Budget Development

Development of the annual City Budget is an ongoing process. However, the actual formulation of the budget is a year-long process that ends in December with the final review and formal adoption of the Budget.

Overview of Budget Process

Planning Process
The Mayor establishes budget guidelines, which the Budget Office uses to guide departments for their 2015 Budget proposal. For 2014, at the Mayor's direction, staff implemented priority based budgeting process requiring departments to scrutinize their budgets and prioritize their needs based on completing Breakthrough Strategies in line with the Strategic Plan – this process was continued in 2015.

Department and Division Budget Submittals
During this phase, formal instructions and guidelines are issued to departments and divisions to prepare budget requests. The Budget Office meets with department/division managers to discuss guidelines and instructions as well as emerging budget issues. Using the guidelines, divisions and the Budget Office together prepared budgets for the Mayor's Executive Team budget review sessions.

Formulation of Mayor's Recommended Budget
The Executive Team conducts budget review meetings with each department to review the budget submittals from each area of the City. At these sessions, discussions occur regarding services provided and resources needed to complete Breakthrough Strategies. For 2015, The Mayor's Executive Team, the Chief Financial Officer, and the Budget Manager sat on the Budget Review Committee. At the budget review meetings, Division Managers had the opportunity to discuss their proposed budgets. After preliminary adjustments of revenue and expenditure estimates, the Budget Review Committee balanced the budget. The Budget Office then prepared the preliminary budget document.

City Council Review
The Mayor's Budget is transmitted to City Council on the first Monday in October. A series of City Council budget work sessions are then conducted which are open to all citizens.

Public Hearing and E-Town Hall
The City holds one enhanced public input session annually. This session is a formal public hearing E-Town Hall meeting, which is typically held in mid to late October, and is televised on Cable Channel 18 as well as simulcast on the internet at www.ColoradoSprings.gov. The E-Town Hall meeting gives citizens an additional opportunity to provide input on budget development. Citizens can submit comments and questions in person, by e-mail or telephone. All input is transmitted to City Council.

City Council Markup
The City Council makes recommendation of final resource allocation at a budget balancing session (referred to as a City Council Budget Markup Session) normally held in early November.

Final Review and Adoption of Budget and Annual Tax Levy

The City Council formally adopts the budget and sets the annual tax levy through the approval of appropriation ordinances. Adoption of these ordinances takes two readings. The Charter 3-70(e) allows the Mayor to line item veto within five days of receiving the final ordinance passed by City Council. If six (6) Council members vote to override the Mayor's veto, the ordinance shall become a finally adopted ordinance. The Council also sets the mill levy through a resolution that must be approved by December 13 and sent to El Paso County. By Colorado Revised Statute and in accordance with the City Charter, the budget must be adopted by December 31.

Major Phases

February - April

Planning

1. Mayor updates Strategic Plan.
2. Budget Team meets weekly to resolve issues and prepare budget outlook.
3. Budget Office presents financial outlook and key fiscal issues for upcoming year.

May - June

Department & Division Budget Requests

1. In conjunction with the Budget Office, departments and divisions prepare budget proposals.
2. Budget Office and departments together prepare summaries and recommendations for Executive Team's budget review sessions with departments.

July - September

Formulation of the Mayor's Budget

1. Executive Team conducts budget review sessions with each business unit to review budget submittals of the departments and divisions.
2. Final adjustments in revenue and expenditure estimates prepared
3. Mayor balances budget.
4. Budget Office prepares Budget document.

October - November

Review, Public Input and Budget Markup

1. City Council reviews recommended Budget.
2. City Council holds budget work sessions.
3. Public Hearing/E-Town Hall held on Budget.
4. City Council makes allocation and policy decisions at final budget markup session.

November – December

Final Review and Adoption

1. First reading of appropriation ordinances held adopting Budget and setting the annual tax levy.
2. City Council sets mill levy.
3. Second reading of appropriation ordinances held adopting Budget and setting the annual tax levy.
4. Budget Office produces final Budget document.

2015 Budget Calendar

APRIL	
April 1-30	2015 Budget meetings with Division Managers/Analysts
April 21	2013 Financial Update and 2015 Budget Forecast to Council
MAY	
May 1-30	Budget Office working with Departments on Budgets
May 9	Proposed Breakthrough Strategies to Mayor Bach
JULY	
July 7-18	Executive Team meets with departments to review budget proposals
AUGUST	
August 1	2015 budget balancing
August 27	Mayor and Executive Team budget meetings begin
SEPTEMBER	
September 1-30	Preparation of 2015 Budget
OCTOBER	
October 6	Mayor distributes recommended 2015 Budget
October 20-21	City Council Budget Work Session
October 23	Formal Public Hearing/E-Town Hall on 2015 Budget
October 27	Council Work Session – Introduction of Ordinance for 2015 Mill Levy Certification – Introduction of Ordinance Adopting 2015 Salary Structure for Civilian and Sworn Municipal Employees
October 30	City Council Budget Markup Session
NOVEMBER	
November 10	Council Regular Meeting – First reading of Ordinance Making City's 2014 Mill Levy – First reading of Ordinance Adopting 2015 Salary Structure for Civilian and Sworn Municipal Employees – First reading of 2015 Budget Appropriation Ordinance
November 25	Council Regular Meeting – Second reading of Ordinance Making City's 2014 Mill Levy – Second reading of Ordinance Adopting 2015 Salary Structure for Civilian and Sworn Municipal Employees – Second reading of 2015 Budget Appropriation Ordinance, 2015 City Budget officially adopted – Resolution Setting City's 2014 Mill Levy (Certification to County) – Resolutions for 2014 Mill Levy Certifications on SIMDs
November 27	Deadline to provide Budget Ordinance to Mayor (within 48 hours of Second Reading)
DECEMBER	
5 days after receipt or December 2	City Charter deadline for Mayor's veto (within 5 days of Mayor's receipt)
December 9	Council vote to determine override of Mayor veto; 2015 City Budget finalized
December 11	Deadline for Mayor to receive Budget
December 15	Deadline for certifying mill levy to County (CRS §39-5-128) and adopting budget (CRS §29-1-108)
December 31	Deadline for appropriating budget (CRS §29-1-108 and City Charter 7-50)

