52145	PAINT AND CHEMICAL	39	174	100	150
52407	TRAVEL PROGRAMS	4,464	6,067	5,000	5,000
52455	LAWN MAINTENANCE SERVICE	463	513	500	500
52475	MISCELLANEOUS SERVICES	44,424	1,458	32,500	7,500
52575	SERVICES	54,761	49,668	57,000	65,000
52590	TEMPORARY EMPLOYMENT	0	0	500	500
52630	TRAINING	0	0	500	300
52740	GENERAL INSURANCE-CITY	0	16,913	6,913	6,913
52775	MINOR EQUIPMENT	169	390	450	400
52805	ADMIN PRORATED CHARGES	6,720	28,416	29,186	5,665
52806	PAYMENT IN LIEU OF TAXES	4,644	5,604	4,584	3,737
52876	PASS THROUGH EXPENSES	9,537	0	9,800	8,660
65170	TRANSFER TO OTHER FUNDS	460	0	0	0
65389	COMMUNITY SENIOR PROGRAM	0	0	6,688	6,500
65393	SENIOR SERVICES PROGRAMS	0	0	37,935	66,235
	TOTAL OPERATING EXPENSES	**126,362**	**110,308**	**192,306**	**177,910**
53090	BUILDINGS AND STRUCTURES	57,068	0	30,000	20,000
	TOTAL CAPITAL OUTLAY	**57,068**	**0**	**30,000**	**20,000**
	ORGANIZATIONAL TOTAL	**222,970**	**151,727**	**303,348**	**281,498**

NOTES:

Some amounts may vary slightly due to rounding of the actual figures.

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2003 actual expended amounts are not audited amounts and are taken from financial report GFSY0810 1/27/2004.

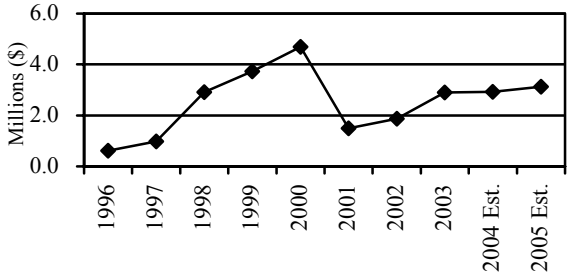
Parking System

Gregory Warnke, Manager ● 30 S. Nevada Avenue, Colorado Springs, CO 80903 ● (719) 385-5682 ● gwarnke@springsgov.com

MISSION

To provide safe and convenient public parking in the central business district and major activity centers throughout the City of Colorado Springs in a cost-effective manner.

ESTIMATED FUND BALANCE



SERVICES

- Provide monthly public off-street parking
- Provide hourly public off-street parking
- Collect revenues and maintain and install short-term public on-street metered parking
- Investigate public parking concerns in commercial and residential areas
- Maintain structural integrity, appearance and operations of off-street public parking facilities
- Provide technical expertise in parking operations and related issues for other City agencies such as Airport, Municipal Court, Colorado Springs Police Department (CSPD), etc.
- Provide funding to CSPD for Parking Enforcement personnel
- Administer the collection and maintenance of the on-street trash receptacles in downtown and Old Colorado City
- Evaluate existing and future public parking needs and plan for additional system capacity

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2004 Est. Year End	2005 Budget
Sources of Funds					
Monthly Parking	$1,000,041	$1,112,443	$1,115,706	$1,115,706	$1,054,080
Transient Parking	189,785	195,432	250,575	250,575	200,680
Parking Meters & Hoods	1,370,993	1,340,589	1,376,865	1,376,865	1,349,147
Misc. Transit Lease	39,570	39,570	39,570	39,570	39,570
Interest Earned on Fund Balance	167,784	89,506	100,000	100,000	75,000
POC Garage Loan Payment	0	110,990	132,000	132,000	132,000
Total	**$2,768,173**	**$2,888,530**	**$3,014,716**	**$3,014,716**	**$2,850,477**

	2002 Actual	2003 Actual	2004 Budget	2004 Est. Year End	2005 Budget
Uses of Funds					
Salary/Benefits	$ 360,217	$ 370,320	$ 450,976	$ 450,976	$ 458,213
Operating	625,938	739,427	797,427	797,427	857,932
Capital Outlay	20,722	15,140	129,250	129,250	129,250
Bond Payment – Principal	345,000	360,000	375,000	375,000	385,000
Bond Payment – Interest	359,139	344,139	330,939	330,939	315,938
Cap. Improvements – Elec. Meters	223,300	0	0	0	0
Cap. Improvement – POC Garage	2,325,000	0	0	0	0
Cap. Improvement – CAB Garage Repair	0	0	0	0	500,000
Cap. Improvement – Downtown BID	375,000	620,193	150,000	150,000	0
Cap. Improvement – Bijou/Cascade Gar.	680,000	128,785	0	0	0
Cap. Improvements – Transit Facility	0	0	559,500	559,500	0
Cap. Improvements – Overlay	0	0	244,455	244,455	0
Total	**$5,314,316**	**$2,578,004**	**$3,037,547**	**$3,037,547**	**$2,646,333**

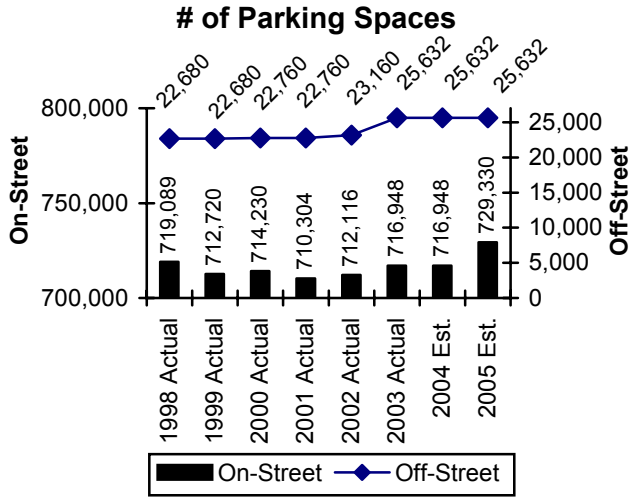
The estimated ending fund balance differs from the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the DMvision.

PERSONNEL

	2002 Actual	2003 Actual	2004 Budget	2004 Est. Year End	2005 Budget
Classification					
Manager	1	1	1	1	1
Professional	1	1	1	1	1
Paraprofessional	1	1	1	1	1
General	6	6	5	5	5
FTE Total	**9**	**9**	**8**	**8**	**8**

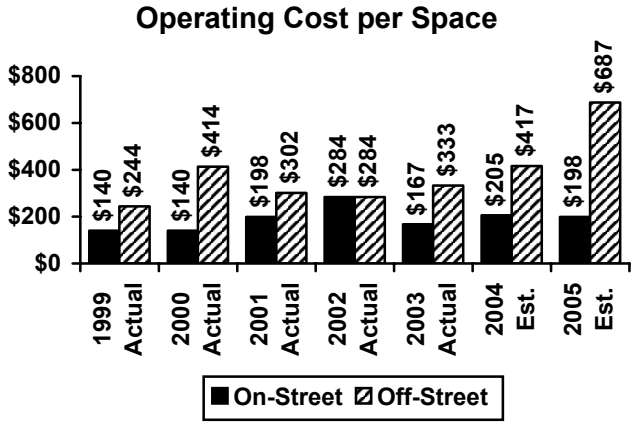
With the completion of the conversion to electronic parking meters, the mechanic position vacated by retirement was eliminated in 2004. The Analyst position will remain vacant until workload justifies filling the position.

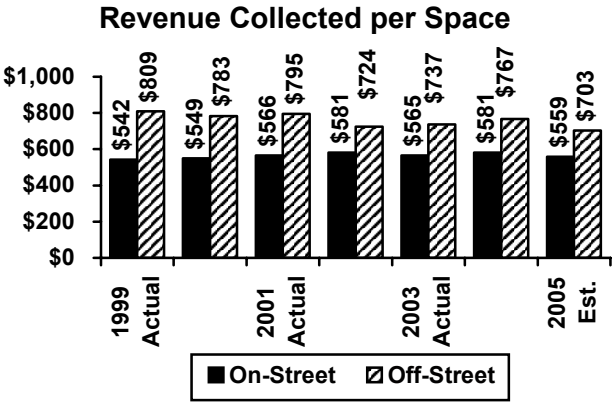
PERFORMANCE INDICATORS



Number of on-street parking spaces supplied increased in 2003 and 2004 with the installation of additional meters in the southwest section of downtown and in the Boulder Crescent neighborhood.

For 2005, operational costs for on-street spaces remain consistent with 2004 amounts. Operational costs for off-street spaces will increase as repairs are made to the City Administration Building parking structure in 2005.





For 2005, revenue generated per on-street space remains fairly consistent with 2004 amounts. Off-street revenue may decline as monthly parking demand has decreased slightly in 2004.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $7,237 is included for the 2004 wage package and 2005 medical, dental, PERA, Workers' Compensation and Seasonal salary increases.
- The operating budget is increased by a net of $60,505 to accommodate cost increases. The major components include a $77,000 increase for contracts and special projects, a $29,550 electric rate increase, a $24,750 decrease in services, a $14,563 decrease in Admin Prorated charges and a $6,808 decrease in the Payment in Lieu of Taxes (PILT).
- Capital improvement funding of $500,000 for repairs to CAB garage is included.
- Capital improvement funding of $150,000 for the Downtown BID is eliminated.
- Capital improvement funding of $559,500 for the Transit Facility is eliminated.
- Capital improvement funding of $244,455 for Overlay reimbursement is eliminated.

MAJOR OBJECTIVES

OBJECTIVE – Maintain operations of a self-supported, cost-efficient public parking system

Operating funds are budgeted to maintain and/or enhance operations of the Public Works Parking System Enterprise.

OBJECTIVE – Complete necessary repairs to the City Administration Building (CAB) parking structure

A condition appraisal of this facility was completed in November 2003. The appraisal identified a variety of issues that need to be addressed, i.e., concrete repairs, joint sealant, expansion joints and painting. Funds are budgeted to resolve these issues as estimated in the appraisal.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

PARKING SYSTEM FUND
PARKING SYSTEM

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	286,995	284,436	362,818	357,199
51207	WAGE PKG PERFORMANCE	(499)	0	0	0
51210	OVERTIME	3,272	4,385	2,000	2,500
51220	SEASONAL TEMPORARY	920	1,189	0	2,000
51240	RETIREMENT TERMINATION SICK	0	(3,576)	0	0
51245	RETIREMENT TERM VACATION	0	3,476	0	0
51260	VACATION BUY	586	641	0	0
51299	SALARIES REIMBURSEMENTS	0	(656)	0	0
51610	PERA	26,641	27,087	33,889	34,220
51615	WORKERS COMPENSATION	3,681	3,079	3,089	3,040
51620	EQUITABLE LIFE INSURANCE	884	867	1,452	1,429
51625	VISION CARE	370	321	504	544
51640	DENTAL INSURANCE	2,307	2,405	3,162	3,413
51655	RETIRED EMP MEDICAL INS	0	896	0	0
51665	CASH BACK	1,504	1,211	0	0
51670	PARKING FOR EMPLOYEES	(20)	0	0	0
51675	UNEMPLOYMENT INSURANCE	0	5,688	0	0
51690	MEDICARE	2,741	3,396	4,162	4,574
51695	CITY EPO MEDICAL PLAN	30,835	35,476	39,900	49,294
	TOTAL SALARIES & BENEFITS	**360,217**	**370,320**	**450,976**	**458,213**
52110	OFFICE SUPPLIES	722	1,132	400	0
52111	PAPER SUPPLIES	70	0	400	0
52125	GENERAL SUPPLIES	(12)	157	600	400
52135	POSTAGE	312	145	350	150
52140	WEARING APPAREL	125	173	800	800
52145	PAINT AND CHEMICAL	2,248	1,390	2,500	2,500
52190	JANITORIAL SUPPLIES	35	60	100	100
52225	MAINT MICROS WORD PROCESSOR	0	0	500	100
52235	MAINT MACHINERY & APPARATUS	672	208	2,100	500
52260	MAINT METERS	41,016	14,033	20,000	22,000
52265	MAINT BUILDINGS & STRUCTURE	7,649	4,002	24,000	24,000
52275	MAINT RUNWAYS	0	91	0	0
52405	ADVERTISING SERVICES	0	730	0	250
52410	BUILDING SECURITY SERVICES	0	5,798	43,200	34,000
52415	CONTRACTS AND SPEC PROJECTS	0	11,650	348,000	425,000
52435	GARBAGE REMOVAL SERVICES	0	19,609	33,000	30,000
52575	SERVICES	353,066	403,587	62,750	38,000
52576	AUDIT SERVICES	0	0	6,500	6,500
52615	DUES AND MEMBERSHIP	865	890	900	900
52630	TRAINING	400	340	0	1,000
52635	EMPLOYEE EDUCATIONL ASSIST	0	140	500	1,000
52655	TRAVEL OUT OF TOWN	591	0	0	1,000
52705	COMMUNICATIONS	11,792	15,821	11,680	12,880
52735	TELEPHONE LONG DIST CALLS	417	517	800	400
52736	CELL PHONE AIRTIME	0	0	720	500
52740	GENERAL INSURANCE-CITY	0	23,072	14,054	22,100

CITY OF COLORADO SPRINGS
BUDGET DETAIL

PARKING SYSTEM FUND
PARKING SYSTEM

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52743	UTILITIES STREET LIGHTS	0	256	0	300
52745	UTILITIES	24,947	0	0	0
52746	UTILITIES ELECTRIC	39,766	74,850	61,000	90,550
52748	UTILITIES SEWER	516	996	700	1,500
52749	UTILITIES WATER	2,439	2,616	2,800	2,500
52775	MINOR EQUIPMENT	0	327	2,500	2,750
52795	RENTAL OF EQUIPMENT	425	425	0	2,550
52805	ADMIN PRORATED CHARGES	79,596	107,280	113,242	98,679
52806	PAYMENT IN LIEU OF TAXES	41,892	45,660	38,031	31,223
52872	MAINT FLEET VEHICLES EQP	2,596	3,762	3,000	3,000
52874	OFFICE SERVICES PRINTING	(10)	(488)	2,200	700
52875	OFFICE SERVICES RECORDS	40	48	100	100
52927	TEL COM PASSTHRU LONG DIST	58	0	0	0
65051	ADM FEE	0	150	0	0
65170	TRANSFER TO OTHER FUNDS	13,706	0	0	0
	TOTAL OPERATING EXPENSES	**625,938**	**739,427**	**797,427**	**857,932**
53050	MACHINERY AND APPARATUS	4,055	2,166	18,250	18,250
53090	BUILDINGS AND STRUCTURES	16,667	12,974	111,000	111,000
	TOTAL CAPITAL OUTLAY	**20,722**	**15,140**	**129,250**	**129,250**
65075	INTEREST	359,139	344,139	330,939	315,938
65185	PRINCIPAL	345,000	360,000	375,000	385,000
	TOTAL DEBT SERVICE	**704,139**	**704,139**	**705,939**	**700,938**
	CAP. IMPRVMNT-ELECTRIC METRS	223,300	0	0	0
	CAP. IMPRVMNT-POC GARAGE	2,325,000	0	0	0
	CAP. IMPRVMNT -OCH LOT	0	0	0	0
	CAP. IMPRVMNT -DOWNTOWN BID	375,000	620,193	150,000	0
	CAP. IMPRVMNT -CAB GRGE REPRS	0	0	0	500,000
	CAP. IMPRVMNT -BIJOU/CASCADE	680,000	128,785	0	0
	CAP. IMPRVMNT -TRANSIT FACLTY	0	0	559,500	0
	CAP. IMPRVMNT -OVERLAY	0	0	244,455	0
	TOTAL CAPITAL PROJECTS	**3,603,300**	**748,978**	**953,955**	**500,000**
	ORGANIZATION TOTAL	**5,314,316**	**2,578,004**	**3,037,547**	**2,646,333**

NOTES:

Some amounts may vary slightly due to rounding of the actual figures.

2002 actual expended amounts are not audited amounts and are taken from financial report GFSY0810 1/22/2003.
2003 actual expended amounts are not audited amounts and are taken from financial report GFSY0810 1/27/2004.

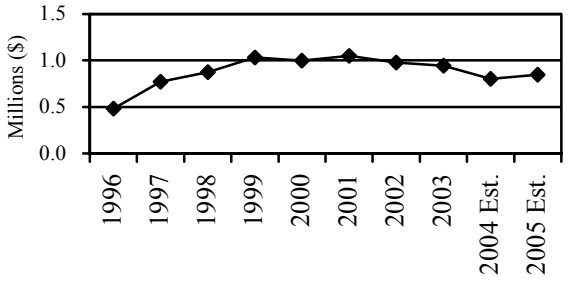
Patty Jewett Golf Course

Dal Lockwood, Manager ● 900 E. Espanola, Colorado Springs, CO 80907 ● (719) 385-6931 ● dlockwood@springsgov.com

MISSION

To provide a high quality golf experience at the lowest possible cost while being a financially responsible and self supporting golf course.

ESTIMATED FUND BALANCE



SERVICES

- 27-hole golf course
- Driving range
- Group and individual lesson programs for children and adults
- Putting green
- Full-service clubhouse and banquet facility
- Golf cart and club rentals
- Tournament and group outings
- Junior golf programs
- High school and middle school golf programs
- Corporate/industrial leagues
- Men's and women's associations

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2004 Est. Year End	2005 Budget
Sources of Funds					
Annual Permit Fees	$ 95,287	$ 104,953	$ 103,241	$ 94,499	$ 100,847
Daily 9 &18 Hole Green Fees	1,038,991	1,074,087	1,159,657	1,040,543	1,281,123
Cart Fees	249,905	235,002	261,970	235,221	257,485
Concessions	118,568	119,624	118,600	103,686	107,655
Operating Fee Daily	228,475	278,048	265,194	286,544	329,949
Miscellaneous	10,838	11,893	12,226	8,582	12,406
Interest	41,978	26,593	56,563	49,319	50,805
Total	**$1,784,042**	**$1,850,200**	**$1,977,451**	**$1,818,394**	**$2,140,270**

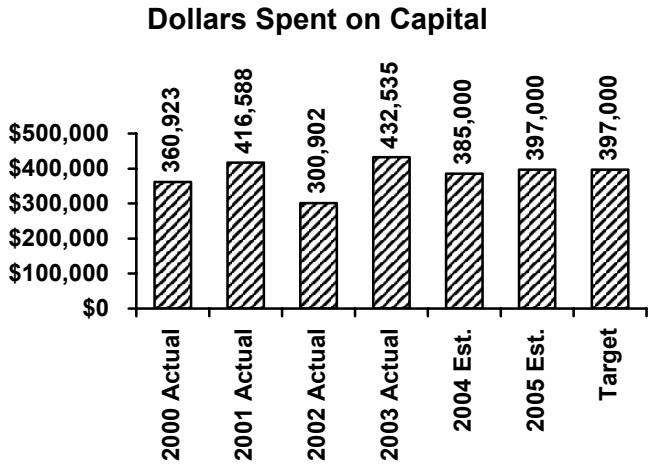
	2002 Actual	2003 Actual	2004 Budget	2004 Est. Year End	2005 Budget
Uses of Funds					
Salary/Benefits	$ 626,029	$ 610,084	$ 687,458	$ 616,599	$ 707,494
Operating	905,512	852,989	905,344	954,707	994,188
Capital Outlay	300,903	432,545	385,000	385,000	397,000
Total	**$1,832,444**	**$1,895,618**	**$1,977,802**	**$1,956,306**	**$2,098,682**

The estimated ending fund balance is not the same amount as the fund balance as stated on the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Division.

PERSONNEL

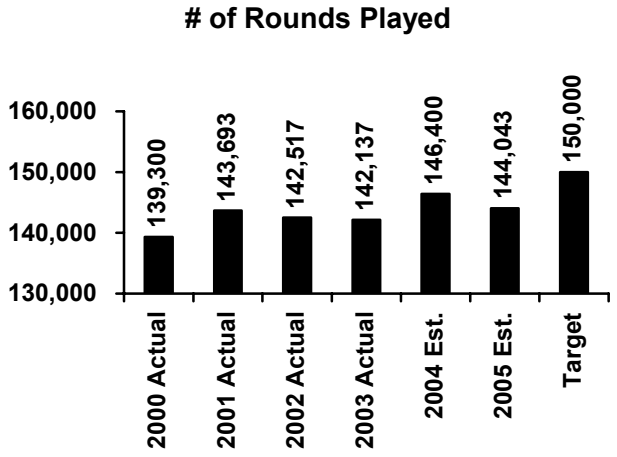
	2002 Actual	2003 Actual	2004 Budget	2004 Est. Year End	2005 Budget
Classification					
Manager	1.0	1.0	1.0	1.0	1.0
Supervisor	1.0	1.0	1.0	1.0	1.0
Paraprofessional	1.5	1.5	1.5	1.5	1.5
General	6.0	6.0	6.0	6.0	6.0
FTE Total	**9.5**	**9.5**	**9.5**	**9.5**	**9.5**

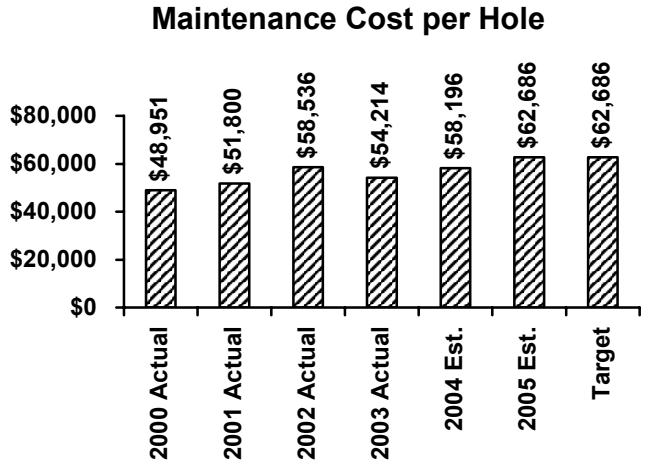
PERFORMANCE INDICATORS



Dollars spent on capital indicate commitment to maintaining and improving golf facilities for customers. This is a crucial aspect of maintaining the value of the Patty Jewett Golf Course assets and the primary function of the fee maintenance program.

Number of rounds played indicates a broad range of the golf market being served. Rounds also reflect an increase in local competition.





Maintenance cost per hole is indicative of the commitment to provide a high quality golf experience at the lowest possible cost. The cost per hole reflects a strong commitment to quality while continuing to provide a reasonably priced golf experience. These costs do not include capital expenditures as they are not considered part of an annual maintenance cost of a golf course and, therefore, are measured in separate capital categories.

The variance in maintenance cost per hole when comparing Patty Jewett versus Valley Hi is comprised of a capital lease paid for from the operating section of the Valley Hi budget. This cost artificially raises the maintenance cost per hole as compared to Patty Jewett.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $16,036 is included for the 2004 wage package and 2005 medical, dental, PERA and Workers' Compensation increases.
- Funding of $4,000 is added to seasonal salaries.
- The operating budget is increased by a net of $88,844 to accommodate cost increases. The major components include increases of $35,000 for non-potable irrigation water, $6,000 for fuel, $10,000 for maintenance of wells, $6,400 for maintenance of fleet and $26,764 for admin prorated charges.
- The capital outlay budget is increased by $12,000.

MAJOR OBJECTIVES

OBJECTIVE – Provide a high quality golf experience

Through the use of state-of-the-art maintenance practices and equipment, Patty Jewett will continue to provide high-quality playing surfaces and facilities for the customers. For 2005, $25,000 is budgeted in irrigation improvement to allow for irrigation extension and improvements so that the Division may replace and repair weed-infested play areas on the golf course.

OBJECTIVE – Update equipment wash bay in order to conserve water and reduce discharges to the environment

Updating the current wash bay will allow for four employees to wash vehicles at one time and will use less potable water in the process. This system will recycle grass clippings and filter all wastewater-reducing discharges to the environment.

Objective – Continue golf course master plan with golf cart path additions

Install concrete cart path on various holes as directed by the golf course master plan.

OBJECTIVE – Continue golf cart replacement program

The purchase of 10 replacement carts will maintain the operational quality of the fleet and provide carts during peak seasons as well as tournaments.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GOLF FUND
PATTY JEWETT GOLF COURSE

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	396,605	377,280	435,766	457,533
51207	WAGE PKG PERFORMANCE	(726)	0	0	0
51210	OVERTIME	22,194	18,142	15,000	15,000
51215	ACHIEVEMENT AWARD	0	0	900	0
51220	SEASONAL TEMPORARY	90,297	93,612	96,680	100,680
51235	STANDBY	3,296	3,880	1,000	1,000
51240	RETIREMENT TERMINATION SICK	0	1,465	0	0
51245	RETIREMENT TERM VACATION	0	259	0	0
51260	VACATION BUY	446	200	0	0
51299	SALARIES REIMBURSEMENTS	0	(755)	0	0
51610	PERA	44,505	43,974	50,525	45,084
51615	WORKERS COMPENSATION	13,096	12,375	14,218	14,056
51620	EQUITABLE LIFE INSURANCE	1,314	1,301	1,782	1,830
51625	VISION CARE	570	515	599	599
51640	DENTAL INSURANCE	3,032	3,079	3,753	4,023
51655	RETIRED EMP MEDICAL INS	2,212	3,016	2,148	3,148
51665	CASH BACK	0	55	0	0
51675	UNEMPLOYMENT INSURANCE	0	1,408	0	0
51690	MEDICARE	5,864	6,090	6,515	6,100
51695	CITY EPO MEDICAL PLAN	43,323	44,189	58,572	58,441
	TOTAL SALARIES & BENEFITS	**626,029**	**610,084**	**687,458**	**707,494**
52105	MISCELLANEOUS OPERATING	0	0	0	0
52110	OFFICE SUPPLIES	2,412	2,280	2,500	2,500
52115	MEDICAL SUPPLIES	1,047	1,037	1,025	1,025
52120	SOFTWARE MICRO WORD PROCESS	250	638	0	0
52125	GENERAL SUPPLIES	14,659	16,880	13,000	13,000
52135	POSTAGE	255	150	0	0
52140	WEARING APPAREL	2,996	3,391	3,500	3,500
52145	PAINT AND CHEMICAL	1,326	1,756	2,000	2,000
52150	SEED AND FERTILIZER	71,108	50,012	66,950	70,000
52155	AUTOMOTIVE	212	2,256	2,500	2,500
52165	LICENSES AND TAGS	0	25	0	0
52175	SIGNS	2,775	250	2,500	5,500
52190	JANITORIAL SUPPLIES	4,028	3,626	5,000	5,000
52205	MAINT LANDSCAPING	11,297	4,796	5,500	5,500
52210	MAINT TREES	3,964	8,878	12,000	14,000
52215	MAINT GROUNDS	13,079	13,776	26,000	26,000
52220	MAINT OFFICE MACHINES	352	455	700	700
52225	MAINT MICROS WORD PROCESSOR	82	0	1,000	1,000
52230	MAINT FURNITURE AND FIXTURES	5,026	1,917	1,250	1,250
52235	MAINT MACHINERY & APPARATUS	25,647	23,438	33,600	34,900
52240	MAINT NONFLEET VEHICLES EQP	7	1,710	6,000	6,000
52250	MAINT RADIOS ALLOCATION	0	0	6,360	6,360
52265	MAINT BUILDINGS & STRUCTURE	12,014	16,593	15,000	17,000
52270	MAINT WELLS AND RESERVOIRS	28,007	29,469	23,000	33,000
52280	MAINT ROADS AND BRIDGES	4,919	272	9,000	9,000
52405	ADVERTISING SERVICES	4,269	20,513	13,000	13,000
52450	LAUNDRY & CLEANING SERVICES	2,698	1,354	6,000	6,000
52565	PEST CONTROL	55	0	600	600

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GOLF FUND
PATTY JEWETT GOLF COURSE

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52575	SERVICES	289,867	322,215	285,000	290,000
52605	CAR MILEAGE	144	337	1,400	1,400
52615	DUES AND MEMBERSHIP	2,395	3,168	2,800	2,800
52625	MEETING EXPENSES IN TOWN	762	1,451	1,225	1,225
52630	TRAINING	2,307	3,430	1,200	3,200
52635	EMPLOYEE EDUCATIONL ASSIST	645	1,153	4,000	6,000
52645	SUBSCRIPTIONS	18	168	300	300
52655	TRAVEL OUT OF TOWN	2,508	2,147	4,950	4,950
52705	COMMUNICATIONS	44,287	30,472	36,839	23,435
52735	TELEPHONE LONG DIST CALLS	435	773	600	600
52736	CELL PHONE AIRTIME	0	625	0	0
52740	GENERAL INSURANCE-CITY	0	6,596	4,662	4,662
52743	UTILITIES STREET LIGHTS	0	643	0	850
52745	UTILITIES	69,497	(7,100)	0	0
52746	UTILITIES ELECTRIC	31,875	39,641	28,000	39,000
52747	UTILITIES GAS	7,681	12,824	35,000	24,000
52748	UTILITIES SEWER	2,986	3,302	3,619	4,503
52749	UTILITIES WATER	98,235	94,493	100,000	135,000
52775	MINOR EQUIPMENT	10,139	9,363	10,000	12,000
52795	RENTAL OF EQUIPMENT	4,597	2,237	4,000	4,000
52805	ADMIN PRORATED CHARGES	102,336	102,744	105,514	132,278
52872	MAINT FLEET VEHICLES EQP	13,345	15,574	16,000	22,400
52874	OFFICE SERVICES PRINTING	507	396	1,500	1,500
52923	TEL COM PASSTHRU	0	95	0	0
52970	ENVIRON PROTECTION PROGRAM	512	768	750	750
65170	TRANSFER TO OTHER FUNDS	7,951	0	0	0
	TOTAL OPERATING EXPENSES	**905,512**	**852,989**	**905,344**	**994,188**
53020	COMPUTERS NETWORKS	1,267	0	0	0
53050	MACHINERY AND APPARATUS	173,021	170,678	95,000	242,000
53090	BUILDINGS AND STRUCTURES	126,615	261,867	290,000	155,000
	TOTAL CAPITAL OUTLAY	**300,903**	**432,545**	**385,000**	**397,000**
	ORGANIZATION TOTAL	**1,832,444**	**1,895,618**	**1,977,802**	**2,098,682**

NOTES:

Some amounts may vary slightly due to rounding of the actual figures.

2002 actual expended amounts are not audited amounts and are taken from financial report GFSY0810 1/22/2003.
2003 actual expended amounts are not audited amounts and are taken from financial report GFSY0810 1/27/2004.

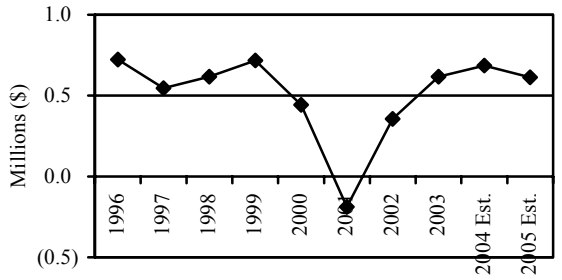
Pikes Peak
America's Mountain

Preston Kimler, Manager ● 5069 Pikes Peak Highway, Cascade, CO 80809 ● (719) 385-7701 ● pkimler@springsgov.com

MISSION

To create an unforgettable "Peak" experience by developing and enhancing first-class interpretive programs, world-class facilities, and safe, environmentally sensitive access to "America's Mountain" for the educational and recreational enjoyment of the visitors.

ESTIMATED FUND BALANCE



SERVICES

- Business development and administration
- Visitor and Ranger Services
- Interpretive and education services
- Special event coordination
- Erosion and sedimentation management
- Highway maintenance and construction
- Facilities planning, maintenance, and construction
- Capital projects planning and implementation
- Capital campaign management
- Intergovernmental relations

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2004 Est. Year End	2005 Budget
Sources of Funds					
Hall at Mall Sales	$ 1,931	$ 973	$ 0	$ 0	$ 0
Tollgate Entry Fees	1,724,415	1,823,067	1,982,417	1,914,220	2,009,950
ARAMARK Concession Fee	* 682,855	526,452	462,859	552,775	580,450
Tower Optical Viewers	1,611	1,595	1,800	1,800	1,800
Miscellaneous	57,930	53,365	75,000	60,000	63,000
Admin. Revenue	14,500	21,383	15,000	22,452	23,600
Colorado Springs Store	(512)	0	0	0	0
Pikes Peak Endowment	1,130	0	0	0	0
Cash Over/Short Tollgate	1,373	1,791	0	0	0
Sale of Property	20,855	5,960	0	0	0
Interest	3,976	5,461	4,000	6,000	6,300
Subtotal	**$2,510,064**	**$2,440,047**	**$2,541,076**	**$2,557,247**	**$2,685,100**
Transfer From Other Funds (LART)	0	200,000	800,000	800,000	800,000
CWRPDA Loan	0	779,872	0	220,128	0
Total	**$2,510,064**	**$3,419,919**	**$3,341,076**	**$3,577,375**	**$3,485,100**

* Includes $250,000 for 5 year extension.

	2002 Actual	2003 Actual	2004 Budget	2004 Est. Year End	2005 Budget
Uses of Funds					
Salary/Benefits	$1,142,142	$1,233,330	$1,409,819	$1,197,313	$1,420,413
Operating	732,810	800,844	1,027,611	1,002,646	1,022,241
Capital Outlay	0	1,939	6,800	6,800	4,700
Debt Service	0	0	81,700	81,700	81,655
Total	**$1,874,952**	**$2,036,113**	**$2,525,930**	**$2,288,459**	**$2,529,009**
Capital Project – Erosion – LART	0	200,000	800,000	800,000	800,000
Capital Project – Erosion - Loan	0	779,872	0	220,128	0
Capital Project – Erosion – Fund Balance			200,000	200,000	200,000
Grand Total	**$1,874,952**	**$3,015,985**	**$3,525,930**	**$3,508,587**	**$3,529,009**

For 2004, a onetime draw of $200,000 from the fund balance was necessary so $1,000,000 in erosion projects could be completed. The remaining $800,000 was funded from the Lodgers and Automobile Rental Tax (LART) Fund.

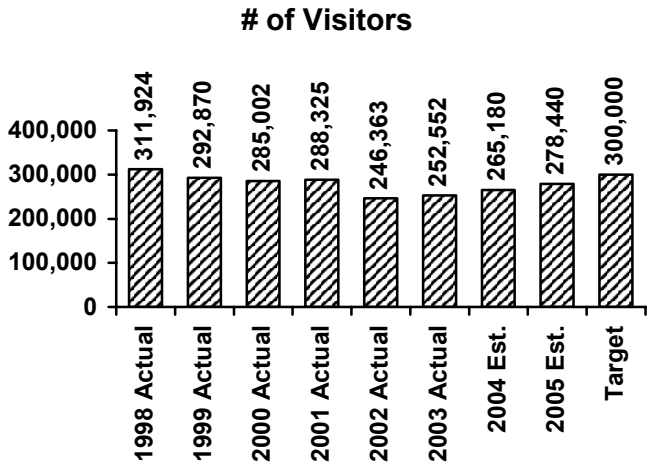
For 2005, Pikes Peak – America's Mountain requested $1,000,000 from the Lodgers and Automobile Rental Tax Fund and will receive $800,000. The remaining $200,000 will be taken from the fund balance to complete the $1,000,000 in erosion projects.

The estimated ending fund balance differs from the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Division. Additionally, LART, loans and grants are not represented in the fund balance graph.

PERSONNEL

	2002 Actual	2003 Actual	2004 Budget	2004 Est. Year End	2005 Budget
Classification					
Manager	1	1	1	1	1
Supervisor	2	1	1	1	1
Professional	3	2	2	2	2
Paraprofessional	6	6	6	6	6
General	12	11	11	11	11
FTE Total	**24**	**21**	**21**	**21**	**21**

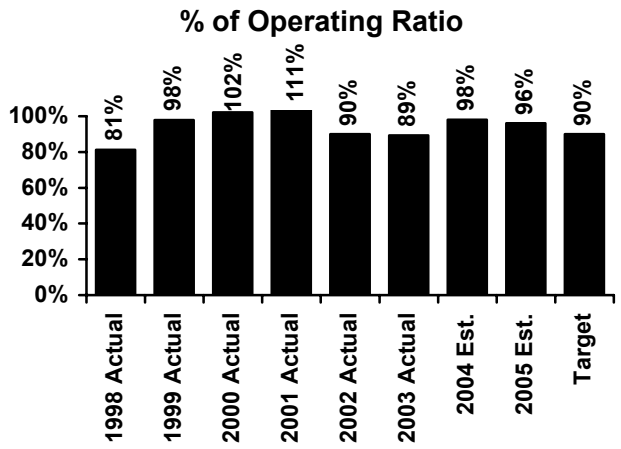
In 2002, three positions were eliminated including one supervisor position, one paraprofessional position, and one general position.

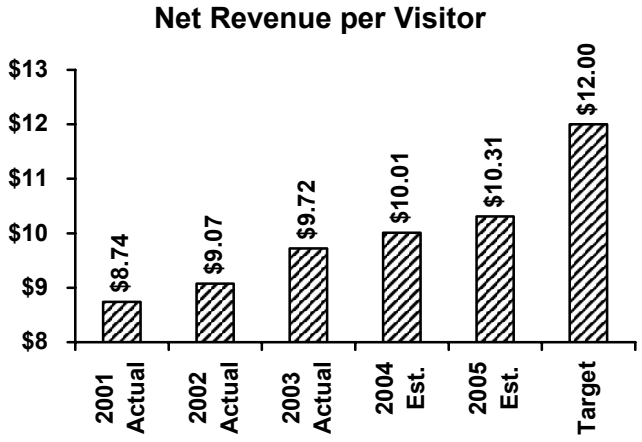


The 1998 visitor count of 311,924 has been difficult to duplicate. The number of visitors declined between 1998 and 2000 and slightly increased in 2001. The number of visitors remains below the 2001 actual; and it is reasonable to assume that the events of 9/11, the economy, fuel prices, and conservative vacation plans resulted in the decrease in number of visitors.

For 2005, the number of visitors is projected to increase by 5 percent over the 2004 number; and the 2004 number is estimated to increase by 5 percent over the 2003 actual. To increase the number of visitors to Pikes Peak – America's Mountain, more emphasis will be placed on marketing efforts; and staff will continue efforts to promote special events for tourists.

A near 100 percent operating ratio indicates all revenues received by Pikes Peak are used for the expenses of running Pikes Peak – America's Mountain. Operating ratios are calculated by dividing expenses by revenues. Calculations do not include the Erosion Project expense or revenue. A 100 percent plus (100%+) operating ratio indicates expenses outweigh the revenues and money is being expended from the fund balance. This graph is indicative of the court-dictated expenses occurred. Although fund balance money previously covered the costs, additional funds are necessary to continue the Erosion Project. Continued efforts for federal funds will be energetically campaigned for in 2005.





Revenue per visitor indicates the dollar amount recognized per visitor to Pikes Peak and includes the Tollgate revenue (minus the fishing revenue), commissions made from the concessionaire and the viewers on Pikes Peak. These commission dollars include revenue made from road travelers and the Pikes Peak Cog Railway visitors at the summit buying t-shirts and souvenirs. The number of visitors includes only the road travelers and Cog visitors and does not include those who go fishing. Revenues do not include any special funds such as LART, loan money, sale of property, interest, or special events. During winter months, the net revenue per visitor is less as the road is not open to the summit. The rates are $3 to Crystal Reservoir or $5 to Glen Cove.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $10,594 is included for the 2004 wage package and 2005 medical, dental, PERA and Workers' Compensation increases.
- The operating budget is decreased by $5,370 after a complete detailed account review by staff. Every account was scrutinized and reallocated as necessary, allowing for uncontrollable cost increases and higher priority expenditures.
- The capital outlay budget is decreased by $2,100 and Debt Service is decreased by $45.

MAJOR OBJECTIVES

OBJECTIVE – Provide safe, environmentally sensitive access to "America's Mountain"

Additional efforts to protect and enhance the natural environment will be addressed during the 2005 budget year. Ongoing maintenance funding of $130,500 is included which incorporates elements of the erosion sedimentation project plan. Erosion redesign and construction are inevitable and the existing revenue avenues cannot cover costs. Research and participation into federal funds, foundation development and activities, and grants are being investigated.

OBJECTIVE – Maintain and develop world class facilities

Pikes Peak's staff strives to provide high quality architectural consistency which also responds to the environmental context of the mountain. Additionally, continuing efforts are made to enhance, upgrade, replace, remove existing facilities in the Pikes Peak corridor and add new facilities when deemed necessary. In 2005, staff will resume fundraising efforts for a new Summit House and maintenance program for the existing facility. The in-house program for maintenance, repair, and upgrading of existing facilities will cost approximately $52,800.

OBJECTIVE – Provide educational and recreational opportunities

Additional investigation and curriculum material development is necessary to provide personal service interpretation and answer visitor questions. Program materials will guide the interpretive experience by educating visitors in issues such as the environment, climate, weather, water, geology, geography, wildlife, life zones, trees, wildflowers, people of Pikes Peak, and history. Events and activities are planned to enhance the recreational opportunities and entice local and out of state visitors to Pikes Peak.

OBJECTIVE – Develop and enhance first-class interpretive programs

Interpretive programs are designed to enhance the average visitor's experience on Pikes Peak. While interpretation is designed to appeal to many interest groups enjoying the mountain, the touring families and local repeat-visit families and individuals are of primary concern. Extemporaneous talks about Pikes Peak take place during the summer by all of the Rangers. The Rangers have developed an interpretive program that is presented to local schools during the winter months. An ongoing implementation of master plan projects for signage and interpretive turnouts and programs has been postponed since 2002 until additional funding is located at the federal level.

PIKES PEAK FUND
PIKES PEAK – AMERICA'S MOUNTAIN

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	799,611	851,123	972,989	983,068
51210	OVERTIME	17,329	34,347	41,272	36,000
51220	SEASONAL TEMPORARY	95,251	114,055	99,969	107,880
51240	RETIREMENT TERMINATION SICK	0	(15,716)	0	0
51245	RETIREMENT TERM VACATION	2,508	3,655	3,500	3,500
51260	VACATION BUY	726	1,138	0	0
51299	SALARIES REIMBURSEMENTS	0	(2,645)	0	0
51610	PERA	77,559	89,915	103,971	94,807
51615	WORKERS COMPENSATION	35,189	33,630	43,068	36,283
51620	EQUITABLE LIFE INSURANCE	2,803	2,807	3,838	3,932
51625	VISION CARE	1,077	1,046	1,323	1,429
51640	DENTAL INSURANCE	6,063	6,868	8,299	8,959
51655	RETIRED EMP MEDICAL INS	7,614	8,363	4,090	8,363
51665	CASH BACK	1,720	2,920	2,400	2,920
51670	PARKING FOR EMPLOYEES	1,880	1,920	1,568	1,920
51675	UNEMPLOYMENT INSURANCE	9,847	7,956	0	0
51690	MEDICARE	7,930	9,490	10,516	9,979
51695	CITY EPO MEDICAL PLAN	75,036	82,458	113,016	121,373
	TOTAL SALARIES & BENEFITS	**1,142,142**	**1,233,330**	**1,409,819**	**1,420,413**
52105	MISCELLANEOUS OPERATING	0	0	100	0
52110	OFFICE SUPPLIES	4,433	3,527	4,275	4,275
52115	MEDICAL SUPPLIES	624	483	1,600	1,000
52120	SOFTWARE MICRO WORK PROCESS	128	626	1,000	1,000
52122	CELL PHONES EQUIP & SUPPLIES	0	1,380	1,000	1,400
52125	GENERAL SUPPLIES	4,850	3,898	14,500	10,000
52128	PLUMBING SUPPLIES	202	0	0	0
52135	POSTAGE	507	403	1,100	500
52140	WEARING APPAREL	1,151	3,463	3,000	3,500
52145	PAINT AND CHEMICAL	0	0	0	500
52155	AUTOMOTIVE	4,520	10,730	7,500	11,000
52165	LICENSES AND TAGS	626	1,733	1,000	1,800
52170	SPECIAL PHOTOGRAPHY ETC	44	20	200	50
52175	SIGNS	420	232	500	500
52190	JANITORIAL SUPPLIES	91	1,018	3,500	1,500
52195	ENVIRONMENTAL SUPPLIES ETC	0	0	500	500
52215	MAINT GROUNDS	5,832	0	7,500	7,500
52220	MAINT OFFICE MACHINES	50	865	2,500	1,000
52225	MAINT MICROS WORD PROCESSOR	0	175	500	250
52235	MAINT MACHINERY & APPARATUS	3,644	1,790	5,000	5,000
52240	MAINT NONFLEET VEHICLES EQP	0	7,447	10,000	15,000
52250	MAINT RADIOS ALLOCATION	0	9,200	9,200	9,200
52265	MAINT BUILDINGS & STRUCTURE	21,068	26,017	28,500	40,000
52280	MAINT ROADS AND BRIDGES	93,790	146,245	122,500	130,500
52403	PIKES PEAK MARKETING	0	10,835	42,600	44,000
52405	ADVERTISING SERVICES	32,815	28,570	500	1,200
52410	BUILDING SECURITY SERVICES	0	0	2,000	0
52415	CONTRACTS AND SPEC PROJECTS	75,000	75,000	75,000	75,000
52425	ENVIRONMENTAL SERVICES	0	1,661	0	1,700

CITY OF COLORADO SPRINGS
BUDGET DETAIL

PIKES PEAK FUND
PIKES PEAK – AMERICA'S MOUNTAIN

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52435	GARBAGE REMOVAL SERVICES	2,133	4,160	4,260	4,260
52445	JANITORIAL SERVICES	0	0	0	300
52450	LAUNDRY & CLEANING SERVICES	1,211	4,452	10,800	6,800
52460	MEDICAL SERVICE	0	0	0	250
52570	REIMBURSABLE SERVICES	(61,404)	26,667	0	0
52574	LEGAL SERVICES	16,877	0	0	0
52575	SERVICES	106,537	(14,064)	27,600	72,568
52590	TEMPORARY EMPLOYMENT	0	0	0	1,000
52605	CAR MILEAGE	0	0	200	100
52615	DUES AND MEMBERSHIP	1,340	750	750	750
52625	MEETING EXPENSES IN TOWN	(65)	525	2,000	1,500
52630	TRAINING	860	520	2,630	1,630
52645	SUBSCRIPTIONS	0	0	50	50
52655	TRAVEL OUT OF TOWN	247	43	5,000	5,000
52705	COMMUNICATIONS	53,762	49,554	45,019	50,000
52725	RENTAL OF PROPERTY	(315)	0	0	0
52735	TELEPHONE LONG DIST CALLS	1,591	1,273	1,250	1,300
52736	CELL PHONE AIRTIME	0	2,031	1,500	2,000
52740	GENERAL INSURANCE-CITY	(2,309)	32,425	13,000	18,000
52745	UTILITIES	26,582	0	0	0
52746	UTILITIES ELECTRIC	4,028	9,446	13,050	10,000
52747	UTILITIES GAS	0	18,209	29,000	24,600
52749	UTILITIES WATER	0	1,200	2,100	1,500
52765	LEASE PURCHASE PAYMENTS	84,938	8,334	85,000	80,000
52775	MINOR EQUIPMENT	1,312	2,718	11,000	5,000
52795	RENTAL OF EQUIPMENT	50	4,500	2,500	6,500
52805	ADMIN PRORATED CHARGES	106,644	197,088	202,477	165,608
52872	MAINT FLEET VEHICLES EQP	7,586	5,385	0	0
52874	OFFICE SERVICES PRINTING	1,228	84	2,500	1,700
52875	OFFICE SERVICES RECORDS	12	32	50	50
52880	PURCHASES FOR RESALE	9,529	(39,098)	7,000	14,000
52881	PURCH FOR RESALE FUEL	41,372	48,333	60,000	60,000
52882	PURCH FOR RESALE COMMERCIAL	5,475	14,338	45,000	19,500
52883	PURCH FOR RESALE NON STCK PRT	44,773	61,040	70,000	70,000
52884	PURCH FOR RESALE STOCK PARTS	4,599	16,363	30,000	21,100
52893	RENTAL OF FLEET VEHICLES	1,550	2,425	1,500	2,500
52927	TEL COM PASSTHRU LONG DIST	74	0	0	0
52970	ENVIRON PROTECTION PROGRAM	4,528	6,792	6,800	6,800
65170	TRANSFER TO OTHER FUNDS	18,270	0	0	0
	TOTAL OPERATING EXPENSES	**732,810**	**800,844**	**1,027,611**	**1,022,241**
53020	COMPUTERS NETWORKS	0	1,939	3,800	3,200
53030	FURNITURE AND FIXTURES	0	0	0	1,500
53050	MACHINERY AND APPARATUS	0	0	3,000	0
	TOTAL CAPITAL OUTLAY	**0**	**1,939**	**6,800**	**4,700**
65075	INTEREST	0	0	39,600	37,900
65185	PRINCIPAL	0	0	42,100	43,755
	TOTAL DEBT SERVICE	**0**	**0**	**81,700**	**81,655**

CITY OF COLORADO SPRINGS
BUDGET DETAIL

PIKES PEAK FUND
PIKES PEAK – AMERICA'S MOUNTAIN

ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
CAPITAL PROJ - EROSION - LART	0	200,000	800,000	800,000
CAPITAL PROJ - EROSION - LOAN	0	779,872	0	0
CAPITAL PROJ- EROSION - FND BAL	0	0	200,000	200,000
CAPITAL PROJECTS TOTAL	**0**	**979,872**	**1,000,000**	**1,000,000**
ORGANIZATION TOTAL	**1,874,952**	**3,015,985**	**3,525,930**	**3,529,009**

NOTES:

Some amounts may vary slightly due to rounding of the actual figures.

2002 actual expended amounts are not audited amounts and are taken from financial report GFSY0810 1/22/2003.
2003 actual expended amounts are not audited amounts and are taken from financial report GFSY0810 1/27/2004.

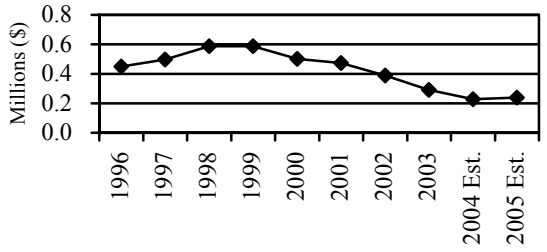
Valley Hi Golf Course

Dal Lockwood, Manager ● 610 S. Chelton Road., Colorado Springs, CO 80910 ● (719) 385-6931 ● dlockwood@springsgov.com

MISSION

To provide a high quality golf experience at the lowest possible cost while being a financially responsible and self-supporting golf course.

ESTIMATED FUND BALANCE



SERVICES

- 18-hole golf course
- Driving range
- Group and individual lesson programs for children and adults
- Putting green
- Full-service clubhouse and banquet facility
- Golf cart and club rentals
- Tournament and group outings
- Junior golf programs
- High school and middle school golf programs
- Corporate/industrial leagues
- Men's and women's associations

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2004 Est. Year End	2005 Budget
Sources of Funds					
Annual Permit Fees	$ 64,200	$ 58,150	$ 68,922	$ 65,350	$ 64,016
Daily 9 & 18 Hole Green Fees	542,243	578,664	618,925	582,056	677,764
Cart Fees	202,704	192,176	208,575	192,372	205,839
Concessions	24,683	21,771	29,577	21,602	30,284
Operating Fee Daily	145,766	159,900	172,181	159,419	205,538
Lessons	913	1,876	1,282	1,395	1,290
Miscellaneous	19,774	13,635	14,724	12,372	14,771
Interest	24,576	9,921	34,931	28,480	28,391
Total	**$1,024,859**	**$1,036,093**	**$1,149,117**	**$1,063,046**	**$1,227,893**

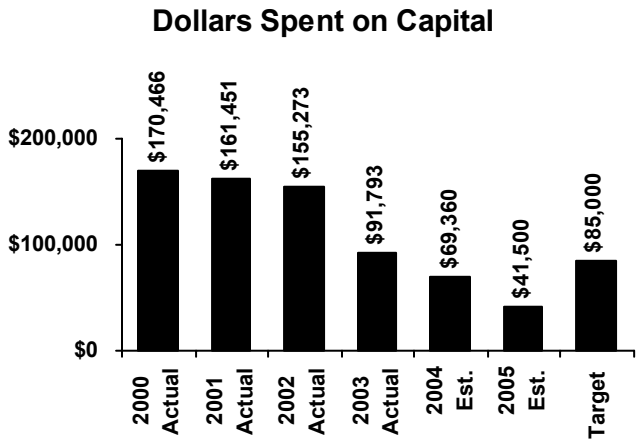
	2002 Actual	2003 Actual	2004 Budget	2004 Est. Year End	2005 Budget
Uses of Funds					
Salary/Benefits	$ 302,229	$ 339,481	$ 374,146	$ 320,206	$ 401,862
Operating	693,210	706,078	706,243	734,819	774,550
Capital Outlay	113,476	91,793	69,360	69,360	41,500
Total	**$1,108,915**	**$1,137,352**	**$1,149,749**	**$1,124,385**	**$1,217,912**

The estimated ending fund balance differs from that in the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Division.

PERSONNEL

	2002 Actual	2003 Actual	2004 Budget	2004 Est. Year End	2005 Budget
Classification					
Supervisor	1	1	1	1	1
Paraprofessional	1	1	1	1	1
General	3	3	3	3	3
FTE Total	**5**	**5**	**5**	**5**	**5**

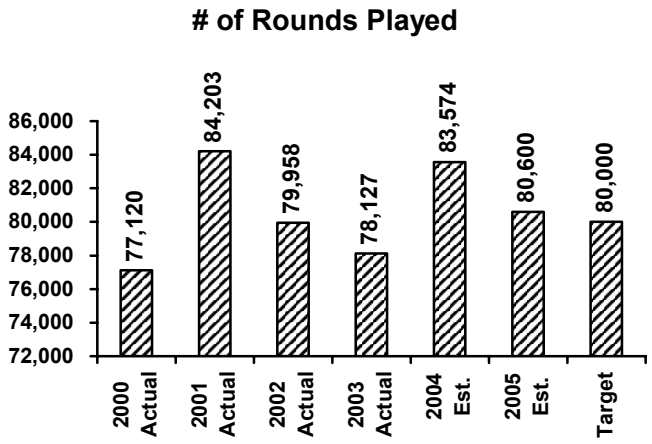
PERFORMANCE INDICATORS

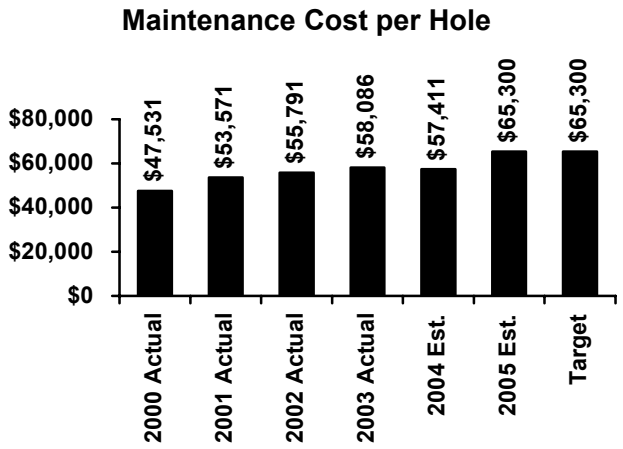


Dollars spent on capital indicate commitment to maintaining and improving golf facilities for customers. This is a crucial aspect of maintaining the value of Valley Hi's assets and the primary function of the fee maintenance program.

For 2005, $41,798 is budgeted as a capital lease in the operating section of the budget.

Number of rounds played indicates a broad range of the golf market being served. Rounds also reflect an increase in local competition.





Maintenance cost per hole is indicative of commitment to provide a high quality golf experience at the lowest possible cost. The cost per hole reflects a strong commitment to quality while continuing to provide a reasonably priced golf experience. These costs do not include capital expenditures as they are not considered part of an annual maintenance cost of a golf course and, therefore, are measured in separate capital categories.

The variance in maintenance cost per hole when comparing Patty Jewett versus Valley Hi is comprised of a capital lease paid for from the operating section of the Valley Hi budget. This cost artificially raises the maintenance cost per hole as compared to Patty Jewett.

CHANGES TO THE BUDGET

- During 2004, City Council approved a wage package increase effective July 1, 2004. Funding of $13,089 is included for the 2004 wage package and 2005 medical, dental, PERA and Workers' Compensation increases.
- Funding of $14,627 is added to seasonal salaries to accommodate filling a previously vacant Park Technician position.
- The operating budget is increased by a net of $68,307 to accommodate cost increases. The major components include increases of $28,000 for non-potable irrigation water, $6,000 for fuel, $3,776 for Admin Prorated, $10,000 for Automotive and $17,282 for Services.
- The capital budget is decreased by $27,860.

MAJOR OBJECTIVES

OBJECTIVE – Provide a high quality golf experience

Through the use of state-of-the-art maintenance practices and equipment, Valley Hi will continue to provide high-quality playing surfaces and facilities for its customers. A capital equipment lease will enable Valley Hi to maintain the playing surfaces at a high level while impacting the budget in the smallest increments.

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GOLF FUND
VALLEY HI GOLF COURSE

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
51205	CIVILIAN SALARIES	135,959	149,517	215,765	230,043
51207	WAGE PKG-PERFORMANCE	(311)	0	0	0
51210	OVERTIME	13,126	15,952	3,000	3,000
51220	SEASONAL/TEMPORARY	101,285	115,363	81,290	95,917
51245	RETIREMENT/TERM VACATION	1,848	0	0	0
51260	VACATION BUY	859	1,215	0	0
51299	SALARIES REIMBURSEMENTS	0	(1,504)	0	0
51610	PERA	22,944	26,111	26,934	22,004
51615	WORKER'S COMPENSATION	7,852	8,295	9,417	8,162
51620	EQUITABLE LIFE INSURANCE	465	572	876	920
51625	VISION CARE	172	191	311	340
51640	DENTAL INSURANCE	917	1,141	1,975	2,133
51655	RETIRED EMP MEDICAL INS	612	1,106	0	0
51665	CASH BACK	230	0	0	0
51690	MEDICARE	3,260	3,943	4,210	3,336
51695	CITY EPO MEDICAL PLAN	13,011	17,580	30,368	36,007
	TOTAL SALARIES & BENEFITS	**302,229**	**339,481**	**374,146**	**401,862**
52105	MISCELLANEOUS OPERATING	(14)	0	0	0
52110	OFFICE SUPPLIES	812	139	630	630
52115	MEDICAL SUPPLIES	74	1,268	500	500
52120	SOFTWARE-MICRO/WORD PROCESS	287	0	0	0
52125	GENERAL SUPPLIES	9,965	13,073	9,000	10,000
52135	POSTAGE	123	426	0	0
52140	WEARING APPAREL	535	2,664	2,500	2,500
52145	PAINT & CHEMICAL	415	175	3,000	3,000
52150	SEED & FERTILIZER	54,997	52,861	54,700	57,400
52155	AUTOMOTIVE	632	386	1,575	11,575
52165	LICENSES & TAGS	0	16	200	200
52175	SIGNS	557	319	1,500	1,500
52190	JANITORIAL SUPPLIES	200	0	0	0
52205	MAINT-LANDSCAPING	3,194	720	3,000	3,000
52210	MAINT-TREES	7,188	4,800	7,000	7,000
52215	MAINT-GROUNDS	25,490	27,841	26,900	28,200
52220	MAINT-OFFICE MACHINES	512	289	500	500
52225	MAINT-MICROS/WORD PROCESSOR	0	127	175	175
52230	MAINT-FURNITURE & FIXTURES	911	0	1,000	1,000
52235	MAINT-MACHINERY & APPARATUS	21,647	23,784	30,000	30,000
52240	MAINT-NONFLEET VEHICLES/EQP	163	288	1,000	1,000
52250	MAINT-RADIOS-ALLOCATION	0	412	900	900
52265	MAINT-BUILDINGS & STRUCTURE	4,207	7,692	15,000	17,000
52270	MAINT-WELLS & RESERVOIRS	25,756	23,411	20,500	22,550
52280	MAINT-ROADS & BRIDGES	566	4,600	10,000	10,000
52405	ADVERTISING SERVICES	6,206	14,045	10,000	10,000
52450	LAUNDRY & CLEANING SERVICES	1,168	1,507	2,500	2,500
52565	PEST CONTROL	40	0	0	0
52575	SERVICES	209,636	213,088	175,000	192,282
52605	CAR MILEAGE	0	0	300	300
52615	DUES & MEMBERSHIP	1,605	2,261	1,500	1,500
52625	MEETING EXPENSES IN TOWN	605	132	180	180

CITY OF COLORADO SPRINGS
BUDGET DETAIL

GOLF FUND
VALLEY HI GOLF COURSE

	ACCOUNT	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
52630	TRAINING	963	834	2,000	2,000
52635	EMPLOYEE EDUCATIONL ASSIST	55	82	0	0
52645	SUBSCRIPTIONS	18	168	200	200
52655	TRAVEL OUT OF TOWN	541	453	1,800	1,800
52705	COMMUNICATIONS	29,390	17,247	19,902	13,734
52735	TELEPHONE-LONG DIST CALLS	75	428	300	300
52736	CELL AIRTM	0	552	0	500
52740	GENERAL INSURANCE-CITY	0	8,111	7,771	7,771
52743	UTIL - ST LT	0	548	0	0
52744	ENERGY AUD	0	6,215	0	0
52745	UTILITIES	34,444	(2,200)	0	0
52746	UTILITIES-ELECTRIC	14,293	25,090	18,000	29,000
52747	UTILITIES-GAS	9,480	12,137	29,000	18,000
52748	UTILITIES-SEWER	2,085	2,588	2,493	2,493
52749	UTILITIES-WATER	67,350	74,104	80,000	108,000
52765	LEASE/PURCHASE PAYMENTS	41,798	41,798	41,798	41,798
52775	MINOR EQUIPMENT	2,092	10,139	8,400	8,400
52795	RENTAL OF EQUIPMENT	848	161	3,200	3,200
52805	ADMIN PRORATED CHARGES	86,268	84,000	86,265	90,041
52806	PAYMENT IN LIEU OF TAXES	6,240	6,348	6,067	5,934
52872	MAINT-FLEET VEHICLES/EQP	11,407	16,207	15,000	21,000
52874	OFFICE SERVICES PRINTING	246	484	500	500
52970	ENVIRON PROTECTION PROGRAM	2,840	4,260	4,487	4,487
65170	TRANSFER TO OTHER FUNDS	5,300	0	0	0
	TOTAL OPERATING EXPENSES	**693,210**	**706,078**	**706,243**	**774,550**
53050	MACHINERY AND APPARATUS	(10)	0	30,500	35,000
53090	BUILDINGS AND STRUCTURES	113,486	91,793	38,860	6,500
	TOTAL CAPITAL OUTLAY	**113,476**	**91,793**	**69,360**	**41,500**
	ORGANIZATION TOTAL	**1,108,915**	**1,137,352**	**1,149,749**	**1,217,912**

NOTES:

Some amounts may vary slightly due to rounding of the actual figures.

2002 actual expended amounts are not audited amounts and are taken from financial report GFSY0810 1/22/2003.
2003 actual expended amounts are not audited amounts and are taken from financial report GFSY0810 1/27/2004.

Other Funds and Agencies

This section provides a description of all other funds and agencies that have appropriations in 2005 but which have not been previously displayed in this book. These include special revenue funds, capital projects funds, internal services funds, and permanent funds. The definitions as well as a summary table of these funds are contained in Section 2, All Funds Summary.

Funds included in this section are as follows:

- **Cable Franchise**
- **City-Funded CIP**
- **Conservation Trust**
- **Lodgers and Automobile Rental Tax (LART)**
- **Other Special Funds**

Special Revenue Funds
Arterial Roadway
Ballfield Capital Improvements
Bicycle Tax Fund
Briargate Special Improvement Maintenance District
Economic Development Fund (pka Business Development)
Garfield School Maintenance
Gateway Special Improvement Maintenance District
Gift Trust Fund
Norwood Special Improvement Maintenance District
Old Colorado City Maintenance and Security District
Platte Avenue Special Improvement Maintenance District
Public Space and Development Fund
Senior Programs Fund
Stetson Hills Special Improvement Maintenance District
Street Tree Fund
Subdivision Drainage
Tree City USA Fund
Therapeutic Recreation Fund
Woodstone Special Improvement Maintenance District

Internal Services
Claims Reserve Self-Insurance Fund
Employee Benefits Self-Insurance Fund
Workers' Compensation Self-Insurance Fund

Permanent Funds
C.D. Smith Trust Fund
Perkins Trust Fund
Sabine Trust Fund
Trails, Open Space and Parks Maintenance
Woods Trust Fund

Local Improvement Districts
Improvement Districts Fund
Carmel Drive Improvement District
Woodmen Valley Improvement District

Grants Fund
Grants Interest

- **Public Safety Sales Tax**
- **Springs Community Improvements Program (SCIP)**
- **Trails, Open Space and Parks**

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. In accordance with the agreement, the SCETC will receive 20 percent of the funds; and the City will apply its share towards information technology and communication needs.

2005 Cable Franchise Grant	
Revenue	
2.1 percent decrease in number of subscribers, no change in rate (85,600 subscribers at $1.20 per month)	$1,232,640
Total Revenue	**$1,232,640**
Expenditures	
City information technology strategic needs	$ 699,312
Southern Colorado Educational Television Consortium (SCETC) 20 percent share	246,528
SpringsTV implementation equipment and staffing	286,800
Total Expenditures	**$1,232,640**

City Information Technology Strategic Needs: $699,312

Automated Payroll/Financial System Upgrades and Maintenance – A total of $568,051 from the Cable Franchise Fund is budgeted for support of the City's financial, payroll, and human resources information systems (PeopleSoft). These funds service existing lease payments related to the acquisition and implementation of these systems and contribute to server upgrades, annual software maintenance fees, and enhanced functionality.

Information Technology: Update City E-Mail System – Funding of $100,000 is included for migrating the City's email system to the Microsoft Exchange 2003 platform with updated server hardware. The new system is a component of the City's Active Directory Services implementation and will result in improved security and network resources management capabilities. An additional $65,000 is budgeted in the General Fund for this upgrade.

Information Technology: Cable Franchise Administration Costs – Funding of $31,261 is included for one-half of the costs of a Staff Assistant position in the Office of Information Technology. Approximately half of this position's time is spent performing duties directly related to Cable Franchise administration.

Southern Colorado Educational Television Consortium Share: $246,528

Southern Colorado Educational Television Consortium (SCETC) – A total of $246,528 is provided for the SCETC to continue implementing a connector loop network to cable cast from remote sites for increased learning/educational opportunities. Continued funding for a mobile studio van is included.

SpringsTV: **$286,800**

SpringsTV – A total of $286,800 is included for 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. For 2004, a Public Communications Specialist II position dedicated to SpringsTV was transferred to this fund. In 2005, the salary and benefits shifted into the grant in 2004 (for a regular TV Specialist, a special Public Communications Specialist, and a special half-time Administrative Technician position) are funded along with operational costs to allow SpringsTV to meet programming and equipment requirements in addition to the necessary human resources required for live broadcasting and department program requests.

City-Funded CIP

MISSION

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

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Ongoing CIP Maintenance	$5,414,570	$6,979,328	$17,962,999	$18,097,264
Salaries/Benefits	0	0	412,076	429,707
Total	**$5,414,570**	**$6,979,328**	**$18,375,075**	**$18,526,971**

OVERVIEW

The City's capital improvements program will receive $18,526,971 in 2005. The sources of this funding include: a 2005 General Fund contribution of $12,739,165, augmented by $535,677 in anticipated interest earnings, $322,612 from a transfer from the claims reserve fund, and $187,517 in transfers from 2004 existing project funds. This $13,784,971 will fund two CIP components: 1) the ongoing maintenance of the city's existing infrastructure, budgeted at $6,987,531; and 2) $6,797,440 of the 2005 $7,847,771 debt payment on the Springs Community Improvements Program (SCIP) bond. The $4,742,000 balance of the $18.5 million is funded from a 2005 General Fund contribution of $4,018,031 and $723,969 in rebudgeted funds. This $4.7 million will fund the third CIP component, the Emergency Repair and Maintenance projects which includes 38 of the most critical bridge, drainage, and street maintenance projects.

In 2004, five City Engineering positions were transferred from the General Fund (001) to the City-Funded CIP fund (202) since position responsibilities are directly project related. For 2005, $429,707 will be needed for those 5 project management positions. Of this total, $349,190 will come from the 2005 CIP projects, $54,917 will come from the 2004-2005 Hazard Elimination Safety (HES) projects, $5,600 from the 2003/4 Traffic Calming project, and $20,000 from the Fountain Creek Watershed Study project.

The CIP Chapter, Chapter 16, indicates a total of $536,707 for City Engineering staffing. This amount reflects a double-counting of $107,000 in transfers from 2005 CDBG and the TEA-21 Woodmen Road project ($95,000 and $12,000 respectively) into this fund to obtain appropriate spending authority.

A detailed list of projects is in Section 16, Capital Improvements.

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.

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Lottery-Funded Projects	$3,588,255	$3,450,000	$3,130,000	$4,696,943
Salaries/Benefits	0	0	436,811	456,811
Operating	0	0	37,905	37,905
Total	**$3,588,255**	**$3,450,000**	**$3,604,716**	**$5,191,659**

OVERVIEW

Local government receives 40 percent 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 Special Conservation Trust Fund. A total of $3,159,278 is the allocation of the Lottery funds expected to be received during 2005. This estimate is based upon a weighted city population of 377,812 and a $8.34 per capita distribution. Interest earnings of $11,426, an interfund loan or advance from the General fund for the repair of Prospect Lake in the amount of $1,371,671, rebudgeted funds of $77,985, and a draw from the unreserved, undesignated fund balance of $571,299 bring the total available for appropriation in 2005 to $5,191,659.

In 2004, three Landscape Architect positions in the Parks, Recreation and Cultural Services - Design and Development Division and one Manager position from the Parks, Recreation and Cultural Services Administration budget were transferred to the Lottery Fund. Also in 2004, the two professional Landscape Architect positions funded from the Lottery in 2003, and another 0.5 position were transferred to the Trails, Open Space and Parks (TOPS) Fund. Thus, for 2005, 5.5 positions and operating will be paid from Lottery funds at a cost of $494,716.

A detailed list of projects is in Section 16, Capital Improvements.

Lodgers and Automobile Rental Tax Fund (Bed & Car Tax)

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 works 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.

Account Category	2002 Budget	2003 Budget	2004 Budget	2005 Budget
Fine Arts Center – Free Admission Days and SpringSpree	$ 19,879	$ 0	$ 0	$ 0
Transfer to General Fund for Tourist-Related Expenses	1,033,486	864,921	291,074	417,436
Summer Symphony Contract	39,929	0	0	0
Pikes Peak – America's Mountain	0	200,000	800,000	800,000
Subtotal – City Share	$1,093,294	$1,064,921	$1,091,074	$1,217,436
Convention and Visitors Bureau Promotion Contract	2,186,580	2,129,837	2,182,147	2,434,873
TOTAL	**$3,279,874**	**$3,194,758**	**$3,273,221**	**$3,652,309**

OVERVIEW

Revenue resulting from the City's two (2) percent lodging and one (1) percent auto 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 revenue collections through the first eight months of 2004 were up a healthy 7.9 percent from the same period one year ago. Barring a major terrorist attack on U.S. soil or some other economic dislocation adversely impacting travel in the U.S., LART revenue should end 2004 up about 7.3 percent over the 2003 total.

LART revenue in 2005 is projected to post a modest 4 percent increase from the 2004 year-end estimate. When an unappropriated fund balance of $145,000 is added to the total, LART resources available for appropriation in 2005 are projected to reach $3.65 million. The 2005 LART budget has been designed to maintain past policy regarding the allocation of a two-thirds share of revenue to the Convention and Visitors Bureau while maximizing the General Fund cost recovery for tourist-related expenses.

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. These include the costs of operating the Pioneer's Museum, Starsmore Discovery Center, Helen Hunt Falls Visitor Center, Rockledge Ranch, and interpretive programs based at the Garden of the Gods Visitor Center. Additionally, the City has park maintenance costs for a number of regional parks including: Garden of the Gods, North Cheyenne Canon, Palmer Park, and the North Slope Recreation Area. This transfer represents reimbursement for a portion of these expenses.

Pikes Peak – America's Mountain – An $800,000 contribution was requested to assist with the erosion and sedimentation project on Pikes Peak. The project is the result of a consent decree stemming from litigation with the Sierra Club. In accordance with the consent decree, Pikes Peak – America's Mountain is slated to construct $1 million of erosion and sedimentation improvements in 2005. Through cost cutting, the City-operated enterprise can generate approximately $200,000 of the 2005 requirement, leaving an unfunded amount of $800,000.

Convention and Visitors Bureau (CVB) Promotion Contract – A total of $2,434,873 is included to fund a visitor promotion contract in accordance with City Code. The contract 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. The amount of the contract is in accordance with the past policy of allocating two-thirds of Lodgers and Automobile Rental Tax revenue to the visitor promotion contract. The 2005 contract amount represents an 11.6 percent increase over the 2004 contract amount.

Other Special Funds

SPECIAL REVENUE FUNDS

Arterial Roadway

2004 Budget: **$75,000** **2005 Budget:** **$400,000**

Purpose: Fund the cost of constructing/expanding freeway, expressway, and major or minor arterial roadway bridges.
Source of Revenue: Fees from landowners.
Designated Expenditure: Capital construction costs for arterial roadway bridges.

Ballfield Capital Improvements

2004 Budget: **$110,000** **2005 Budget:** **$110,000**

Purpose: Provide for maintenance and improvements to baseball and softball fields throughout the city.
Source of Revenue: Fees paid by softball and baseball teams upon league registration.
Designated Expenditure: Debt service payment on the Certificates of Participation (COPs) Series 1999 for the softball and recreation facility project. Includes $11,215 from fund balance.

Bicycle Tax Fund

2004 Budget: **$124,215** **2005 Budget:** **$0**

Purpose: Provide a funding source for bikeway improvements throughout the city.
Source of Revenue: 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

2004 Budget: **$852,001** **2005 Budget:** **$945,896**

Purpose: Provide for the maintenance of certain public improvements of general benefit to the residents of the district.
Source of Revenue: 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. Includes $217,000 from fund balance for capital improvements within the District.

Economic Development Fund (pka Business Development Revolving Loan Fund)

2004 Budget: **$507,861** **2005 Budget:** **$600,624**

Purpose: Provide resources for economic development projects as identified and approved by City Council.
Source of Revenue: Fund balance of old Business Development Revolving Loan Fund and any principal/interest payments from outstanding loans.
Designated Expenditure: Economic Development projects to be determined by City Council that result in the creation of new primary jobs and a positive revenue return on investment to the City.

Garfield School Maintenance

2004 Budget: **$22,000** **2005 Budget:** **$25,150**

Purpose: A special revenue fund to account for maintenance of Garfield School.
Source of Revenue: Rental of space at the property.
Designated Expenditure: Costs associated with the Garfield School facility.

Gateway Special Improvement Maintenance District

2004 Budget: **$3,344** **2005 Budget:** **$8,340**

Purpose: A special improvement district to maintain numerous public improvements unique to the Gateway area.
Source of Revenue: Assessments against all real properties in the district collected by the County and remitted to the fund.
Designated Expenditure: An advisory committee advises City Council of the level, extent, and effectiveness of the maintenance needed in the district. Council approves the budget for the district.

Gift Trust Fund

2004 Budget: **$1,000,000** **2005 Budget:** **$1,100,000**

Purpose: Provide a fund for gifts received by the City during the year for specific purposes.
Source of Revenue: Donations from private individuals or businesses.
Designated Expenditure: As designated by donor.

Norwood Special Improvement Maintenance District

2004 Budget: **$719,324** **2005 Budget:** **$661,523**

Purpose: Provide for the maintenance of certain public improvements on and along certain roadways within the district.
Source of Revenue: 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. Includes $125,000 for capital improvements within the District.

Old Colorado City Maintenance and Security District

2004 Budget: **$118,191** **2005 Budget:** **$125,845**

Purpose: A special improvement district to secure and maintain numerous public improvements unique to the Old Colorado City area.
Source of Revenue: Assessments against all real properties in the district collected by the County and remitted to the fund.
Designated Expenditure: An advisory committee advises City Council of the level, extent, and effectiveness of the security and maintenance needed in the district. Council approves the budget for the district. Includes $25,000 from fund balance for capital improvements within the District.

Platte Avenue Special Improvement Maintenance District

2004 Budget: **$9,470** **2005 Budget:** **$25,961**

Purpose: A special improvement district to secure and maintain numerous public improvements unique to Platte Avenue.
Source of Revenue: Assessments against all real properties in the district collected by the County and remitted to the fund.
Designated Expenditure: An advisory committee advises City Council of the level, extent, and effectiveness of the maintenance needed in the district. Council approves the budget for the district.

Public Space and Development Fund

2004 Budget: **$350,000** **2005 Budget:** **$350,000**

Purpose: Provide for the development or improvement of parks and open space in new subdivisions.
Source of Revenue: In lieu of land dedication, the developer may pay an amount equal to 4 percent of the land value into this fund.
Designated Expenditure: Acquisition or development of parks, recreational, or similar purposes in the designated area.

Senior Programs Fund

2004 Budget **$50,000** **2005 Budget:** **$50,000**

Purpose: Provide funding source for senior programs.
Source of Revenue: Gifts and donation.
Designated Expenditure: Senior program activities. Includes $35,000 from fund balance.

Stetson Hills Special Improvement Maintenance District

2004 Budget: **$228,491** **2005 Budget:** **$279,992**

Purpose: Provide for the maintenance of certain public improvements of general benefit to the residents of the district.
Source of Revenue: 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. Includes $90,000 from fund balance for capital improvements within the District.

Street Tree Fund

2004 Budget: **$150,000** **2005 Budget:** **$250,000**

Purpose: Assure a regular program of planting and care of new trees in previously underdeveloped lots.
Source of Revenue: 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

2004 Budget: **$723,000** **2005 Budget:** **$2,000,000**

Purpose: Provide storm sewers and other facilities for the drainage and flood control of surface water.
Source of Revenue: Fees charged to subdivision developers.
Designated Expenditure: Construction of storm sewer facilities in the designated subdivision.

Therapeutic Recreation Fund

2004 Budget: **$1,000** **2005 Budget:** **$1,000**

Purpose: Provide a funding source for special recreation programs.
Source of Revenue: Gifts and donations.
Designated Expenditure: Parks, Recreation and Cultural Services activities. Includes $500 from fund balance.

Tree City USA Fund

2004 Budget: **$10,000** **2005 Budget:** **$12,000**

Purpose: Replace damaged or destroyed trees and shrubs located on City property.
Source of Revenue: Fines and reimbursements from individuals who remove, damage or destroy trees and shrubs located on City property.
Designated Expenditure: Replacement of damaged or destroyed trees and shrubs located on City property and, at the discretion of the Forestry organizational unit, for the planting of new trees and shrubs on City property.

Woodstone Special Improvement Maintenance District

2004 Budget: **$16,646** **2005 Budget:** **$17,406**

Purpose: Provide for the maintenance of certain public improvements of general benefit to the residents of the district.
Source of Revenue: 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.

INTERNAL SERVICES

Claims Reserve Self-Insurance Fund

2004 Budget: **$1,000,000** **2005 Budget:** **$1,000,000**

Purpose: Provide the City with a self-insurance fund for liabilities.
Source of Revenue: City organizational units.
Designated Expenditure: Payment of liability claim settlements against the City.

Employee Benefits Self-Insurance Fund

2004 Budget: **$31,395,000** **2005 Budget:** **$32,415,000**

Purpose: Collect insurance premiums from the City and its employees to be used for payment of claims.
Source of Revenue: City and employee health insurance premiums.
Designated Expenditure: Current year premium and increases.

Workers' Compensation Self-Insurance Fund

2004 Budget: **$5,600,000** **2005 Budget:** **$6,100,000**

Purpose: Provide a source of funding for worker claims due to injury or other debilitating events.
Source of Revenue: City operating organizational unit budgets.
Designated Expenditure: Payments of Workers' Compensation claims.

PERMANENT FUNDS

C. D. Smith Trust Fund

2004 Budget **$85,000** **2005 Budget:** **$85,600**

Purpose: Provide funding for senior programs.
Source of Revenue: Income from investments on the C. D. Smith Trust.
Designated Expenditure: Senior programs.

Perkins Trust Fund

2004 Budget: **$150** **2005 Budget:** **$150**

Purpose: Account for the Willard B. Perkins Trust.
Source of Revenue: Income from investments from the Perkins Trust.
Designated Expenditure: Two-thirds to School District #11 and one-third to the Pikes Peak Library District.

Sabine Trust Fund

2004 Budget: **$100** **2005 Budget:** **$100**

Purpose: Account for the Paul Sabine Memorial Trust.
Source of Revenue: Income from investments from the Sabine Trust.
Designated Expenditure: Pikes Peak Library District for the purchase of reference books.

Trails, Open Space and Parks Maintenance Fund

2004 Budget: **$11,500** **2005 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.
Source of Revenue: Income from endowments and interest earnings.
Designated Expenditure: Parks, Recreation and Cultural Services for maintenance.

Woods Trust Fund

2004 Budget: **$200** **2005 Budget:** **$200**

Purpose: Account for the Margaret P. Woods Trust.
Source of Revenue: Income from investments from the Woods Trust.
Designated Expenditure: Pikes Peak Library District for distribution to employees.

LOCAL IMPROVEMENT DISTRICTS

Improvement Districts Funds

2004 Budget: **$53,800** **2005 Budget:** **$43,800**

Purpose: Provide for repayment of loans made for financing of various improvement districts.
Source of Revenue: Special assessments levied against all property owners within each respective district.
Designated Expenditure: Payment of principal and interest expense of improvement district loans.

Carmel Drive Local Improvement District

2004 Budget: **$35,000** **2005 Budget:** **$35,000**

Purpose: Provide for repayment of Carmel Improvement District loan made for financing of improvement district.
Source of Revenue: Special assessments levied against all property owners within the district.
Designated Expenditure: Payment of principal and interest expense of improvement district loan.

Woodmen Valley Improvement District

2004 Budget: **$145,000** **2005 Budget:** **$141,000**

Purpose: Provide for repayment of bonds issued for the financing of the Woodmen Valley Improvement District.
Source of Revenue: Special assessments levied against all property owners within the district.
Designated Expenditure: Payment of principal and interest expense of improvement district bonds.

GRANTS FUND

Grants Interest

2004 Budget: **$80,000** **2005 Budget:** **$80,000**

Purpose: Account for interest earned on eligible grants.
Source of Revenue: Grant's share of interest earnings.
Designated Expenditure: Grant activities for those grants eligible to earn and spend interest income.

Public Safety Sales Tax (PSST)

MISSION

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

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uses of Funds				
Salaries/Benefits	$ 3,060,016	$ 6,645,866	$13,093,761	$16,581,060
Operating	1,297,327	1,706,308	3,100,927	2,878,581
Capital Outlay	1,683,463	1,989,677	1,789,587	1,055,114
CIP	4,183,177	9,479,374	5,235,494	4,793,150
Total	**$10,223,983**	**$19,821,225**	**$23,219,769**	**$25,307,905**

PERSONNEL

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Uniformed FTE	65.00	89.00	128.00	145.00
Civilian FTE	14.75	32.25	55.25	71.25
FTE Total	**79.75**	**121.25**	**183.25**	**216.25**

OVERVIEW

In November 2001, City voters approved ballot question B4 which authorized a City Sales and Use Tax rate increase of 0.4 percent to be used to fund public safety operating and capital improvement needs. As approved by voters, all revenue from the 0.4 percent 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 plan presented a multiyear perspective on what was planned to be expended to achieve the purpose and intent of ballot question B4.

Given the volatility of sales and use tax revenue, City Council directed that an unappropriated fund balance be built up and maintained at a level of at least 10 percent of current PSST revenue to help protect against any revenue shortfalls and unforeseen fiscal events. For 2005, $24.1 million in PSST revenue is projected. A total of $1.2 million is a proposed draw from the fund balance. The PSST fund balance is at the 10 percent level which provides $25.3 million available for appropriation in 2005.

A total of $11,851,332 is allocated to the Fire Department in 2005 allowing the Department to fully staff the new Station 20 and purchase the chassis for Truck 17. In addition, funding will be utilized to complete the apparatus purchase for truck 19 and open the truck company at Fire Station 19. Also, the remodel of Station 17, the design of phase II of the Fire Department Complex (FDC), the design of the Station 1 remodel, the Health and Safety Upgrade and the down payment of the FDC Phase II construction will be completed. The weather and flood alert system will receive enhancements. A total of 21 FTE positions are added in 2005 with 16 of that total being uniformed personnel. A total of 5 FTE civilian personnel are also added including a Hazmat Specialist, a Information Systems Analyst, a Warehouse Supply Technician, a Senior Fire Protection Engineer, and an Office Specialist.

PSST funding for the Police Department in 2005 totals $13.05 million. Funding of $1,550,000 is for the Gold Hill Division construction and the Police Operations Center (POC) renovation. A total of 10 FTE positions are added in 2005 with 1 of that total being uniformed personnel. A total of 9 new civilian personnel are also added including 7 Police Service Representatives for the Gold Hill Division and 2 Code Enforcement Officers.

Support Services expenditures for 2005 total $393,250. This allows the continued funding for 1.5 Body Shop Technicians in Fleet, a clerical support position in Human Resources and an accounts payable clerk in the City Finance Office. In 2005, one Analyst II position is added in the Purchasing section of the Finance Department and one Analyst II position is added in Human Resources.

City of Colorado Springs
Public Safety Sales Tax Fund
Ten-Year Plan 2005-2014

	2005 Budget	2006 Projected	2007 Projected	2008 Projected	2009 Projected	2010 Projected	2011 Projected	2012 Projected	2013 Projected	2014 Projected
Existing FTE Employees	183.25	216.25	232.25	234.75	241.75	244.75	266.25	267.25	267.25	267.25
New Public Safety Positions										
Uniformed	17.00	16.00	1.00	3.00	0.00	6.00	0.00	0.00	0.00	1.00
Civilian	14.00	0.00	1.50	4.00	3.00	4.00	1.00	0.00	0.00	0.00
New Support Services Positions	2.00	0.00	0.00	0.00	0.00	11.50	0.00	0.00	0.00	0.00
Total FTE Employees	**216.25**	**232.25**	**234.75**	**241.75**	**244.75**	**266.25**	**267.25**	**267.25**	**267.25**	**268.25**
Beginning Fund Balance	**$3,714,975**	**$2,534,793**	**$2,782,711**	**$3,151,312**	**$3,388,556**	**$3,561,622**	**$3,756,039**	**$3,565,039**	**$3,427,823**	**$3,283,962**
Revenue										
Sales & Use Tax	24,056,867	25,100,302	26,343,606	27,360,469	28,391,959	29,541,833	30,329,958	31,573,486	32,867,999	34,215,587
Interest	70,856	73,407	76,249	79,372	82,427	85,685	89,198	124,353	96,662	100,625
Total Fund Revenue	**24,127,723**	**25,173,709**	**26,419,855**	**27,439,841**	**28,474,386**	**29,627,518**	**30,419,156**	**31,697,839**	**32,964,661**	**34,316,212**
Expenditures										
Public Safety										
Salaries and Benefits	16,218,514	18,622,246	20,019,032	21,169,298	22,077,976	23,507,383	24,384,554	25,175,296	25,989,058	26,849,099
Operating Expenses	2,845,669	2,675,558	2,563,570	2,751,282	2,850,341	2,960,820	3,054,718	3,160,937	3,222,781	3,318,185
Capital Outlay	1,048,764	1,883,394	2,208,848	2,007,579	1,714,736	461,876	650,824	958,825	868,681	1,005,586
Public Safety CIP	4,793,150	1,337,612	837,612	837,612	837,612	837,612	837,612	837,612	1,274,546	1,428,990
Sub-total	24,906,097	24,518,810	25,629,062	26,765,771	27,480,665	27,767,691	28,927,708	30,132,670	31,355,066	32,601,860
Support Services										
Salaries and Benefits	362,546	353,892	364,508	375,444	386,707	1,490,004	1,534,704	1,580,745	1,628,167	1,677,012
Operating Expenses	32,912	49,875	57,684	61,382	63,224	112,665	127,021	121,640	125,289	129,049
Capital Outlay	6,350	3,214	0	0	20,724	62,741	20,723	0	0	24,968
Support Services CIP	0	0	0	0	350,000	0	0	0	0	0
Sub-total	401,808	406,981	422,192	436,826	820,655	1,665,410	1,682,448	1,702,385	1,753,456	1,831,029
Total Fund Expenditures	**25,307,905**	**24,925,791**	**26,051,254**	**27,202,597**	**28,301,320**	**29,433,101**	**30,610,156**	**31,835,055**	**33,108,522**	**34,432,889**
Annual Revenue Surplus (Deficit)	**(1,180,182)**	**247,918**	**368,601**	**237,244**	**173,066**	**194,417**	**(191,000)**	**(137,216)**	**(143,861)**	**(116,677)**
Ending Fund Balance	**$2,534,793**	**$2,782,711**	**$3,151,312**	**$3,388,556**	**$3,561,622**	**$3,756,039**	**$3,565,039**	**$3,427,823**	**$3,283,962**	**$3,167,286**
Fund Balance %	**10.02%**	**11.16%**	**12.10%**	**12.46%**	**12.58%**	**12.76%**	**11.65%**	**10.77%**	**9.92%**	**9.20%**

Fire

Ten-Year Plan 2005 - 2014

	2005 Budget	2006 Projected	2007 Projected	2008 Projected	2009 Projected	2010 Projected	2011 Projected	2012 Projected	2013 Projected	2014 Projected
Salary/Benefits	6,305,870	7,834,595	8,860,709	9,529,692	10,071,519	10,674,583	11,108,277	11,441,525	11,784,771	12,138,314
Operating	1,339,754	1,604,294	1,472,210	1,622,397	1,696,694	1,768,435	1,828,507	1,907,255	1,938,723	1,996,884
Capital Outlay	971,214	892,234	1,021,796	743,695	643,434	444,844	504,623	666,951	451,949	506,308
CIP	3,243,150	1,337,612	837,612	837,612	837,612	837,612	837,612	837,612	1,274,546	1,428,990
TOTAL	**11,859,988**	**11,668,735**	**12,192,327**	**12,733,396**	**13,249,259**	**13,725,474**	**14,279,019**	**14,853,343**	**15,449,989**	**16,070,496**
Uniformed FTE	*57.00*	*73.00*	*74.00*	*75.00*	*75.00*	*76.00*	*76.00*	*76.00*	*76.00*	*76.00*
Civilian FTE	*16.75*	*16.75*	*18.25*	*22.25*	*25.25*	*27.25*	*28.25*	*28.25*	*28.25*	*28.25*

Service Packages and Capital Improvement Projects

2005			
Facilities	2005	Station 17 Phase II	$ 980,000
Facilities	2005	Design of Phase II of FDC	$ 654,150
Facilities	2005	Design of Station 1 remodel	$ 309,000
Facilities	2005	Health and Safety Upgrade Supplement	$ 300,000
Facilities	2005	Down payment on FDC Phase II construction	$ 1,000,000
	2005	Ongoing FD costs from previous years	$ 5,534,358
12-min fire response	2005	Complete apparatus purchase for truck 19	$ 281,377
12-min fire response	2005	Open truck company at Station 19 (7/1) [Operations], 15 uniformed FTE	$ 1,093,553
12-min fire response	2005	Purchase chassis for truck for Station 17	$ 218,545
Eight minute response	2005	Balance of full year funding for Station 20	$ 585,709
Eight minute response	2005	GPS/AVL equipment and CAD upgrades	$ 257,303
Fire Prev/Pub Ed	2005	Hazmat specialist [Prevention]	$ 104,358
OEM	2005	Weather and flood system enhancements	$ 45,000
Operational readiness	2005	Warehouse supply technician for L & T center [Support Services]	$ 88,391
Operational readiness	2005	Additional paramedic pro-pay	$ 30,000
2006			
Facilities	2006	Station 1 remodel, COP payment, year 1 of 15	$ 370,074
Facilities	2006	Phase II of FDC construction - COP payments, year 1 of 15	$ 467,538
Facilities	2006	Station 1 remodel, downpayment	$ 500,000
	2006	Ongoing costs from previous years	$ 7,631,582
12-min fire response	2006	Balance of full year funding for truck company at Station 19	$ 604,639
12-min fire response	2006	Complete purchase of Truck 17	$ 339,500
12-min fire response	2006	Open truck company at Station 17 (7/1) [Operations], 15 uniformed FTE	$ 1,259,013
Operational readiness	2006	One-time equipment replacement	$ 342,814

Service Packages and Capital Improvement Projects

2007				
Facilities	2007	Station 1 remodel, COP payment, year 2 of 15	$	370,074
Facilities	2007	FDC Phase II, COP payments, year 2 of 15	$	467,538
	2007	Ongoing costs from previous years	$	9,481,754
12-min fire response	2007	Balance of funding for Truck 17	$	622,778
Eight minute response	2007	Operating costs for new Station 1 building	$	25,000
Operational readiness	2007	Apparatus and equipment replacement	$	965,549
Facilities	2007	Phase 2 of FOC - operating costs: 1/2 maintenance services worker [Support Services]	$	62,023
2008				
Facilities	2008	Station 1 remodel, COP payment, year 3 of 15	$	370,074
Facilities	2008	FDC, COP payment, year 3 of 15	$	467,538
	2008	Ongoing costs from previous years	$	10,868,621
Facilities	2008	Supplementary maintenance funds for facilities	$	110,000
Facilities	2008	Apparatus replacement	$	218,500
Operational readiness	2008	Lieutenant or Senior Office Specialist for Training [Support Services]	$	115,930
Operational readiness	2008	Supplemental communications costs	$	20,000
Planning and Admin	2008	Office Specialist for Operations Division [Operations]	$	58,852
Technology	2008	IS technician to support mobiles, additional users and hardware [Fiscal, I. S. and Planning]	$	117,567
Fire Prevention	2008	Senior fire protection engineer [Fire Prevention]	$	139,643
Technology	2008	Equipment purchases (medical, firefighting, IT, communications)	$	166,827
Technology	2008	Senior information systems analyst [Fiscal, I. S., and Planning]	$	117,567
2009				
Facilities	2009	Station 1 remodel, COP payment, year 4 of 15	$	370,074
Facilities	2009	FDC, COP payment, year 4 of 15	$	467,538
	2009	Ongoing costs from previous years	$	11,781,087
Technology	2009	Senior IT Analyst [Fiscal, I.S. and Planning]	$	111,756
Planning and Admin	2009	Senior analyst for FISP [Fiscal, I. S., and Planning]	$	102,544
Operational readiness	2009	Ongoing communications costs	$	30,000
Operational readiness	2009	Onetime/ongoing equipment purchases/replacement (medical, firefighting, IT, communications)	$	64,000
Operational readiness	2009	SCBA technician [Support Services]	$	84,852
Operational readiness	2009	Apparatus replacement	$	237,409
2010				
Facilities	2010	Station 1 remodel, COP payment, year 5 of 15	$	370,074
Facilities	2010	FDC, COP payment, year 5 of 15	$	467,538
	2010	Ongoing costs from previous years	$	12,447,614
Fire Prevention	2010	Senior fire protection engineer [Fire Prevention]	$	147,467
Operational readiness	2010	Onetime/ongoing equipment purchases/replacement (medical, firefighting, IT, communications)	$	40,000
Operational readiness	2010	Training lieutenant [Support Services]	$	174,518

Service Packages and Capital Improvement Projects

2011				
Facilities	2011	Station 1 remodel, COP payment, year 6 of 15	$	370,074
Facilities	2011	FDC, COP payment, year 6 of 15	$	467,538
	2011	Ongoing costs from previous years	$	13,152,220
Operational readiness	2011	Onetime/ongoing equipment purchases/replacement (medical, firefighting, IT, communications)	$	27,000
Fire Prev/Pub Ed	2011	Fire code inspector [Prevention]	$	120,515
Facilities	2011	Onetime facilities maintenance	$	100,000
2012				
Facilities	2012	Station 1 remodel, COP payment, year 7 of 15	$	370,074
Facilities	2012	FDC, COP payment, year 7 of 15	$	467,538
	2012	Ongoing costs from previous years	$	13,673,731
Operational readiness	2012	Equipment Purchases (IT, medical, communications, firefighting, etc.)	$	237,000
Facilities	2012	Facilities Maintenance	$	105,000
2013				
Facilities	2013	Station 1 remodel, COP payment, year 8 of 15	$	370,074
Facilities	2013	FDC, COP payment, year 8 of 15	$	467,538
Facilities	2013	Station 21, COP payment, year 1 of 15	$	436,934
	2013	Ongoing costs from previous years	$	14,135,443
Operational readiness	2013	Onetime equipment purchases/replacement (medical, firefighting, IT, communications)	$	40,000
2014				
Facilities	2014	Station 1 remodel, COP payment, year 9 of 15	$	421,555
Facilities	2014	FDC, COP payments, year 9 of 15	$	570,501
Facilities	2014	Station 21, COP payment, year 2 of 15	$	436,934
Facilities	2014	Land for fire station, COP, yr 1 of 5	$	121,585
	2014	Ongoing costs from previous years	$	14,559,506
Operational readiness	2014	Onetime equipment purchases/replacement (medical, firefighting, IT, communications)	$	82,000

Police

Ten-Year Plan 2005 - 2014

	2005 Budget	2006 Projected	2007 Projected	2008 Projected	2009 Projected	2010 Projected	2011 Projected	2012 Projected	2013 Projected	2014 Projected
Salary/Benefits	9,912,644	10,787,651	11,158,323	11,639,606	12,006,457	12,832,800	13,276,277	13,733,771	14,204,287	14,710,785
Operating	1,505,915	1,070,022	1,090,081	1,127,567	1,152,290	1,190,987	1,224,771	1,252,199	1,282,531	1,319,727
Capital Outlay	77,550	991,160	1,187,052	1,265,484	1,072,541	15,532	147,304	293,074	417,732	500,028
CIP	1,550,000	0	0	0	0	0	0	0	0	0
TOTAL	**13,046,109**	**12,848,833**	**13,435,456**	**14,032,657**	**14,231,288**	**14,039,319**	**14,648,352**	**15,279,044**	**15,904,550**	**16,530,540**
Uniformed FTE	*88*	*88*	*88*	*90*	*90*	*95*	*95*	*95*	*95*	*96*
Civilian FTE	*49*	*49*	*49*	*49*	*49*	*51*	*51*	*51*	*51*	*51*

Service Packages and Capital Improvement Projects

2005			
Capital Projects	2005	Police Operations Center (POC) renovation	$ 400,000
Capital Projects	2005	Gold Hill Division	$ 1,150,000
Patrol Services	2005	Uniform Staffing, operating and equipment	$ 4,302,048
Patrol Services	2005	VNI Lease	$ 205,782
Operations Support	2005	Uniformed Investigations Staffing, operating and equipment	$ 662,490
Police Services	2005	Civilian Staffing, operating and equipment	$ 2,278,294
Police Services	2005	Acacia Park Community Services Facility Maintenance	$ 20,000
Information Technology	2005	IT Projects	$ 414,890
2006			
Police Services	2006	Ongoing expenditures and one-time Capital Outlay	$ 12,848,833
2007			
Police Services	2007	Ongoing expenditures and one-time Capital Outlay	$ 13,435,456
2008			
Police Services	2008	Ongoing expenditures and one-time Capital Outlay	$ 14,032,657
2009			
Police Services	2009	Ongoing expenditures and one-time Capital Outlay	$ 14,231,288
2010			
Police Services	2010	Ongoing expenditures and one-time Capital Outlay	$ 14,039,319
2011			
Police Services	2011	Ongoing expenditures and one-time Capital Outlay	$ 14,648,352
2012			
Police Services	2012	Ongoing expenditures and one-time Capital Outlay	$ 15,279,044

Service Packages and Capital Improvement Projects

2013			
Police Services	2013	Ongoing expenditures and one-time Capital Outlay	$ 15,904,550
2014			
Police Services	2013	Ongoing expenditures and one-time Capital Outlay	$ 16,530,540

Support Services

Ten-Year Plan 2005 - 2014

	2005 Budget	2006 Projected	2007 Projected	2008 Projected	2009 Projected	2010 Projected	2011 Projected	2012 Projected	2013 Projected	2014 Projected
Salary/Benefits	362,546	353,892	364,508	375,444	386,707	1,490,004	1,534,704	1,580,745	1,628,167	1,677,012
Operating	32,912	49,875	57,684	61,382	63,224	112,665	127,021	121,640	125,289	129,049
Capital Outlay	6,350	3,214	0	0	20,724	62,741	20,723	0	0	24,968
CIP	0	0	0	0	350,000	0	0	0	0	0
TOTAL	**401,808**	**406,981**	**422,192**	**436,826**	**820,655**	**1,665,410**	**1,682,448**	**1,702,385**	**1,753,456**	**1,831,029**
FTE	*5.50*	*5.50*	*5.50*	*5.50*	*5.50*	*17.00*	*17.00*	*17.00*	*17.00*	*17.00*

Service Packages and Capital Improvement Projects

2005				
Support Services	2005	Ongoing expenditures - Finance, Employee Services and Fleet	$	246,656
Human Resources	2005	1 Analyst II, operating and one-time captial outlay	$	77,576
Finance	2005	1 Analyst II, operating and one-time captial outlay	$	77,576
2006				
Support Services	2006	Ongoing expenditures and one-time Capital Outlay	$	406,981
2007				
Support Services	2007	Ongoing expenditures and one-time Capital Outlay	$	422,192
2008				
Support Services	2008	Ongoing expenditures and one-time Capital Outlay	$	436,826
2009				
Capital Projects	2009	Municipal Court - Construct additional Courtroom	$	350,000
Support Services	2009	Ongoing expenditures and one-time Capital Outlay	$	470,655
2010				
Support Services	2010	Ongoing expenditures and one-time Capital Outlay	$	467,045
City Attorney	2010	4 Staff, operating and capital outlay	$	327,292
Municipal Court	2010	6 Staff, operating and capital outlay, 3 Part Time Judges (not FTE positions), Court O & M	$	735,549
Finance	2010	1 Accountant, operating and capital outlay	$	82,876
Fleet	2010	0.5 Facilities Maintenance Technician, operating and one-time captial outlay	$	52,648
2011				
Support Services	2011	Ongoing expenditures and one-time Capital Outlay	$	1,682,448
2012				
Support Services	2012	Ongoing expenditures and one-time Capital Outlay	$	1,702,385

Service Packages and Capital Improvement Projects

2013			
Support Services	2013	Ongoing expenditures and one-time Capital Outlay	$ 1,753,456
2014			
Support Services	2014	Ongoing expenditures and one-time Capital Outlay	$ 1,831,029

Springs Community Improvements Program (SCIP)

MISSION

To provide a dedicated source of revenue to fund city capital improvements.

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
SCIP Projects	$1,952,396	$4,377,696	$600,000	$1,197,331
Total	**$1,952,396**	**$4,377,696**	**$600,000**	**$1,197,331**

OVERVIEW

Per the recommendations of the SCIP Committee, a new Capital Improvements Fund was established in 1999. This ensures interest earnings on this fund remain for funding future capital projects.

SCIP Projects - Debt Service – In April 1999, voters approved the sale of $88 million in bonds that will be repaid with existing revenue. The annual $7.85 million debt payment is included in the SCIP Fund via a transfer of revenue from the General Fund into the SCIP Fund. The SCIP bonded debt will be retired in 2015.

In 2005, $1,197,331 of rebudgeted monies is available from the SCIP fund from projects completed under budget. In accordance with City Council direction, using SCIP funds for purposes other than the voter-approved projects requires review by the SCIP Financial Oversight Committee. The Committee supported using $1,050,331 of the $1,197,331 to offset the 2005 SCIP bond debt payment and requested the remaining $147,000 be applied to the Neighborhood Traffic Calming program. This $147,000 will augment funding for the program from the Drive 25 Program revenue and will be used to install appropriate traffic control modifications throughout the city's neighborhoods.

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.

BUDGET SUMMARY

	2002 Actual	2003 Actual	2004 Budget	2005 Budget
Funded Projects	$4,075,086	$5,720,705	$4,935,920	$5,335,462
Total	**$4,075,086**	**$5,720,705**	**$4,935,920**	**$5,335,462**

OVERVIEW

The Trails, Open Space, and Parks (TOPS) revenue is generated from a 0.1 percent sales tax adopted by voters in April 1997. The majority of funds are designated to purchase open space and fund associated maintenance, development and maintenance of trails, and development of new parks. Two percent of collections will fund program administrative expenses and salary and benefits for a landscape architect for the TOPS program.

While the TOPS Fund is projected to have just over $6 million in 2005, only $5,335,462 is being appropriated. TOPS open space/land acquisition funding of about $2.9 million is allocated for the purchase of the Bluestem Prairie/Big Johnson Reservoir and Red Rock Canyon open spaces. Funds in 2005 have been earmarked for these open space payments, the development of the Snowy River and Stetson park sites, two park maintenance projects and an allocation of two percent for administrative costs. Additionally, five trails throughout the city will be funded from the TOPS trails development allocation. When additional projects are identified beyond the $5,335,462, supplemental appropriations will be made, pending City Council approval.

Administrative Costs – Provisions of the ordinance allocate 2 percent of all revenue collected to be deposited into an account to be used by City Council as recommended by the TOPS nine-member advisory committee for planning of trails, open space and parks.

Open Space Acquisition – Funding for open space acquisition and preservation will receive a minimum of 60 percent of revenue collected. 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, right of way and easements, and to protect ecosystems, natural resources and landmarks, 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 percent of revenue collected.

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

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Capital Improvements Program

Municipal government provides the public with needed and desired urban services and programs by building and maintaining capital facilities such as police and fire facilities, storm sewers, roads, bridges, parks, and public buildings. Capital improvements impact the life of each city resident and visitor through the provision of safety, transportation, recreation, and other services upon which the community depends. To accomplish this, the City of Colorado Springs is budgeting approximately $38.7 million in 2005 for its capital improvements program (CIP).

Approximately $20.2 million carries use restrictions and can only be used to fund those projects that meet designated criteria respective to the fund. The remaining $18.5 million can be used for any type of capital project. The total $38.7 million is from a multitude of revenue sources, which are grouped into two broad categories: General Use (primarily General Fund revenue) and Restricted Use.

General Use funding for 2005 CIP totals $18,526,971. This $18.5 million funds three CIP programs: the ongoing capital improvement program, emergency repair and maintenance projects, and debt retirement of bonds. The sources of this funding include: a 2005 General Fund contribution of $12,739,165, augmented by $535,677 in anticipated interest earnings; $322,612 from a transfer from the claims reserve fund; and $187,517 in transfers from 2004 existing project funds. These sources combined, total $13,784,971 and will fund two CIP components: 1) the ongoing maintenance of the City's existing infrastructure, budgeted at $6,987,531; and 2) $6,797,440 toward the $7,847,771 due for the 2005 debt payment on the Springs Community Improvements Program (SCIP) bond. The remaining revenue, $4,018,031 from the 2005 General Fund plus $723,969 in rebudgeted funds, will fund $4,742,000 for the Emergency Repair and Maintenance projects which includes 38 of the most critical bridge, drainage, and street maintenance projects.

Restricted Use funding provides $20,190,602 of the 2005 CIP budget and includes SCIP, PSST, Lottery, TOPS, TEA-21 and CDBG, as described below:

The SCIP fund, previously funded from bond proceeds, will provide $1,197,331 from the unexpended balances of the SCIP projects completed under budget. From this $1.2 million, a total of $1,050,331 will augment the $6.8 million General Fund allocation for the SCIP bond debt payment. The SCIP bond debt, incurred with voter approval in 1999, has an annual repayment cost of about $7.85 million. The other $147,000 is programmed for the City's Neighborhood Traffic Calming program.

The Public Safety Sales Tax (PSST) revenue is generated from a voter-approved 0.4 percent increase in the City Sales and Use tax. Voters supported the tax increase in November 2001 to fund 20 Police and Fire capital improvements projects and operations needs. The 2005 PSST budget allocates $4,793,150 for five public safety projects.

A total of $5,191,659 is budgeted in the Lottery fund, which is comprised of $3,742,000 in estimated 2005 Lottery revenue, a $1,371,671 loan from the General Fund for the repair of Prospect Lake in Memorial Park, and $77,985 in rebudgeted funds from an abandoned project budgeted in 2004. These funds will be used for the continued maintenance of the existing parks and trails systems, and for the lake repair project.

The Transportation Equity Act for the 21st Century (TEA-21) federal transportation grants will provide $2,978,000 for the Woodmen Road project, upgrading traffic signals citywide and Midland Trail improvements.

Trails, Open Space, and Parks (TOPS) revenue of $5,335,462 in 2005 is from a 0.1 percent sales tax to fund purchases of open space and associated maintenance, development and maintenance of trails, and development of new parks.

Finally, Community Development Block Grant (CDBG) program funds of $695,000 will pay for capital improvements in designated neighborhoods.

For the 2004 City Budget, City Council approved just over $36 million for capital improvements. However, in mid-January 2004, the City received an additional $766,000 TEA-21 transportation grant to reconstruct Union Boulevard. Thus, the 2004 CIP Budget was adjusted upward to $36,846,029. <u>For 2005, the CIP budget is $38,717,573, which is just over five percent higher, or $1,871,544, greater than the adjusted 2004 CIP budget.</u>

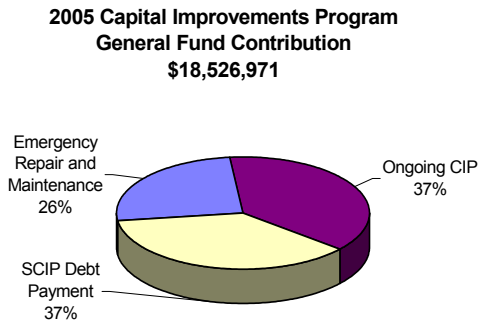
Additionally, the 2004 CIP budget relied heavily on one-time revenue sources that are no longer available. Thus, in 2004, the General Fund contribution towards the CIP budget was $13.6 million; in 2005, the General Fund contribution has expanded to $17.5 million. This level of General Fund contribution may be difficult to sustain in future years.

The 2005 CIP budget maintains funding levels for the basic components of the capital improvements program: the City's essential capital maintenance, highest priority public safety projects, and the most critical bridge, drainage, and street maintenance projects.

2005 CAPITAL IMPROVEMENTS BUDGET

GENERAL FUND: $18,526,971

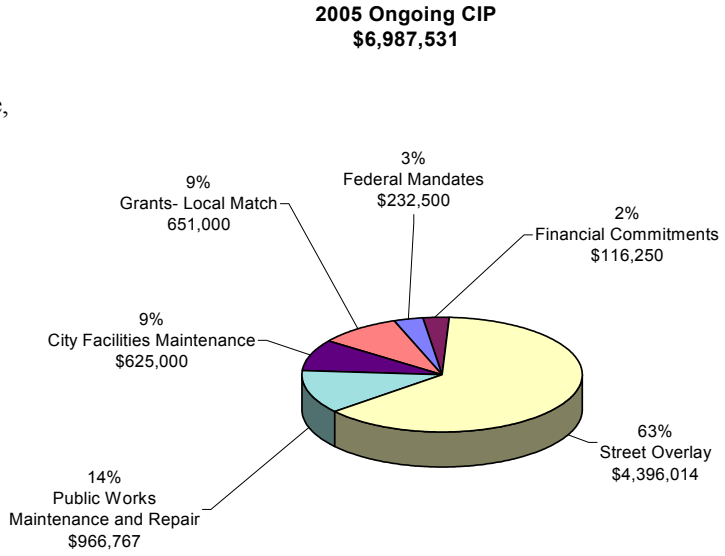
General Use funding for 2005 CIP totals $18,526,971 and funds three components of the City's capital improvements program: the City's Ongoing CIP, the partial payment of the 1999 SCIP bond debt retirement, and the emergency repair and maintenance projects.



ONGOING CIP: $6,987,531

The City's ongoing CIP commitment includes funding immediate financial obligations, federal mandates, transportation grant matches, the street overlay program, emergency stormwater drainage repairs, and Police, Fire, and City facility repairs. In 2005, the City will provide a total of $6,987,531 for the ongoing capital improvements program of which:

- ◊ 63 percent paves city streets
- ◊ 14 percent addresses infrastructure maintenance, repair, replacement, or addition of traffic signals, sidewalks and repairs to drainage channels
- ◊ 9 percent funds City facilities repairs
- ◊ 9 percent provides the local match required to obtain about $2.5 million in TEA-21 federal transportation grants
- ◊ 5 percent pays the City's capital financial commitments and federal and state-mandated requirements; 2 and 3 percent respectively



1999 SCIP BOND DEBT RETIREMENT: $6,797,440

The second component of the $18.5 million General Fund contribution, approximately $6.8 million, has been allocated for the 2005 bond debt payment on the 1999 SCIP voter-approved projects. In 1998, the City pledged approximately $7.85 million annually to retire the SCIP $88 million bond debt so no tax increase would be associated with the bond issuance. The SCIP bonded debt will be retired in 2015. The 2005 bond debt payment is $7,847,771; $6,797,440 will come from the General Fund with the $1,050,331 balance provided from the SCIP fund.

EMERGENCY REPAIR AND MAINTENANCE: $4,742,000

City Council has been committed to funding the most critical bridge, drainage, and street maintenance needs. For 2005, this includes 38 of the highest priority unfunded emergency repair and maintenance projects, totaling $4,742,000. This $4.7 million is from a 2005 General Fund contribution of $4,018,031 combined with $723,969 in savings from projects completed under budget.

It is important to note that 14 percent or $2.6 million of the $18.5 million is from one-time sources that will not be available in subsequent years.

RESTRICTED USE SOURCES - $20,190,602

Of the entire $38.7 million 2005 CIP Budget, $20,190,602 is from Restricted Use sources. These sources are available only for specific types of projects and may not be used for any other purpose.

SPRINGS COMMUNITY IMPROVEMENTS PROGRAM (SCIP) FUND – $1,197,331

In 2005, $1,197,331 of rebudgeted monies is available from the SCIP fund from projects completed under budget. In accordance with City Council direction, using SCIP funds for purposes other than the voter-approved projects requires review by the SCIP Financial Oversight Committee. The Committee supported using $1,050,331 of the $1,197,331 to offset the 2005 SCIP bond debt payment and requested the remaining $147,000 be applied to the Neighborhood Traffic Calming program. This $147,000 will augment funding for the program from the Drive 25 Program revenue and will be used to install appropriate traffic control modifications throughout the city's neighborhoods.

PUBLIC SAFETY SALES TAX (PSST) FUND – $4,793,150

The November 6, 2001, El Paso County coordinated election resulted in the passage of the 0.4 percent increase in the City Sales and Use Tax for 20 Police and Fire capital improvements projects and related operations needs. Over the past three years, lower-than-expected sales tax collections have required plan implementation adjustments to prevent fund deficits. Nine public safety projects have been completed with three more slated for completion in 2005. The 2005 PSST budget allocates $4.8 million for five public safety capital improvements: three new public safety projects and two projects already underway.

LOTTERY – $5,191,659

In 2005, a total of $5,191,659 is budgeted in the Lottery fund. The sources of these funds include an estimated $3,742,000 in 2005 Lottery revenue, a $1,371,671 loan from the General Fund for the repair of Prospect Lake in Memorial Park, and $77,985 in rebudgeted funds from an abandoned project budgeted in 2004. This allocation provides a total of $644,000 for annual financial commitments: $225,000 for the Adult Softball Complex, $160,000 for the Hillside Community Center, $109,000 for Meadows Park Community Center, and $150,000 for partial payment for the Red Rock Canyon Open Space purchase. The remaining $4,547,659 in Lottery funds includes $1,998,488 for operating and personnel expenses for the Park Design and Development Division and park maintenance operations, $1,025,000 for the maintenance of parks, and an additional $1,524,171 for projects, of which $1,371,671 is for the restoration of Prospect Lake.

TRANSPORTATION EQUITY ACT FOR THE 21ST CENTURY (TEA-21) – $2,978,000

The Transportation Equity Act for the 21st Century (TEA-21) federal transportation grants will provide about $3 million to construct specific transportation projects, as approved by the regional Transportation Advisory Committee. These grants usually award 80 percent of the total project cost, provided the City funds the local 20 percent share. A 2005 TEA-21 local match of $651,000 is provided from the General Fund Ongoing CIP commitment for transportation grant matches for design of Woodmen Road from Academy to Powers Boulevards, upgrades to traffic signals and improvements to the Midland Trail.

TRAILS, OPEN SPACE, AND PARKS (TOPS) – $5,335,462

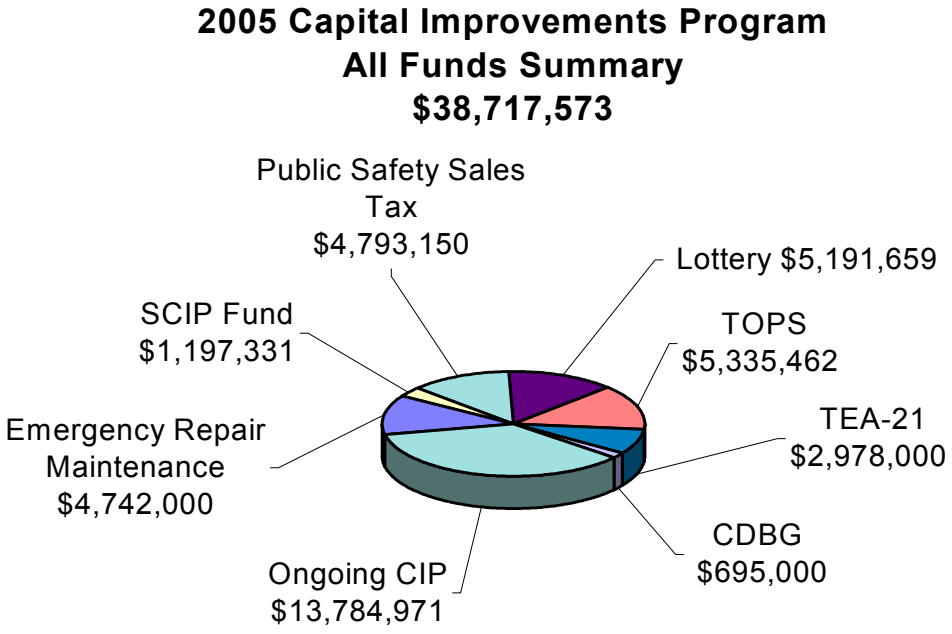
The Trails, Open Space, and Parks (TOPS) revenue is generated from a 0.1 percent sales tax adopted by voters in April 1997. The majority of funds are designated to purchase open space and fund associated maintenance, development and maintenance of trails, and development of new parks. Two percent of collections will fund program administrative expenses and salary and benefits for a landscape architect for the TOPS program.

While the TOPS Fund is projected to have just over $6 million in 2004, only $5,335,462 is being appropriated. TOPS open space/land acquisition funding of about $2.9 million is allocated for the purchase of the Bluestem Prairie/Big Johnson Reservoir and Red Rock Canyon open spaces. Funds in 2005 have been earmarked for these open space payments, the development of the Snowy River and Stetson park sites, two park maintenance projects and an allocation of two percent for administrative costs. Additionally, five trails throughout the city will be funded from the TOPS trails development allocation. When additional projects are identified beyond the $5,335,462, supplemental appropriations will be made, pending City Council approval.

COMMUNITY DEVELOPMENT BLOCK GRANT – $695,000

A projected $695,000 from the Community Development Block Grant program (CDBG) will fund community improvements in designated neighborhoods. CDBG funding will be allocated to the Mesa Springs, Westside, Adams, and Mill Street neighborhood strategy areas, as well as the pedestrian ramp program. A total of $95,000 will fund City Engineering staff to implement the CDBG projects.

Combining all available sources for CIP, General Use and Restricted Use, the 2005 capital improvements budget totals $38,717,573.



CIP OPERATIONAL MODIFICATIONS

The way project management is funded was modified with the 2004 Budget. These changes continue into 2005 and affect the Public Works Department-City Engineering Division, and the Parks, Recreation and Cultural Services Department-Design and Development Division.

Historically, City Engineering staff costs for project management had been covered through General Fund operating. However, beginning in 2004 the salary and benefits costs for five FTE positions in City Engineering were paid from the City-funded CIP Construction Fund. Dollars included in CIP project budgets for the contracting of design, engineering, and project management were redirected toward the associated staffing costs of specific engineers and engineering technicians in City Engineering who are currently dedicated to CIP project implementation. This was to reduce the use of expensive design and CIP project management consultants and to ensure the effective utilization of existing engineering and design staff. Similar changes have been implemented in the Parks, Recreation and Cultural Services-Design and Development Division.

In 2005, a total of $429,707 is needed for five City Engineering project management positions. Of this total, $349,190 will come from the 2005 CIP projects, $54,917 will come from the 2004/5 Hazard Elimination Safety (HES) projects, $5,600 from the 2003/4 Traffic Calming project, and $20,000 from the Fountain Creek Watershed Study project.

Since these positions are partially funded from transfers from other funds, ($107,000 total; $95,000 from 2005 CDBG, and $12,000 from TEA-21 Woodmen Road project) a total spending authority of $536,707 is required in the City-funded CIP Construction Fund.

In 2004, three Landscape Architect positions in the Parks, Recreation and Cultural Services - Design and Development Division and one Manager position from the Parks, Recreation and Cultural Services Administration budget were transferred to the Lottery Fund. Also in 2004, the two professional Landscape Architect positions funded from the Lottery in 2003, and another 0.5 position were transferred to the Trails, Open Space and Parks (TOPS) Fund. Thus, for 2005, 5.5 positions and operating will be paid from Lottery funds at a cost of $494,716.

SPRINGS COMMUNITY IMPROVEMENTS PROGRAM – SCIP AND SUBSEQUENT FUNDING EFFORTS

In May 1997, City Council adopted the Springs Community Improvements Program (SCIP) to address funding the city's backlog of capital improvements. SCIP citizen committees were put in place and were responsible for deciding which capital projects to construct and the appropriate funding mechanisms for those projects, and achieving Council and voter approval of their recommendations. The five project subcommittees and two operations subcommittees logged over 6,531 volunteer hours. Ultimately, SCIP had strong support from City Council, the Colorado Springs Chamber of Commerce, Greater Colorado Springs Economic Development Corporation, Pikes Peak Association of Realtors, and the Colorado Springs Housing and Builders Association.

SCIP and subsequent efforts were at least partially successful in three of four elections from November 1998 through November 2001. In all, the City obtained $110 million for 34 SCIP projects (1998-1999) and the passage of a 0.4 percent increase in the City Sales and Use Tax for Police and Fire capital improvement projects and operations needs (2001).

The $110 million included $88 million in bond proceeds, retention of the $6.6 million 1997 TABOR refund, combined with interest earnings and unexpended balances of completed capital projects. In May 1999, $87.975 million of Series 1999 bonds were sold at an average interest rate of 4.72 percent. Moodys Investor's Service assigned a rating of A1 to the Series 1999 bonds while Standard & Poor's issued a AA rating to the proposed bonds.

The financing achieved all of the objectives of the SCIP Citizens Coordination Committee and City Council:

1) Minimized the principal repayment period from the 20 years approved by voters to just 16 years. The total repayment cost was thus reduced to $127.8 million vs. the $157 million voters approved -- a savings of $29.2 million.
2) Keep the size of the issue below the $88 million approved by voters
3) Keep the debt service on the bonds as close as possible to $7.85 million annually

To date, all 34 SCIP projects are complete.

In 2001, voters approved the Public Safety Sales Tax (PSST) which emerged from the second phase of the SCIP process. The PSST will fund 20 Police and Fire capital improvement projects and associated public safety staff and operating costs. This tax does not sunset since police and fire personnel and operations funding requirements continue after the projects are completed. Nine of the 20 PSST projects are complete as of the end of 2004. This includes three new fire stations, a Fire training tower, and the first new police substation built since 1989, and four more projects contribute to strengthening public safety services in the community.

Also in 2001, voters rejected several ballot questions that would have funded other City infrastructure. Consequently, City Council identified the city's transportation issues as the next highest funding priority now that the PSST addressed the immediate public safety needs. Transportation is the number one focus area in the City Council Strategic Action Plan 2004-2009.

In support of this strategic goal, City Council supported a one percent sales tax increase to fund a Rural Transportation Authority. Voters approved this sales tax increase at the November 2, 2004 general election. Revenue from this tax increase will be dedicated to fund transportation projects (55 percent of revenue- this portion would sunset after 10 years), road maintenance (35 percent of the revenue, no sunset) and augment the City's public transit system (10 percent of revenue, no sunset).

2005 CIP FUNDED PROJECT DETAIL

The following section contains the 2005 capital projects proposed for funding. Each entry includes a brief project description, proposed solution, and cost estimate. Funded projects are listed by funding source and grouped by department.

FINANCIAL COMMITMENTS	CITY FUNDED PROJECTS		RESTRICTED USE FUNDS						
	Ongoing CIP	Emergency Repair and Maintenance	SCIP Fund	SCIP-Public Safety Sales Tax	Lottery	TOPS	Grants Fund - TEA-21	CDBG	Total Funded
Legal Obligations	$ 100,000								**$ 100,000**
Local Improvement Districts	$ 16,250								**$ 16,250**
1999 SCIP Bond Projects - Debt Retirement	$ 6,797,440		$ 1,050,331						**$ 7,847,771**
Skyview Softball Complex					$ 225,000				**$ 225,000**
Hillside Payback					$ 160,000				**$ 160,000**
Meadows Community Center Payment					$ 109,000				**$ 109,000**
Red Rock Canyon Open Space					$ 150,000	$ 1,500,000			**$ 1,650,000**
Bluestem Prairie Open Space						$ 1,396,354			**$ 1,396,354**
Total	**$ 6,913,690**	**$ -**	**$ 1,050,331**	**$ -**	**$ 644,000**	**$ 2,896,354**	**$ -**	**$ -**	**$ 11,504,375**

STATE/FEDERAL MANDATES	CITY FUNDED PROJECTS		RESTRICTED USE FUNDS						
	Ongoing CIP	Emergency Repair and Maintenance	SCIP Fund	SCIP-Public Safety Sales Tax	Lottery	TOPS	Grants Fund - TEA-21	CDBG	Total Funded
ADA Pedestrian Ramps Program	$ 232,500							$ 125,000	**$ 357,500**
Total	**$ 232,500**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 125,000**	**$ 357,500**

PUBLIC WORKS MAINTENANCE AND REPAIR	CITY FUNDED PROJECTS		RESTRICTED USE FUNDS						
	Ongoing CIP	Emergency Repair and Maintenance	SCIP Fund	SCIP-Public Safety Sales Tax	Lottery	TOPS	TEA-21	CDBG	Total Funded
Traffic Calming Program			$ 147,000						**$ 147,000**
Street Striping & Marking	$ 100,000								**$ 100,000**
City Engineering Project Management Staff 3/	$ 237,767	$ 191,940					$ 12,000	$ 95,000	**$ 536,707**
Traffic Safety Improvements	$ 60,000								**$ 60,000**
Traffic Signal Acquisition	$ 210,000								**$ 210,000**
School Pedestrian Safety Improvements	$ 80,000								**$ 80,000**
Local Drainage Repairs/Improvements	$ 232,500								**$ 232,500**
Sidewalk/Curb/Gutter	$ 46,500								**$ 46,500**
Street Resurfacing	$ 4,396,014	$ 85,000							**$ 4,481,014**
Rampart Park Channel Repair - 2004 Storm Damage Repair		$ 30,200							**$ 30,200**
Monument Creek Crib Wall - 2004 Storm Damage Repair		$ 284,800							**$ 284,800**
Essential Annual Bridge Maintenance		$ 139,500							**$ 139,500**
Platte Avenue at Sand Creek Bridge		$ 326,430							**$ 326,430**
St. Vrain St. at Shooks Run Bridge		$ 76,260							**$ 76,260**
26th St. at Fountain Creek Bridge		$ 47,430							**$ 47,430**

PUBLIC WORKS MAINTENANCE AND REPAIR - continued	CITY FUNDED PROJECTS		RESTRICTED USE FUNDS						
	Ongoing CIP	Emergency Repair and Maintenance	SCIP Fund	SCIP-Public Safety Sales Tax	Lottery	TOPS	TEA-21	CDBG	Total Funded
Airport Rd. at Sand Creek Bridge		$ 67,890							$ 67,890
Cache La Poudre Street at Monument Creek Bridge		$ 275,280							$ 275,280
21st Bridge at Bear Creek		$ 33,480							$ 33,480
Gold Camp Rd. Bridge at Bear Creek		$ 36,270							$ 36,270
Tamlin Rd. Bridge at E. Fork Sand Creek Tributary		$ 32,550							$ 32,550
Chestnut St. Bridge at S. Douglas Creek		$ 36,270							$ 36,270
Water Street Bridge at Camp Creek		$ 27,900							$ 27,900
Drennan Road Bridge at Jimmy Camp Creek		$ 36,270							$ 36,270
8th Street Bridge at Fountain Creek		$ 44,640							$ 44,640
Galley Road Bridge at W. Fork Sand Creek		$ 38,130							$ 38,130
Oro Blanco Drive Bridge at Templeton Gap		$ 32,550							$ 32,550
Garden of the Gods Road Bridge at Local Drainage near 30th Street		$ 25,110							$ 25,110
Van Teylingen Drive Bridge at Templeton Gap		$ 19,530							$ 19,530
Arrowswest Dr. Bridge at Local Drainage near Garden of the Gods Rd.		$ 24,180							$ 24,180
Platte Avenue Bridge at W. Fork Sand Creek		$ 33,480							$ 33,480
Rendezvous Trail Bridge at Douglas Creek		$ 27,900							$ 27,900
Camp Creek Bridge- Colorado Avenue to Bijou Street		$ 35,340							$ 35,340
Cascade Avenue Bridge at Cheyenne Run		$ 16,740							$ 16,740
Bijou Street Bridge at Spring Creek		$ 37,200							$ 37,200
Voyager Parkway Bridge at Black Squirrel Creek		$ 26,040							$ 26,040
8th Street Bridge at Bear Creek		$ 13,950							$ 13,950
Cottonwood Creek Channel - Drop Structure/Bank Protection		$ 463,140							$ 463,140
Rustic Hills Channel - Channel Repair/Construction - Upstream of Palmer Park Blvd		$ 418,500							$ 418,500
Colorado Avenue/Ridge Road Drainage Improvements		$ 158,100							$ 158,100
Crack Sealing (Contract) -Streets Essential Maintenance		$ 75,000							$ 75,000
Pothole Patching and Alley Maintenance		$ 500,000							$ 500,000
Concrete Repair -Streets Essential Maintenance		$ 300,000							$ 300,000
Drainage Channel Maintenance -Streets Essential Maintenance		$ 725,000							$ 725,000
Total	**$ 5,362,781**	**$ 4,742,000**	**$ 147,000**	**$ -**	**$ -**	**$ -**	**$ 12,000**	**$ 95,000**	**$ 10,358,781**

INFRASTRUCTURE MAINTENANCE

	CITY FUNDED PROJECTS		RESTRICTED USE FUNDS						
	Ongoing CIP	Emergency Repair and Maintenance	SCIP Fund	SCIP-Public Safety Sales Tax	Lottery	TOPS	Grants Fund - TEA-21	CDBG	Total Funded
City Facilities Repairs	$ 200,000								**$ 200,000**
Community Center Repairs	$ 100,000								**$ 100,000**
Police Facilities Repairs	$ 150,000								**$ 150,000**
Fire Facilities Repairs	$ 175,000								**$ 175,000**
CIP Emergency Repairs	$ -								**$ -**
Total	**$ 625,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 625,000**

GRANT- FEDERAL/STATE MATCH

	CITY FUNDED PROJECTS		RESTRICTED USE FUNDS						
	Ongoing CIP	Emergency Repair and Maintenance	SCIP Fund	SCIP-Public Safety Sales Tax	Lottery	TOPS	Grants Fund - TEA-21	CDBG	Total Funded
Traffic Signal Upgrades - TEA-21	$ 60,000						$ 240,000		**$ 300,000**
Woodmen Road - I-25-Powers	$ 591,000						$ 2,426,000		**$ 3,017,000**
Midland Trail - Phase II							$ 300,000		**$ 300,000**
Mesa Springs Neighborhood Public Improvements								$ 100,000	**$ 100,000**
Westside Neighborhood Public Improvements								$ 125,000	**$ 125,000**
Adams Neighborhood Public Improvements								$ 100,000	**$ 100,000**
Mill Street Neighborhood Public Improvements								$ 150,000	**$ 150,000**
Total	**$ 651,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,966,000**	**$ 475,000**	**$ 4,092,000**

SCIP PUBLIC SAFETY SALES TAX PROJECTS

	CITY FUNDED PROJECTS		RESTRICTED USE FUNDS						
	Ongoing CIP	Emergency Repair and Maintenance	SCIP Fund	SCIP-Public Safety Sales Tax	Lottery	TOPS	Grants Fund - TEA-21	CDBG	Total Funded
Police Substation - Gold Hill Division				$ 1,550,000					**$ 1,550,000**
Fire Station 17 Phase II				$ 980,000					**$ 980,000**
Fire Station Ventilation Improvement Supplement				$ 300,000					**$ 300,000**
Fire Station #1 Remodel Design				$ 309,000					**$ 309,000**
Fire Department Complex Phase II				$ 1,654,150					**$ 1,654,150**
Total	**$ -**	**$ -**	**$ -**	**$ 4,793,150**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,793,150**

PARKS DEVELOPMENT AND MAINTENANCE

	CITY FUNDED PROJECTS		RESTRICTED USE FUNDS						
	Ongoing CIP	Emergency Repair and Maintenance	SCIP Fund	SCIP-Public Safety Sales Tax	Lottery	TOPS	Grants Fund - TEA-21	CDBG	Total Funded
Building Repairs					$ 130,000				**$ 130,000**
Park Maintenance Equipment					$ 100,000				**$ 100,000**
Trails Development/Repair					$ 100,000				**$ 100,000**
Emergency Repairs					$ 120,000				**$ 120,000**
Vandalism Repairs					$ 40,000				**$ 40,000**
Irrigation Renovation					$ 100,000				**$ 100,000**
Playground Renovation					$ 225,000				**$ 225,000**
Facilities Lighting					$ 20,000				**$ 20,000**
Sidewalk Repairs/Replacement					$ 25,000				**$ 25,000**
Tennis Court Repair					$ 40,000				**$ 40,000**
Fencing Repair/Replacement					$ 20,000				**$ 20,000**
Trails Maintenance					$ 150,000				**$ 150,000**
Maintenance of Parks					$ 1,303,772				**$ 1,303,772**
Park Design and Development Division					$ 494,716				**$ 494,716**
Park Development					$ 100,000				**$ 100,000**
Port-a-Jon Enclosures					$ 40,000				**$ 40,000**
Prospect Lake Repair					$ 1,371,671				**$ 1,371,671**
Cottonwood Recreation Center Parking Lot					$ 55,000				**$ 55,000**
North Cheyenne Canon Park Trail Repair					$ 57,500				**$ 57,500**
Parking Lot Repair					$ 25,000				**$ 25,000**
Maintenance of Outdoor Sculpture					$ 30,000				**$ 30,000**
TOPS -- 2% Administrative Costs						$ 121,108			**$ 121,108**
Snowy River Park Development						$ 500,000			**$ 500,000**
Stetson Park Development						$ 600,000			**$ 600,000**
Wilson Ranch Park- Skatepark Amenities						$ 40,000			**$ 40,000**
Gossage Skatepark Lighting						$ 28,000			**$ 28,000**
2005 Trails Projects						$ 950,000			**$ 950,000**
Memorial Park Tennis Center Court Cover						$ 200,000			**$ 200,000**
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,547,659**	**$ 2,439,108**	**$ -**	**$ -**	**$ 6,986,767**

ALL FUNDS SUMMARY

	CITY FUNDED PROJECTS		RESTRICTED USE FUNDS						
	Ongoing CIP 1/	Emergency Repair & Maintenance	SCIP Fund	SCIP-Public Safety Sales Tax	Lottery	TOPS 2/	Grants Fund - TEA-21	CDBG	Total Funded
Financial Commitments	$ 6,913,690	$ -	$ 1,050,331	$ -	$ 644,000	$ 2,896,354	$ -	$ -	**$ 11,504,375**
Federal Mandates	$ 232,500	$ -	$ -	$ -	$ -	$ -	$ -	$ 125,000	**$ 357,500**
Public Works Maintenance and Repair	$ 5,362,781	$ 4,742,000	$ 147,000	$ -	$ -	$ -	$ 12,000	$ 95,000	**$ 10,358,781**
Infrastructure Maintenance	$ 625,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ 625,000**
Grants- Federal/State Match	$ 651,000	$ -	$ -	$ -	$ -	$ -	$ 2,966,000	$ 475,000	**$ 4,092,000**
Parks Development and Maintenance	$ -	$ -	$ -	$ -	$ 4,547,659	$ 2,439,108	$ -	$ -	**$ 6,986,767**
Public Safety Sales Tax Projects	$ -	$ -	$ -	$ 4,793,150	$ -	$ -	$ -	$ -	**$ 4,793,150**
Total	**$ 13,784,971**	**$ 4,742,000**	**$ 1,197,331**	**$ 4,793,150**	**$ 5,191,659**	**$ 5,335,462**	**$ 2,978,000**	**$ 695,000**	**$ 38,717,573**

1/ The sources for this funding include a 2005 General Fund contribution of $12,739,165, $535,677 in anticipated interest earnings, and a $322,612 transfer from the claims reserve fund. The $187,517 balance is comprised of $54,917 from the 2004-2005 Hazard Elimination Safety (HES) projects, $5,600 from the 2003/4 Traffic Calming project, $20,000 from the 2004 Fountain Creek Watershed Study project and transfers from 2005 CDBG and the TEA-21 Woodmen Road project ($95,000 and $12,000 respectively).

2/ It is estimated a total of $6,055,447 in TOPS revenue will be available in 2005 with $5,335,462 being appropriated. Use of remaining funds beyond the $5,335,462 will require a supplemental appropriation.

3/ For 2005, $429,707 will be needed for 5 project management positions. Of this total, $349,190 will come from the 2005 CIP projects, $54,917 will come from the 2004-2005 Hazard Elimination Safety (HES) projects, $5,600 from the 2003/4 Traffic Calming project, and $20,000 from the Fountain Creek Watershed Study project. The $536,707 total reflects a double-counting of $107,000 in transfers from 2005 CDBG and the TEA-21 Woodmen Road Project ($95,000 and $12,000 respectively).

CIP PROJECT DESCRIPTIONS

GENERAL FUND – ONGOING CIP $13,784,971

CITY MANAGEMENT $7,648,440

- **1999 SCIP Projects – Bond Debt Retirement -- $6,797,440**

  Problem Identification: Through the SCIP process, voters approved the sale of $88 million in bonds to fund 29 capital projects. Through the SCIP plan of finance, $7.85 million is designated to retire the debt, thus ensuring no tax increase is associated with the bond issuance. A total of $87.975 million of Series 1999 bonds were sold on May 24, 1999, and closed on June 9, 1999. The financing achieved all of the objectives recommended by the SCIP Citizens Coordination Committee and established by City Council: 1) Minimized the principal repayment period (16 years vs. the 20 years approved by voters) with a total repayment cost of $127.8 million vs. the $157 million approved by voters; 2) The size of the issue was kept below the $88 million approved by voters; and, 3) The annual debt service on the bonds has been maintained as close as possible to $7.85 million.

  Recommended Solution: The 2005 total bond payment is $7,847,771. The SCIP fund will provide $1,050,331 to offset the General Fund $6,797,440 contribution.

- **TEA-21 Matches -- $651,000**

  Problem Identification: The federal government established the Intermodal Surface Transportation Act (ISTEA) program in 1996 and reauthorized it as the Transportation Equity Act for the 21st Century (TEA-21) in 1998. 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 percent of the total project cost - provided the City can fund the local 20 percent share.

  Recommended Solution: Ensure local match money is available to secure this external funding. The City anticipates receiving approximately $2,978,000 in TEA-21 funds for 2005 by providing a total local match of $651,000. The $651,000 will provide the $591,000 local match for the Woodmen Road, I-25 to Powers project to leverage $2,426,000 in grant funds; the $60,000 local match for the Traffic Signals Upgrade project to leverage $240,000 in grant funds. A total of $12,000 from the Woodmen Road Corridor project cost will be used to fund City Engineering staff dedicated to the project.

- **Facilities Repairs -- $200,000**

  Problem Identification: Repairs are needed to maintain the structural integrity of City owned facilities. This will be a continuing program for maintaining satisfactory service levels to the public and City staff.

  Recommended Solution: Provide facilities maintenance, repair and replacement funding for emergency repair or replacement of roofs, HVAC systems, minor repair of interior facilities, etc.

PUBLIC SAFETY $325,000

- **Fire Facilities Repairs -- $175,000**

  Problem Identification: Fire stations are a visible symbol of City government in Colorado Springs neighborhoods. The 20 fire stations range in age from 93 years to less than 1 year. Ten stations are 25 or more years old. There are ongoing needs for replacement of roofs, heating systems, installation of ventilation and cooling systems, upgrade of electrical systems, and general repairs.

  Recommended Solution: Address maintenance, repair and upgrade issues on a continuing basis as funding allows.

- **Police Facilities Repair -- $150,000**

  Problem Identification: The City has invested significant funds to construct a number of Police facilities. These buildings require ongoing maintenance of roofs, heating and ventilation systems, security systems, and other structural improvements to provide sound operating conditions for public safety responsibilities.

  Recommended Solution: Funds would be used to maintain, repair, and replace deficiencies in Police facilities. Such repairs may include improvements to public restrooms, underground storage tanks, card readers, walls and carpet, security camera systems, etc.

PARKS, RECREATION AND CULTURAL SERVICES $100,000

- **Community Center Repairs -- $100,000**

  Problem Identification: Repairs are periodically needed in the existing community and senior centers to keep them in proper operating condition. These facilities require ongoing maintenance to roofs, HVAC systems, security systems and other structural and general repairs to provide satisfactory and safe services to the public.

  Recommended Solution: Provide facilities repair and replacement funding for repairs and/or replacement of HVAC systems, minor repair of interior facilities, etc.

PUBLIC WORKS $5,711,531

- **City Engineering Project Management Staff -- $237,767**

  Problem Identification: In 2004, the City Manager endorsed implementing modifications in City Engineering staff costs for project management previously covered through General Fund operating. The salary and benefits costs for five FTE positions in City Engineering will be paid from the City funded CIP Construction Fund. Dollars included in CIP project budgets for the contracting of design, engineering, and project management are proposed to be redirected towards the payment of the costs of specific engineers and engineering technicians in City Engineering who are currently dedicated to CIP project implementation.

  Recommended Solution: For 2005, a total of $429,707 will be needed for five City Engineering project management positions. Of this amount, $237,767 will come from the projects funded as part of the Ongoing CIP.

- **Legal Obligations -- $100,000**

  Problem Identification: Certain Drainage Basin Planning Studies such as Cottonwood Creek outline some drainage facilities to be cost-shared with the public (City) responsible for a certain portion of the improvement. The private entity or developer who constructs the drainage improvement and upfronts the public share would be eligible for reimbursement subject to availability of CIP funds.

  Recommended Solution: Reimburse developers/private parties for the approved public cost-share portion of drainage facilities constructed as funds are available and based on date of reimbursement approved by the City/County Drainage Boards.

- **Local Drainage Repairs/Improvements -- $232,500**

  Problem Identification: Many significant localized drainage problems are not being addressed and resolved. Property damages and safety problems result from these drainage problems.

  Recommended Solution: Establish a base allocation of $250,500 to address unbudgeted drainage problems that arise during the year, particularly the rainy season. A total of $17,500 from the project budget was allocated to the City Engineering Project Management Staff line item for City Engineering project management costs.

- **Local Improvement Districts -- $16,250**

  Problem Identification: Improvement districts are periodically created in neighborhoods that are in need of paving, curbs and gutters, sidewalks, and other public improvements.

  Recommended Solution: The City needs to provide a share of funding the improvements for districts that are City Council approved. A total of $8,750 from the project budget was allocated to the City Engineering Project Management Staff line item for City Engineering project management costs.

- **Pedestrian Ramps/ADA Compliance -- $232,500**

  Problem Identification: Pedestrian ramps and curb radii at over 150 locations are regarded as safety and/or liability risks and need to be replaced. Ramps need to be installed at various locations within the public right-of-way ramp per requests from private citizens, school districts, concerned agencies, and City departments. It is estimated that nearly 50,000 ramps need to be constructed as the City continues to comply with ADA mandates.

Recommended Solution: Funds will be used to construct pedestrian ramps in high-use areas, per individually requested locations, and replace deteriorated curbs and ramps at priority locations in conjunction with the road overlay/resurfacing program. An additional $125,000 is provided from the City's Community Development Block Grant (CDBG) funds to accomplish a total of $357,500 in sidewalk, curb, and gutter repairs. A total of $17,500 from the project budget was allocated to the City Engineering Project Management Staff line item for City Engineering project management costs.

- **Sidewalk/Curb and Gutter Replacement -- $46,500**

Problem Identification: Sidewalks/curbs and gutters citywide need replacement due to potential safety problems or drainage problems. Broken surfaces may be caused by tree roots or other types of damage or deterioration.

Recommended Solution: Replace damaged sidewalks/curbs and gutters in accordance with City Code. A 50/50 City cost share with the property owners funds the needed replacements. Also, the City uses these funds to upfront the costs of replacements not completed by notified property owners. A total of $3,500 from the project budget was allocated to the City Engineering Project Management Staff line item for City Engineering project management costs.

- **School Pedestrian Safety Improvements -- $80,000**

Problem Identification: Capital improvements identified via the School Pedestrian Safety program have been funded from the Traffic Safety Improvements and the Traffic Signal Acquisition project budgets. Since the School Pedestrian Safety program has an identified capital component, these funds are now designated for this effort.

Recommended Solution: For the 2005 Budget, $80,000 ($40,000 from each account) is allocated specifically for the School Pedestrian Safety Improvements.

- **Street Resurfacing -- $4,396,014**

Problem Identification: Deteriorating street surfaces are resulting in substandard driving surfaces, potholes, and other surface failures. They need to be repaired in a timely manner or more extensive work will be required as moisture seeps cracks into pavement base. Deteriorated medians and crosspans are resulting in poor drainage and safety problems.

Recommended Solution: The Pavement Management System recommends over $25,000,000 of pavement rehabilitation needs. Due to financial and physical constraints, such an extensive program is not recommended. Rather, a program designed to treat 10 percent of the roadways for the next 5 years is recommended.

- **Traffic Safety Improvements -- $60,000**

Problem Identification: There are a number of low-cost traffic safety needs that are not being addressed. These needs, if not addressed, will cause injury to the motoring public. Examples of these projects include guardrail upgrades, impact attenuators for bridge abutments, bike and pedestrian safety improvements, and minor geometric intersection modifications.

Recommended Solution: These funds would be used to install and upgrade guardrail installation, and construct minor geometric modifications to improve capacity and safety and improve pedestrian and bike safety.

- **Traffic Signal Acquisition-- $210,000**

Problem Identification: Traffic signal deficiencies occur at approximately 40 percent of the city's 400 locations and require redesign and reconstruction. Deficiencies involve substandard, inefficient, non-uniform or poorly positioned pedestrian signals, traffic control signals, and signal supports. In addition, the City will need funding to replace defective vehicle detection loops and for new signals not covered by federal funds.

Recommended Solution: Project involves the upgrade of pedestrian and signal heads, installation of new signals, reconstruction of substandard installations, and the installation of internally illuminated street name signs.

- **Street Striping & Marking -- $100,000**

  Problem Identification: Roadway striping and markings are needed to provide safe roads for traffic and pedestrians on thoroughfares throughout the City. Facilities with an average daily traffic (ADT) count greater than 6,000 must have markings per Federal requirements.

  Recommended Solution: These funds would be used to apply street striping and markings when needed, specifically at intersections with high traffic volume, to repair normal wear, and to repair markings affected by maintenance/construction.

TOTAL GENERAL FUND FOR ONGOING CIP -- $13,784,971

GENERAL FUND – EMERGENCY REPAIR AND MAINTENANCE $4,742,000

CITY ENGINEERING..... $3,057,000

- **City Engineering Project Management Staff -- $191,940**

  Problem Identification: In 2004, the City Manager endorsed implementing modifications in City Engineering staff costs for project management previously covered through General Fund operating. The salary and benefits costs for five FTE positions in City Engineering will be paid from the City funded CIP Construction Fund. Dollars included in CIP project budgets for the contracting of design, engineering, and project management are proposed to be redirected towards the payment of the costs of specific engineers and engineering technicians in City Engineering who are currently dedicated to CIP project implementation.

  Recommended Solution: For 2005, a total of $429,707 will be needed for five City Engineering project management positions. Of this amount, $191,940 will come from the projects funded as part of the Emergency Repairs and Maintenance effort. This amount reflects 7% of the following City Engineering project costs.

- **Rampart Park Channel Repair -- $30,200**

  Problem Identification: During 2004, the city experienced numerous major rainstorms. Although many of these stormwater runoff events have been localized, several facilities have suffered significant damage and require immediate repair.

  Recommended Solution: Due to the extent of stormwater damage, the concrete channel will have to be removed and replaced. The total project cost is $115,200; this $30,200 will supplement $85,000 previously identified from existing 2004 CIP funds.

- **Monument Creek Crib Wall – $284,800**

  Problem Identification: During 2004, the city experienced numerous major rainstorms. Although many of these stormwater runoff events have been localized, several facilities have suffered significant damage and require immediate repair.

  Recommended Solution: The crib wall along the west bank of Monument Creek directly west of Sofa Mart/Oak Express/Bedroom Express has failed and must be reconstructed.

- **Essential Annual Bridge Maintenance -- $139,500**

  Problem Identification: Provide ongoing bridge repairs and maintenance to the City's 160+ major bridge structures (greater than 20-foot span) and 300+ minor bridge structures, the majority of which have received little if any ongoing repair and maintenance since original construction. These ongoing repairs and maintenance are critical to (1) avoid serious deterioration and more costly long-term maintenance, (2) maximize the structure's design life, and (3) maximize the safety of the traveling public.

  Recommended Solution: Develop an inventory and inspection program for minor structures. Utilize consultant assistance to develop a practical inventory and inspection program and provide training to staff. CDOT conducts a bi-annual inventory and inspection of major bridge structures. Utilize any remaining funds to complete repairs and maintenance of prioritized bridges.

- **Platte Avenue Bridge at Sand Creek -- $326,430**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Remove debris from bearings and top of pier walls; patch potholes and seal asphalt cracks on deck; seal joints at abutments and piers; repair damaged posts at NW approach rail transition; repair damaged posts and rails on bridge; install bridge rails and rail transitions to meet American Association of State Highway and Transportation Officials (AASHTO) guidelines.

- **Saint Vrain Street Bridge at Shooks Run -- $76,260**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Repair spalled concrete along bottom of east abutment and at bottom of northeast wingwall; install bridge rails, transitions, approach rails and approach rail ends to meet AASHTO guidelines.

- **26th Street Bridge at Fountain Creek -- $47,430**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Repair spall at north end of west sidewalk; repair settled approach sidewalks at all four corners; install bridge rails, transitions, approach rails and approach rail ends to meet AASHTO guidelines.

- **Airport Road Bridge at Sand Creek -- $67,890**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Repair spalling in sidewalk at northeast corner; install bridge rails, transitions, approach rails and approach rail ends to meet AASHTO guidelines.

- **Cache La Poudre Street at Monument Creek -- $275,280**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Repair spalls at bottom of deck; repair spalls and seal cracks in sidewalks and gutter pans; remove debris from bearings at west abutment; replace expansion joint at west abutment; extend deck drains; seal asphalt cracks and patch pothole on deck; clean and repaint girders; repair settled sidewalks at east approach; install bridge rails, transitions, approach rails and approach rail ends to meet AASHTO guidelines.

- **21st Street Bridge at Bear Creek -- $33,480**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Fill scour hole at end of culvert; patch eroded concrete in culvert floor; install bridge rails, transitions, approach rails and approach rail ends to meet AASHTO guidelines.

- **Gold Camp Road Bridge at Bear Creek -- $36,270**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Remove sediment in span 2; repair spalls at bottom of pier wall on west side; install bridge rails, transitions, approach rails and approach rail ends to meet AASHTO guidelines.

- **Tamlin Road Bridge at E. Fork Sand Creek Tributary -- $32,550**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Repair spalls at slab ties in concrete double tees; replace damaged rail end at northwest approach; install bridge rails, transitions, approach rails and approach rail ends to meet AASHTO guidelines.

- **Chestnut Street Bridge at S. Douglas Creek -- $36,270**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Seal asphalt cracks on deck; repair settled sidewalk approaches at southwest, northeast and northwest corners; install bridge rails, transitions, approach rails and approach rail ends to AASHTO guidelines.

- **Water Street at Camp Creek -- $27,900**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Repair spalls at north sidewalk near rail post connections; install bridge rails, transitions, approach rails and approach rail ends to meet AASHTO guidelines.

- **Drennan Road Bridge at Jimmy Camp Creek -- $36,270**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Repair spalls at longitudinal joints; remove debris from pier; reset hazard panel at southeast corner; install bridge rails and approach rails to meet AASHTO guidelines.

- **8th Street Bridge at Fountain Creek -- $44,640**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Repair damaged bridge rail; repair spalls at west bridge rail; install bridge rails, transitions, approach rails and approach rail ends to meet AASHTO guidelines.

- **Galley Road Bridge at W. Fork Sand Creek -- $38,130**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Repair spalls in south curb; repair spalls at rail posts; install bridge rails, transitions, approach rails and approach rail ends to meet AASHTO guidelines.

- **Oro Blanco Drive Bridge at Templeton Gap -- $32,550**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Repair damaged curb and gutter; fill eroded areas under west sidewalk; repair spalls in culvert floor and east headwall; repair damaged chain link fence on east side; install bridge rails, transitions, approach rails and approach rail ends to meet AASHTO guidelines.

- **Garden of the Gods Road Bridge at Local Drainage near 30th Street -- $25,110**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Repair spalled concrete at construction joint in span 2; install bridge rails, transitions, approach rails and approach rail ends to meet AASHTO guidelines.

- **Van Teylingen Drive Bridge at Templeton Gap -- $19,530**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Repair settled sidewalk approaches on all four corners; install bridge rails and transitions on west side to meet AASHTO guidelines.

- **Arrowswest Drive Bridge at Local Drainage near Garden of the Gods Road -- $24,180**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Install bridge rails, transitions, approach rails and approach rail ends to meet AASHTO guidelines.

- **Platte Avenue Bridge at W. Fork Sand Creek -- $33,480**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Repair spalls in south headwall and floors at north end; fill scour hole at north apron; install bridge rails, transitions, approach rails and approach rail ends to meet AASHTO guidelines.

- **Rendezvous Trail Bridge at Douglas Creek -- $27,900**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Install bridge rails, transitions, approach rails and approach rail ends to meet AASHTO guidelines.

- **Camp Creek Bridge from Colorado Avenue to Bijou Street -- $35,340**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Remove sediment build up at south end of culvert; repair chain link fence at north end of culvert; install bridge rails, transitions, approach rails and approach rail ends to meet AASHTO guidelines.

- **Cascade Avenue Bridge at Cheyenne Run -- $16,740**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Install hazard panel at southwest corner of bridge; install rail transitions, approach rails and approach rail ends to meet AASHTO guidelines.

- **Bijou Street Bridge at Spring Creek -- $37,200**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Repair spalls in south headwall; replace sidewalk on south side and patch spall on north side; install bridge rails, transitions, approach rails and approach rail ends to meet AASHTO guidelines.

- **Voyager Parkway Bridge at Black Squirrel Creek -- $26,040**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Install bridge rails, transitions, approach rails and approach rail ends to meet AASHTO guidelines.

- **8th Street Bridge at Bear Creek -- $13,950**

  Problem Identification: Complete programmed repairs and safety improvements as outlined in the 2004 CDOT Bridge Inventory and Inspection Report.

  Recommended Solution: Fill void at concrete slope paving at southwest corner; patch eroded concrete at invert in span 1; remove vegetation encroaching on sidewalk.

- **Cottonwood Creek Channel – Drop Structure/Bank Protection -- $463,140**

  Problem Identification: Stormwater runoff has caused damage to several drop structures and streambanks along Cottonwood Creek from Rangewood Drive downstream to Union Blvd. Repairs and/or reconstruction of existing stormwater drainage improvements is needed to protect existing infrastructure and reduce potential flooding damage to adjacent public and private property.

  Recommended Solution: Identify and prioritize repairs/reconstruction of existing drainage infrastructure. Design and construct improvements to drop structures and install/replace/reconstruct streambank protection (i.e. vegetated rip rap-lined channel banks).

- **Rustic Hills Channel Improvements -- $418,500**

  Problem Identification: Existing section of unlined drainage channel is undersized and inadequate to convey stormwater runoff from larger rainfall events. Vegetation has significantly decreased channel conveyance. The channel abuts private residential property on both sides. Adjacent property is threatened by channel erosion and flooding. The next downstream section of this channel was lined from Robidoux Drive to Darley Drive in the early 1990's.

  Recommended Solution: Design and construct new concrete-lined channel from Darley Drive upstream (northeast) to Van Diest Road.

- **Colorado Avenue/Ridge Road Drainage Improvements-- $158,100**

  Problem Identification: Stormwater runoff laden with sediment and debris clog the existing undersized storm sewer system on Colorado Avenue between Ridge Road and 36th Street. Ponding of the runoff causes private property damage, vehicular safety concerns, and prevents access into and out of adjacent private businesses.

  Recommended Solution: Design and construct new stormwater drainage improvements and implement erosion control best management practices on upstream contributing drainage areas. Conceptual improvements include upstream sediment ponds, reconstruction of the existing undersized storm sewers, the construction of new inlets and storm sewer piping, and enlarging the storm sewer outfall to Fountain Creek.

STREETS DIVISION $1,685,000

- **Street Resurfacing -- $85,000**

  Problem Identification: Deteriorating street surfaces are resulting in substandard driving surfaces, potholes, and other surface failures. They need to be repaired in a timely manner or more extensive work will be required as moisture seeps cracks into pavement base. Deteriorated medians and crosspans are resulting in poor drainage and safety problems.

  Recommended Solution: This $85,000 will augment the $4.4 million allocation in the Ongoing CIP funding for the City's street overlay program.

- **Crack Sealing (Contract) -- $75,000**

  Problem Identification: In an effort to extend the life of roadways in good to fair condition, sealing the roadway from the effects of sun, air and water is an important cost-effective maintenance item.

  Recommended Solution: Due to the lack of resources to accomplish the numerous objectives within the Street Division, contracting the crack sealing activity will allow for more miles of roadways to be sealed, which ultimately allows for longer lasting roadways.

- **Pothole Patching and Alley Maintenance -- $500,000**

  Problem Identification: Due to staff resources being allocated to resurfacing the backlog of roadways, the number of street potholes and neglected alleyways has become a lower priority as fiscal and human resources decline.

  Recommended Solution: Due to the communications received from the citizens of our community, additional resources to include labor, equipment and materials will be required to maintain this infrastructure.

- **Concrete Repair Maintenance -- $300,000**

  Problem Identification: Resources needed for concrete repair continue to be reduced, while the backlog of concrete repair continues to grow. The concrete infrastructure is an intricate part of the storm water drainage system. When this infrastructure fails, it is common for other infrastructure and property to be seriously impacted.

  Recommended Solution: The need to maintain the concrete infrastructure within the city requires a higher funding priority. Funding will address labor, equipment and material resources costs to accomplish this need.

- **Drainage Channel Maintenance -- $725,000**

  Problem Identification: Drainage channel maintenance is completed by the Street Division but does not have a specific budgetary line item to support it. Due to this condition, resources are shifted from specific line items to cover channel maintenance costs. When channel infrastructure fails, conditions worsen when not addressed and costs of repair increases. Hazards become safety issues, if ponding occurs insects can breed, trash and debris accumulates, and rodents may nest. With additional weather events, these conditions increase. If sinkholes develop, roadways and underground storm sewer pipes collapse becoming major projects with very high costs. Public and private property may be affected; possible damage due to obstructions on other infrastructure (bridges, culverts, roadways) becomes an issue and costs for repair rise significantly.

  Recommended Solution: This allocation will fund the labor, equipment and material resources to adequately maintain the city's drainage channels.

TOTAL EMERGENCY REPAIR AND MAINTENANCE -- $4,742,000

SCIP FUND $1,197,331

CITY MANAGEMENT $1,050,331

- **1999 SCIP Projects – Debt Retirement -- $1,050,331**

Problem Identification: Through the SCIP process, voters approved the sale of $88 million in bonds to fund 29 capital projects. Through the SCIP plan of finance, $7.85 million is designated to retire the debt, thus ensuring no tax increase is associated with the bond issuance. A total of $87.975 million of Series 1999 bonds were sold on May 24, 1999, and closed on June 9, 1999. The financing achieved all of the objectives recommended by the SCIP Citizens Coordination Committee and established by City Council: 1) Minimized the principal repayment period (16 years vs. the 20 years approved by voters) with a total repayment cost of $127.8 million vs. the $157 million approved by voters; 2) The size of the issue was kept below the $88 million approved by voters; and, 3) The annual debt service on the bonds has been maintained as close as possible to $7.85 million.

Recommended Solution: The 2005 bond payment is $7,847,771. In accordance with City Council direction, using SCIP funds for purposes other than the projects requires review by the SCIP Citizen's Financial Oversight Committee. The Committee met and supported using $1,050,331 of the $1,197,331 available in the SCIP fund to offset the 2005 SCIP bond debt payment. Thus, the SCIP fund will provide $1,050,000 to augment the 2005 General Fund $6,797,440 contribution.

CITY ENGINEERING.....$147,000

- **Neighborhood Traffic Calming Program Improvements -- $147,000**

Problem Identification: In accordance with City Council direction, using SCIP funds for purposes other than the projects requires review by the SCIP Citizen's Financial Oversight Committee.

Recommended Solution: The Committee requested $147,000 be applied to the Neighborhood Traffic Calming program to augment funding for neighborhood traffic calming project funded from the Drive 25 program revenue.

TOTAL SCIP FUND -- $1,197,331

PUBLIC SAFETY SALES TAX FUND $4,793,150

POLICE DEPARTMENT $1,550,000

- **Police Substation – Gold Hill Division -- $1,550,000**

Problem Identification: As the City continues to grow in population and developed areas, it has become more difficult for the Police Department to serve the citizens from the existing substations. The existing substations are too small for assigned staff. Existing substation parking lots are also over capacity. It is necessary to construct an additional police substation in the central to west section of Colorado Springs.

Recommended Solution: In 2002, $1,300,000 was budgeted for this project. However, in June 2002, $1,300,000 in expenditures (between the two Police substations) was suspended due to lower-than-budgeted revenue collections in 2002. Consequently, these funds were be rebudgeted in 2003. Land acquisition efforts were initiated in 2002 and concluded in 2004. Design and construction of the facility was budgeted in 2003 and 2004. However, due to construction cost increases for the Stetson Hills Police Substation, $1,500,000 was moved from the Gold Hill project to Stetson Hills. This allocation should fund construction in 2005.

FIRE DEPARTMENT $3,243,150

- **Fire Station #17, Phase II -- $980,000**

Problem Identification: Fire Station 17 was built in 1996 as a single company station, but designed for expansion. Based on projected growth, the Standard of Coverage study indicates that an additional ladder truck will be needed by 2005. The facility cannot currently accommodate a second company.

Recommended Solution: Build the second phase of Station 17 as designed to include additional crew quarters, an apparatus bay, and a community room.

- **Fire Station Ventilation Improvement Supplement -- $300,000**

Problem Identification: The Health Safety and Accessibility Study that was conducted in 2004 indicated more areas of concern than were previously anticipated, especially in indoor air quality. The funding allocated in 2004 for ventilation improvements is insufficient to address all the identified needs.

Recommended Solution: Once the areas of greatest concern are adequately addressed with 2004 funding, the remaining highest priorities will be addressed with 2005 funding.

- **Fire Station #1 Remodel Design -- $309,000**

Problem Identification: Fire Station 1 was built in 1925. Additional space is needed for apparatus, locker facilities, living quarters and women's locker/restroom facilities. The facility is relatively sound from a structural perspective, but grossly inadequate from a size, space, safety and systems perspective. Because of the workload and fire potential in the downtown corridor, it is necessary to house an engine company, a ladder truck company, and a district chief. The addition of a Medical/Tactical squad would greatly enhance medical coverage downtown and in the adjacent districts.

Recommended Solution: A feasibility study to determine the best course of action to address this issue would be necessary. The station could be:

1. Remodeled, retaining as much of the historic significance and architecture as possible. Included in the restoration would be the addition of four "drive-through" bays on the east side to accommodate all existing as well as projected apparatus (1 Engine, 1 Truck, 1 District Chief, 1 Squad, and 1 utility truck). The existing apparatus bays would be converted into living and office space, and the existing administrative building razed for visitor parking.
2. Traded for suitable property, and then construct a new fire station.
3. Reviewed for other alternatives.

- **Fire Department Complex, Phase II -- $1,654,150**

Problem Identification: As a result of the adoption of the Standard of Coverage, additional administrative staff are needed over a period of time, mostly in the area of Fire Prevention, Training and Public Education. The Fire Department Complex, funded by SCIP, did not fully accommodate the projected growth nor full development of the drill tower/burn building, drill field props, or drill field roadway system.

Recommended Solution: The Fire Department Complex, Phase II entails adding 21,000 square feet of office space, additional fire training "props" on the drill field, training apparatus storage, full development of the "drill" areas and additional technical equipment that will enhance the department's training capabilities.

TOTAL PUBLIC SAFETY SALES TAX FUND -- $4,793,150

- **Skyview Softball Complex -- $225,000**

  Problem Identification: The Parks and Recreation Department has completed a new adult softball complex using Certificates Of Participation which are to be paid off using Lottery funds, player fees and concession revenue.

  Recommended Solution: Fund the Lottery portion of the annual payment.

- **Hillside Community Center Payback -- $160,000**

  Problem Identification: Repayment of Certificates of Participation used to finance the construction of the Hillside Community Center.

  Recommended Solution: Continuation of funding for annual repayment.

- **Meadows Community Center Payment -- $109,000**

  Problem Identification: Meadows Community Center was constructed as a lease/purchase option. An annual payment is required to sustain the option.

  Recommended Solution: Fund the annual payment for the Meadows Community Center.

- **Red Rock Canyon Open Space Purchase Payback -- $150,000**

  Problem Identification: The City of Colorado Springs through the TOPS Program and a partnership with the Trust for Public Land has purchased 789 acres Red Rock Canyon open space west of Colorado Springs. Lottery funds are needed to provide interim funding for some of the areas. The purchase was financed over twenty years and the first payment of $150,000 is due in 2005.

  Recommended Solution: Fund the payment for the Red Rock Canyon Open Space.

- **Building Repairs -- $130,000**

  Problem Identification: Repairs are periodically needed in existing park buildings to keep them in good operating condition. This is a continuing program essential to maintaining service level to the public.

  Recommended Solution: Provide funding for building repairs.

- **Park Maintenance Equipment -- $100,000**

  Problem Identification: New parkland is added annually to the City's parks and recreation system. Funds for new equipment to maintain the infrastructure expansion have not been available through the City's operational budget for capital equipment replacement.

  Recommended Solution: Purchase of new equipment to maintain existing infrastructure and new parks.

- **Trails Development /Repair -- $100,000**

  Problem Identification: The multi-use trails system is a combination of concrete, gravel and asphalt surfaces. There are several projects that need to be constructed on existing trail corridors.

  Recommended Solution: Funding for trail development including surface treatments, bridges, fencing and erosion control devices.

- **Emergency Repairs -- $120,000**

  Problem Identification: Emergency repairs are occasionally needed in the park system to correct immediate safety problems and/or replace damaged items. This is a continuing program essential to the operation of the Parks and Recreation Department.

  Recommended Solution: Provide funding for emergency repairs.

- **Vandalism Repairs -- $40,000**

  Problem Identification: Acts of vandalism cause various kinds of damage to park system property. In most cases, this can be corrected through immediate response to the problem. This is a continuing program essential to maintaining service levels to the public.

  Recommended Solution: Provide funding for vandalism repairs.

- **Irrigation Renovation -- $100,000**

  Problem Identification: Renovation and repair of existing irrigation systems and the continuation of irrigation system central control and automation is essential to efficient use of landscaping water. Replacement of old piping and sprinkler heads allow water to be conserved.

  Recommended Solution: Conversion from manual and semi-automatic systems to computerized systems should realize irrigation water and dollar savings.

- **Playground Renovation -- $225,000**

  Problem Identification: There is an ongoing program of providing renovation of existing playgrounds within the Parks and Recreation system to assure safety of structures. Equipment with catch points, sharp edges or worn parts are replaced with new items. Renovations will comply with American Society of Testing Materials, Americans with Disabilities Act and Consumer Product Safety Commission guidelines.

  Recommended Solution: Continuation of funding for playground renovation.

- **Facilities Lighting -- $20,000**

  Problem Identification: Replacement and repair of tennis court, ballfield and facility lighting are essential to maintaining service and safety levels to the public.

  Recommended Solution: Continuation of funding for facilities lighting.

- **Sidewalk Repairs/Replacement -- $25,000**

  Problem Identification: Repair of existing and installation of needed sidewalks and ramps/accesses within the park system for differently-abled citizens is essential to maintaining service level to the public.

  Recommended Solution: Continuation of funding for sidewalk installation and repair.

- **Tennis Court Repair -- $40,000**

  Problem Identification: Repair of existing courts throughout the park system is needed on an annual basis to provide a safe surface for play.

  Recommended Solution: Continuation of funding for tennis court repair.

- **Fencing Repair/Replacement -- $20,000**

  Problem Identification: Repair or replacement of ballfield fences and backstops is essential to maintain safety on playing fields.

  Recommended Solution: Provide funding pool for fencing repair or replacement.

- **Trails Maintenance -- $150,000**

  Problem Identification: The multi-use trails system is a combination of concrete, gravel and asphalt surfaces. Due to weather, use and soil conditions, surface repairs are needed to maintain safety and service levels.

  Recommended Solution: Continuation of funding for trails maintenance including surface treatments, fencing and erosion control devices.

- **Maintenance of Parks -- $ 1,303,772**

  Problem Identification: The inventory of newly completed parks has grown more rapidly than the operating funds for park maintenance. In order to accommodate requests for new parks during a decline in general fund operating revenues, maintenance dollars for parks constructed with lottery funds are proposed to be allocated out of Colorado Lottery funds.

  Recommended Solution: Operating funds are being requested for the new park acreage developed through Colorado Lottery funds.

- **Park Design and Development Division -- $494,716**

  Problem Identification: As the park system expands, there is a need for design and construction management staff to assist with the volume of projects throughout the park system. The Design and Development Division was funded in 2004 from Conservation Trust funds to provide design and construction management for over 100 park related projects.

  Recommended Solution: Ongoing funding for the Design and Development Division to provide design and construction management for development and renovation of parks throughout the city.

- **Park Development -- $100,000**

  Problem Identification: Various park projects need funding that does not warrant a separate account. These projects are small in size but need funding to complete to provide the best possible service to park users.

  Recommended Solution: Continue this funding source to complete several of these park projects.

- **Port-a-Jon Enclosures -- $40,000**

  Problem Identification: There are several parks that experience heavy use and do not have restroom facilities. This funding will provide enclosures for port-a-jons to accommodate that need.

  Recommended Solution: Funding of port-a-jon enclosures for several parks.

- **Prospect Lake Repair -- $1,371,671**

  Problem Identification: Prospect Lake has been leaking through the bottom for decades, with water level fluctuations most recently apparent due to drought conditions.

  Recommended Solution: A 30 mil PVC liner will be installed in the lake bottom to prevent seepage and stabilize the lake level. The City Council has authorized a loan of $1,371,671 from the City's General Fund reserve to the Lottery Fund to help fix the lake in an effort to complete the project by the end of summer. The payments will be approximately $389,000 annually from 2006 to 2009; this amount includes principal and interest.

- **Cottonwood Recreation Center Parking Lot Expansion -- $55,000**

  Problem Identification: The Cottonwood Recreation Center was constructed in 2001 and was provided adequate parking. After completion of the recreation center, a community-built playground and an inline hockey court have been constructed in the same general vicinity. Parking is a challenge at times. An additional parking lot was designed into the project, but in 2001 voters rejected this funding. Staff is proposing an additional parking lot to accommodate the parking need.

  Recommended Solution: Funding of the parking lot at Cottonwood Recreation Center in Cottonwood Creek Park.

- **North Cheyenne Canon Trail Repair -- $ 57,500**

  Problem Identification: The trails in North Cheyenne Canon Park were constructed near the turn of the century. As with any facility, ongoing maintenance of these trails is necessary. Some major retaining walls are in need of replacement at Mt. Cutler and Columbine trails.

  Recommended Solution: Fund the trail repair at Mt. Cutler and Columbine trails in North Cheyenne Canon Park.

- **Parking Lot Repair -- $25,000**

  Problem Identification: Many of the major parking lots within the park system are in need of repair or renovation. This will establish an ongoing fund to repair parking lots in all parks.

  Recommended Solution: Fund the repair or renovation of parking lots.

- **Maintenance of Outdoor Sculpture -- $30,000**

  Problem Identification: Over the past several years there has been many outdoor sculptures added throughout the park system. These sculptures are in need of on-going maintenance. A fund needs to be established for this maintenance.

  Recommended Solution: Fund the request for maintenance of outdoor sculpture.

TOTAL LOTTERY -- $ 5,191,659

TRAILS, OPEN SPACE AND PARKS (TOPS) $5,335,462

- **Red Rock Canyon Payback -- $1,500,000**

  Problem Identification: The City of Colorado Springs through the TOPS Program and a partnership with the Trust for Public Land has purchased 789 acres Red Rock Canyon open space west of Colorado Springs. The purchase was financed over twenty years and the second payment of $1,500,000 is due in 2005.

  Recommended Solution: Fund the second payment in 2005 of the Red Rock Canyon Open Space loan.

- **Bluestem Prairie Open Space (aka Big Johnson) -- $1,396,354**

  Problem Identification: The City of Colorado Springs through the TOPS Program and a partnership with the Trust for Public Land has purchased 650 acres of open space adjacent to Big Johnson Reservoir in southeast Colorado Springs. The total purchase price is $8,125,000 to be paid over five years beginning in 2001. The fourth payment of $1,396,354 is due in 2005.

  Recommended Solution: Fund the fourth payment of $1,396,354 in 2005 for the purchase of the Bluestem Prairie Open Space.

- **TOPS – 2% percent Administrative Costs -- $121,108**

  Problem Identification: Provisions of the ordinance allocate two percent of all revenues collected to be deposited into an account to be used by City Council as recommended by the TOPS nine member advisory committee for planning of trails, open space and parks.

  Recommended Solution: Two percent of collections will fund program administrative expenses and salaries and benefits of a landscape architect and other support staff as necessary.

- **Snowy River Park -- $500,000**

  Problem Identification: There is an undeveloped neighborhood park site in the Stetson Hills Ridgeview subdivision area, which is a rapidly growing area of the city.

  Recommended Solution: Develop the park site as per the master plan.

- **Stetson Park Development-- $600,000**

  Problem Identification: There is an undeveloped neighborhood park site in the Stetson Hills subdivision area, which is a rapidly growing area of the city. This park site is adjacent to Stetson Elementary School.

  Recommended Solution: Develop the park site as per the master plan.

- **Gossage Skatepark Lighting -- $28,000**

  Problem Identification: The skatepark at Gossage Youth Sports Complex was completed in 1998. The use of the skatepark has been overwhelming. Lighting the park for longer hours of the day will allow skaters more time and less crowded conditions and use of the park when it is cooler.

  Recommended Solution: Fund the lighting system for nighttime use of the skatepark at Gossage Youth Sports Complex.

- **Wilson Ranch Skatepark Amenities -- $40,000**

  Problem Identification: There is a need for a skatepark in the northwest area of the city. Staff has designed a series of skatepark features for Wilson Ranch Park.

  Recommended Solution: Fund the skatepark features for construction at Wilson Ranch Park.

- **2005 Trail Projects -- $950,000**

Problem Identification: There are 165 miles of multi-use trails planned throughout the city. About 80 miles have been completed. There are several trail projects underway and funding is needed to complete the construction of several projects.

Recommended Solution: Fund the following list of trail projects:

South Shooks Run Trail Construction (Pikes Peak to Costilla)		$ 90,000
South Shooks Run Trail Construction (Fountain to Las Vegas)		$520,000
Homestead Trail Construction (missing section)		$ 65,000
Cottonwood Creek Trail (Academy to Union)		$410,000
Trail Wayfinding Signage		$ 10,000
	Total	**$950,000**

- **Memorial Park Tennis Center Court Cover -- $200,000**

Problem Identification: The Tennis Center at Memorial Park is the City's only tennis center and has been very popular for instruction for youth. With weather conditions very unpredictable, it is difficult to schedule and conduct tennis lessons. The only covered tennis courts available for play are in private clubs. Covering two tennis courts would allow year -round use for lessons and play and will provide for the citizens that do not belong to private clubs.

Recommended Solution: Fund the covering of two tennis courts to allow year-round use for lessons and play.

TOTAL TOPS $5,335,462

TRANSPORTATION EQUITY ACT FOR THE 21ST CENTURY (TEA-21) $2,978,000

- **City Engineering Project Management Staff -- $12,000**

  Problem Identification: In 2004, the City Manager endorsed implementing modifications in City Engineering staff costs for project management previously covered through General Fund operating. The salary and benefits costs for five FTE positions in City Engineering will be paid from the City funded CIP Construction Fund. Dollars included in CIP project budgets for the contracting of design, engineering, and project management are proposed to be redirected towards the payment of the costs of specific engineers and engineering technicians in City Engineering who are currently dedicated to CIP project implementation.

  Recommended Solution: For 2005, a total of $429,707 will be needed for five City Engineering project management positions. Of this amount, $12,000 will come from the TEA-21 portion of the Woodmen Road project funding.

- **Traffic Signal Upgrades -- $240,000**

  Problem Identification: Traffic signal deficiencies at most of the city's 400+ locations require redesign, upgrading and/or reconstruction. Deficiencies include substandard, inefficient, non-uniform or poorly located pedestrian signals, traffic control signals, sensors and signal supports. In addition, the City will need funding to replace defective vehicle detection loops and for new signals not covered by federal funds.

  Recommended Solution: Project involves the upgrade of pedestrian and signal heads, installation of new signals, reconstruction of substandard installations, upgrade of signal sensors, and the installation of internally illuminated street name signs. A local match of $60,000 from the City's General Fund secured this $240,000 allocation from the TEA-21 federal transportation grant program.

- **Woodmen Road Safety Improvements and Widening -- $2,426,000**

  Problem Identification: Woodmen Road is a major east-west arterial operating at an inadequate level of service for peak-hour traffic and warrants additional safety and capacity. The 2005 funding allocation will be used to help fund final engineering design in accordance with the Environmental Assessment, expected to be approved by December 2004. Construction is dependent upon future federal funding. If the RTA issue is approved by voters in November 2004, the project limits will be expanded eastward accordingly.

  Recommended Solution: Woodmen Road requires safety and capacity improvements from I-25 to Powers Boulevard. A local match of $591,000 from the General Fund secured this $2,426,000 allocation from the TEA-21 federal transportation grant program. A total of $12,000 from the project cost will be used to fund City Engineering staff dedicated to the Woodmen Road project.

- **Midland Trail, Phase II -- $300,000**

  Problem Identification: On the west side of Colorado Springs, there is a lack of mobility and bicycle and pedestrian access to the Midland Trail from 21st Street to 31st Street. Completion of this portion of the trail will provide improved access for bicycles and pedestrians to businesses, residential areas and public facilities, such as Confluence Park and the Pikes Peak Greenway.

  Recommended Solution: Construction of the Midland Trail from 21st Street to 31st Street will provide safe and convenient bicycle and pedestrian access to the west side between Colorado Springs and Manitou Springs. Matching TOPS funds in the amount of $60,000 will augment funding for this project.

TOTAL TEA-21 -- $2,978,000

- **City Engineering Project Management Staff -- $95,000**

  Problem Identification: In 2004, the City Manager endorsed implementing modifications in City Engineering staff costs for project management previously covered through General Fund operating. The salary and benefits costs for five FTE positions in City Engineering will be paid from the City funded CIP Construction Fund. Dollars included in CIP project budgets for the contracting of design, engineering, and project management are proposed to be redirected towards the payment of the costs of specific engineers and engineering technicians in City Engineering who are currently dedicated to CIP project implementation.

  Recommended Solution: For 2005, a total of $429,707 will be needed for five City Engineering project management positions. Of this amount, $95,000 will come from CDBG funding.

- **Mesa Springs Neighborhood Public Improvements -- $100,000**

  Problem Identification: Mesa Springs is an identified Neighborhood Strategy Area. Street improvements are needed to meet City standards and install sidewalks, curb and gutter, pedestrian ramps, etc., per the Mesa Springs Master Plan.

  Recommended Solutions: Provide funding for sidewalks, curb and gutter, and pedestrian ramps, etc, through a public process request, throughout the Neighborhood Strategy Area, and as identified in the area's Master Plan. 2005 funds will construct public improvements per Citizen's requests, sidewalks, curb and gutter, pedestrian ramps, and landscape restoration.

- **Westside Neighborhood Public Improvements -- $125,000**

  Problem Identification: Westside is an identified Neighborhood Strategy Area. Street improvements are needed to meet City standards and install sidewalks, curb and gutter, pedestrian ramps per the Westside Master Plan.

  Recommended Solution: Provide funding for sidewalks, curb and gutter, pedestrian ramps, etc., through a public request process, throughout the Neighborhood Strategy Area and as identified in the area's Master Plan. 2005 funds will construct public improvements (Phase I) on Uintah Street (between Mesa Street and Cooper Street) sidewalks, curb and gutter, pedestrian ramps and landscape restoration.

- **Adams Neighborhood Public Improvements -- $100,000**

  Problem Identification: Adams is an identified Neighborhood Strategy Area. Street improvements are needed to meet City standards as well as installation of streetlights, sidewalks, curb and gutter, pedestrian ramps, etc.

  Recommended Solution: Provide funding for sidewalks, curb and gutter, pedestrian ramps, etc., through a public process request, throughout the Neighborhood Strategy Area and as identified in the Community Assessment Report. 2005 funds will construct public improvements on Mono Street (between Tahoe Street and Manitoba Street) sidewalks, curb and gutter, pedestrian ramps, and landscape restoration.

- **Mill Street Neighborhood Public Improvements -- $150,000**

  Problem Identification: Mill Street is a newly identified Neighborhood Strategy Area. Street improvements are needed to meet City standards as well as installation of streetlights, sidewalks, curb and gutter, pedestrian ramps, etc., per the Mill Street Preservation Plan.

  Recommended Solutions: Provide funding for sidewalks, curb and gutter, and pedestrian ramps, etc, through a public process request, throughout the Neighborhood Strategy Area, and as identified in the area's Preservation Plan. 2005 funds will construct public improvements per the preservation plan, streetlights, sidewalks, curb and gutter, pedestrian ramps, paving, drainage improvements and landscape restoration.

- **Americans with Disabilities Act (ADA) Pedestrian Ramp Improvements -- $125,000**

  Problem Identification: Pedestrian ramps need to be installed at various locations within the public right-of-way per requests from private citizens, school districts, concerned agencies, and the City. It is estimated that nearly 50,000 ramps need to be constructed in existing parts of the city. ADA compliance is mandated.

  Recommended Solution: Provide funding for ADA pedestrian ramps through a public process request, throughout the Neighborhood Strategy Areas, and as identified in the area's Master Plan.

TOTAL CDBG -- $695,000

TOTAL 2005 CAPITAL IMPROVEMENTS PROGRAM -- $ 38,717,573

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Glossary of Terms

Accrual Basis of Accounting – A type of accounting which records revenue at the time earned and expenses when incurred.

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 the City Council to spend funds which have been designated for a specific purpose.

Beginning Fund Balance – The unexpended amount in a fund at fiscal year end which is available for appropriation in the next fiscal year.

Budget Calendar – The schedule of major events in the budget process.

Budget Department – The Department that plans and administers the City's budget process which includes preparing instructions, analyzing requests, coordinating the City Manager budget review sessions, and preparing budget documents. This Department supports the City's Strategic Plan, maintains its fiscal integrity through efficient allocation of resources, and provides economic development services assisting in the retention and creation of high quality jobs and businesses.

Business Development Revolving Loan Fund – This purpose of this fund was to provide low-interest loans to small emerging businesses to assist with business development. This fund was also used to provide improvements to the urban renewal area. Beginning in 2004, the name of this fund is changed to the Economic Development Fund.

Capital Improvement – An expenditure for a physical asset, constructed or purchased, that has a minimum useful life of ten years and a minimum cost of $10,000, or a minimum useful life of three years and a minimum cost of $25,000.

Capital Improvements Program (CIP) – A component of the Office of Budget and Financial Analysis which oversees planning and budgeting of capital improvements.

Capital Outlay – A major object category which 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 financing mechanism used to lease purchase property/facilities which are evidence assignments of proportionate undivided interests in certain payments pursuant to an annually renewable lease purchase agreement between an Authority and the City of Colorado Springs.

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.

Contingency – An account established for the purpose of meeting unanticipated requirements. Formal City Council action is required for transfers from Contingency.

CREATE – An acronym for the City's core values, which include Commitment, Respect, Excellence, Accountability, Teamwork, and Ethics.

Debt Service – Payment of interest and principal on an obligation resulting from the issuance of bonds.

Economic Development Fund – The purpose of the Economic Development Fund is to provide funding and support for various economic development activities and projects, the outcome of which will be new job creation or improvement of the local economy. Prior to 2004, this fund was known as the Business Development Revolving Loan Fund.

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 which 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.

Financial Forecast – Estimates resources available and forecasts the financial condition of the General Fund for a five-year period and is based upon a set of assumptions regarding revenue and expenditure trends.

Fiscal Year – A 12-month period at the beginning of which the City implements a new budget based on expected revenues 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) – A position which works a 40-hour week on an ongoing basis and 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 revenues.

Geographic Information System (GIS) – A computer-based tool for mapping and analyzing things that exist and events that occur on earth. 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 nondedicated revenues 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 collects revenues 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.

Infrastructure – The underlying foundation or basic framework of a system, i.e., roadways.

Intermodal Surface Transportation Efficiency Act (ISTEA) – This program was reauthorized as the Transportation Equity Act for the 21st Century (TEA-21) in 1998.

Internal Service – Internal Service Funds sell central services such as fleet, facilities, printing, and information services to other City departments and divisions. They operate solely on revenues received from the departments and units using their services.

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, and it is from the Center for Performance Management that the City obtains 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:

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.

Levy – The total amount of taxes, special assessments, or service charges imposed by a government.

Mill – A mill is equal to one one-thousandth (1/1000) 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.

NPOI – No proof of insurance.

Objective – A desired result of a group of related activities performed by a department or unit in which the achievement satisfies part or all of the department or unit'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 historical building for occupancy late in Year 2001 by City Council and some City Management units.

Operating Budget – The annual expenditures for the routine, ongoing activities and work program of a department or organizational unit as opposed to budgets which may also be established for capital projects, grant-funded projects, and other activities of a nonpermanent nature.

Pay-as-You-Go for Capital Improvements – To pay for capital improvements from current revenues.

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 percent sales and use tax increase effective January 1, 2005, for the City of Colorado Springs, the unincorporated areas of El Paso County, Manitou Springs, and Green Mountain Falls to fund transportation capital projects and maintenance.

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 0.04 percent 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 revenues and/or the receipt of revenues exceeding the budgeted amount.

Revenue – Money received by the City during the fiscal year which includes taxes, fees, charges, special assessments, grants, and other funds collected which 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.

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 Position – A position which has a specified ending date in its authorization. Such positions typically do not last beyond one year.

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 Action Plan – The document comprised of goals and objectives established by City Council that serves as a guide for budget decisions from 2005 – 2010.

Taxpayer's Bill of Rights – see TABOR

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 revenues to the combined percentage change in the Denver-Boulder Consumer Price Index (CPI) and the net change in the local property tax base due to new construction. Revenues received above and beyond the annual revenue "cap" established by TABOR must either be refunded to city residents or retained upon voter approval.

Trails, Open Space, Parks Initiative (TOPS) – Local sales tax dedicated for purchase of open space and development of parks and trails.

Transportation Equity Act for the 21st Century (TEA-21) – The federal government established the Intermodal Surface Transportation Act (ISTEA) program in 1996 and reauthorized it as the Transportation Equity Act for the 21st Century (TEA-21) in 1998. 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 percent of the total project cost - provided the City can fund the local 20 percent share.

Unreserved, Undesignated Fund Balance – In accordance with its Charter, the City is required to maintain an emergency reserve in the amount of three percent of fiscal year spending less debt service. This reserve can be used to meet any emergency except those caused by economic conditions, revenue shortfalls, and salary or fringe benefit increases. The accepted policy for the unreserved, undesignated fund balance of the General Fund is five percent of the following year's budgeted expenditures. This fund balance is also referred to as the Unrestricted/Unappropriated Fund Balance.

Unrestricted/Unappropriated Fund Balance – Same as Unreserved, Undesignated Fund Balance.

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 Utilities.

GENERAL FUND REVENUE
2005 BUDGET

Fund	Org	Source	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
Taxes									
General Property									
001	1330	45025	TAXES - CURRENT YEAR	18,069,749	18,276,035	17,671,576	17,782,004	110,428	0.62%
001	1330	45050	TAXES - DELINQUENT	32,984	213,426	0	0	0	0.00%
001	1330	45055	TAXES-PENALTY	30,036	29,376	0	0	0	0.00%
Total				**18,132,770**	**18,518,837**	**17,671,576**	**17,782,004**	**110,428**	**0.62%**
Specific Ownership									
001	1330	45126	STATE AUTOMOBILE TAX	2,828,082	2,824,157	2,677,402	2,615,805	(61,598)	-2.30%
Total				**2,828,082**	**2,824,157**	**2,677,402**	**2,615,805**	**(61,598)**	**-2.30%**
General Sales & Use									
001	1330	45100	SALES AND USE TAX	107,735,252	105,398,025	106,724,967	120,284,336	13,559,369	12.70%
Total				**107,735,252**	**105,398,025**	**106,724,967**	**120,284,336**	**13,559,369**	**12.70%**
Selective Sales / Use									
001	1330	45175	ADMISSIONS TAX	387,840	303,064	353,145	447,151	94,006	26.62%
Total				**387,840**	**303,064**	**353,145**	**447,151**	**94,006**	**26.62%**
Business									
001	1510	45151	3.2 BEER	44,331	44,833	47,400	45,000	(2,400)	-5.06%
001	1510	45152	A HOTEL OR RESTAURANT	112,335	119,307	120,000	142,800	22,800	19.00%
001	1510	45153	ARTS	200	200	200	400	200	100.00%
001	1510	45154	BEER OR WINE	5,393	4,850	5,400	5,400	0	0.00%
001	1510	45155	CLUBS	3,900	3,900	3,900	3,900	0	0.00%
001	1510	45156	DRUG STORE	300	300	300	300	0	0.00%
001	1510	45157	PACKAGE STORE	28,118	33,256	33,900	37,200	3,300	9.73%
001	1510	45158	PEN ON OCC LIQUOR TAX	343	538	450	500	50	11.11%
001	1510	45159	RACE TRACK	300	300	300	300	0	0.00%
001	1510	45160	TAVERN	36,851	34,978	38,400	40,000	1,600	4.17%
Total				**232,070**	**242,462**	**250,250**	**275,800**	**25,550**	**10.21%**
Total Taxes				**129,316,014**	**127,286,545**	**127,677,340**	**141,405,095**	**13,727,755**	**10.75%**
Licenses & Permits									
001	1330	45271	STATE LIQUOR LICENSES	36,944	39,230	39,465	40,018	553	1.40%
001	1510	45226	AMUSEMENT & THEATRE	4,005	3,090	2,520	1,500	(1,020)	-40.48%
001	1510	45228	BILLIARD POOL & BOWLNG	120	1,890	1,170	1,005	(165)	-14.10%
001	1510	45229	CONTRACT EXCAV CMNT	48,120	46,415	43,500	43,500	0	0.00%
001	1510	45230	COIN OPERATED GAMES	46,340	44,390	44,760	43,890	(870)	-1.94%
001	1510	45231	FOOD PEDDLER	7,335	8,155	7,150	9,255	2,105	29.44%
001	1510	45233	GARBAGE AND TRASH	16,585	14,805	14,775	8,265	(6,510)	-44.06%
001	1510	45236	MASSAGE PARLORS	0	115	0	0	0	0.00%
001	1510	45237	MASSAGE THERAPIST	76,780	82,275	74,500	95,325	20,825	27.95%
001	1510	45238	MASSAGE APPRENTICE	2,025	2,850	1,750	2,000	250	14.29%
001	1510	45239	MERCHANT PATROL	123,398	156,180	136,100	159,325	23,225	17.06%
001	1510	45240	PAWN BROKER	4,320	3,688	4,035	3,800	(235)	-5.82%
001	1510	45243	SEXUALLY ORIENTED BUS	4,075	4,075	4,000	4,000	0	0.00%
001	1510	45245	TAXICAB	18,915	29,455	31,055	31,150	95	0.31%
001	1510	45246	TREE SERVICE	3,535	3,660	4,245	3,800	(445)	-10.48%
001	1510	45249	ESCORT SERVICES BUS	4,645	1,305	1,000	1,500	500	50.00%
001	1510	45250	BED & BREAKFAST PERMIT	100	50	100	100	0	0.00%
001	1510	45277	GOING OUT OF BUSINESS	545	1,175	575	1,000	425	73.91%
001	1510	45278	SALES TAX LICENSES	29,011	31,335	28,500	30,750	2,250	7.89%
001	1510	45279	ALARM LICENSES	27,725	31,095	29,325	37,860	8,535	29.10%
001	5110	45247	PARK & REC PERMT/LICENS	35,570	32,670	31,800	31,800	0	0.00%
001	2114	NEW	DOG LICENSES	0	0	0	400,000	400,000	0.00%
Total Licenses & Permits				**490,093**	**537,903**	**500,325**	**949,843**	**449,518**	**89.85%**

GENERAL FUND REVENUE
2005 BUDGET

Fund	Org	Source	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
Intergovernmental Revenue									
Federal Grants									
001	1330	46056	HOUSING AUTHORITY	11,426	0	11,426	11,426	0	0.00%
001	2133	45762	UNIVERSAL HIRING GRANT	0	69,305	0	0	0	0.00%
001	3505	45428	TRANSIT PREVNTVE MAINT	1,228,001	1,341,599	1,353,000	1,341,600	(11,400)	-0.84%
001	3505	45429	PARATRANSIT PREV MAINT	400,000	468,000	468,000	468,000	0	0.00%
Total				**1,639,427**	**1,878,904**	**1,832,426**	**1,821,026**	**(11,400)**	**-0.62%**
State Grants				0	0	0	0	0	0.00%
State Shared Rev									
001	1330	45451	STATE CIGARETTE TAX	1,433,606	1,387,364	1,363,827	1,348,642	(15,185)	-1.11%
001	1330	45476	HIGHWAY USER TAX - REG	13,353,997	12,922,706	13,296,867	13,095,378	(201,489)	-1.52%
001	1330	45501	HIGHWAY USER TAX - ADD	1,214,467	1,199,457	1,206,215	1,215,049	8,834	0.73%
001	1330	45526	SEVERANCE TAX	608	2,698	811	1,000	189	23.30%
Total				**16,002,678**	**15,512,225**	**15,867,720**	**15,660,069**	**(207,651)**	**-1.31%**
Other Govt Units									
001	1330	43014	METEX LOAN REPAYMENT	888,813	1,107,575	195,000	0	(195,000)	-100.00%
001	1330	45551	ROAD AND BRIDGE	3,369,677	2,987,005	2,954,858	2,993,114	38,256	1.29%
001	1330	45576	SHARED FINES	48,114	26,288	41,148	41,724	576	1.40%
Total				**4,306,603**	**4,120,868**	**3,191,006**	**3,034,838**	**(156,168)**	**-4.89%**
Total Intergovernmental				**21,948,708**	**21,511,997**	**20,891,152**	**20,515,933**	**(375,219)**	**-1.80%**
Charges for Service									
General Government									
001	1200	44020	MISCELLANEOUS - GEN	0	636	0	0	0	0.00%
001	1200	45631	LEGAL FEES	53,548	46,357	60,850	62,400	1,550	2.55%
001	1330	44020	MISCELLANEOUS - GEN	0	64,634	0	0	0	0.00%
001	1510	42730	RESALES	250	13	0	0	0	0.00%
001	1510	45712	MAPS, BOOKS, CODES, ETC	2,315	3,593	4,000	2,500	(1,500)	-37.50%
001	1531	45651	TRANSCRIPT DPST-HEARNG	1,201	725	0	0	0	0.00%
001	1531	45652	BONDSMEN JUDGEMENTS	800	3,150	0	0	0	0.00%
001	1531	45653	CASH BONDS	33,315	45,156	0	0	0	0.00%
001	1531	45654	COURT COSTS	445,807	822,490	692,760	890,000	197,240	28.47%
001	1531	45655	JURY FEES	9,850	10,805	15,750	12,000	(3,750)	-23.81%
001	1531	45656	MISC - MUNICIPAL COURT	2,161	4,031	3,000	4,500	1,500	50.00%
001	1531	45657	OJW - CITY	87,092	92,523	90,000	95,000	5,000	5.56%
001	1531	45658	TRANSCRIPT FEE	2,905	1,888	3,800	1,000	(2,800)	-73.68%
001	1531	45659	WARRANT COSTS	167,512	166,187	160,000	170,000	10,000	6.25%
001	3015	NEW	CMAQ GRANT	0	0	0	30,669	30,669	0.00%
001	3020	44020	MISCELLANEOUS - GEN	0	0	35,000	20,000	(15,000)	-42.86%
001	3020	45695	EXCAVATION PERMITS	0	0	1,275,000	1,275,000	0	0.00%
001	3030	43356	DEVELOPMENT REV FEES	99,066	187,823	0	94,784	94,784	0.00%
001	3030	45711	COPIES OF DOCUMENTS	0	0	100	100	0	0.00%
001	3030	45712	MAPS, BOOKS, CODES, ETC	0	0	500	500	0	0.00%
001	3030	45802	TRAFFIC CONTROL PERMIT	0	0	480,235	480,235	0	0.00%
001	3030	45811	STATE SAFETY - TRAF DEV	274,781	274,781	275,000	275,000	0	0.00%
001	3030	45812	TRAFFIC-REIMB FR OTHERS	74,050	23,635	0	0	0	0.00%
001	3040	43356	CITY ENG DEV REVIEW FEE	280,435	554,769	548,406	674,587	126,181	23.01%
001	3040	45692	CONCRETE PERMITS	523,837	451,499	343,326	263,513	(79,813)	-23.25%
001	3040	45693	MAP, BOOK, CODE, MANL	152	691	0	0	0	0.00%
001	3040	45695	EXCAVATION PERMITS	1,504,006	2,038,721	408,714	447,086	38,372	9.39%
001	3040	45699	DEVINSPECTIONS FEES	488,938	432,808	461,877	517,805	55,928	12.11%
001	4840	45671	ADMIN FILING FEES	578,621	802,385	841,190	962,258	121,068	14.39%

GENERAL FUND REVENUE
2005 BUDGET

Fund	Org	Source	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
001	4840	45694	REVOCABLE PERMITS	4,980	18,978	46,500	32,835	(13,665)	-29.39%
001	4840	45711	COPIES OF DOCUMENTS	1,137	758	1,200	1,200	0	0.00%
001	4840	45712	MAPS, BOOKS, CODES, ETC	643	120	0	0	0	0.00%
001	4865	43356	DEVELOP REVIEW FEES	0	0	20,000	174,227	154,227	771.14%
001	4950	44078	PRIVTE ACT BND (PAB) FEE	0	0	42,000	42,672	672	1.60%
001	6110	44020	MISCELLANEOUS - GEN	71,746	(13,408)	2,500	2,540	40	1.60%
001	6110	45691	BID DEPOSITS	(5,650)	0	11,000	11,176	176	1.60%
Total				**4,703,496**	**6,035,748**	**5,822,708**	**6,543,587**	**720,879**	**12.38%**
Public Safety									
001	2102	45758	SPECL DTY REIMB - POLICE	738,172	539,281	878,100	926,400	48,300	5.50%
001	2114	44020	MISCELLANEOUS - GEN	0	0	0	1,000	1,000	0.00%
001	2114	44053	PARKING FEES	240	92,340	96,000	96,000	0	0.00%
001	2114	45751	AUTO INSPECTION FEES	280	260	400	4,000	3,600	900.00%
001	2114	45753	EXCESS POLICE ALARMS	112,053	179,779	152,628	167,000	14,372	9.42%
001	2114	45756	PHOTOSTATS	417	660	0	0	0	0.00%
001	2114	45759	TOW & STORAGE CHARGES	433,180	468,595	722,895	795,000	72,105	9.97%
001	2114	45901	MISCELLANEOUS - POLICE	346,004	417,791	520,903	556,988	36,085	6.93%
001	2115	45764	ID REGISTRATION FEE	0	200	0	0	0	0.00%
001	2115	45766	FIRING RANGE MAINT	0	0	0	11,854	11,854	0.00%
001	2117	45759	TOW & STORAGE CHARGES	0	0	0	103,000	103,000	0.00%
001	2118	40150	RESTITUTION	0	0	0	83,231	83,231	0.00%
001	2131	45901	MISCELLANEOUS	3,272	0	0	0	0	0.00%
001	2133	45753	EXCESS POLICE ALARMS	(2,825)	(2,462)	0	0	0	0.00%
001	2133	45756	PHOTOSTATS	50	0	0	0	0	0.00%
001	2134	44020	MISCELLANEOUS - GEN	0	0	0	400	400	0.00%
001	2151	45754	LAB FEES-POLICE	168	0	0	0	0	0.00%
001	2151	45757	POLYGRAPH TESTS-POLICE	360	420	2,400	4,000	1,600	66.67%
001	2154	45754	LAB FEES-POLICE	25,217	22,131	26,072	76,500	50,428	193.42%
001	2154	45759	TOW & STORAGE CHARGES	0	1,645	0	0	0	0.00%
001	2154	45764	ID REGISTRATION FEE	0	140	0	0	0	0.00%
001	2155	45756	PHOTOSTATS & PICTURES	222,539	185,744	416,622	220,325	(196,297)	-47.12%
001	2155	45764	ID REGISTRATION FEE	0	31,860	0	14,000	14,000	0.00%
001	2155	45901	MISCELLANEOUS	0	340	0	0	0	0.00%
001	2171	45752	COMM CTR TAPES	60	40	0	0	0	0.00%
001	2171	45754	LAB FEES-POLICE	0	45	0	0	0	0.00%
001	2171	45760	WITNESS FEES	1,308	1,417	1,341	0	(1,341)	-100.00%
001	2171	45907	SPECIAL EVENTS	92,150	48,720	85,000	0	(85,000)	-100.00%
001	2172	45752	COMM CTR TAPES	2,493	0	0	0	0	0.00%
001	2173	43140	APPLIED TO EXPENDITURE	2,813	46,694	33,475	0	(33,475)	-100.00%
001	2174	45752	COMM CTR TAPES	5,424	6,880	8,298	7,000	(1,298)	-15.64%
001	2192	45905	RENTAL INCOME	0	0	0	110,000	110,000	0.00%
001	2194	45901	MISCELLANEOUS	871	0	0	0	0	0.00%
000	2210	44076	HIGH ANGLE RESCUE FEE	0	0	3,000	0	(3,000)	-100.00%
001	2230	43330	JUVENILE FIRE SETTER FEE	1,995	2,485	2,000	0	(2,000)	-100.00%
001	2230	43356	DEVELOP REVIEW FEE	160	0	0	0	0	0.00%
001	2230	43357	CONSTRUCT PLAN REVIEW	143,313	87,272	75,350	0	(75,350)	-100.00%
001	2230	43358	FINAL CONST INSPECTIONS	775	79,864	75,350	0	(75,350)	-100.00%
001	2230	45771	ALARM SYS PLN REV/INSPE	167,815	205,621	180,000	0	(180,000)	-100.00%
001	2230	45773	FIRE-RESTITUTION	5,596	3,972	0	0	0	0.00%
001	2230	45774	FIXED FIRE PROTECTION	28,131	30,298	35,000	0	(35,000)	-100.00%
001	2230	45775	HAZARDOUS MAT - FIRE	82,738	113,645	72,500	170,640	98,140	135.37%
001	2230	45776	HAZARDOUS MAT SEARCH	4,716	4,971	5,000	6,015	1,015	20.30%
001	2230	45777	MISCELLANEOUS - FIRE	7,346	3,980	5,000	6,015	1,015	20.30%
001	2230	45778	REVOCABLE FIRE PERMITS	21,528	28,728	54,000	20,000	(34,000)	-62.96%
001	2230	45779	SPECIAL DUTY REIMB-FIRE	3,250	15,391	7,500	10,000	2,500	33.33%
001	2230	45780	SPECIAL FP INSPECTIONS	4,856	7,461	0	0	0	0.00%
001	2230	45781	SPRINKLER PERMIT FEES	136,368	190,611	181,000	0	(181,000)	-100.00%
001	2230	45782	TANK INSPEC & PRMT FEE	24,235	24,508	14,000	49,900	35,900	256.43%
001	2230	45784	HAZMAT PLAN REVIEW	2,366	4,964	2,500	10,000	7,500	300.00%

GENERAL FUND REVENUE
2005 BUDGET

Fund	Org	Source	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
001	2230	45785	OFF DUTY INSPECTIONS	43,743	31,177	35,000	0	(35,000)	-100.00%
001	2230	45786	FIRE DEV REVIEW	38,466	36,322	50,000	60,000	10,000	20.00%
001	2230	45787	WTR MAIN/HYD PLAN REV	19,943	22,791	20,000	0	(20,000)	-100.00%
001	2230	45788	WALK-IN REVIEWS	(30)	0	0	0	0	0.00%
001	2230	45789	PRE-PLAN CONST CONSULT	559	320	2,000	2,400	400	20.00%
001	2230	45792	STATE LICENSE INSPECT	9,858	10,837	8,000	10,000	2,000	25.00%
001	2230	45793	FINES - SUBSEQ PLN SUBMT	22,697	11,407	7,200	0	(7,200)	-100.00%
001	2230	45794	OVERTIME PLAN REVIEW	7,392	26,076	0	0	0	0.00%
001	2230	45956	FINES - NO PLAN REVIEW	320	0	0	0	0	0.00%
001	2230	45957	FINES - NO PERMIT	2,620	7,676	0	0	0	0.00%
001	2231	43330	JUVENILE FIRE ETTR FEES	0	0	0	2,450	2,450	0.00%
001	2231	45773	FIRE-RESTITUTION	0	0	0	3,851	3,851	0.00%
001	2231	45777	MISCELLANEOUS - FIRE	0	0	0	1,260	1,260	0.00%
001	2241	44076	HIGH ANGLE RESCUE FEE	0	0	0	3,000	3,000	0.00%
001	2241	45772	FIRE PROTEC CONTRACTS	1,000	1,240	1,000	1,000	0	0.00%
001	2241	45777	MISCELLANEOUS - FIRE	50	590	0	0	0	0.00%
001	2241	45779	SPECIAL DUTY REIMB-FIRE	4,685	842	5,800	5,800	0	0.00%
001	2242	45775	HAZARDOUS MATL - FIRE	31,589	14,877	30,000	25,000	(5,000)	-16.67%
Total				**2,802,328**	**3,010,446**	**3,815,334**	**3,564,029**	**(251,305)**	**-6.59%**
Highways & Streets									
001	3020	45791	MILLINGS SALES	0	0	30,000	20,000	(10,000)	-33.33%
Total				**0**	**0**	**30,000**	**20,000**	**(10,000)**	**-33.33%**
Culture - Recreation									
001	4015	40346	MALL SALES	824	1,412	0	0	0	0.00%
001	4015	45905	RENTAL INCOME	4,550	4,200	0	0	0	0.00%
001	4050	45895	THERAPEUTIC PROGRAMS	15,358	14,377	13,000	14,000	1,000	7.69%
001	4050	45896	CHILD SUMMER PROGRAM	134,602	102,489	0	0	0	0.00%
001	4050	45898	CLASSES - SENIORS	0	434	0	0	0	0.00%
001	4055	45898	CLASSES - SENIORS	61,309	58,138	44,000	58,000	14,000	31.82%
001	4055	45906	SENIOR CENTER RENTAL	7,123	5,638	2,250	5,000	2,750	122.22%
001	4060	45896	CHILD SUMMER PROGRAM	9,014	1,488	6,500	0	(6,500)	-100.00%
001	4060	45906	OTIS PARK RENTAL	5,015	7,385	1,500	8,000	6,500	433.33%
001	4070	45893	COMM PROGRM-WESTSIDE	24,982	26,765	16,000	20,000	4,000	25.00%
001	4070	45906	WEST SIDE RENTAL	4,000	4,000	1,200	4,000	2,800	233.33%
001	4070	45908	WHR-EARLY CHILDHOOD	35,130	6,047	32,800	32,800	0	0.00%
001	4075	45896	CHILD SUMMER PROGRAM	15,270	16,576	13,500	14,000	500	3.70%
001	4075	45898	CLASSES-SENIOR	31	0	0	0	0	0.00%
001	4075	45906	DEERFIELD RENTALS	4,312	2,353	1,800	2,000	200	11.11%
001	4080	45896	CHILD SUMMER PROGRAM	6,788	9,951	6,500	8,000	1,500	23.08%
001	4080	45898	CLASSES-SENIOR	0	0	0	0	0	0.00%
001	4080	45906	MEADOWS RENTAL	5,320	4,161	1,700	3,000	1,300	76.47%
001	4085	45906	HILLSIDE RENTAL	17,023	18,531	7,000	15,000	8,000	114.29%
001	4085	45911	HILLSIDE PROGRAMS	33,995	34,970	25,000	28,000	3,000	12.00%
001	5110	45901	MISCELLANEOUS	1,258	799	1,000	980	(20)	-2.00%
001	5110	45904	RENTAL - WENGER	2,315	4,579	1,000	1,000	0	0.00%
001	5131	43032	RENTAL OF PORT A POT	37,219	42,268	40,000	40,000	0	0.00%
001	5131	45832	FIELD RESERVATIONS	86,159	94,789	115,000	115,000	0	0.00%
001	5131	45903	NORTH SLOPE ADMISSIONS	6,377	15,787	22,000	18,000	(4,000)	-18.18%
001	5131	45906	RENTALS	3,025	3,575	3,000	3,300	300	10.00%
001	5131	45913	SIMD FLOWERBEDS	0	0	33,700	35,900	2,200	6.53%
001	5131	45915	GOG ACDY RDNG STBE FEE	13,959	17,614	17,500	22,000	4,500	25.71%
001	5212	43045	PARK & REC SPECIAL DUTY	21,095	19,045	20,000	20,000	0	0.00%
001	5212	45891	AUDITORIUM RENT	125,234	110,824	130,000	130,000	0	0.00%
001	5212	45899	CONCESSIONS - AUDITORIU	8,250	31,252	25,000	25,000	0	0.00%
001	5221	45897	CLASSES	36,645	51,109	43,000	43,000	0	0.00%
001	5241	45901	MISCELLANEOUS	0	100	0	0	0	0.00%
001	5241	45907	SPECIAL EVENT	3,380	2,935	1,500	1,524	24	1.60%
001	5245	45892	COMM PRG-SNDRMNN PRK	2,420	0	0	0	0	0.00%

GENERAL FUND REVENUE
2005 BUDGET

Fund	Org	Source	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
001	5245	45894	CAMPS	8,310	0	0	0	0	0.00%
001	5245	45907	SPECIAL EVENT	(60)	0	0	0	0	0.00%
001	5311	45835	PROGRAM REVENUE	452,188	433,959	405,775	405,775	0	0.00%
001	5311	45900	EARLY CHILDHOOD	15,988	16,236	16,685	16,685	0	0.00%
001	5313	45831	BASKETBALL	22,590	21,282	26,660	26,660	0	0.00%
001	5313	45832	FIELD RESERVATIONS	3	0	0	0	0	0.00%
001	5313	45833	FOOTBALL	19,726	17,430	18,660	18,660	0	0.00%
001	5313	45836	SOFTBALL	302,731	282,970	286,825	286,825	0	0.00%
001	5313	45838	VOLLEYBALL	38,355	34,955	41,315	41,315	0	0.00%
001	5331	45851	DEERFIELD	3,342	2,376	0	0	0	0.00%
001	5331	45852	MONUMENT VLY	44,761	33,037	40,500	38,000	(2,500)	-6.17%
001	5331	45853	MUNICIPOOL	358,180	302,246	429,021	325,000	(104,021)	-24.25%
001	5331	45854	PORTAL	55,179	48,288	50,200	50,000	(200)	-0.40%
001	5331	45855	PROSPECT LAKE	2,364	(480)	0	0	0	0.00%
001	5331	45857	VALLEY HI	22,430	16,521	20,000	18,000	(2,000)	-10.00%
001	5331	45858	WILSON RANCH	182,944	172,200	205,350	180,000	(25,350)	-12.34%
001	5331	45914	NORTHEAST REC CTR	383,970	360,443	412,263	375,000	(37,263)	-9.04%
001	5341	45871	ADMISSIONS - ICE CENTER	88,666	83,691	81,370	81,370	0	0.00%
001	5341	45872	ARENA/ICE RENTAL	216,656	206,188	268,026	268,026	0	0.00%
001	5341	45873	CONCESSIONS - ICE CTER	17,114	16,370	11,500	11,500	0	0.00%
001	5341	45874	LESSONS	54,328	47,057	60,000	60,000	0	0.00%
001	5341	45875	MISC - ICE CENTER	3,549	2,281	2,400	2,400	0	0.00%
001	5341	45876	PATCH SKATING	30,124	31,650	35,000	35,000	0	0.00%
001	5341	45877	SKATE RENTAL	7,069	6,419	12,360	12,360	0	0.00%
001	5341	45878	SKATE SHARPENING	796	911	1,500	1,500	0	0.00%
001	5341	45879	SUMMER HGH SCH HOCKY	20,250	21,000	15,450	15,450	0	0.00%
Total				**3,083,529**	**2,870,621**	**3,066,310**	**2,937,030**	**(129,280)**	**-4.22%**
Total Charges for Services				**10,589,353**	**11,916,815**	**12,734,352**	**13,064,646**	**330,294**	**2.59%**
Fines and Forfeits									
001	1531	45951	GENERAL VIOLATIONS	180,748	157,778	190,000	205,000	15,000	7.89%
001	1531	45952	PARKING METERS	739,662	821,186	850,000	700,000	(150,000)	-17.65%
001	1531	45953	VIOLATION-SURCHARGE	490,292	595,112	625,000	585,000	(40,000)	-6.40%
001	1531	45954	TRAFFIC VIOLATIONS	3,811,805	6,193,530	7,000,000	7,500,000	500,000	7.14%
001	4840	44077	ZONING SYSTEM FEES	0	0	10,000	10,000	0	0.00%
Total Fines and Forfeits				**5,222,506**	**7,767,606**	**8,675,000**	**9,000,000**	**325,000**	**3.75%**
Miscellaneous Revenue									
Earnings on Deposits and Invest.									
001	1330	43180	GAIN/LSS INV MKT VALUE	(613,953)	(462,108)	0	0	0	0.00%
001	1330	46025	INTEREST	1,346,988	1,558,043	765,000	1,050,000	285,000	37.25%
Total				**733,035**	**1,095,935**	**765,000**	**1,050,000**	**285,000**	**37.25%**
Rents and Royalties				0	0	0	0	0	0.00%
Transit									
001	3505	44085	ADVERTISING	31,891	53,141	50,000	50,000	0	0.00%
001	3505	45732	EL PASO COUNTY	491,282	200,000	235,022	0	(235,022)	-100.00%
001	3505	45733	FARES	1,946,537	1,954,485	1,926,334	1,676,334	(250,000)	-12.98%
001	3505	45734	FOUNTAIN	55,054	46,418	56,418	0	(56,418)	-100.00%
001	3505	45735	MANITOU SPRINGS	21,527	44,827	44,827	0	(44,827)	-100.00%
001	3505	45736	MEMORIAL HOSPITAL	464,140	270,236	0	0	0	0.00%
001	3505	45737	PARATRANSIT-FARES	111,262	228,923	204,733	320,942	116,209	56.76%

GENERAL FUND REVENUE
2005 BUDGET

Fund	Org	Source	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
001	3505	45738	AMBLICAB FARES	7,037	9,148	6,000	6,000	0	0.00%
001	3505	45739	PARA TRANSIT MEDICAID	11,002	0	0	0	0	0.00%
001	3505	45742	LATTICE TOWER COMM	17,329	16,388	19,200	19,200	0	0.00%
001	3505	45743	PPCC - STUDENT PASSES	58,125	78,125	0	20,000	20,000	0.00%
001	3505	45745	SCHREIVER FARES	0	193,443	172,000	172,000	0	0.00%
Total				**3,215,186**	**3,095,134**	**2,714,534**	**2,264,476**	**(450,058)**	**-16.58%**
Miscellaneous									
001	1110	46000	MISCELLANEOUS	(1,300)	0	0	0	0	0.00%
001	1330	44015	DAMAGE TO PROPERTY	0	163	0	0	0	0.00%
001	1330	44020	MISCELLANEOUS - GEN	1,458	30,150	0	0	0	0.00%
001	1330	44025	CASH OVER/SHORT	(1)	55,546	0	0	0	0.00%
001	1330	45235	LIQUOR APPLICATION / FEE	102,583	115,568	102,396	102,396	0	0.00%
001	1330	46054	EMPLOYEE JURY SERVICE	700	751	500	500	0	0.00%
001	1330	46055	COLL FEE EPC BLD USE TX	18,000	18,000	18,000	18,000	0	0.00%
001	1510	44025	CASH OVER/SHORT	(49)	(103)	0	0	0	0.00%
001	1510	44026	CASH OVER/SHORT-CLERK	27	(1)	0	0	0	0.00%
001	1531	44021	OVER PAYMENTS	1,354	677	0	0	0	0.00%
001	1531	44025	CASH OVER/SHORT	30	(25)	0	0	0	0.00%
001	2114	44025	CASH OVER/SHORT	32	(293)	0	0	0	0.00%
001	2118	44040	SALE OF PROPERTY	0	259	0	0	0	0.00%
001	2154	44025	CASH OVER/SHORT	1	3	0	0	0	0.00%
001	2155	44025	CASH OVER/SHORT	83	574	0	0	0	0.00%
001	3020	44040	SALE OF PROPERTY	5,200	(40)	0	0	0	0.00%
001	3040	44040	SALE OF PROPERTY	0	0	3,500	0	(3,500)	-100.00%
001	3505	44040	SALE OF PROPERTY	7,797	6,832	0	0	0	0.00%
001	3505	44045	SALE OF SCRAP	0	194	0	0	0	0.00%
001	4045	44025	CASH OVER/SHORT	37	6	0	0	0	0.00%
001	4055	44025	CASH OVER/SHORT	3	(1)	0	0	0	0.00%
001	4070	44025	CASH OVER/SHORT	(16)	0	0	0	0	0.00%
001	4080	44025	CASH OVER/SHORT	24	13	0	0	0	0.00%
001	4085	44025	CASH OVER/SHORT	12	4	0	0	0	0.00%
001	4840	44015	DAMAGE TO PROPERTY	0	509	0	0	0	0.00%
001	4840	44025	CASH OVER/SHORT	8	1	0	0	0	0.00%
001	5110	44025	CASH OVER/SHORT	(37)	(361)	0	0	0	0.00%
001	5311	44025	CASH OVER/SHORT	(10)	75	0	0	0	0.00%
001	5331	44025	CASH OVER/SHORT	(484)	(151)	0	0	0	0.00%
001	6110	43145	STRT-BANNNG/LEWIS SERV	20,496	8,890	10,774	85,925	75,151	697.49%
001	6110	43150	GEN-BANNING/LEWIS SERV	0	0	356,363	361,352	4,989	1.40%
001	6110	43320	CAPITAL LEASE PROCEEDS	1,085,603	3,276,269	0	0	0	0.00%
001	6110	44040	SALE OF PROPERTY	310,975	43,374	607,203	0	(607,203)	-100.00%
001	6110	44045	SALE OF SCRAP	11,715	2,489	0	0	0	0.00%
Total				**1,564,241**	**3,559,372**	**1,098,736**	**568,173**	**(530,563)**	**-48.29%**
Total Miscellaneous Revenue				**5,512,462**	**7,750,441**	**4,578,270**	**3,882,649**	**(695,621)**	**-15.19%**

GENERAL FUND REVENUE
2005 BUDGET

Fund	Org	Source	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
Transfers From Other Funds									
Utilities									
001	1330	43190	SHARE OF POLICE PROTECT	70,272	73,080	74,500	117,314	42,814	57.47%
001	1330	46126	SHARE OF CITY ATTORNEY	657,900	692,592	711,292	748,762	37,470	5.27%
001	1330	46127	SHARE OF CITY AUDITOR	263,160	257,160	264,103	483,260	219,157	82.98%
001	1330	46128	SHARE OF GEN ADMIN	131,316	136,560	140,247	140,244	(3)	0.00%
001	1330	46130	SHARE OF DUES/MBRSHP	78,540	80,280	103,634	159,334	55,700	53.75%
001	1330	46132	SHARE OF CITY COUNCIL	93,252	96,984	99,603	99,049	(554)	-0.56%
001	1330	46133	SHARE OF ECN DEV COORD	152,328	163,992	123,791	127,134	3,343	2.70%
001	1330	46136	SHARE OF CITY CLERK	228,108	237,228	243,633	243,636	3	0.00%
Total				**1,674,876**	**1,737,876**	**1,760,803**	**2,118,733**	**357,930**	**20.33%**
Other Transfers									
001	1330	46152	TRANS FRM LDGR/ATO REN	1,005,061	852,464	291,074	417,436	126,362	43.41%
001	1330	46153	TRANS FRM OTHER FUNDS	329,570	394,011	632,711	1,415,840	783,128	123.77%
001	1330	46127	TRANS FRM MEM HSP-AUD	0	0	0	118,349	118,349	0.00%
001	1330	46155	TRANSFER FRM MEM HOSP	0	0	103,634	0	(103,634)	-100.00%
001	6110	46153	TRANS FRM OTHER FUNDS	0	269,737	0	0	0	0.00%
Total				**1,334,630**	**1,516,212**	**1,027,419**	**1,951,625**	**924,206**	**89.95%**
Administrative Charges									
001	1330	46052	ADMIN CHRGES - NON TAX	1,666,284	2,997,780	3,214,899	3,331,657	116,758	3.63%
Total				**1,666,284**	**2,997,780**	**3,214,899**	**3,331,657**	**116,758**	**3.63%**
Utilities-in-Lieu of Tax									
001	1330	45611	UTILITIES IN LIEU OF TAX	24,744,857	21,894,800	24,478,800	24,679,520	200,720	0.82%
001	1330	45612	CEMETERY IN LIEU OF TAX	11,196	5,160	3,694	3,269	(425)	-11.51%
001	1330	45613	HUM SRV COMP LIEU OF TX	4,644	5,604	4,584	3,737	(847)	-18.48%
001	1330	45615	PARKING SYS LIEU OF TAX	41,892	45,660	38,031	31,223	(6,808)	-17.90%
001	1330	45617	VALLEY HI IN LIEU OF TAX	6,240	6,348	6,067	5,934	(133)	-2.19%
Total				**24,808,829**	**21,957,572**	**24,531,176**	**24,723,683**	**192,507**	**0.78%**
Total Transfers From Other Funds				**29,484,619**	**28,209,440**	**30,534,297**	**32,125,698**	**1,591,401**	**5.21%**
Subtotal				202,563,755	204,980,747	205,590,738	220,943,864	15,353,127	7.47%
Rebudgeted				0	0	886,992	6,143,390	5,256,398	592.61%
Total General Fund Revenues				202,563,755	204,980,747	206,477,730	227,087,254	20,609,525	9.98%
Draw From Fund Balance				0	0	2,385,191	1,842,665	(542,526)	-22.75%
Total Estimated Revenues				**202,563,755**	**204,980,747**	**208,862,921**	**228,929,919**	**20,066,999**	**9.61%**

SPECIAL FUNDS REVENUE
2005 BUDGET

Fund	Org.	Acct.	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
Ballfield CIP									
115	5000	41150	MISC CONCESSIONS	1,600	1,300	0	0	0	0.00%
115	5000	43180	GAIN/LOSS INV MKT VALU	(3,945)	(7,532)	0	0	0	0.00%
115	5000	45832	FIELD RESERVATIONS	0	11,104	0	0	0	0.00%
115	5000	45836	SOFTBALL	112,450	89,560	85,000	85,000	0	0.00%
115	5000	46025	INTEREST	20,578	12,184	25,000	25,000	0	0.00%
			TOTAL	**130,682**	**106,616**	**110,000**	**110,000**	**0**	**0.00%**
Bicycle Tax									
117	5000	43180	GAIN/LOSS INV MKT VALU	(1,506)	(7,301)	0	0	0	0.00%
117	5000	43325	BICYCLE EXCISE TAX	105,096	101,100	110,000	110,000	0	0.00%
117	5000	46025	INTEREST	18,039	6,574	3,000	3,000	0	0.00%
			TOTAL	**121,629**	**100,374**	**113,000**	**113,000**	**0**	**0.00%**
TOPS									
118	5901	40113	MISCELLANEOUS	1	0	0	0	0	0.00%
118	5901	43180	GAIN/LOSS INV MKT VALU	4,861	(48,812)	0	0	0	0.00%
118	5901	45100	SALES AND USE TAX	5,385,285	5,407,112	5,333,777	5,964,762	630,985	11.83%
118	5901	45905	RENTAL INCOME	0	3,775	0	0	0	0.00%
118	5901	46025	INTEREST	114,273	68,203	105,000	90,685	(14,315)	-13.63%
118	5902	43070	STATE SHARE	0	275,000	0	0	0	0.00%
118	5903	45901	MISCELLANEOUS	0	350	0	0	0	0.00%
118	5903	46025	INTEREST	700	0	0	0	0	0.00%
			TOTAL	**5,505,120**	**5,705,627**	**5,438,777**	**6,055,447**	**616,669**	**11.34%**
Conservation Trust									
119	5000	43020	STATE LOTTERY FUNDS	3,545,549	3,524,279	3,147,857	3,159,278	11,421	0.36%
119	5000	43180	GAIN/LOSS INV MKT VALU	(25,238)	(24,404)	0	0	0	0.00%
119	5000	46025	INTEREST	67,944	63,216	60,000	11,426	(48,574)	-80.96%
119	5000	46153	TRANSFER FR OTHER FUND	0	0	0	1,371,671	1,371,671	0.00%
			TOTAL	**3,588,255**	**3,563,091**	**3,207,857**	**4,542,375**	**1,334,518**	**41.60%**
Old Colo Cty Maint									
131	5410	45025	TAXES - CURRENT YEAR	76,039	76,795	79,563	79,672	109	0.14%
131	5410	45050	TAXES - DELIQUENT	17	0	0	0	0	0.00%
131	5410	45055	TAXES-PENALTY	706	566	0	0	0	0.00%
131	5410	45126	STATE AUTOMOBILE TAX	11,677	11,292	11,139	11,154	15	0.13%
131	5410	46025	INTEREST	7,267	4,424	3,489	5,019	1,530	43.85%
			TOTAL	**95,706**	**93,077**	**94,191**	**95,845**	**1,654**	**1.76%**
Norwood SIMD									
132	5411	43180	GAIN/LOSS INV MKT VALU	(3,355)	(5,706)	0	0	0	0.00%
132	5411	45025	TAXES - CURRENT YEAR	363,996	410,510	428,498	457,054	28,556	6.66%
132	5411	45050	TAXES - DELIQUENT	1,463	80	0	0	0	0.00%
132	5411	45055	TAXES-PENALTY	436	348	0	0	0	0.00%
132	5411	45126	STATE AUTOMOBILE TAX	55,739	60,436	59,990	63,988	3,998	6.66%
132	5411	46025	INTEREST	20,203	11,148	9,936	15,481	5,545	55.81%
			TOTAL	**438,481**	**476,816**	**498,424**	**536,523**	**38,099**	**7.64%**
Briargate SIMD									
133	5412	43180	GAIN/LOSS INV MKT VALU	(6,758)	(8,215)	0	0	0	0.00%
133	5412	45025	TAXES - CURRENT YEAR	609,828	626,197	610,740	625,825	15,085	2.47%
133	5412	45050	TAXES - DELIQUENT	79	164	0	0	0	0.00%
133	5412	45055	TAXES-PENALTY	545	543	0	0	0	0.00%
133	5412	45126	STATE AUTOMOBILE TAX	93,423	92,612	85,504	87,616	2,112	2.47%
133	5412	46025	INTEREST	30,052	16,786	14,757	15,455	698	4.73%
			TOTAL	**727,169**	**728,088**	**711,001**	**728,896**	**17,895**	**2.52%**

SPECIAL FUNDS REVENUE
2005 BUDGET

Fund	Org.	Acct.	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
Stetson Hill SIMD									
134	5405	45025	TAXES - CURRENT YEAR	124,334	135,094	148,274	160,272	11,998	8.09%
134	5405	45050	TAXES - DELIQUENT	49	85	0	0	0	0.00%
134	5405	45055	TAXES-PENALTY	107	250	0	0	0	0.00%
134	5405	45126	STATE AUTOMOBILE TAX	19,057	20,072	20,758	22,438	1,680	8.09%
134	5405	46025	INTEREST	6,272	4,921	4,459	7,282	2,823	63.31%
			TOTAL	**149,819**	**160,423**	**173,491**	**189,992**	**16,501**	**9.51%**
Woodstone SIMD									
135	5406	45025	TAXES - CURRENT YEAR	14,357	14,175	12,787	12,885	98	0.77%
135	5406	45055	TAXES-PENALTY	10	11	0	0	0	0.00%
135	5406	45126	STATE AUTOMOBILE TAX	1,984	2,084	1,790	1,804	14	0.78%
135	5406	46025	INTEREST	3,689	2,579	2,069	2,717	648	31.32%
			TOTAL	**20,040**	**18,849**	**16,646**	**17,406**	**760**	**4.57%**
Gateway SIMD									
136	5407	45025	TAXES - CURRENT YEAR	2,653	2,571	2,758	2,662	(96)	-3.48%
136	5407	45050	TAXES - DELIQUENT	28	1	0	0	0	0.00%
136	5407	45055	TAXES-PENALTY	25	33	0	0	0	0.00%
136	5407	45126	STATE AUTOMOBILE TAX	408	380	386	373	(13)	-3.37%
136	5407	46025	INTEREST	391	252	200	305	105	52.50%
			TOTAL	**3,504**	**3,237**	**3,344**	**3,340**	**(4)**	**-0.12%**
Platte Ave SIMD									
137	5408	45025	TAXES - CURRENT YEAR	8,622	8,591	8,499	8,499	0	0.00%
137	5408	46025	INTEREST	1,719	1,201	971	1,462	491	50.57%
			TOTAL	**10,341**	**9,793**	**9,470**	**9,961**	**491**	**5.18%**
Park Dev Easement									
150	5400	46025	INTEREST	959	604	0	0	0	0.00%
			TOTAL	**959**	**604**	**0**	**0**	**0**	**0.00%**
Public Space & Dev									
151	5000	40001	ROY PRING AGREEMENT	442,182	425,103	0	0	0	0.00%
151	5000	43065	PARK FEES NEW ORDINANC	1,105,070	631,996	610,000	610,000	0	0.00%
151	5000	43180	GAIN/LOSS INV MKT VALU	3,095	(61,649)	0	0	0	0.00%
151	5000	46025	INTEREST	146,391	69,231	90,000	90,000	0	0.00%
			TOTAL	**1,696,738**	**1,064,680**	**700,000**	**700,000**	**0**	**0.00%**
Subdvsion Drainage									
152	4880	40080	C S RANCH	0	17,200	0	0	0	0.00%
152	4880	40081	PEREGRINE SUBDIV DRANG	805	0	0	0	0	0.00%
152	4880	40087	SAND CREEK BASIN	508,950	176,951	100,000	400,000	300,000	300.00%
152	4880	40088	SPRING CREEK BASIN	112,273	17,165	0	0	0	0.00%
152	4880	40089	TEMPLETON GAP BASIN	2,840	24,405	8,000	0	(8,000)	-100.00%
152	4880	40090	DOUGLAS CREEK BASIN	12,500	37,125	20,000	20,000	0	0.00%
152	4880	40091	POPES BLUFF	0	5,050	0	0	0	0.00%
152	4880	40092	PETERSON FIELD BASIN	12,500	0	15,000	0	(15,000)	-100.00%
152	4880	40094	COTTONWOOD CRK BASIN	156,612	117,341	75,000	250,000	175,000	233.33%
152	4880	40095	MISCELLANEOUS BASINS	13,946	83,541	20,000	0	(20,000)	-100.00%
152	4880	40096	MESA BASIN	30,958	0	0	0	0	0.00%
152	4880	40098	SOUTHWEST BASIN	47,339	63,479	15,000	0	(15,000)	-100.00%
152	4880	40099	BLACKSQUIRREL CREEK	95,469	0	20,000	0	(20,000)	-100.00%
152	4880	40100	MIDDLE TRIBUTARY	0	41,780	0	0	0	0.00%
152	4880	40128	COTTONWOOD CRK POND	7,335	1,417	0	0	0	0.00%
152	4880	40129	SAND CREEK POND	737,560	536,584	350,000	500,000	150,000	42.86%
152	4880	40160	SAND CRK POND LAND	186,080	167,043	100,000	200,000	100,000	100.00%
152	4880	40161	MIDDLE TRIBUTARY POND	0	7,909	0	0	0	0.00%
152	4880	40262	PULPIT ROCK BASIN	0	12,688	0	0	0	0.00%
152	4880	40265	21ST STREET BASIN	0	6,690	0	0	0	0.00%
152	4880	40268	LITTLE JOHNSON RESERVR	89,493	55,625	0	0	0	0.00%

SPECIAL FUNDS REVENUE
2005 BUDGET

Fund	Org.	Acct.	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
152	4880	40281	19TH STREET	3,833	0	0	0	0	0.00%
152	4880	40284	WINDMILL GULCH	0	181,730	0	200,000	200,000	0.00%
152	4880	40333	COTTONWOOD SURCHRGE	(55,215)	65,607	0	0	0	0.00%
152	4880	40363	LITTLE JOHNSON POND	7,066	4,480	0	0	0	0.00%
152	4880	43180	GAIN/LOSS INV MKT VALU	(22,985)	(57,573)	0	0	0	0.00%
152	4880	46025	INTEREST	184,154	89,542	0	0	0	0.00%
			TOTAL	**2,131,512**	**1,655,777**	**723,000**	**1,570,000**	**847,000**	**117.15%**
Arterial Roadway									
153	4870	40087	SAND CREEK BASIN	177,723	144,802	0	180,000	180,000	0.00%
153	4870	40089	TEMPLETON GAP BASIN	31	942	0	0	0	0.00%
153	4870	40090	DOUGLAS CREEK BASIN	1,833	5,163	0	0	0	0.00%
153	4870	40091	POPE'S BLUFF	225	0	0	0	0	0.00%
153	4870	40092	PETERSON FIELD BASIN	1,215	0	0	0	0	0.00%
153	4870	40094	COTTONWOOD CREEK BSN	60,165	76,212	75,000	75,000	0	0.00%
153	4870	40097	BEAR CREEK BASIN	7,000	1,445	0	0	0	0.00%
153	4870	40099	BLACKSQUIRREL CREEK	17,481	3,292	0	0	0	0.00%
153	4870	40284	WINDMILL GULCH	0	8,652	0	0	0	0.00%
153	4870	43180	GAIN/LOSS INV MKT VALU	(614)	(14,346)	0	0	0	0.00%
153	4870	46025	INTEREST	37,253	28,569	0	0	0	0.00%
			TOTAL	**302,312**	**254,730**	**75,000**	**255,000**	**180,000**	**240.00%**
Economic Devlpmnt									
165	9861	40006	PRINCIPAL CD REVOLVING	6,195	6,408	0	0	0	0.00%
165	9861	43115	INTRST CD REVLVNG PYMT	800	696	0	0	0	0.00%
165	9861	43125	PRINCIPAL PAYMENTS - ED	99,324	47,230	7,343	4,286	(3,057)	-41.63%
165	9861	43130	INTEREST ON LOANS -ED	5,041	1,758	400	0	(400)	-100.00%
165	9861	43180	GAIN/LOSS INV MKT VALU	(19,831)	(13,319)	0	0	0	0.00%
165	9861	44070	BOND REVIEW FEE	46,833	46,206	0	0	0	0.00%
165	9861	46025	INTEREST	48,007	22,111	0	0	0	0.00%
			TOTAL	**186,368**	**111,090**	**7,743**	**4,286**	**(3,457)**	**-44.64%**
LART									
166	1300	45100	SALES AND USE TAX	3,191,499	3,247,083	3,194,979	3,451,702	256,723	8.04%
166	1300	46025	INTEREST	3,277	885	5,000	5,000	0	0.00%
			TOTAL	**3,194,776**	**3,247,968**	**3,199,979**	**3,456,702**	**256,723**	**8.02%**
Street Tree Fee									
167	5000	43060	TREE FEES	122,700	130,226	130,000	130,000	0	0.00%
167	5000	43180	GAIN/LOSS INV MKT VALU	(6,396)	(9,984)	0	0	0	0.00%
167	5000	46025	INTEREST	28,584	19,596	9,500	10,000	500	5.26%
			TOTAL	**144,887**	**139,838**	**139,500**	**140,000**	**500**	**0.36%**
Tree City - USA									
168	1110	46000	MISCELLANEOUS	(400)	0	0	0	0	0.00%
168	2230	45777	MISCELLANEOUS FIRE	(130)	0	0	0	0	0.00%
168	5740	43050	DAMAGED TREES & SHRBS	2,540	10,454	9,935	0	(9,935)	-100.00%
168	5740	43055	MISC DMGD TREE / SHRUBS	25	0	0	0	0	0.00%
168	5740	43108	GAIN/LOSS INV MKT VALU	0	14	0	0	0	0.00%
168	5740	44030	ACCT REC COLLECTION	1,085	0	0	0	0	0.00%
168	5740	46025	INTEREST	0	60	65	0	(65)	-100.00%
			TOTAL	**3,120**	**10,528**	**10,000**	**0**	**(10,000)**	**-100.00%**
Garfield School									
169	4200	45905	RENTAL INCOME	22,661	22,000	22,800	25,150	2,350	10.31%
169	4200	46025	INTEREST	1,511	1,192	1,500	1,500	0	0.00%
			TOTAL	**24,172**	**23,192**	**24,300**	**26,650**	**2,350**	**9.67%**

SPECIAL FUNDS REVENUE
2005 BUDGET

Fund	Org.	Acct.	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
Cable Franchise									
170	1300	41420	LATE FEES	822	0	0	0	0	0.00%
170	1300	43180	GAIN/LOSS INV MKT VALU	(5,360)	(5,566)	0	0	0	0.00%
170	1300	46025	INTEREST	15,645	6,426	0	0	0	0.00%
170	1300	46057	CABLE FRANCHISE FEE	1,598,838	1,258,127	1,260,000	1,232,640	(27,360)	-2.17%
			TOTAL	**1,609,945**	**1,258,987**	**1,260,000**	**1,232,640**	**(27,360)**	**-2.17%**
PSST									
171	1330	43180	GAIN/LOSS INV MKT VALU	147,267	(118,912)	0	0	0	0.00%
171	1330	45100	SALES AND USE TAX	20,627,518	21,457,802	21,322,615	24,056,867	2,734,252	12.82%
171	1330	46025	INTEREST	245,562	285,800	134,497	70,856	(63,641)	-47.32%
			TOTAL	**21,020,348**	**21,624,690**	**21,457,112**	**24,127,723**	**2,670,611**	**12.45%**
Surplus Deficiency									
180	7920	43130	INTEREST ON LOANS -ED	6	0	0	0	0	0.00%
180	7920	43200	ASSESSMENTS RECEIVBLE	17	523	0	0	0	0.00%
180	7920	43201	PENALTY ON ASSESSMENT	0	36	0	0	0	0.00%
180	7920	46025	INTEREST	12,677	11,261	0	0	0	0.00%
180	7920	46153	TRANSFER FR OTHER FUND	27,243	0	0	0	0	0.00%
			TOTAL	**39,943**	**11,820**	**0**	**0**	**0**	**0.00%**
Woodmen Vly Watr									
181	7921	43200	ASSESSMENTS RECEIVABL	106,013	78,814	145,000	141,000	(4,000)	-2.76%
181	7921	43201	PENALTY ON ASSESSMENT	1,363	229	0	0	0	0.00%
181	7921	46025	INTEREST	59,967	52,499	0	0	0	0.00%
			TOTAL	**167,344**	**131,542**	**145,000**	**141,000**	**(4,000)**	**-2.76%**
Mesa Springs ID-V									
182	7922	46025	INTEREST	167	125	0	0	0	0.00%
			TOTAL	**167**	**125**	**0**	**0**	**0**	**0.00%**
Carmel Drive LID									
183	7914	43200	ASSESSMENTS RECEIVABL	33,381	13,381	35,000	35,000	0	0.00%
183	7914	43201	PENALTY ON ASSESSMENT	2,411	945	0	0	0	0.00%
183	7914	46025	INTEREST	10,634	7,840	0	0	0	0.00%
			TOTAL	**46,427**	**22,166**	**35,000**	**35,000**	**0**	**0.00%**
Improvement Dists									
184	7911	43200	ASSESSMENTS RECEIVABL	3,056	2,838	5,000	5,000	0	0.00%
184	7911	46025	INTEREST	2,181	1,804	0	0	0	0.00%
184	7912	43200	ASSESSMENTS RECEIVABL	2,032	2,032	5,000	3,500	(1,500)	-30.00%
184	7912	43201	PENALTY ON ASSESSMENT	48	64	0	0	0	0.00%
184	7912	46025	INTEREST	1,489	1,303	0	0	0	0.00%
184	7913	43200	ASSESSMENTS RECEIVABL	998	1,523	3,500	3,000	(500)	-14.29%
184	7913	43201	PENALTY ON ASSESSMENT	0	25	0	0	0	0.00%
184	7913	46025	INTEREST	626	541	0	0	0	0.00%
184	7915	43200	ASSESSMENTS RECEIVABL	5,318	5,318	8,000	0	(8,000)	-100.00%
184	7915	46025	INTEREST	1,356	904	0	0	0	0.00%
184	7918	43200	ASSESSMENTS RECEIVABL	6,525	6,525	10,600	10,600	0	0.00%
184	7918	46025	INTEREST	3,977	3,480	0	0	0	0.00%
184	7919	43200	ASSESSMENTS RECEIVABL	9,317	18,766	16,300	16,300	0	0.00%
184	7919	43201	PENALTY ON ASSESSMENT	301	270	0	0	0	0.00%
184	7919	46025	INTEREST	6,708	6,719	0	0	0	0.00%
184	7930	43200	ASSESSMENTS RECEIVABL	3,273	13,999	5,400	5,400	0	0.00%
184	7930	46025	INTEREST	1,991	2,495	0	0	0	0.00%
			TOTAL	**49,198**	**68,607**	**53,800**	**43,800**	**(10,000)**	**-18.59%**

SPECIAL FUNDS REVENUE
2005 BUDGET

Fund	Org.	Acct.	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
ID 91									
189	7927	43300	ASSESS REC ID91 REGULAR	269	0	0	0	0	0.00%
189	7927	43305	ASSESS REC ID90 GOG RD	8,171	0	0	0	0	0.00%
189	7927	46025	INTEREST	674	0	0	0	0	0.00%
			TOTAL	**9,114**	**0**	**0**	**0**	**0**	**0.00%**
ID 92									
190	7928	43315	ASSESS REC ID92 MESA SPG	1,047	0	0	0	0	0.00%
190	7928	46025	INTEREST	110	0	0	0	0	0.00%
			TOTAL	**1,157**	**0**	**0**	**0**	**0**	**0.00%**
ID 93									
191	7929	43295	ASSESS REC-BRDMR/STRT	2,565	1,166	0	0	0	0.00%
191	7929	46025	INTEREST	496	198	0	0	0	0.00%
			TOTAL	**3,061**	**1,364**	**0**	**0**	**0**	**0.00%**
SCIP									
201	1300	43105	BOND INTEREST	1,071,157	651,144	0	0	0	0.00%
201	1300	43180	GAIN/LOSS INV MKT VALU	(92,116)	(265,074)	0	0	0	0.00%
201	1300	45901	MISCELLANEOUS	0	11	0	0	0	0.00%
201	1300	45905	RENTAL INCOME	43,860	(43,860)	0	0	0	0.00%
201	1300	46025	INTEREST	929,495	369,157	600,000	171,316	(428,684)	-71.45%
201	1300	46153	TRANSFER FR OTHR FUNDS	(267,954)	0	0	0	0	0.00%
			TOTAL	**1,952,396**	**711,378**	**600,000**	**171,316**	**(428,684)**	**-71.45%**
City Funded CIP Construction									
202	1300	40333	COTTONWOOD SURCHRGE	99,517	0	0	0	0	0.00%
202	1300	43085	OTHER SHARE	0	1,170,760	0	0	0	0.00%
202	1300	43180	GAIN/LOSS INV MKT VALU	75,218	(247,594)	0	0	0	0.00%
202	1300	43355	DEVELOPER FEES	0	558,723	0	0	0	0.00%
202	1300	46025	INTEREST	779,720	419,576	0	535,677	535,677	0.00%
202	1300	46153	TRANSFER FR OTHR FUNDS	10,123,802	6,489,254	13,610,508	17,267,325	3,656,817	26.87%
			TOTAL	**11,078,257**	**8,390,719**	**13,610,508**	**17,803,002**	**4,192,494**	**30.80%**
Old City Hall COP									
204	1300	43105	BOND INTEREST	340,427	0	0	0	0	0.00%
204	1300	46025	INTEREST	1,035	0	0	0	0	0.00%
			TOTAL	**341,462**	**0**	**0**	**0**	**0**	**0.00%**
Red Rock Canyon									
205	5000	43103	BOND PREMIUM	0	15,905	0	0	0	0.00%
205	5000	43104	BOND PROCEEDS	0	15,070,000	0	0	0	0.00%
505	5000	43105	BOND INTEREST	0	18,208	0	42,000	42,000	0.00%
			TOTAL	**0**	**15,104,112**	**0**	**42,000**	**42,000**	**0.00%**
Airport Gross Rev									
401	7201	41000	LANDING	2,496,697	3,147,339	3,284,106	3,672,428	388,322	11.82%
401	7201	41030	LOADING BRIDGES	360,987	372,886	382,476	379,971	(2,505)	-0.65%
401	7201	41050	TERMINAL RENT	3,992,389	4,683,061	4,717,933	4,758,126	40,193	0.85%
401	7201	41070	DIVERSION LANDING FEES	29,847	83,675	48,000	50,000	2,000	4.17%
401	7201	41080	GATE USAGE	302,702	166,813	135,598	92,110	(43,488)	-32.07%
401	7201	41081	GROUND POWER	35,300	32,950	0	25,000	25,000	0.00%
401	7201	41099	AIRLINE R&C DEFFERAL	641,578	0	0	0	0	0.00%
401	7201	41100	FOOD,BEVERAGES	296,239	285,409	288,900	317,200	28,300	9.80%
401	7201	41103	LUGGAGE CART	12,866	10,239	10,000	12,800	2,800	28.00%
401	7201	41104	RETAIL-GIFT/SPEC	367,271	350,534	353,300	377,200	23,900	6.76%
401	7201	41106	SHOE SHINE	2,480	2,461	2,400	2,400	0	0.00%
401	7201	41110	ADVERTISING, OTHER	185,378	178,774	189,200	200,900	11,700	6.18%
401	7201	41112	ATM MACHINE	34,871	42,000	42,000	42,000	0	0.00%
401	7201	41113	COIN MACHINE	963	754	900	1,000	100	11.11%

SPECIAL FUNDS REVENUE
2005 BUDGET

Fund	Org.	Acct.	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
401	7201	41114	TELEPHONE	20,000	20,000	20,000	2,400	(17,600)	-88.00%
401	7201	41115	PHONE CARD	2,171	274	0	0	0	0.00%
401	7201	41120	BUILDING RENTAL	52,467	122,793	122,600	227,100	104,500	85.24%
401	7201	41140	RENT CAR COUNTERS	126,199	128,655	129,000	228,000	99,000	76.74%
401	7201	41150	MISC CONCESSIONS	3,800	4,900	4,900	4,900	0	0.00%
401	7201	41200	RENT CAR PRIVILEGES	3,413,560	3,504,965	3,613,500	2,958,800	(654,700)	-18.12%
401	7201	41220	RAC RETURN SPACES	57,840	57,840	58,000	159,000	101,000	174.14%
401	7201	41230	RAC SERVICE AREAS	69,958	109,002	109,100	306,900	197,800	181.30%
401	7201	41250	PUBLIC PARKING & FINES	5,699,910	5,427,189	5,812,300	6,077,600	265,300	4.56%
401	7201	41260	GROUND TRANSPORTATN	106,690	100,090	112,400	106,500	(5,900)	-5.25%
401	7201	41300	FUEL SALES	132,045	168,398	138,400	175,600	37,200	26.88%
401	7201	41310	FUEL TAX-EXCSE / SAES TX	304,556	348,833	311,700	364,000	52,300	16.78%
401	7201	41320	GROUND, BUILDING RENTS	396,932	435,135	515,000	685,335	170,335	33.07%
401	7201	41340	SUPPORT BUILDING RENTS	128,375	125,875	121,600	105,500	(16,100)	-13.24%
401	7201	41365	GROUND,BUILDING RENTS	23,576	23,576	25,000	25,000	0	0.00%
401	7201	41370	RAMP OVERNIGHT	425	100	0	0	0	0.00%
401	7201	41400	MISC ADMIN REV	265,548	185,584	183,600	69,100	(114,500)	-62.36%
401	7201	41415	FINGER PRINTING	12,375	5,635	5,900	6,300	400	6.78%
401	7201	41416	LOST BADGES	1,600	2,450	3,700	1,700	(2,000)	-54.05%
401	7201	41420	LATE FEES	25,069	13,196	25,000	11,200	(13,800)	-55.20%
401	7201	41450	PHONE SERVICES	62,272	56,392	62,400	60,000	(2,400)	-3.85%
401	7201	41460	CABLE TV SERVICES	1,768	2,126	0	2,800	2,800	0.00%
401	7201	43080	FEDERAL SHARE	171,140	0	0	0	0	0.00%
401	7201	43180	GAIN/LOSS INV MKT VALU	(188,840)	(554,390)	0	0	0	0.00%
401	7201	44015	DAMAGE TO PROPERTY	0	0	0	0	0	0.00%
401	7201	44040	SALE OF PROPERTY	14	200	0	0	0	0.00%
401	7201	44045	SALE OF SCRAP	246	1,895	0	0	0	0.00%
401	7201	44050	GAIN/LOSS SALE OF ASSTS	(164,794)	0	0	0	0	0.00%
401	7201	46025	INTEREST	1,397,474	895,392	923,481	477,587	(445,894)	-48.28%
401	7207	46153	TRANSFER FR OTHR FUNDS	44,044	0	0	0	0	0.00%
401	7298	46151	TRANSFER TO OTHER FUND	(6,238,824)	(5,653,560)	0	0	0	0.00%
401	7298	46153	TRANSFER FR OTHR FUNDS	153,386	31,667	0	0	0	0.00%
401	7299	46151	TRANSFER TO OTHER FUND	(3,956,007)	(3,470,005)	0	0	0	0.00%
401	7299	46153	TRANSFER FR OTHER FUND	373,539	395,655	0	0	0	0.00%
			TOTAL	**11,258,083**	**11,846,754**	**21,752,394**	**21,986,457**	**234,063**	**1.08%**
Airport Bond									
404	7219	43105	BOND INTEREST	342,338	185,905	0	0	0	0.00%
404	7298	46151	TRANSFER TO OTHER FUND	0	(31,667)	0	0	0	0.00%
404	7298	46153	TRANSFER FR OTHER FUND	6,131,550	5,653,560	0	0	0	0.00%
404	7299	46151	TRANSFER TO OTHER FUND	(526,628)	(367,593)	0	0	0	0.00%
404	7299	46153	TRANSFER FR OTHER FUND	107,274	0	0	0	0	0.00%
			TOTAL	**6,054,533**	**5,440,205**	**0**	**0**	**0**	**0.00%**
Airport Passenger Fac									
405	7200	41090	PFC REVENUES	0	2,520,508	0	0	0	0.00%
405	7200	46025	INTEREST	0	137,873	0	0	0	0.00%
			TOTAL	**0**	**2,658,381**	**0**	**0**	**0**	**0.00%**
Airport Equity									
406	7250	41320	GROUND, BUILDING RENTS	144,000	0	144,000	0	(144,000)	-100.00%
406	7298	46153	TRANSFER FR OTHER FUND	0	(157,614)	0	0	0	0.00%
406	7299	46153	TRANSFER FR OTHER FUND	162,275	157,614	0	0	0	0.00%
			TOTAL	**306,275**	**0**	**144,000**	**0**	**(144,000)**	**-100.00%**

SPECIAL FUNDS REVENUE
2005 BUDGET

Fund	Org.	Acct.	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
Patty Jewett Golf Course									
451	7111	41705	NONRES GREEN FEES 9 HLE	7,590	3,591	12,226	8,363	(3,863)	-31.59%
451	7111	41710	NONRES GREEN FEES 18 HL	22,108	10,973	30,381	24,539	(5,843)	-19.23%
451	7111	41720	ANNUAL ADULT	57,888	61,603	58,527	57,723	(804)	-1.37%
451	7111	41725	ANNUAL SENIOR	30,450	37,800	36,470	35,540	(930)	-2.55%
451	7111	41730	ANNUAL JUNIOR	6,950	5,550	8,244	7,584	(660)	-8.00%
451	7111	41735	DAILY 18 HOLE	376,280	401,489	407,726	462,413	54,687	13.41%
451	7111	41740	DAILY 9 HOLE	633,014	667,035	709,324	785,808	76,484	10.78%
451	7111	41745	HIGH SCHOOLS	4,350	4,350	5,550	3,850	(1,700)	-30.63%
451	7111	41750	CITY CART FEES DAILY	249,906	235,003	261,970	257,485	(4,485)	-1.71%
451	7111	41755	CONCESSIONS GRILL	114,749	116,024	114,749	105,256	(9,493)	-8.27%
451	7111	41760	CONCESSIONS PRO SHOP	3,819	3,600	3,851	2,400	(1,451)	-37.68%
451	7111	41765	LOCKER RENTAL	3,240	3,105	3,426	3,306	(120)	-3.50%
451	7111	41775	MISCELLANEOUS GOLF	3,248	3,248	3,250	5,250	2,000	61.54%
451	7111	41780	OPERATING FEE-DAILY	228,476	278,048	265,194	329,949	64,755	24.42%
451	7111	43180	GAIN/LOSS INV MKT VALU	(10,950)	(15,138)	0	0	0	0.00%
451	7111	44040	SALE OF PROPERTY	(488)	1,190	0	0	0	0.00%
451	7111	44045	SALE OF SCRAP	(3,620)	0	0	0	0	0.00%
451	7111	44050	GAIN LOSS ON SALE ASSET	0	(2,855)	0	0	0	0.00%
451	7111	46025	INTEREST	42,966	26,594	56,563	50,805	(5,758)	-10.18%
			TOTAL	**1,769,974**	**1,841,209**	**1,977,451**	**2,140,270**	**162,819**	**8.23%**
Valley Hi Golf Course									
455	7121	41705	NONRES GREEN FEES 9 HOL	2,378	2,964	5,343	4,520	(823)	-15.40%
455	7121	41710	NONRES GREEN FEES 18 HL	10,719	9,149	13,908	13,104	(804)	-5.78%
455	7121	41720	ANNUAL ADULT	33,000	33,000	30,597	31,093	496	1.62%
455	7121	41725	ANNUAL SENIOR	27,450	22,200	34,805	29,734	(5,071)	-14.57%
455	7121	41730	ANNUAL JUNIOR	3,750	2,950	3,520	3,190	(330)	-9.38%
455	7121	41735	DAILY 18 HOLE	299,981	322,393	331,294	369,950	38,656	11.67%
455	7121	41740	DAILY 9 HOLE	229,166	244,159	268,380	290,190	21,810	8.13%
455	7121	41745	HIGH SCHOOLS	4,350	4,350	5,550	5,600	50	0.90%
455	7121	41750	CITY CART FEES DAILY	202,704	192,177	208,575	205,839	(2,737)	-1.31%
455	7121	41755	CONCESSIONS GRILL	20,709	16,371	24,177	22,884	(1,293)	-5.35%
455	7121	41760	CONCESSIONS PRO SHOP	5,200	5,400	5,400	7,400	2,000	37.04%
455	7121	41765	LOCKER RENTAL	510	585	474	471	(3)	-0.63%
455	7121	41775	MISCELLANEOUS GOLF	14,914	8,700	8,700	8,700	0	0.00%
455	7121	41780	OPERATING FEE-DAILY	145,767	159,900	172,181	205,538	33,357	19.37%
455	7121	43180	GAIN/LOSS INV MKT VALU	(6,951)	(7,396)	0	0	0	0.00%
455	7121	44025	CASH OVER/SHORT	10	0	0	0	0	0.00%
455	7121	44050	GAIN/LOSS ON SALE ASSET	(11,884)	0	0	0	0	0.00%
455	7121	45874	LESSONS	914	1,876	1,282	1,290	8	0.60%
455	7121	46025	INTEREST	21,784	9,921	34,931	28,391	(6,540)	-18.72%
			TOTAL	**1,004,470**	**1,028,698**	**1,149,117**	**1,227,893**	**78,776**	**6.86%**
Pikes Peak – America's Mountn									
460	7301	40346	MALL SALES	1,931	1,224	0	0	0	0.00%
460	7301	41805	TOLLGATE	1,724,416	1,825,765	1,982,417	2,009,950	27,533	1.39%
460	7301	41810	CONCSSN PIKES PEAK HWY	691,392	526,452	462,859	580,450	117,591	25.41%
460	7301	41820	TOWER OPTICAL	1,611	1,595	1,800	1,800	0	0.00%
460	7301	41835	MISC PIKES PEAK HWY	57,931	53,365	75,000	63,000	(12,000)	-16.00%
460	7301	41840	ADMIN REVENUE	14,496	21,407	15,000	23,600	8,600	57.33%
460	7301	41845	PIKES PEAK STORE	(511)	0	0	0	0	0.00%
460	7301	41850	PIKES PEAK ENDOWMENT	1,130	0	0	0	0	0.00%
460	7301	43040	DONATIONS	0	5,626	0	0	0	0.00%
460	7301	43180	GAIN/LOSS INV MKT VALU	7,913	(5,975)	0	0	0	0.00%
460	7301	44025	CASH OVER/SHORT	1,373	1,791	0	0	0	0.00%
460	7301	44040	SALE OF PROPERTY	7,833	5,960	0	0	0	0.00%
460	7301	44050	GAIN/LOSS ON SALE ASSET	(30,153)	0	0	0	0	0.00%

SPECIAL FUNDS REVENUE
2005 BUDGET

Fund	Org.	Acct.	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
460	7301	46025	INTEREST	13,512	13,194	4,000	6,300	2,300	57.50%
460	7301	46153	TRANSFER FR OTHER FUND	0	200,000	800,000	800,000	0	0.00%
			TOTAL	**2,492,873**	**2,650,404**	**3,341,076**	**3,485,100**	**144,024**	**4.31%**
Human Serv Cmplx									
465	7600	43180	GAIN/LOSS INV MKT VALU	(4,230)	(6,698)	0	0	0	0.00%
465	7600	44010	INSURANCE	4,431	2,709	4,000	4,000	0	0.00%
465	7600	44025	CASH OVER/SHORT	0	6	0	0	0	0.00%
465	7600	44050	GAIN/LOSS ON SALE ASSET	0	(7,994)	0	0	0	0.00%
465	7600	44055	REIMBURSEMENT ACCT	(60,684)	52,278	30,000	5,000	(25,000)	-83.33%
465	7600	45898	CLASSES SENIORS	9,326	10,097	4,000	5,000	1,000	25.00%
465	7600	45905	RENTAL INCOME	280,984	249,317	240,000	251,500	11,500	4.79%
465	7600	46025	INTEREST	18,203	14,043	15,000	6,000	(9,000)	-60.00%
			TOTAL	**248,030**	**313,759**	**293,000**	**271,500**	**(21,500)**	**-7.34%**
Parking System									
470	7510	42005	BUS TERMINAL-GARAGE 1	39,570	39,570	39,570	39,570	0	0.00%
470	7510	42025	MONTHLY PARKING GRG 1	388,482	357,110	386,100	358,020	(28,080)	-7.27%
470	7510	42055	TRANSIENT PARKNG GRG 1	115,187	97,031	145,200	108,480	(36,720)	-25.29%
470	7510	44025	CASH OVER/SHORT	(100)	0	0	0	0	0.00%
470	7510	44050	GAIN/LOSS ON SALE ASSET	(370,987)	0	0	0	0	0.00%
470	7520	42030	MONTHLY PARKING GRG 2	584,169	634,944	580,806	551,160	(29,646)	-5.10%
470	7520	42060	TRANSIENT PARKNG GRG 2	72,807	67,018	79,500	83,200	3,700	4.65%
470	7530	42010	METER HOODS	21,024	17,737	36,240	18,120	(18,120)	-50.00%
470	7530	42040	PARKING METERS	1,349,969	1,322,852	1,340,625	1,331,027	(9,598)	-0.72%
470	7540	42042	POC GARAGE LOAN PYMNT	0	76,993	132,000	132,000	0	0.00%
470	7540	43105	BOND INTEREST	51,870	51,338	0	0	0	0.00%
470	7540	43180	GAIN/LOSS INV MKT VALU	(77,728)	(49,167)	0	0	0	0.00%
470	7540	44020	MISCELLANEOUS GENERAL	(4,437)	0	0	0	0	0.00%
470	7540	44050	GAIN/LOSS ON SALE ASSET	724,881	(5,763)	0	0	0	0.00%
470	7540	46025	INTEREST	169,192	93,097	100,000	75,000	(25,000)	-25.00%
470	7550	42020	MONTHLY PARKING LOT 3	7,840	93,125	120,000	120,000	0	0.00%
470	7550	42045	TRANSIENT PARKING LOT 3	1,018	30,144	24,675	7,800	(16,875)	-68.39%
470	7560	42035	MONTHLY PARKING LOT 4	4,750	5,925	7,500	3,600	(3,900)	-52.00%
470	7560	42050	TRANSIENT PARKING LOT 4	873	1,239	1,200	1,200	0	0.00%
470	7580	42035	MONTHLY PARKING LOT 5	20,600	21,340	21,300	21,300	0	0.00%
470	7580	44050	GAIN/LOSS ON SALE ASSET	15	0	0	0	0	0.00%
			TOTAL	**3,098,994**	**2,854,533**	**3,014,716**	**2,850,477**	**(164,239)**	**-5.45%**
Cemetery									
475	7400	41904	CARE OF LOTS	4,500	408	4,500	4,500	0	0.00%
475	7400	41905	INTERMENTS & REMOVALS	445,406	417,262	460,925	458,325	(2,600)	-0.56%
475	7400	41910	SALES OF LOTS	393,478	363,285	436,625	429,025	(7,600)	-1.74%
475	7400	41915	MEMORIAL / FOUNDATIONS	32,619	41,200	37,173	41,500	4,327	11.64%
475	7400	41920	MISC CEMETERY	1,578	2,746	3,000	3,000	0	0.00%
475	7400	41925	SALE OF BURIAL VAULTS	69,812	67,411	91,000	86,000	(5,000)	-5.49%
475	7400	41930	SALE OF BRONZE MEMRIAL	2,423	100	3,000	3,000	0	0.00%
475	7400	41935	VAULT SUPERVISION FEE	49,630	45,027	50,000	50,000	0	0.00%
475	7400	41940	ENDOWMENTS	3,620	1,410	0	0	0	0.00%
475	7400	41945	CONTRACT ADMIN CHRGE	6,315	3,461	5,000	4,000	(1,000)	-20.00%
475	7400	43135	INTEREST ON ENDOWMENT	250,000	250,000	250,000	250,000	0	0.00%
475	7400	43180	GAIN/LOSS INV MKT VALU	(953)	(4,897)	0	0	0	0.00%
475	7400	44025	CASH OVER/SHORT	0	(51)	0	0	0	0.00%
475	7400	44040	SALE OF PROPERTY	0	1,599	0	0	0	0.00%
475	7400	44050	GAIN/LOSS ON SALE ASSET	(15,796)	0	0	0	0	0.00%
475	7400	46025	INTEREST	14,485	9,272	15,000	10,000	(5,000)	-33.33%
			TOTAL	**1,257,117**	**1,198,233**	**1,356,223**	**1,339,350**	**(16,873)**	**-1.24%**

SPECIAL FUNDS REVENUE
2005 BUDGET

Fund	Org.	Acct.	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
Dev Review Ent									
480	4810	43180	GAIN/LOSS INV MKT VALU	3,634	(6,697)	0	0	0	0.00%
480	4810	45763	ADMIN SERVICES FEES	860,014	904,891	939,617	1,149,000	209,383	22.28%
480	4810	46025	INTEREST	17,316	18,147	8,000	20,000	12,000	150.00%
480	4811	43357	CONSTRUCTION PLAN REV	0	0	0	90,646	90,646	0.00%
480	4811	43358	FINAL CONST INSPECTIONS	0	0	0	90,646	90,646	0.00%
480	4811	45763	ADMIN SERVICES FEES	0	0	0	300,000	300,000	0.00%
480	4811	45771	ALARM SYS PLN REV/INSP	0	0	0	216,540	216,540	0.00%
480	4811	45774	FIXED FIRE PROTECTION	0	0	0	42,105	42,105	0.00%
480	4811	45779	SPECIAL DUTY REIMB-FIRE	0	0	0	9,022	9,022	0.00%
480	4811	45781	SPRINKLER PERMIT FEES	0	0	0	217,750	217,750	0.00%
480	4811	45785	OFF DUTY INSPECTIONS	0	0	0	42,000	42,000	0.00%
480	4811	45787	WTR MAIN/HYDRT PLN REV	0	0	0	38,500	38,500	0.00%
480	4811	45794	OVERTIME PLAN REVIEW	0	0	0	8,661	8,661	0.00%
			TOTAL	**880,965**	**916,341**	**947,617**	**2,224,870**	**1,277,253**	**134.79%**
Support Services									
501	1110	46000	MISC	(390)	0	0	0	0	0.00%
501	8110	44020	MISCELLANEOUS GENERAL	0	(10,354)	0	0	0	0.00%
501	8110	44050	GAIN/LOSS	(18,147)	(34,962)	0	0	0	0.00%
501	8110	46153	TRANSFER FR OTHER FUND	0	74,525	0	0	0	0.00%
	Fleet								
501	8121	42620	ENTERPRISE FND UTILITIES	4,869,435	5,049,535	5,384,019	6,063,641	679,622	12.62%
501	8121	42665	CITY OTHER DEPT	3,436,438	3,884,633	3,751,046	4,224,539	473,493	12.62%
501	8121	42680	CITY POLICE UNIT	1,446,520	1,604,851	1,650,104	1,858,396	208,292	12.62%
501	8121	42705	OTHER	151,748	163,008	128,029	144,190	16,161	12.62%
501	8121	42710	OTHER REVENUE	0	64	0	0	0	0.00%
501	8121	42735	SPECIAL FUNDS MISC	863,402	927,496	889,734	1,002,045	112,311	12.62%
501	8121	44040	SALE OF PROPERTY	7,107	31,634	0	0	0	0.00%
501	8121	44050	GAIN/LOSS ON SALE ASSET	4,727	0	0	0	0	0.00%
501	8121	45906	RENTALS	58,465	68,615	0	0	0	0.00%
501	8122	42710	OTHER REVENUE	546	0	0	0	0	0.00%
501	8122	44040	SALE OF PROPERTY	(4,181)	0	0	0	0	0.00%
501	8122	44045	SALE OF SCRAP	4,768	0	0	0	0	0.00%
501	8122	44050	GAIN/LOSS ON SALE ASSET	3,323	0	0	0	0	0.00%
501	8125	44040	SALE OF PROPERTY	0	2,080	0	0	0	0.00%
501	8126	44050	GAIN/LOSS ON SALE ASSET	(3,679)	0	0	0	0	0.00%
501	8129	42710	OTHER REVENUE	150	0	0	0	0	0.00%
	Office Servs								
501	8138	44050	GAIN/LOSS ON SALE ASSET	(96,395)	0	0	0	0	0.00%
501	8139	42605	ENT FUND UTIL/ALLOC	618,360	793,656	702,863	734,916	32,053	4.56%
501	8139	42625	ENTRPRSE FND UTIL WRDR	238,553	192,387	171,115	185,000	13,885	8.11%
501	8139	42630	GENERAL FUND POSTAGE	272,692	245,668	282,466	234,000	(48,466)	-17.16%
501	8139	42650	CITY WORKORDERS	344,174	293,563	348,782	325,000	(23,782)	-6.82%
501	8139	42660	CITY ALLOCATION	476,256	628,092	634,763	668,667	33,904	5.34%
501	8139	42715	OTHER ALLOCATION	996	0	0	0	0	0.00%
501	8139	42720	OTHER BILLED INVOICES	154,545	199,954	107,141	189,000	81,859	76.40%
501	8139	42725	OTHER WORKORDERS	69,793	75,158	68,181	60,000	(8,181)	-12.00%
501	8139	42766	UTILITIES CONTRACTS	16,740	13,288	15,315	0	(15,315)	-100.00%
501	8139	44040	SALE OF PROPERTY	(119,565)	0	0	0	0	0.00%
	Facilities Managemnt								
501	8141	42605	ENT FUND UTIL/ALLOC	154,152	0	0	0	0	0.00%
501	8141	42660	CITY ALLOCATION	25,320	0	0	0	0	0.00%
501	8141	44040	SALE OF PROPERTY	(12,785)	0	0	0	0	0.00%
501	8142	42605	ENT FUND UTIL/ALLOC	551,268	0	0	0	0	0.00%
501	8142	42660	CITY ALLOCATION	492,204	0	0	0	0	0.00%
501	8142	42710	OTHER REVENUE	199	0	0	0	0	0.00%
501	8142	44040	SALE OF PROPERTY	(59)	0	0	0	0	0.00%
501	8142	44050	GAIN/LOSS ON SALE ASSET	(145,412)	0	0	0	0	0.00%
501	8143	42625	ENTRPRSE FND UTIL WRDR	2,089,360	0	0	0	0	0.00%

SPECIAL FUNDS REVENUE
2005 BUDGET

Fund	Org.	Acct.	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
501	8143	42650	CITY WORKORDERS	303,226	0	0	0	0	0.00%
501	8143	42720	OTHER BILLED INVOICES	27,243	0	0	0	0	0.00%
501	8143	42725	OTHER WORKORDERS	328,249	0	0	0	0	0.00%
501	8144	42625	ENTRPRSE FND UTIL WRDR	131,451	0	0	0	0	0.00%
501	8144	42650	CITY WORKORDERS	156,855	0	0	0	0	0.00%
501	8144	42720	OTHER BILLED INVOICES	26,248	0	0	0	0	0.00%
501	8144	42725	OTHER WORKORDERS	55,006	0	0	0	0	0.00%
501	8147	42660	CITY ALLOCATION	288,825	0	0	0	0	0.00%
501	8148	42660	CITY ALLOCATION	585,010	0	0	0	0	0.00%
501	8148	44050	GAIN/LOSS ON SALE ASSET	(1,197)	0	0	0	0	0.00%
501	8149	42605	ENT FUND UTIL/ALLOC	298,044	0	0	0	0	0.00%
501	8149	42660	CITY ALLOCATION	128,952	0	0	0	0	0.00%
501	8149	42710	OTHER REVENUE	130	0	0	0	0	0.00%
501	8149	44050	GAIN/LOSS ON SALE ASSET	(5,332)	0	0	0	0	0.00%
	Radio Com								
501	8145	42605	ENT FUND UTIL/ALLOC	9,996	9,996	10,000	10,000	0	0.00%
501	8145	42660	CITY ALLOCATION	1,020,492	1,099,980	1,007,310	1,035,520	28,210	2.80%
501	8145	42720	OTHER BILLED INVOICES	38,303	55,282	447,473	475,455	27,982	6.25%
501	8145	44050	GAIN/LOSS ON SALE ASSET	(90,991)	0	0	0	0	0.00%
	Claims								
501	8163	42605	ENT FUND UTIL/ALLOC	465,996	516,696	476,927	486,970	10,043	2.11%
501	8163	42630	GENERAL FUND POSTAGE	450	0	0	0	0	0.00%
501	8163	42660	CITY ALLOCATION	501,204	555,720	512,958	523,760	10,802	2.11%
501	8163	42760	UTILITIES CHRGS PROGRM	(2)	0	0	0	0	0.00%
501	8163	44040	SALE OF PROPERTY	(948)	0	0	0	0	0.00%
501	8163	44050	GAIN/LOSS ON SALE ASSET	(7,364)	0	0	0	0	0.00%
	Real Estate Services								
501	8170	42605	ENT FUND UTIL/ALLOC	195,204	209,568	182,327	216,723	34,396	18.87%
501	8170	42660	CITY ALLOCATION	195,204	209,580	182,327	216,723	34,396	18.87%
501	8170	42710	OTHER REVENUE	1,200	1,600	0	0	0	0.00%
	Information Technology								
501	8730	42645	CITY CHRGS-PROGRAMNG	2,118,324	2,336,820	1,976,804	2,177,006	200,202	10.13%
501	8730	42715	OTHER ALLOCATION	0	0	29,646	31,261	1,615	5.45%
501	8730	44050	GAIN/LOSS ON SALE ASSET	(7,272)	0	0	0	0	0.00%
501	8735	42670	CITY CHRGS-OVERHEAD	0	1,023,888	0	0	0	0.00%
501	8735	42690	OTHER CHRGS OVERHEAD	0	189,852	0	0	0	0.00%
501	8740	42670	CITY CHRGS-OVERHEAD	1,648,788	2,376	1,077,472	1,077,472	0	0.00%
501	8740	42685	CITY VOICE/DATA	0	874,575	0	0	0	0.00%
501	8740	42690	OTHER CHRGS OVERHEAD	438,589	8,542	510,389	320,537	(189,852)	-37.20%
501	8740	42695	OTHER ALLOC PC MAINT	0	80	0	0	0	0.00%
501	8740	42700	OTHER VOICE/DATA	0	282,183	0	0	0	0.00%
501	8740	44050	GAIN/LOSS ON SALE ASSET	(10,438)	0	0	0	0	0.00%
501	8745	40361	SYSTEM SERVICES	12,202	8,820	20,000	20,000	0	0.00%
501	8745	42610	ENT CHRGS LONG DIST	0	9,066	0	0	0	0.00%
501	8745	42640	CITY CHRGS-LONG DIST	782,291	46,367	93,000	93,000	0	0.00%
501	8745	42650	CITY WORKORDERS	26,864	33,491	463,309	463,309	0	0.00%
501	8745	42670	CITY CHRGS-OVERHEAD	0	0	1,018,885	1,171,143	152,258	14.94%
501	8745	42685	CITY VOICE/DATA	0	283,670	0	0	0	0.00%
			TOTAL	**25,611,430**	**21,961,040**	**22,142,385**	**24,008,273**	**1,865,888**	**8.43%**
Claims Reserve Self-Insurance									
502	7750	40079	CONTRIBUTN FR HOUSING	10,000	0	0	0	0	0.00%
502	7750	40223	CONTRIBUTN FR TRANSIT	0	112,296	0	0	0	0.00%
502	7750	40225	CONTRIBUTN FROM PPHWY	5,000	25,000	0	0	0	0.00%
502	7750	40226	CONTRBTN FROM CEMTRY	1,000	1,000	0	0	0	0.00%
502	7750	40229	CONTRIBTN FROM AIRPORT	100,000	0	0	0	0	0.00%
502	7750	40230	CONTRBTN FROM HUM SER	0	10,000	0	0	0	0.00%
502	7750	40383	CONTRBTN FR DEV REV	4,907	5,000	0	0	0	0.00%

SPECIAL FUNDS REVENUE
2005 BUDGET

Fund	Org.	Acct.	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
502	7750	43180	GAIN/LOSS INV MKT VALU	(22,590)	(37,456)	0	0	0	0.00%
502	7750	44020	MISCELLANEOUS GENERAL	500,326	500,021	1,000,000	1,000,000	0	0.00%
502	7750	46025	INTEREST	109,062	67,611	0	0	0	0.00%
			TOTAL	**707,705**	**683,472**	**1,000,000**	**1,000,000**	**0**	**0.00%**
Workers Comp Self-Insurance									
503	7730	40113	MISCELLANEOUS	553	0	0		0	0.00%
503	7730	42770	CITY WORKERS COMP	2,794,418	2,560,979	2,975,700	3,275,700	300,000	10.08%
503	7730	42775	UTILITIES WORKERS COMP	1,777,684	2,474,003	2,400,000	2,600,000	200,000	8.33%
503	7730	43180	GAIN/LOSS INV MKT VALU	(72,530)	(73,763)	0	0	0	0.00%
503	7730	44020	MISCELLANEOUS GENERAL	0	1,326	0	0	0	0.00%
503	7730	46025	INTEREST	219,360	112,545	224,300	224,300	0	0.00%
			TOTAL	**4,719,484**	**5,075,090**	**5,600,000**	**6,100,000**	**500,000**	**8.93%**
Employee Benefits Self-Insurance									
504	9895	40075	RETIREES INSURANCE	527,160	313,212	0	0	0	0.00%
504	9895	40113	MISCELLANEOUS	15	0	0	0	0	0.00%
504	9895	40131	DMO DENTAL PREMIUMS	27	0	0	0	0	0.00%
504	9895	40138	DENTAL PREMIUMS	2,927,608	3,357,123	0	0	0	0.00%
504	9895	40139	VISION PREMIUMS	729,061	749,128	0	0	0	0.00%
504	9895	40140	MEDICAL PREMIUMS	22,417,952	25,819,807	0	0	0	0.00%
504	9895	40364	MEDCL CTSTRPH CLMS RSR	496,328	571,398	0	0	0	0.00%
504	9895	40365	MEDICAL IBNR & CFR RSR	1,037,776	1,194,741	0	0	0	0.00%
504	9895	42735	SPECIAL FUNDS MISC	109,267	0	0	0	0	0.00%
504	9895	43180	GAIN/LOSS INV MKT VALU	38,082	(123,830)	0	0	0	0.00%
504	9895	44012	UTILITIES-EAP	152	154	0	0	0	0.00%
504	9895	46025	INTEREST	306,324	293,470	0	0	0	0.00%
504	9895	46153	TRANSFER FR OTHER FUND	0	0	31,395,000	32,415,000	1,020,000	3.25%
			TOTAL	**28,589,753**	**32,175,203**	**31,395,000**	**32,415,000**	**1,020,000**	**3.25%**
CD Smith									
601	9706	43180	GAIN/LOSS INV MKT VALU	(63,149)	57,015	0	0	0	0.00%
601	9706	44060	GAIN/LOSS ON SALE	(264)	0	0	0	0	0.00%
601	9706	46025	INTEREST	54,002	38,323	85,000	85,600	600	0.71%
			TOTAL	**(9,410)**	**95,338**	**85,000**	**85,600**	**600**	**0.71%**
Perkins Trust									
602	9703	46025	INTEREST	128	77	150	150	0	0.00%
			TOTAL	**128**	**77**	**150**	**150**	**0**	**0.00%**
Woods Trust									
603	9705	46025	INTEREST	147	89	200	200	0	0.00%
			TOTAL	**147**	**89**	**200**	**200**	**0**	**0.00%**
Sabine Trust									
604	9704	46025	INTEREST	61	37	100	100	0	0.00%
			TOTAL	**61**	**37**	**100**	**100**	**0**	**0.00%**
Cemetery Endowment									
605	9709	40113	MISCELLANEOUS	(555)	0	0	0	0	0.00%
605	9709	41940	ENDOWMENTS	75,356	73,705	0	0	0	0.00%
605	9709	43180	GAIN/LOSS INV MKT VALU	(349,438)	862,286	0	0	0	0.00%
605	9709	44050	GAIN/LOSS ON SALE ASSET	(889,868)	157,269	0	0	0	0.00%
			TOTAL	**(1,164,505)**	**1,093,260**	**0**	**0**	**0**	**0.00%**

SPECIAL FUNDS REVENUE
2005 BUDGET

Fund	Org.	Acct.	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
TOPS Maintenance									
607	9711	46025	INTEREST	11,306	7,144	11,500	11,500	0	0.00%
607	9713	46025	INTEREST	17,705	11,162	0	0	0	0.00%
607	9713	46153	TRANSFER FR OTHER FUND	415,000	0	0	0	0	0.00%
			TOTAL	**444,011**	**18,306**	**11,500**	**11,500**	**0**	**0.00%**
Gift Trust									
651	1199	40021	CITY MGR-ECONOMIC DEV	951	815	0	0	0	0.00%
651	1199	40323	GLOBAL ADVSRY GFT TRST	57,062	56,107	0	0	0	0.00%
651	1199	40335	ACACIA PARK ENTRYWAY	30	4	0	0	0	0.00%
651	1399	40002	EMPLYE CHRISTMAS PRTY	6,307	764	0	0	0	0.00%
651	1399	40020	EMPLOYEE ACTIVITIES	25,644	10	0	0	0	0.00%
651	1399	40220	TAX CREDIT/HISTRCL REHB	1,693	2,774	0	0	0	0.00%
651	1399	40354	SPRINGS TV	2,443	4	0	0	0	0.00%
651	1399	43180	GAIN/LOSS INV MKT VALU	(18,028)	(36,243)	0	0	0	0.00%
651	2199	40010	POLICE EMPLOY BNFT FND	11,076	12,091	0	0	0	0.00%
651	2199	40011	POLICE FLOWER FUND	2,324	3,635	0	0	0	0.00%
651	2199	40014	TEDDY BEAR PROGRAM	1,626	34	0	0	0	0.00%
651	2199	40015	LIGHTS & LOCKS	(323)	2	0	0	0	0.00%
651	2199	40016	POLICE COMM REL	4,330	2,221	0	0	0	0.00%
651	2199	40023	POLICE COMM RELATIONS	2,136	52	0	0	0	0.00%
651	2199	40024	POLICE SAFETY PROGRAMS	9,928	8,249	0	0	0	0.00%
651	2199	40072	POLICE SCHLNG/SEMINARS	15,549	14,836	0	0	0	0.00%
651	2199	40182	POLICE K-9	83	2,262	0	0	0	0.00%
651	2199	40185	POLICE YOUTH CRME PREV	3,380	19	0	0	0	0.00%
651	2199	40189	POLICE HORSE PATROL	694	30	0	0	0	0.00%
651	2199	40251	HELICOPTER-POLICE	5,561	2,030	0	0	0	0.00%
651	2199	40343	KEEPING KIDS ALIVE DRVE	277	3	0	0	0	0.00%
651	2199	40350	POLICE APPRECIATION	4	25	0	0	0	0.00%
651	2199	40351	WHELAN GIFT	563	478	0	0	0	0.00%
651	2199	40353	GIFT-INTEL	(62)	5	0	0	0	0.00%
651	2199	40357	DIWALI SHOW GIFT TRUST	(17)	0	0	0	0	0.00%
651	2199	40362	CHLD SFTY SEAT PRG TRST	928	962	0	0	0	0.00%
651	2199	40374	WOMEN IN LAW ENFRCMT	505	35,182	0	0	0	0.00%
651	2199	40375	CRIME STOP	0	38,966	0	0	0	0.00%
651	2199	40389	CALEA CONFERENCE	0	32,785	0	0	0	0.00%
651	2199	40402	OFFICER SAFETY	0	5,000	0	0	0	0.00%
651	2299	40019	FIRE MEDC EQU/TRNG TRST	4,665	5,689	0	0	0	0.00%
651	2299	40034	FIRE DEPT SCHOOLING	33	4	0	0	0	0.00%
651	2299	40190	FIREWISE	17	119	0	0	0	0.00%
651	2299	40191	HOME INSPECTION PROG	181	2,772	0	0	0	0.00%
651	2299	40193	HAZARDOUS MAT EQUIP	7	1	0	0	0	0.00%
651	2299	40195	FIRE TEDDY BEAR PROGR	(1)	0	0	0	0	0.00%
651	2299	40196	FIRE DEPT CONFERENCES	1,216	94	0	0	0	0.00%
651	2299	40197	FIRE PUPPETS / CLOWNS	2,694	10,455	0	0	0	0.00%
651	2299	40201	FIRE LNTB	2,145	117	0	0	0	0.00%
651	2299	40205	FIRE GIFTS FOR STATIONS	3,970	579	0	0	0	0.00%
651	2299	40208	FIRE SAFETY TRAILER	1,891	11,385	0	0	0	0.00%
651	2299	40257	JUVENILE FRE SETTR PROG	3,608	4,659	0	0	0	0.00%
651	2299	40260	PULL TO THE RIGHT	24	3	0	0	0	0.00%
651	2299	40291	DO THE RIGHT THING	2,102	109	0	0	0	0.00%
651	2299	40345	OEM FAIRS	256	3	0	0	0	0.00%
651	2299	40356	FIRE SENIOR PROGRAM	210	1,352	0	0	0	0.00%
651	2299	40370	BUS COMM OUTRCH PROG	3,047	1,345	0	0	0	0.00%
651	2299	40372	FIRE EXPLORERS	203	1	0	0	0	0.00%
651	2299	40373	FIRE CAMP FOR YNG GIRLS	10	0	0	0	0	0.00%
651	2299	40386	MEDICAL EVENT TRAILER	0	175	0	0	0	0.00%
651	2299	40387	WILDLAND	0	10,000	0	0	0	0.00%
651	2299	40388	HIGH ANGLE RESCUE	0	1,500	0	0	0	0.00%
651	2299	40396	FD CHAPLAIN PROGRAM	0	719	0	0	0	0.00%
651	2299	40399	FIRE FITNESS	0	8,135	0	0	0	0.00%

SPECIAL FUNDS REVENUE
2005 BUDGET

Fund	Org.	Acct.	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
651	2299	40401	FIRE STATION NO 8	0	13,166	0	0	0	0.00%
651	3099	40018	LAKE AVE/CHEYENNE PW	1,294	1,099	0	0	0	0.00%
651	3099	40214	PIKES PEAK PRESERVATN	24,017	20,400	0	0	0	0.00%
651	3099	40358	ADELPHIA I-NET	89,082	7,845	0	0	0	0.00%
651	4099	40037	OLD COLO CITY CLCK TWR	35	4	0	0	0	0.00%
651	4099	40038	SENIOR CENTER-GENERAL	28,824	21,959	0	0	0	0.00%
651	4099	40040	GIFT-THERAPEUTIC	4,158	3,346	0	0	0	0.00%
651	4099	40055	NEIGH RES-ADMIN	1,617	451	0	0	0	0.00%
651	4099	40063	SENIOR CIT GIFT SHOP	10,504	9,720	0	0	0	0.00%
651	4099	40315	GIFT-HILLSIDE SCHOLRSHP	3,842	6,222	0	0	0	0.00%
651	4099	40316	GIFT-WEST CENTER	484	54	0	0	0	0.00%
651	4099	40317	GIFT-DEERFIELD	36	8,198	0	0	0	0.00%
651	4099	40318	GIFT-MEADOWS PARK	6,176	24,766	0	0	0	0.00%
651	4099	40319	GIFT-HILLSIDE	17,013	13,347	0	0	0	0.00%
651	4099	40320	GIFT-OTIS PARK	101	3	0	0	0	0.00%
651	4099	40321	BLOCK PARTY	(500)	1,641	0	0	0	0.00%
651	4099	40328	CITY HALL AT THE MALL	277	15	0	0	0	0.00%
651	4099	40346	MALL SALES	58	0	0	0	0	0.00%
651	4099	40366	CITIZENS ACADEMY	6,614	699	0	0	0	0.00%
651	4099	40367	FAIR HOUSING CONF	12,234	7	0	0	0	0.00%
651	4099	40385	COSPG SR CNTR AGCY AGG	0	2,756	0	0	0	0.00%
651	4899	40379	DIGITAL ORTHOS	0	715	0	0	0	0.00%
651	4899	40392	BRNCS GFT CONFLNCE PRK	0	130,181	0	0	0	0.00%
651	5199	40005	PARK&REC VOLUNTEER	264	2,746	0	0	0	0.00%
651	5199	40028	CEMETERY RESTORATION	822	779	0	0	0	0.00%
651	5199	40029	SOUNDRMN PRK SCHLRSHP	35	4	0	0	0	0.00%
651	5199	40030	SONDERMAN PRK IMPROV	10	1	0	0	0	0.00%
651	5199	40031	BEIDLEMAN	25,542	476	0	0	0	0.00%
651	5199	40032	NATURAL RESOURCES	418	26	0	0	0	0.00%
651	5199	40035	GARDEN OF THE GODS FND	91,094	94,283	0	0	0	0.00%
651	5199	40036	WHITE HOUSE RANCH GEN	26,442	18,414	0	0	0	0.00%
651	5199	40039	VISITOR CENTERS	32,291	10,494	0	0	0	0.00%
651	5199	40041	CHILDREN'S ACTIVITIES	65	8	0	0	0	0.00%
651	5199	40044	MUSEUM U ARCHIVES	0	960	0	0	0	0.00%
651	5199	40053	TREE MEMORIALS	118	10	0	0	0	0.00%
651	5199	40054	ANTLERS PRK LOCOMOTVE	81	10	0	0	0	0.00%
651	5199	40056	PARK&REC SCHOLARSHIPS	253	31	0	0	0	0.00%
651	5199	40057	PARK&REC MAINTENANCE	2,557	8,944	0	0	0	0.00%
651	5199	40058	LEISURE SERVICES	29	4	0	0	0	0.00%
651	5199	40059	SPORTS & FACILITIES	3,432	3,392	0	0	0	0.00%
651	5199	40060	DESIGN & DEVELOP	4,184	13,848	0	0	0	0.00%
651	5199	40062	PARK&REC MATCH	6	1	0	0	0	0.00%
651	5199	40064	WHITE HOUSE RNCH STCK	3,372	471	0	0	0	0.00%
651	5199	40065	WHITE HOUSE RNCH RESTR	1,485	1,136	0	0	0	0.00%
651	5199	40066	CRESTA MEDIAN	13	2	0	0	0	0.00%
651	5199	40067	SERTICH MEMORIAL FUND	174	22	0	0	0	0.00%
651	5199	40069	AQUATICS	34	417	0	0	0	0.00%
651	5199	40070	CHEYENNE MEADOWS PRK	152	18	0	0	0	0.00%
651	5199	40071	FIREFIGHTERS MEMORIAL	1	0	0	0	0	0.00%
651	5199	40082	ADOPT-A-PARK	466	395	0	0	0	0.00%
651	5199	40083	LAND ACQUISITION	3,729	3,171	0	0	0	0.00%
651	5199	40181	CHEYENNE CANON	163	6,118	0	0	0	0.00%
651	5199	40183	N CHEY CANON VSTRS CTR	13,762	11,705	0	0	0	0.00%
651	5199	40184	ICE CENTER	87	10,573	0	0	0	0.00%
651	5199	40186	NORTH SLOPE	46	6	0	0	0	0.00%
651	5199	40199	TAT/GOG MAINTENANCE	13,217	13,704	0	0	0	0.00%
651	5199	40204	SPECIAL OLYMPIC PROGR	34	4	0	0	0	0.00%
651	5199	40206	SANTA FE TRAIL SHEPARD	395	336	0	0	0	0.00%
651	5199	40207	NANCY LEWIS HOSPICE	11	1	0	0	0	0.00%
651	5199	40210	N LEWIS PARK MAINT	18	1	0	0	0	0.00%
651	5199	40211	GENERAL FORESTRY	9,712	1,925	0	0	0	0.00%

SPECIAL FUNDS REVENUE
2005 BUDGET

Fund	Org.	Acct.	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
651	5199	40213	GREENHOUSE	5,971	23,644	0	0	0	0.00%
651	5199	40216	ACQUATIC FRIENDS	1,605	15	0	0	0	0.00%
651	5199	40219	KRAUPHEIM GARDEN	46	6	0	0	0	0.00%
651	5199	40247	89TH MEMORIAL MAINT	37	5	0	0	0	0.00%
651	5199	40248	ZAMBONI PROCEEDS	5,046	7	0	0	0	0.00%
651	5199	40250	FIRST NIGHT	0	0	0	0	0	0.00%
651	5199	40252	GOG/NAVIGATORS	220	27	0	0	0	0.00%
651	5199	40253	TENNIS CLASSIC	244	30	0	0	0	0.00%
651	5199	40254	FRANK MARCONI YTH SCH	233	29	0	0	0	0.00%
651	5199	40255	ROCKLEDGE PHASE I	679	464	0	0	0	0.00%
651	5199	40256	PROSPECT LKE BOAT PTRL	9	1	0	0	0	0.00%
651	5199	40259	SCHOLARSHIP LEONS KIDS	594	488	0	0	0	0.00%
651	5199	40272	OPEN SPACE	46	9,806	0	0	0	0.00%
651	5199	40273	BOXING PROGRAM	336	604	0	0	0	0.00%
651	5199	40285	MYRON STRATTON EHCMT	1,766	1,137	0	0	0	0.00%
651	5199	40292	KATHLEEN MARRGE GRDN	739	2,977	0	0	0	0.00%
651	5199	40293	REGIONAL PARKS	19	1,849	0	0	0	0.00%
651	5199	40297	TENNIS-YOUNG ADLT PROG	11	1	0	0	0	0.00%
651	5199	40306	MARY STARSMORE - SDC	228	445	0	0	0	0.00%
651	5199	40308	JL RANCH	666	565	0	0	0	0.00%
651	5199	40310	L STARSMORE/SDC	5	1	0	0	0	0.00%
651	5199	40326	DOG PARK	116	14	0	0	0	0.00%
651	5199	40329	CO SPRNGS ASSETS FR YTH	6	2	0	0	0	0.00%
651	5199	40336	TAYLOR PARK	3	0	0	0	0	0.00%
651	5199	40337	GIFT-COLORADO TRUST	144,441	146,116	0	0	0	0.00%
651	5199	40339	RLR-CHAMBERS FAMILY	112	11	0	0	0	0.00%
651	5199	40341	QUAIL LAKE/ATMEL	45	6	0	0	0	0.00%
651	5199	40342	SUNSET MESA OPEN SPACE	13	2	0	0	0	0.00%
651	5199	40344	PARKS & REC MAPS	100	19	0	0	0	0.00%
651	5199	40347	BERGEN SCULPTURE	66	8	0	0	0	0.00%
651	5199	40348	AMERICAN INDIAN AREA	17,927	15,397	0	0	0	0.00%
651	5199	40349	COTTONWOOD PLYGRN	147	239	0	0	0	0.00%
651	5199	40368	STARSMORE MEMORIAL	327	1	0	0	0	0.00%
651	5199	40378	CITY AUDITORIUM	0	3,672	0	0	0	0.00%
651	5199	40390	GOODWILL TRAIL	0	46,911	0	0	0	0.00%
651	5199	40397	ORCHARD HOUSE ROOF	0	14,110	0	0	0	0.00%
651	5199	40398	RLR SPRINKLER WAGON	0	10,117	0	0	0	0.00%
651	5199	44020	MISCELLANEOUS GENERAL	0	0	1,000,000	1,100,000	100,000	10.00%
651	5699	40042	MUSEUM	27,634	21,310	0	0	0	0.00%
651	5699	40043	MUSEUM R-HERITAGE	1,034	(245)	0	0	0	0.00%
651	5699	40044	MUSEUM U ARCHIVES	6,699	4,386	0	0	0	0.00%
651	5699	40045	MUSEUM RP WOODS TRUST	3,492	2,325	0	0	0	0.00%
651	5699	40046	MSM EB&WS JACKSN TRST	12,069	8,154	0	0	0	0.00%
651	5699	40047	MUSEUM-R HILL	18	2	0	0	0	0.00%
651	5699	40048	MUSEUM DENTAL ASSOC	380	323	0	0	0	0.00%
651	5699	40050	MUSEUM R ARCHIVES	2,647	317	0	0	0	0.00%
651	5699	40051	MUSEUM-R STRATTON	(3)	27	0	0	0	0.00%
651	5699	40086	MEDICAL SOC AUXILIARY	293	32	0	0	0	0.00%
651	5699	40198	MUSEUM U EDISON	202	21	0	0	0	0.00%
651	5699	40202	MUSEUM UNHACS	218	26	0	0	0	0.00%
651	5699	40246	MUSEUM-R-FOSTER	393	20	0	0	0	0.00%
651	5699	40307	MUSEUM U-HERZBERGER	232	29	0	0	0	0.00%
651	5699	40311	MUSEUM R-BERGEN	116	14	0	0	0	0.00%
651	5699	40312	MUSEUM U-LOO/COLVIN	1,863	296	0	0	0	0.00%
651	5699	40322	MUSEUM R-KRUPINSKI	7	1	0	0	0	0.00%
651	5699	40325	R-CRAGIN PROJECT	6,383	3,807	0	0	0	0.00%
651	5699	40352	MUSEUM U-HOFFMAN	2,530	1,793	0	0	0	0.00%
651	5699	40394	SCULPTURE MAINT ACCNT	0	1,418	0	0	0	0.00%
651	8799	40391	TELE PLCY ADVRY COMM	0	1,100	0	0	0	0.00%
			TOTAL	**849,332**	**1,037,230**	**1,000,000**	**1,100,000**	**100,000**	**10.00%**

SPECIAL FUNDS REVENUE
2005 BUDGET

Fund	Org.	Acct.	Account Description	2002 Actual	2003 Actual	2004 Budget	2005 Budget	2004-2005 Change	2004-2005 % Change
Senior Programs									
653	9707	43005	G KOCH TRUST FUND	10,748	8,537	0	0	0	0.00%
653	9707	43010	CURTIS ESTATE	6,124	5,874	0	0	0	0.00%
653	9707	43040	DONATIONS	0	7,941	0	0	0	0.00%
653	9707	43180	GAIN/LOSS INV MKT VALU	(3,241)	(7,296)	0	0	0	0.00%
653	9707	46025	INTEREST	20,567	13,450	15,000	15,000	0	0.00%
			TOTAL	**34,198**	**28,505**	**15,000**	**15,000**	**0**	**0.00%**
Therapeutic Rec									
654	9708	46025	INTEREST	748	471	500	500	0	0.00%
			TOTAL	**748**	**471**	**500**	**500**	**0**	**0.00%**

Human Services Contracts

INTRODUCTION

The City of Colorado Springs contracts annually with nonprofit agencies for services, which address identified human service needs that benefit low and moderate-income persons in the community. Priority is given to nonprofit agencies that provide the following services:

- Emergency Care and Shelter
- Youth Services
- Self-Sufficiency Services

The application process combines City discretionary human services dollars with Community Development Block Grant (CDBG) funds. The process enables nonprofit human service providers to submit only one application to the City. This reduces the time spent in these efforts for both City and agency staff.

The process used to determine funding for the nonprofit agencies consists of committees with representatives from the City, United Way, the Non-Profit Center, the private sector, and the community at large. The committees reviewed all submitted proposals, attended agency presentations, and rated the proposals based on relevant criteria. These ratings were used to determine the funding recommendations to City Council.

The total combined City discretionary and CDBG funds allocated for human services in 2005 is $890,628, which is unchanged from the combined amount included in the 2004 City Budget.

Agency	2004 Funded Amount	2005 Recommended Amount *	Funding Source
Priority 1 – Emergency Care and Shelter			
American Red Cross**	$ 96,834	**Now Salvation Army See Below	City
Catholic Charities of Colorado Springs	90,943	81,000	City
Homeless Management Information System	30,000	25,000	CDBG
Salvation Army – RJ Montgomery New Hope Center**	0	**92,000	City
Salvation Army – Emergency Food	7,829	0	CDBG
Trust, Education, Safety, Support, Action (TESSA)	65,373	59,230	CDBG
Trust, Education, Safety, Support, Action (TESSA)	0	5,822	City
Urban Peak	13,969	30,774	City
Subtotal	**$304,948**	**$293,826**	
Priority 2 - Youth Services			
American Red Cross, Colorado House Child Enrichment	$ 0	$ 5,410	CDBG
Big Brothers Big Sisters – Community Based Mentoring	0	12,526	CDBG
Big Brothers Big Sisters – School Based Mentoring	0	6,181	CDBG
Boys Scouts of America, Scoutreach	0	6,000	CDBG
Boys & Girls Club of the Pikes Peak Region	0	25,000	CDBG
Children's Advocacy Center	19,285	17,107	CDBG
CHINS UP	0	6,250	City
Colorado Springs Child Nursery Centers	74,449	42,500	CDBG
Colorado Springs Teen Court	11,848	16,500	City
Community and Senior Centers	100,000	100,000	CDBG
Court-Appointed Special Advocates (CASA)	18,634	12,000	CDBG
Hope & Home	4,000	0	CDBG
Lutheran Family Services	5,000	5,000	City
Resource Exchange, The	5,000	0	City
Salvation Army – RJ Montgomery New Hope Center	0	10,000	City
Salvation Army – Red Shield Community Center	0	5,000	City
Special Kids/Special Families (Zach's Place)	9,728	20,000	CDBG
Urban League - Child Development Center	60,717	35,332	City
Workout, Ltd.	7,874	12,309	City
YMCA – Southeast Youth Sports	0	20,000	City
YMCA – Armed Services YMCA Operation Hero	0	6,833	City
Subtotal	**$316,535**	**$363,948**	
Priority 3 – Self-Sufficiency			
8th Street Alano, Inc.	$ 0	$ 2,178	CDBG
Arc of the Pikes Peak Region	0	5,000	City
American Red Cross, Colorado House & Resource Center	0	21,000	CDBG
Care and Share	30,595	25,000	CDBG
Centro de la Familia	0	2,280	CDBG
Colorado Legal Services	0	4,000	CDBG
Colorado Veterans Resources Coalition	5,000	4,908	City
Easter Seals – HEARS 2 U	4,666	0	City
Ecumenical Social Ministries, Inc.	5,000	2,400	CDBG
Full Circle Alternatives	6,000	4,000	City
Harbor House	8,000	5,000	CDBG

Housing Authority – Golden Circle Nutrition Program	8,031	5,508	CDBG
Agency	**2004 Funded Amount**	**2005 Recommended Amount***	**Funding Source**
Interfaith Hospitality Network	$ 0	$ 1,642	City
Partners in Housing	8,455	12,000	City
Pikes Peak Center on Deafness	0	1,500	City
Pikes Peak Community Action Agency	31,983	15,400	CDBG
Pikes Peak Family Connection – KPC Kids' Place	0	12,500	CDBG
Pikes Peak Partnership	8,000	4,163	CDBG
Radio Reading Service of the Rockies	5,000	0	City
Rebuilding Together with Christmas in April	5,000	0	CDBG
Rocky Mountain Health Care Services – Brain Injury	0	26,000	City
Rocky Mountain Health Care Services – Support Services	0	10,000	City
Salvation Army – FreshStart Transitional Services	6,466	5,000	CDBG
Salvation Army – Social Services	0	8,000	CDBG
Service, Empowerment, Transformation (SET)	14,079	5,000	CDBG
Silver Key Senior Services	74,839	26,178	City
Southern Colorado AIDS Project (S-CAP)	8,031	1,500	City
Urban League – Financial Literacy	4,000	0	City
Women's Resource Agency	36,000	22,697	CDBG
Subtotal	**$269,145**	**$232,854**	
TOTAL	**$890,628**	**$890,628**	

City Funds	$419,548
CDBG Funds	$471,080
TOTAL HUMAN SERVICE FUNDS AVAILABLE	$890,628

*Budgeted figures could vary within individual agencies' finalized contracts as funding may change during the federal government's consolidated budgeting process.
**In January 2004, the Emergency Shelter underwent a management change. The Shelter is now called the New Hope Center. The Salvation Army – El Paso County Command manages the Shelter. There are significant improvements and changes taking place to assist the community in continuing to provide this most-needed service.

2005 CONTRACT DESCRIPTIONS

8th Street Alano, Inc. – This agency provides transitional housing for individuals recently graduated from a drug or alcohol treatment facility or drug rehabilitation within a correctional institution and through referrals from social services agencies or 12-step programs. The program focuses on taking the hardest recidivists off the streets and providing intensive outpatient therapy, case management, and housing.

American Red Cross – Colorado House, Child Enrichment Center (CEC) – This agency offers children the opportunity to escape the adult reality of homelessness and enjoy family time together. The program provides a nurturing environment to foster a sense of "home" and the safety and security needed by children. The CEC encourages families to spend time together with dedicated play stations and a living room, which is reserved for private times with families.

American Red Cross – Colorado House & Resource Center – This agency provides homeless services to individuals and families through the Self-Sufficiency Challenge Program (SSCP) in collaboration with Partners in Housing. Eighty percent of the residents are from the RJ Montgomery New Hope Center, which is a homeless shelter. The majority (75 percent) of the current population is single mothers with at least two children each. The program will help successful residents move into permanent housing within two years, develop employment skills, increase their level of education, and become gainfully employed.

Arc of the Pikes Peak Region – Guardianship – This agency provides guardianship services to children and adults with mental retardation and unable to speak for themselves. They have been forgotten, abused, neglected or exploited by their families. The Arc is the only agency that will assure protection and services for this group of people. The program will assist those with mental retardation and developmental disabilities, which is the only formal program of its kind.

Big Brothers Big Sisters (BBBS), Community-Based Mentoring Program – This program provides volunteer mentors that provide important support and stability to both the child and the family, as a dependable friend and advocate. The volunteer mentors are thoroughly and thoughtfully screened for child safety. For a child who lacks stable parents, has lost a parent or has become "lost" as a result of many siblings or an older and overworked caregiver, the impact of a volunteer mentor who focuses love and attention on that child is significant and measurable. The mentor meets with the individual or family three to four times per month for a year or more. The average time that mentoring services are provided to individuals in this program is approximately 22 months.

Big Brothers Big Sisters (BBBS), School-Based Mentoring Program – The program provides volunteer mentors that work one-on-one with elementary students to help the student improve his or her academic performance. The volunteer mentors are thoroughly and thoughtfully screened for child safety. Volunteers spend an hour and a half per week with the child at the child's school under guidance and supervision by BBBS staff. This program is provided through partnerships established with Helen Hunt Elementary School, Centennial Elementary School, and Stratton Meadows Elementary School.

Boy Scouts of America, Scoutreach – This program provides outreach to ethnic minorities that have been traditionally underserved, youth from single-parent families, youth in danger of dropping out of school or already expelled, and youth involved in the juvenile diversion program. Scoutreach is a vehicle for the local Pikes Peak Council to establish packs, troops and crews and attract boys, young men, and women who would otherwise not be able to gain the benefits of Scouting membership.

Boys and Girls Club of the Pikes Peak Region, Youth Development – This agency provides a year-round program for youth that encourages positive interaction with adults, peers and family members, thus enabling them to reach their full potential. The program is based on physical, emotional, cultural and social needs; interests of girls and boys; and recognized developmental principles. Programs are age appropriate, gender inclusive, gender specific and developmentally sound. Meals or snacks are provided free of charge and all programs are included in the $5 membership dues. Transportation is provided to and from schools, sporting events, and field trips.

Care and Share – This agency provides bulk food items to 155 partner agencies in Colorado Springs that serve the ill, seniors, and children from low-income families and provides assistance to low and very low-income families and individuals at no charge. Funds will be used for the food drive program, which provides approximately 495,000 pounds of nonperishable staple food to local human service agencies.

Catholic Charities of Colorado Springs – This agency operates the Marian House Soup Kitchen, Medical Clinic, and Drop-In Center. They provide services to the homeless, poor, working poor, and low-income persons. Funds will be used to cover administrative costs associated with the provision of a hot noon meal at the Marian House Soup Kitchen.

Centro de la Familia – This program provides educational and outreach programming to recent immigrants as well as Hispanic and Native American families and individuals in the city. Formed out of an initial partnership with T.E.S.S.A., Centro's services have expanded to include family violence prevention and intervention, parenting support and child abuse prevention, outreach to recent immigrants, and resources and referral support for basic needs.

Children's Advocacy Center – This agency provides a comfortable, private, child-friendly environment for children involved in the investigation of child abuse. The Advocacy Center also provides support and system education to child victims and their non-offending parents in order to strengthen the families' abilities to begin the healing process. Funds will be used to cover salaries associated with the provision of medical exams, court preparatory program, investigative team coordination and interviews of alleged victims of abuse.

CHINS UP – This agency provides individualized life skills for targeted high-risk youth as part of the home-based family preservation program. Funds will be used to assist in providing quality family-centered and child-focused services that place child and community safety first. A primary goal is to help keep families together and avoid the need for placement of children into more expensive institutional levels of care.

Colorado Legal Services – This agency provides legal assistance needed by victims of domestic violence to take steps to break the cycle of violence and to seek and obtain a permanent protection order against the perpetrator. The funds will be used to assist in preparing the victim to face the perpetrator, represent the victim in court, and negotiate terms for the victim that benefit the family, and do whatever else might be necessary to stop the violence.

Colorado Springs Child Nursery Centers, Inc. – This agency provides quality, affordable childcare for low and very low-income families and single parents. Funds will be used for toddler, preschool and school-age child care services for limited income families and single parents, drop-in child care services for families who are homeless, and/or victims of family violence. These services include education, recreation, nutrition, and medical/family support.

Colorado Springs Teen Court – The program being funded provides an alternative to the traditional sentencing for juvenile offenders (ages 11 - 18) who are charged in Municipal Court as first-time offenders. Youth who are eligible participate in a jury trial conducted by their peers. Youth jurors and lawyers try the case and the teen jury imposes the sentence. Sentences include mandatory community service and participation in the future as a juror.

Colorado Veterans Resources Coalition – This agency provides safe, healthy emergency housing and community-based residential care, treatment and rehabilitative services for veterans who are homeless and have substance abuse and/or chronic mental illness. The funds will assist in serving all qualified homeless veterans in treatment programs at the Veterans Administration Clinic in Colorado Springs.

Community and Senior Centers – The program provides services for recreation, social issues, health, nutrition, ethnic celebrations, education and socialization for children, teens, adults, seniors and persons with disabilities at the following community centers: Otis Park, Meadows Park, Hillside and West Center for Intergenerational Learning.

Court-Appointed Special Advocates (CASA) – This agency provides and manages CASA volunteer advocates for children who are in out-of-home placements through the courts. Funds will cover salaries associated with the provision of trained community volunteers who monitor child abuse cases in which domestic violence is also present. The volunteer advocates will represent the child's best interest assuring intervention and prevention throughout the case. The goal is a safe and permanent home for each child.

Ecumenical Social Ministries, Inc. – This agency provides an outreach program (Solid Ground) to homeless clients at Ecumenical Social Ministries (ESM) and Marian House Soup Kitchen. These agencies actively work to move clients from the streets, bridges, campgrounds, and other uninhabitable places into more stable and permanent housing. Many deal with long-term mental illness, emotional stresses, chronic substance abuse and addictions and have no support system to help them overcome them. Funds will assist in providing case management, counseling, and other direct services.

Full Circle Alternatives – This agency offers abused and chemically dependent women a safe and sober living environment in a home-like atmosphere that promotes 12-step recovery. The women benefit by learning how to maintain sobriety and to develop life skills such as good work habits, running a household, and budgeting. Funds will assist the program in moving participants toward a healthier lifestyle that includes sobriety, stable housing and financial self-sufficiency.

Harbor House – This agency targets the small group of alcohol-addicted homeless individuals who are the most frequent users of detoxification and emergency room services. Funds will assist the program in moving participants toward a healthier lifestyle that includes sobriety, stable housing and financial self-sufficiency.

Homeless Management Information System – The system links homeless service providers and lessens the amount of paperwork required for homeless persons to get assistance. In addition, the system allows the community to develop and distribute reports regarding the homeless situation in Colorado Springs and access statewide data regarding homelessness. The funds will assist Pikes Peak United Way in maintaining the Homeless Management Information System in Colorado Springs.

Housing Authority Golden Circle Nutrition Program – This program provides a meal to elderly participants at a variety of locations in Colorado Springs. An analysis of existing assessments indicates that many of the elderly eat one meal per day and that meal is provided by The Golden Circle Nutrition Program which operates five days per week at most of its sites and seven days per week at its main site. Funds will be used to purchase food for the program.

Interfaith Hospitality Network – This agency provides temporary housing to homeless families with children who are referred by local agencies such as the New Hope Center, Department of Human Services, and other local referral agencies. Strength-based case management is the primary tool to help guest families return to independent living. Funds will be used to cover administrative costs associated with assisting families toward self-sufficiency.

Lutheran Family Services – This agency provides services in therapeutic foster homes to abused and/or neglected children referred by the courts and the Department of Human Services for out-of-home placement. The children have experienced a variety of severe difficulties such as attachment and bonding problems, uncontrollable anger, speech and developmental delays, and compulsive disorders. The children who may have experienced multiple moves between homes realize a disrupted sense of safety and security. Funding will assist the program place children with certified foster or adoptive parents who deal with the children in the most competent, effective, and compassionate manner possible.

Partners in Housing – This agency assists homeless families with children to attain self-sufficiency. This assistance is provided over two-year period. Partners in Housing provides housing, housing support, case management, family therapy, budget counseling, life skills seminars/workshops, emergency assistance, support groups, permanent housing counseling, and formal education guidance. Funds will be used to cover administrative costs associated with assisting families toward self-sufficiency.

Pikes Peak Center on Deafness – This agency promotes the independence and self-advocacy of the deaf and hard-of-hearing community through the following channels: Interpreting, Client Services, Assistive Technologies, and Educational Resources. The agency also promotes the education of the hearing community concerning the deaf and hard-of-hearing. Funds will be used to cover program costs associated with assisting the deaf and hard-of hearing community toward self-sufficiency.

Pikes Peak Community Action Agency – This agency moves homeless persons, victims of family violence, low-income families and individuals to an independent life-style. Services include case management, support services, education, child care, transportation, budget counseling, self-development workshops, job training, employment services and other assistance to overcome obstacles to success. Funds will cover a portion of case management salaries and self-sufficiency support services.

Pikes Peak Family Connections, Inc., KPC Kids' Place Respite Nursery – This program provides families with free voluntary-planned or emergency childcare for children ages 6 weeks to 6 years old. The program is a respite nursery specifically designed to serve at-risk, low-income families with no fee for service. KPC Kids' Place provides the following services: 24-hour emergency and planned respite for up to 72 hours at a time for children when they cannot or should not be with their parent(s); referrals to other human service resources; family support and referrals to the Nurturing Parenting Program and Family Empowerment Team; and community outreach to schools, daycare centers, hospitals, DHS and community agency participants that would benefit from KPC Kids' Place.

Pikes Peak Partnership – The program provides advocacy, education, and referrals to support individuals with disabilities. The program specifically targets people having Multiple Sclerosis and disabling mental or physical conditions. Services include educational seminars, health fairs, "warm line" phone information, amblicab paratransit service, medical equipment, support, and newsletters.

Rocky Mountain Health Care Services – Brain Injury – This program provides a full continuum of care to the brain injured population to assure the greatest possibility for success. The program will assist individuals with the independent living skills they need to gain a higher level of independence and self-sufficiency. The program allows many people to move past the residential facilities and back into community living and self-sufficiency.

Rocky Mountain Health Care Services – Supportive Services – This program provides support to participants living in an independent setting or support to those needing special services from a residential facility. Services are offered in the community and vary from support in obtaining employment to assistance in cooking, cleaning, shopping and any other activity needed to help the participant maintain or gain independence.

Salvation Army – FreshStart Transitional Services – This program provides temporary housing for families that need intensive interventions over a two-year timeframe. Families participating in this program will collectively learn the skills necessary to break out of the cycles of homelessness and poverty. The program provides housing and support services for families and introduces them to permanent housing resources, thus helping them secure an income sufficient to afford housing and maintain the supportive service relationships that they developed while in the program.

Salvation Army – RJ Montgomery New Hope Center - This agency provides the majority of emergency shelter needs for homeless families and individuals in Colorado Springs. Services include a place to sleep, limited food service (two meals daily), limited transportation, extensive intake assessment, laundry, shower, toiletries, individual case management, and on-site child and family enrichment activities (i.e., preschool activities, educational liaison services, academic tutoring, reading programs, social and recreational activities, field trips, and health and nutritional programs). Funds will be used to cover administrative costs associated with the daily operations of the shelter and on-site security services.

Salvation Army – RJ Montgomery New Hope Center, Child Enrichment Center – This program provides an environment designed to meet the specific needs of homeless families with children. The environment includes child and family friendly space with developmentally appropriate games and activities and quiet family gathering space. Included are meals and nutritious snacks, educational tutoring, bringing together community and educational resources, providing clothes and school supplies, and offering parenting education.

Salvation Army – Red Shield Community Center – This agency provides after-school and summer programs for low-income at-risk youth ages 6-17. Many are formerly homeless children who live in the FreshStart Transitional and Affordable Housing Community. Funds will be used to provide recreational and athletic activities that boost curiosity and self-esteem. Children and families benefit from the program's accessibility due to low cost, neighborhood proximity and provided transportation.

Salvation Army – Social Services – This agency provides a wide variety of assistance to needy families and individuals. The funds will be used to provide case management support that can result in a client receiving rent assistance, utility assistance, emergency groceries, federal commodities, clothing, day care, help with car insurance or transportation, prescription medications, hot meals, and various needs such as eyeglasses or medical equipment not covered by insurance.

Service, Empowerment, Transformation (SET) – The Holistic Senior Wellness Program benefits the hundreds of low and moderate-income elderly who reside in Colorado Springs Housing Authority apartments or who attend the Nutrition Programs at the sites served. The program services have been developed to meet the unmet needs of this population by providing professional wellness services, at no cost to the client, in the convenience of their residential setting. The intent is to empower these elders to take charge of their physical health and to assist them to be self-sufficient and independent for as long as possible. Funds will be used to cover costs at the well-being clinics located at Housing Authority senior buildings.

Silver Key Senior Services – This agency provides services to the elderly residents of Colorado Springs. Funds will be used to cover costs associated with the provision of hot meals to homebound elderly residents of the city, as well as home care, home maintenance, companionship, case management, outreach, and emergency services.

Southern Colorado Aids Program (S-CAP) – This agency operates a food bank to low-income clients infected and affected by HIV/AIDS. Funds provide supplementary food to clients and thereby helping to meet nutritional needs and stretch clients' personal budgets that are frequently limited due to high medical and pharmaceutical costs associated with managing their medical care.

Special Kids/Special Families (Zach's Place) – This program provides respite and independent life skills training for children between the ages of 5 and 21 with cognitive, physical, neurological, and medical disabilities. The focus of the program is directed at preserving the family unit. This facility is the only one of its kind in the Colorado Springs area – the only place where parents of children with special needs can find qualified before and after-school, summer, evening, weekend, and overnight care for their children.

Trust, Education, Safety, Support, Action (TESSA) – This agency, formerly the Center for the Prevention of Domestic Violence, provides intervention services for adult and child victims of domestic violence. Funds will provide emergency care and shelter, support, advocacy, restraining order assistance, case management, individual and group psychotherapy, 24-hour telephone crisis intervention, and information and referral services.

Urban League – Child Development Center – The Child Development Center provides a multicultural experience to preschool, kindergarten, and school-age children. The funds will be used to prepare children socially, physically and educationally for the challenges they will face in school. In addition to preschool through kindergarten full day care, Urban League offers a before and after-school program for children in kindergarten through the sixth grade. Operation is on the premises that economically disadvantaged families should have access to quality childcare and education. The Child Development Center provides a diverse, enriching and positive environment where children of all economic, racial, and ethnic backgrounds together learn mutual respect and understanding.

Urban Peak – This agency provides services exclusively to the homeless and runaway youth of Colorado Springs. Street outreach and case management programs serve to link the youth to the full continuum of services. The program being funded will offer the youth assistance with obtaining emergency shelter, counseling services, general education diploma (GED), medical care, legal identification, job placement, food, and transportation. The agency assists youth in developing a plan to permanently exit street life by reunifying with their family, entering placement, or living independently. Urban Peak works with other community agencies in order to meet all the service needs of the youth and avoid duplication of services.

Women's Resource Agency – This agency has formed a collaborative effort with agencies such as First Visitor, Pikes Peak Family Connections, and the Life Support Center to provide more seamless access to services for target families and their children. Funds will be used for program costs to provide parenting skills education and intensive case management services for pregnant/parenting teens and economically disadvantaged expectant parents, volunteer-based home visitation, education and support for economically disadvantaged new parents, basic needs to help at-risk parents keep their children healthy and safe, preventive interventions which reduce child abuse/neglect, and self-sufficiency education and training for women who are economically disadvantaged.

Workout, Ltd. – This agency serves pre-adjudicated, adjudicated, and committed youth and involves a variety of services to fit each offender's needs. This agency, through the Restorative Justice Program, is an approach to juvenile delinquency that shifts the focus from punishing the offender to restoring peace in the community, repairing the damage done by juvenile crime, and by holding youth accountable for their actions. The program's goal is to restore wholeness and balance among victims, offenders, and the community and deter youth away from criminal behavior through support and services that assist the youth in being productive, contributing community members.

YMCA – Armed Services YMCA Operation Hero – This agency provides programs and services to the thousands of military personnel and their families through the ASUMCA headquartered at the Southeast Family Center located in a low-income neighborhood. Operation Hero is an after-school tutoring and mentoring program offered to elementary age children of enlisted military families at no cost. Frequent family moves and the deployment of their parent in the military have an adverse effect on their grades, which can in turn effect their self-esteem and lead to behavior problems. Each mentor group meets on a twice-weekly basis to work on homework, self-esteem, conflict management, and more.

YMCA – Southeast Youth Sports – This agency targets children between the ages of three and seventeen. Funds will be used to provide scholarships to give opportunities to kids and teens that otherwise would not be able to afford to participate in soccer, floor hockey, T-ball, basketball, racquetball, flag football, volleyball, jump rope, kid fit, mini mat (yoga), Capoeira, ballet, Hapkido, teen weights and fitness activities.

Lease-Purchase Obligations

This appendix is in compliance with State House Bill 90-1164 which requires all local governments to set forth in the budget document all amounts for lease-purchase agreement obligations which involve funding commitments beyond the forthcoming fiscal year.

Description	1-1-05 Balance*	2005 Payment	12-31-05 Remaining
Lease-Purchase Obligations	$5,374,105	$1,780,538	$3,593,567

*Balance is defined as all remaining financial obligations for principal and interest from January 1, 2005, through the retirement of all lease-purchase agreement obligations represented in the figures shown above.

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2004 – 2005 Changes to General Fund Budget

2004 Budget	**$208,862,921**
Less:	
2004 Onetime Expenditures	-2,899,077
2004 General Fund Contribution to CIP	-13,610,508
Reduced Debt Service from Refunding of Series 1993 General Obligation Bonds	-328,075
Plus:	
CAPITAL IMPROVEMENTS	
Allocation for Ongoing CIP Projects	6,264,122
Emergency Repair and Maintenance Projects	4,742,000
Debt Service - Series 1999 SCIP Bonds	6,475,043
REVENUE IN EXCESS OF TABOR LIMIT	
Estimated TABOR revenue refund of 2004 Revenue	1,371,671
Estimated TABOR revenue refund of 2005 Revenue	939,930
EMPLOYEE COMPENSATION	
2004 Market Adjustment in Employee Base Salaries and Benefits	
Civilian Employees: 4%	2,273,208
Uniformed Police and Fire Employees: 6%	3,938,850
Increased Employee Health Insurance Costs (Medical 3.25%; Dental 7.2%; Vision 0%)	426,280
Increased Workers' Compensation and PERA Costs	250,000
UNAVOIDABLE INCREASE/PRIOR-YEAR COMMITMENTS	
Police - Increased Old Hire Pension Costs	1,618,865
Fire - Increased Old Hire Pension Costs	2,085,186
Increased Vehicle Replacement Costs	1,842,665
Increased Vehicle Fuel Costs	595,000
Increased Utilities Costs due to Rate Increases	151,667
Parks Maintenance - Water Rate/Usage Increases	408,500
General Costs - 2005 Municipal Election Costs	800,000
City Engineering – Prebles Mouse Regional Habitat Conservation Plan	55,000
City Engineering – NPDES Stormwater Permit Fee Program	129,486
General Costs – Employee Compensation Study	30,000
Streets - CSU Charge for Fire Hydrant Use	25,500
General Costs - Fleet Division Fuel Monitoring Equipment	17,500
STRATEGIC ACTION PLAN IMPLEMENTATION	
Transportation	
Transit - Increased Paratransit Costs	303,000
Transit – Management Contract Increase	12,324
Transit - Increased Fuel Costs	280,000
Transit - Allowance for Increased Transit Labor Costs	329,479
Transit - Increased Liability Insurance Costs	117,941
Streets - Increased Overtime Costs	25,000
Streets - Assume all Roadway Maintenance in Banning-Lewis Ranch	75,000
Transportation Engineering - Increased Utilities Costs for Traffic Signals	52,107

Public Safety	
Fire - OEM Office Specialist (0.5 FTE)	20,328
Police - Chemist (1 FTE) with $51,215 Revenue Offset	65,520
Police - Animal Control Contract Adjustment	32,286
Police - Animal Control Contract: Share of Building Maintenance Costs	100,000
Police - School Crossing Guards: $0.50/hour Increase in Pay for Crossing Guards	29,109
Municipal Court - Conversion of 2 Temp Collection Clerks to Permanent Full-Time (2 FTE)	25,320
Municipal Court - Contractual Increase in Judicial Officers Compensation	16,000
Finance - Analyst II for Police & Fire Pension Admin (1 FTE) with $74,570 Revenue Offset	74,570
Community Development and Growth	
Planning - Planner II Positions in Land Use Review (2 FTE)	149,145
Planning - Land Use Review: Planning Commission Broadcast Costs at PPRDC	3,000
Citizen Services and City Workforce	
Human Resources - Job Applicant Testing	30,000
Parks & Rec - New Urban Forester Position (1 FTE)	69,596
MISCELLANEOUS	
Finance - Sales Tax Investigator (1 FTE) with $63,074 revenue offset	63,074
Planning - Housing Authority Staff Share Costs	11,372
Planning - Correction of Transportation Planning Communications Costs	1,187
Planning - New Comprehensive Planner Position (1 FTE)	84,457
City Engineering - Funding for Training and Professional Licenses	12,750
City Engineering - Funding for 2 Special Positions Related to Banning-Lewis Ranch	156,274
City Auditor - Info Systems Auditor (1 FTE) with $91,140 Revenue Offset from CSU	91,140
City Auditor - Correction of Salaries and Benefits	44,256
City Auditor - Two New Auditor Positions (2 FTE)	150,000
Parks & Rec - Recreation Services: Correction of Salaries and Benefits	25,000
Parks & Rec - Restore Restroom Maintenance	94,513
Parks & Rec - Restore Greenhouse Flower Program (1 FTE)	60,895
Parks & Rec - 4th of July Concert - C.S. Philharmonic Symphony	68,500
Parks & Rec - Expand Helen Hunt Falls Visitors Center Hours	1,684
Parks & Rec - Expand Starsmore Hours - Open Weekends in April, May, September, October	5,325
Parks & Rec - New Vegetation Control Specialist (1 FTE)	54,210
Police - Accounting Change: Removal of Credits to Expenditures	309,085
Police - Funding for Youth Assessment Center	30,000
Police - Reduce Office Supplies, Paper Supplies, Gen. Supplies, Software, Maintenance of Buildings/Structures	-30,000
General Costs - Regional Building Rent Reduction Due to Use of Less Space by G.F.	-17,624
General Costs - Fleet: Rent Payment to CSU for Fleet South Facility	40,437
General Costs - Fleet: General Fund Share of New Parts Specialist Position	27,500
General Costs - Info Tech: License/Hardware Maintenance Costs of Upgraded Network Systems Software	28,000
General Costs - Info Tech: Upgrade City e-mail to Exchange 2003	65,000
General Costs - Office Services: Increased Salary Costs Due to Reorganization	2,650
General Costs - Citizen Survey	17,000
General Costs - Increased Share of Funding for Automated Payroll/Financial System (Cable Grant Funds Reduced)	154,000
General Costs - Increased EAP and Drug Testing Costs	14,547
General Costs - PPACG Dues Increase	3,905
General Costs - Colorado Municipal League Dues Increase	3,000
General Costs - Fallen Firefighter Memorial Special Event Costs	5,000
General Costs - Internal Services Charges - Admin Pro Rate adjustment	213,911

REDUCTIONS IN SERVICE	
Transit - Elimination of Service to Unincorporated Portions of El Paso County	-101,275
Transit - Remove City of Fountain Service	-150,000
Transit - Remove City of Manitou Springs Service	-44,827
TRANSFER OF GENERAL FUND EXPENDITURES TO OTHER FUNDS	
Fire - Dev review and New Building Inspection Functions of Fire Prevention Transferred to Development Review Enterprise (-8 FTE)	-536,714
Parks, Recreation and Cultural Services - Park Maintenance Moved to Conservation Trust Fund	-303,772
2005 BUDGET	**$228,929,919**

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User Fees and Charges

The fees listed in this table are those used in projecting 2005 revenues. If any of these fees are not implemented in 2005, adjustments will be necessary to keep the budget in balance. All normal processes for approving these and any additional changes will still be followed, including public hearings, resolution adjustments and necessary approval actions. This is not a list of all City fees and charges. This list is only those fees that have proposed changes and have been incorporated into the 2005 City Budget.

Service Description	**Current Fees (As Of 6/1/04)**	**Approved Fees (As Of 1/1/05)**
GENERAL FUND		
Appointees		
City Attorney		
Legal Fees		
City Attorney	$137.08 per hr.	$153.76 per hr.
Assistant	$93.04 per hr.	$104.84 per hr.
Sr. Attorney	$75.00 per hr.	$ 84.62 per hr.
Paralegal	$55.00 per hr.	$57.28 per hr.
City Planning And Community Development		
Land Use Review - Revocable Permits		
Access (I.E. Private Drives) Revocable Permit (Initial Issuance)	$85.00	$90.00
Attachment To Vertical Utility Infrastructure Revocable Permit (Initial Issuance)	$100.00	$105.00
Attachment To Vertical Utility Infrastructure Revocable Permit (Renewal)	$100.00	$105.00
Awning Revocable Permit (Initial Issuance)	$105.00	$110.00
Balcony Revocable Permit (Initial Issuance)	$90 per building	$95 per building
Commercial Fence/ Retaining Wall Revocable Permit (Initial Issuance)	$70.00	$75.00
Commercial Lighting Revocable Permit (Initial Issuance)	$90.00	$95.00
Communication Cable Revocable Permit (Initial Issuance)	$600.00	$625.00
Communication Cable Revocable Permit (Renewal)	$125.00	$130.00
Digital Subscriber Line (DSL) Box Revocable Permit (Initial Issuance)	N/A	$145.00
Digital Subscriber Line (DSL) Box Revocable Permit (Renewal)	N/A	$5.00
Parking Revocable Permit (Initial Issuance)	$150.00	$155.00
Permanent Sign Revocable Permit (Initial Issuance)	$105.00	$110.00
Private Stormwater And Monitoring Wells Revocable Permit (Initial Issuance)	$130.00	$135.00
Semi-Permanent Builder Directional Sign Revocable Permit (Initial Issuance)	$90.00	$95.00
Semi-Permanent Builder Directional Sign Revocable Permit (Renewal)	$40.00	$40.00
Sidewalk Cafe [Less Than 8 Seats] Revocable Permit (Initial Issuance)	$135.00	$140.00
Sidewalk Cafe [More Than 8 Seats] Revocable Permit (Initial Issuance)	$205.00	$215.00

Service Description	Current Fees (As Of 6/1/04)	Approved Fees (As Of 1/1/05)
Sidewalk Cafe [More Than 8 Seats] Revocable Permit (Renewal)	$130.00	$135.00
Surface & Sub-Surface Structure Revocable Permit (Initial Issuance)	$120.00	$125.00
Surface And Sub-Surface Structure Revocable Permit (Renewal)	$70.00	$70.00
Temporary Merchandise Display Revocable Permit (Initial Issuance)	$90.00	$95.00
Land Use Review – Development Applications		
Annexations	$2,000 plus $26/ acre for the first 100 ac, $11/ac thereafter	$2,080 plus $27/acre for the first 100 ac, $11/ac thereafter
Land Use Map Amendment	$750.00	$780.00
Master Plans	$1,050 plus $11 per acre	$1,090 plus $11 per acre
Minor Amendment To An Approved Master Plan	$600.00	$625.00
Minor Adjustment To An Approved Master Plan	$150.00	$155.00
Development Agreement	$2,000	$2,080
Planned Unit Development (PUD) Zone Change	$1,500 plus $25 per acre	$1560 plus $26 per acre
Planned Unit Development (PUD) Plan	$1,500 plus $25 per acre	$1560 plus $26 per acre
Concept Plans And Development Plans In Planned Unit Development (PUD) Zone	$1,500 plus $26 per acre	$1,560 plus $27 per acre
Mixed Use Zone Change	$1,750 plus $20 per acre	$1,820 plus $21 per acre
Concept Plans And Development Plans In Mixed Use Zones	$1,750 plus $25 per acre	$1,820 plus $26 per acre
Establish Agricultural Zone	$750 plus $5 per acre	$780 plus $5 per acre
Zone Change	$1,200 plus $10 per acre	$1,250 plus $10 per acre
Concept Plans, Development Plans And Minor Development Plans Commercial [New Or Major Amendment]	$1,400 plus $25 per acre	$1,460 plus $26 per acre
Concept Plans, Development Plans And Minor Development Plans Commercial [Hillside Or Streamside Overlay Project – New Or Major Amendment]	$1,400 plus $25 per acre plus 10 percent	$1,460 plus $26 per acre plus 10 percent
Concept Plans, Development Plans And Minor Development Plans Residential [New Or Major Amendment]	$1,400 plus $5 per lot or unit	$1,460 plus $5 per lot or unit
Concept Plans, Development Plans And Minor Development Plans Residential [Hillside Or Streamside Overlay Project – New Or Major Amendment]	$1,400 plus $5 per lot plus 10 percent	$1,460 plus $5 per lot plus 10 percent
Conditional Use - New Or Major Amendment	$1,100.00	$1,145.00
Use Variance - New Or Major Amendment	$1,100.00	$1,145.00
Minor Amendment. To Concept Plans, Development Plans, Minor Development Plans, Conditional Uses And Use Variances	$250.00	$260.00
Subdivision Plats Commercial, Planned Unit Development (PUD) Or Mixed Use (MU) Zones	$850 plus $20 per acre	$885 plus $21 per acre
Subdivision Plat Commercial, Planned Unit Development (PUD) Or Mixed Use (MU) Zones [Hillside Or Streamside Overlay Project]	$850 plus $20 per acre plus 10 percent	$885 plus $21 per acre plus 10 percent
Subdivision Plats Residential	$750 plus $5 per lot or unit	$780 plus $5 per lot or unit
Subdivision Plats Residential [Hillside And Streamside Overlay Project]	$750 plus $11 per lot or unit plus 10 percent	$780 plus $5 per lot or unit pus $10 percent

Service Description	Current Fees (As Of 6/1/04)	Approved Fees (As Of 1/1/05)
Amendment To Plat Restrictions	$500.00	$520.00
Final Irrigation Plan	$250.00	$260.00
Commercial Mobile Radio Service (CMRS) Conditional Use	$2,400.00	$2,500.00
Commercial Mobile Radio Service (CMRS) Development. Plan	$1,050.00	$1,090.00
Commercial Mobile Radio Service (CMRS) Minor Development Plan Amendment	$650.00	$680.00
Non-Use Variance - Commercial	$375 per variance for each of the first two variances; $180 per variance thereafter	$390 per variance for each of the first two variances; $180 per variance thereafter
Non-Use Variance - Residential	$180 per variance for each of the first two variances; $90 per variance thereafter	$190 per variance for each of the first two variances; $95 per variance thereafter
Non-Use Variance Time Extension	$180.00	$190.00
Appeals Of Administrative. Decision To Planning Commission	$150.00	$155.00
Appeals Of Planning Commission To City Council	$150.00	$155.00
Property Boundary Adjustment, Waiver Of Replat, Building Permit To Unplatted Land, Building Permit Prior To Platting	$250.00	$260.00
Preservation Easement Adjustment	$600.00	$625.00
Subdivision Waiver From Procedural Requirements And Design Standards	$600.00	$625.00
Street Name Change	$500.00	$520.00
Street Or Plat Vacations	$1,000.00	$1,040.00
Human Service Establishment Administrative Permit	$190.00	$200.00
Human Service Establishment Administrative Permit For Facility, Shelter Or Group Home	$180.00	$190.00
Compliance Letter And Inspection	$250.00	$260.00
Zoning Verification Letter	$70.00	$75.00
Non-Conforming Use Letter	$150.00	$155.00
Temporary Use Permit	$80 plus $20 per month	$85 plus $20 per month
Sexually Oriented Bus.	$400.00	$420.00
Administrative Relief	$125 per relief request for each of the first two requests; $75 per relief request thereafter	$130 per relief request for each of the first two requests; $75 per relief request thereafter
Transportation Planning And Engineering		
Annexation	$160.00 plus $4.20 per acre for the first 100 acres; $1.60 per acre thereafter	4 percent increase
Land Use Map Amendment	$42.00	4 percent increase
Master Plans	$320 plus $4.20 per acre	4 percent increase
Minor Amendment To Master Plan	$165.00	4 percent increase
Development Agreements	$1,377.00	4 percent increase
Planned Unit Development (PUD) Zone Change	$245 plus $4.10 per acre	4 percent increase
Planned Unit Development (PUD) Plan	$1,011 plus $16.90 per acre	4 percent increase
Concept Plans Or Development Plans - Planned Unit Development (PUD) Zone	$1,069 plus $17.80 per acre	4 percent increase
Mixed Use (MU) Zone Change	$566 plus $8.10 per acre	4 percent increase

Service Description	Current Fees (As Of 6/1/04)	Approved Fees (As Of 1/1/05)
Concept Plans Or Development Plans - Mixed Use Zone	$605 plus $8.60 per acre	4 percent increase
Zone Change	$229 plus $1.90 per acre	4 percent increase
Concept Plans, Development Plans or Minor Development Plans – Commercial (New or Major Amendment)	$596 plus $19 per acre	4 percent increase
Concept Plans, Development Plans or Minor Development Plans – Commercial Hillside or Streamside Project (New or Major Amendment)	$549 plus $31.50 per acre	4 percent increase
Concept Plans, Development Plans or Minor Development Plans – Residential (New or Major Amendment)	$509 plus $3.70 per lot/unit	4 percent increase
Concept Plans, Development Plans Or Minor Development Plans – Residential Hillside or Streamside Project (New or Major Amendment)	$429 plus $6 per lot/unit	4 percent increase
Conditional Use, Use Variance and OR (Office/Residential) Zone Change (New or Major Amendment)	$125.00	4 percent increase
Minor Amendment To Concept Plans, Development Plans, Minor Development Plans, CU and/or UV	$70.00	4 percent increase
Subdivision Plat Commercial, Planned Unit Development (PUD) or Mixed Use (MU) Zones	$51 plus $2.25 per acre	4 percent increase
Subdivision Plat Commercial, Planned Unit Development (PUD) Or Mixed Use (MU) Zones Hillside Streamside Project	$51 plus $2.25 per acre	4 percent increase
Subdivision Plat Residential	$54 plus $0.50 per lot/unit	4 percent increase
Subdivision Plat Residential Hillside Or Streamside Project	$54 plus $0.50 per lot/unit	4 percent increase
Amendment To Plat Restriction	$34.00	4 percent increase
Non-Use Variance - Commercial	$52.00 per property; unlimited number of variances	4 percent increase
Non-Use Variance - Residential	$52.00 per property; unlimited number of variances	4 percent increase
Property Boundary Adjustment, Waiver Of Replat, Building Permit To Unplatted Land, Building Permit Prior To Platting	$28.00	4 percent increase
Subdivision Wavier From Procedural Requirement and/or Design Standards	$389.00 only if waiving street design standards	4 percent increase
Street Name Change	$19.00	4 percent increase
Street Or Plat Vacation	$81.00	4 percent increase
Public Works		
Transit		
Para Transit	$2.00 City/ $3.10 County	$2.50/$3.60
Amblicab Fares	$2.00 City/ $3.10 County	$2.50/$3.60
ENTERPRISES		
Cemeteries		
Graves	$695, 900	$800, 1,000
Cremation Spaces	$500	$600
Casket and Cremation Opening and Closing	$695, 350	$800, 400
Polyguard Burial Vault	$500	$600
Transfer fee, Inspection and Setting Fee	$50, 0.30/sq. in.	$100, 0.40/sq. in.
Saturday and Saturday p.m., Sunday and Holiday charge	$100, 595	$200, 695

Service Description	Current Fees (As Of 6/1/04)	Approved Fees (As Of 1/1/05)
Development Review Enterprise		
Construction Plan Review	Varies By Formula	13.23 percent increase
Final Construction Inspection	Varies By Formula	13.23 percent increase
Alarm System	Varies By Formula	13.23 percent increase
Fixed Fire Systems	Varies By Formula	13.23 percent increase
Fire Watch Standby	Varies By Formula	13.23 percent increase
Sprinkler System Permits/Inspections	Varies By Formula	13.23 percent increase
Off Duty	Varies By Formula	13.23 percent increase
Hydrant Review	Varies By Formula	13.23 percent increase
Overtime Review	Varies By Formula	13.23 percent increase

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Ordinance No. 04-285

AN ORDINANCE MAKING THE ANNUAL TAX LEVY FOR THE CITY OF COLORADO SPRINGS FOR THE YEAR ENDING DECEMBER 31, 2005

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLORADO SPRINGS:

Section 1. Based upon the Budget heretofore presented by the City Manager, this City Council hereby estimates the revenues of the City of Colorado Springs for the Year 2005 to be:

General Fund:

General Property Taxes -		
4.944 mills on estimated valuation of $3,783,962,017	18,707,908	
		$ 18,707,908
Less -		
County Treasurer's Collection fee of 1.0%	(187,079)	
Provision for uncollectable taxes at 1.0%	(187,079)	
Economic Development Rebates	(551,746)	
		$ (925,904)
Total Property Taxes		**$ 17,782,004**
Other Taxes		$123,623,091
Licenses and Permits		949,843
Intergovernmental Revenue		20,515,933
Charges for Services		13,064,646
Fines and Forfeits		9,000,000
Miscellaneous Revenues		3,882,649
Transfers from Other Funds		32,125,698
Total General Fund		**$220,943,864**
Rebudgeted		6,143,390
Draw from Fund Balance		1,842,665
Total Revenue		**$228,929,919**

Other Funds:

	2005 Revenue	Draw from (Add to) Fund Balance	Total
Special Revenue Funds:			
Arterial Roadway	$ 225,000	175,000	$ 400,000
Ballfield Capital Improvements	110,000	0	110,000
Bicycle Tax	113,000	(113,000)	0
Briargate Special Improvement Maintenance District	728,896	217,000	945,896
Cable Franchise Fund	1,232,640	0	1,232,640
CDBG	3,801,777	0	3,801,777
City–Funded CIP	17,803,002	723,969	18,526,971
Conservation Trust (State Lottery Program)	4,542,375	649,284	5,191,659
Economic Development	4,286	596,338	600,624
Emergency Shelter Act Grant	116,030	0	116,030
Garfield School Maintenance	26,650	(1,500)	25,150
Gateway Special Improvement Maintenance District	3,340	5,000	8,340
Gift Trust	1,100,000	0	1,100,000
Home Investment Partnership	2,533,342	0	2,533,342
HOPE III	668,000	0	668,000
Lodgers and Automobile Rental Tax (Bed and Car)	3,456,702	195,607	3,652,309
Norwood Special Improvement Maintenance District	536,523	125,000	661,523
Old Colorado City Maintenance and Security District	95,845	30,000	125,845
Platte Avenue Special Improvement Maintenance District	9,961	16,000	25,961
Public Safety Sales Tax	24,127,723	1,180,182	25,307,905
Public Space and Development	700,000	(350,000)	350,000
Senior Programs	15,000	35,000	50,000
Springs Community Improvements Program (SCIP)	171,316	1,026,015	1,197,331
Stetson Hills Special Improvement Maintenance District	189,992	90,000	279,992
Street Tree	140,000	110,000	250,000
Subdivision Drainage	1,570,000	430,000	2,000,000
Therapeutic Recreation	500	500	1,000
Trails, Open Space and Parks (TOPS)	6,055,447	(719,985)	5,335,462
Tree City USA	0	12,000	12,000
Woodstone Special Improvement Maintenance District	17,406	0	17,406
Enterprise Funds:			
Airport Gross Income	$21,986,457	(1,873,552)	$20,112,905
Cemetery	1,339,350	1,133	1,340,483
Development Review	2,224,870	51,439	2,276,309
Human Services Complex	271,500	9,998	281,498
Parking System Gross Income	2,850,477	(204,144)	2,646,333
Patty Jewett Golf Course	2,140,270	(41,588)	2,098,682
Pikes Peak – America's Mountain	3,485,100	43,909	3,529,009
Valley Hi Golf Course	1,227,893	(9,981)	1,217,912

Other Funds (cont.):

	2005 Revenue	Draw from (Add to) Fund Balance	Total
Internal Services Funds:			
Claims Reserve Self-Insurance	$ 1,000,000	$0	$ 1,000,000
Employee Benefits Self-Insurance	32,415,000	0	32,415,000
Support Services	24,008,273	0	24,008,273
Workers Compensation Self-Insurance	6,100,000	0	6,100,000
Permanent Funds:			
C. D. Smith	$ 85,600	$0	$ 85,600
Perkins	150	0	150
Sabine	100	0	100
Trails, Open Space and Parks (TOPS) Maintenance	11,500	0	11,500
Woods	200	0	200
Local Improvement Districts Funds			
Improvement Districts Funds	$ 43,800	$0	$ 43,800
Carmel Drive	35,000	0	35,000
Woodmen Valley	141,000	0	141,000
Grants Fund			
Grants Interest	$ 80,000	$0	$ 80,000

Section 2. That the City Council hereby finds, determines and declares that the amount of money necessary to be raised by the tax levy, taking into account the amounts available from other sources to meet the expenses of the City for the ensuing year, is the sum of $17,782,004.

Section 3. That the property levy in mills necessary to raise said amount of money after due allowance is made for statutory collection fees, uncollectable taxes, and economic development rebates is 4.944 mills and that accordingly there is hereby levied upon each dollar of assessed valuation of all taxable property within the City of Colorado Springs assessed and returned upon the assessment rolls for the Year 2004 of 4.944 mills as a tax levy for City purposes to be due and payable in and during the Year 2005.

	Mills
For interest on General Obligation Bonds	0.096
For redemption of General Obligation Bonds	0.747
For General Purpose	4.101
Total	**4.944**

Section 4. The City Clerk is directed to certify a copy of this Ordinance to the County Assessor of El Paso County who shall extend the same upon the tax list for the Year 2005 and shall include said City taxes in the general warrant to the County Treasurer for collection.

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 making the annual tax levy shall be in full force and effect on January 1, 2005.

Introduced, read, and passed on first reading and ordered published this 23rd day of November, 2004.

Lionel Rivera
Mayor

ATTEST:

Kathryn M. Young
City Clerk

Finally passed, adopted and approved this 14th day of December, 2004.

Mayor

ATTEST:

City Clerk

I HEREBY CERTIFY, that the foregoing ordinance entitled **"AN ORDINANCE MAKING THE ANNUAL TAX LEVY FOR THE CITY OF COLORADO SPRINGS FOR THE YEAR ENDING DECEMBER 31, 2005"** was introduced and read at a regular meeting of the City Council of the City of Colorado Springs, held on November 23, 2004; that said ordinance was passed at a regular meeting of the City Council of said City, held on the 14th day of December, 2004, and that the same was published in full, in accordance with Section 3-80 of Article III of the Charter, in the Daily Transcript, a newspaper published and in general circulation in said City, at least ten days before its passage.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the City, this 14th day of December, 2004.

City Clerk

Ordinance No. 04-286

AN ORDINANCE APPROVING THE ANNUAL BUDGET AND APPROPRIATING MONIES FOR THE SEVERAL PURPOSES NAMED IN SAID BUDGET FOR THE YEAR ENDING DECEMBER 31, 2005

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLORADO SPRINGS:

Section 1. The City Manager having prepared and presented to this City Council his annual Budget for the year ending December 31, 2005, which Budget is in such detail as to the aggregate sum and the items thereof allowed to each department, group, agency, and fund as he has deemed advisable.

Section 2. Pursuant to Charter, the Council hereby adopts said Budget and upon the basis of said Budget, the several sums of money hereinafter specified are hereby appropriated out of the revenues of the City of Colorado Springs for the Year 2005 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 2005.

General Fund:	$228,929,919
Other Funds:	
Special Revenue Funds:	
Arterial Roadway	$ 400,000
Ballfield Capital Improvements	110,000
Bicycle Tax	0
Briargate Special Improvement Maintenance District	945,896
Cable Franchise Fund	1,232,640
CDBG	3,801,777
City–Funded CIP	18,526,971
Conservation Trust (State Lottery Program)	5,191,659
Economic Development (pka: Business Dev Rev Loan)	600,624
Emergency Shelter Act Grant	116,030
Garfield School Maintenance	25,150
Gateway Special Improvement Maintenance District	8,340
Gif	1,100,000
Home Investment Partnership	2,533,342
HOPE III	668,000
Lodgers and Automobile Rental Tax (Bed and Car)	3,652,309
Norwood Special Improvement Maintenance District	661,523

Old Colorado City Maintenance and Security District	125,845
Platte Avenue Special Improvement Maintenance District	25,961
Public Safety Sales Tax	25,307,905
Public Space and Development	350,000
Senior Programs	50,000
Springs Community Improvements Program (SCIP)	1,197,331
Stetson Hills Special Improvement Maintenance District	279,992
Street Tree	250,000
Subdivision Drainage	2,000,000
Therapeutic Recreation	1,000
Trails, Open Space and Parks (TOPS)	5,335,462
Tree City USA	12,000
Woodstone Special Improvement Maintenance District	17,406
Enterprise Funds:	
Airport Gross Income	$20,112,905
Cemetery	1,340,483
Development Review	2,276,309
Human Services Complex	281,498
Parking System Gross Income	2,646,333
Patty Jewett Golf Course	2,098,682
Pikes Peak – America's Mountain	3,529,009
Valley Hi Golf Course	1,217,912
Internal Services Funds:	
Claims Reserve Self-Insurance	$ 1,000,000
Employee Benefits Self-Insurance	32,415,000
Support Services	24,008,273
Workers Compensation Self-Insurance	6,100,000
Permanent Funds:	
C. D. Smith	$ 85,600
Perkins	150
Sabine	100
Trails, Open Space and Parks (TOPS) Maintenance	11,500
Woods	200
Local Improvement Districts Funds	
Improvement Districts Funds	$ 43,800
Carmel Drive	35,000
Woodmen Valley	141,000
Grants Fund	
Grants Interest	$80,000

Section 3. Based on the Budget so adopted, this 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 2005.

Section 4. The Mayor and the City Clerk are directed to sign said Budget and Tax Levy estimate as herein adopted, and to file the same with the City Controller.

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, 2005.

Introduced, read, and passed on first reading and ordered published this 23rd day of November 2004.

Lionel Rivera
Mayor

ATTEST:

Kathryn M. Young
City Clerk

Finally passed, adopted and approved this 14th day of December, 2004.

Mayor

ATTEST:

City Clerk

I HEREBY CERTIFY, that the foregoing ordinance entitled **"AN ORDINANCE APPROVING THE ANNUAL BUDGET AND APPROPRIATING MONIES FOR THE SEVERAL PURPOSES NAMED IN SAID BUDGET FOR THE YEAR ENDING DECEMBER 31, 2005"** was introduced and read at a regular meeting of the City Council of the City of Colorado Springs, held on November 23, 2004; that said ordinance was passed at a regular meeting of the City Council of said City, held on the 14th day of December, 2004, and that the same was published in full, in accordance with Section 3-80 of Article III of the Charter, in the Daily Transcript, a newspaper published and in general circulation in said City, at least ten days before its passage.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the City, this 14th day of December, 2004.

City Clerk

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