GFOA Distinguished Budget Award Program Requirements

Budget Best Practices		
GFOA Item	**GFOA Requirements**	**City**
Table of Contents	The document shall include a table of contents that makes it easier to locate information in the document.	* City provides a table of contents * All pages in the document are numbered * The page number references in the budget table of contents agree with the related page numbers in the budget submission
Strategic Goals and Strategies	The document should include a coherent statement of organization-wide, strategic goals and strategies that address long-term concerns and issues.	* Non-financial policies/goals are included (Mayor's Letter, Strategic Plan, and General Fund Forecast) * These policies/goals are included with the Budget Message * Other planning processes discussed are in the Capital Improvement Program (CIP) section
Short-term organization factors	The document should describe the entity's short-term factors that influence the decisions made in the development of the budget for the upcoming year.	* Short-term factors are addressed (Overview) *The document discusses how short-term factors guided the development of the annual budget (Overview) * A summary of service level changes is presented (Overview)
Priorities and Issues	The document shall include a budget message that articulates priorities and issues for the upcoming year. The message should describe significant changes in priorities from the current year and explain the factors the led to those changes. The message may take one of several forms (e.g., transmittal letter, budget summary section)	* The message highlights the principal issues facing the governing body in developing the budget (e.g., policy issues, economic factors, regulatory, and legislative challenges) (Overview) * The message describes the action to be taken to address the issues * The message explains how the priorities for the budget year differ from the priorities of the current year * The message is comprehensive enough to address the entire entity
Budget Overview	The document should provide an overview of significant budgetary items and trends. An overview should be presented within the budget document either in a separate section (e.g., executive summary) or integrated within the transmittal letter or as a separate budget-in-brief document.	* An overview is contained in the budget message/transmittal letter, executive summary, and will be included in the annual Budget in Brief document (Overview & All Funds Summary) * Summary information on significant budgetary items and budgetary trends are conveyed in an easy to read format
Organization Chart	The document shall include an organization chart for the entire entity.	* An organization chart is supplied for the entire entity
Fund Descriptions and Fund Structure	The document should include and describe all funds that are subject to appropriation.	* A narrative or graphic overview of the entity's budgetary fund structures included in the document * The document indicates which funds are appropriated * The document includes a description of each individual major fund included within the document

Budget Best Practices		
GFOA Item	**GFOA Requirements**	**City**
Department/ Fund Relationship	The document should provide narrative, tables, schedules, or matrices to show the relationship between functional units, major funds, and non-major funds in the aggregate.	* The relationship between the entity's functional unit, major funds, and non-major funds is explained or illustrated in several sections and in the departmental narratives
Basis of Budgeting	The document shall explain the basis of budgeting for all funds, whether cash, modified accrual, or some other statutory basis.	* The basis of budgeting is defined in the Appendix * The basis of budgeting is the same as the basis of accounting and is clearly stated in the All Funds Summary
Financial Policies	The document should include a coherent statement of entity-wide long-term financial policies.	* There is a summary of financial policies and goals stated in the Appendix * The financial policies include the City's definition of balanced budget and are all presented in one place
Budget Process	The document shall describe the process for preparing, reviewing, and adopting the budget for the coming fiscal year. It also should describe the procedures for amending the budget after adoption.	* A description of the process used to develop, review, and adopt the budget is included in the Appendix * A budget calendar provided to supplement (not replace) the narrative information on the budget process is provided in the Appendix * A discussion of how the budget is amended provided in the budget document available to the public (Appendix)
Consolidated Financial Schedule	The document shall present a summary of major revenues and expenditures, as well as other financing sources and uses, to provide an overview of the total resources budgeted by the organization.	* The document includes an overview of revenues and other financing sources and expenditures and other financing uses of all appropriated funds * Revenues and other financing sources and expenditures and other financing uses presented together in separate but adjacent/sequential schedules * Revenues are presented by major type in this schedule * Expenditures presented by function, organizational unit is presented in this schedule
Three/(four) Year Consolidated and Fund Financial Schedules	The document must include summaries of revenue and other financing sources, and of expenditures and other financing uses for the prior year actual, the current year budget and/or estimated current year actual, and the proposed budget year.	* For the annual budget, the revenue and other financing sources and expenditures and other uses for the prior year, the current year, and the budget year are presented together on schedules presented on adjacent pages (Overview) * The information is presented for the appropriate funds in total (All Funds Summary and Appendix) This information is also presented for each major fund and for other funds in the aggregate (All Funds Summary)

Budget Best Practices		
GFOA Item	**GFOA Requirements**	**City**
Fund Balance	The document shall include projected changes in fund balances, as defined by the entity in the document, for appropriated governmental funds included in the budget presentation.	* The document includes the entity's definition of "fund balance" (Appendix) * The fund balance information presented for the budget year (All Funds Summary) * There is a schedule showing (1) beginning fund balances, (2) increases and decreases in total fund balances (reported separately), and (3) ending fund balances for appropriated funds (All Funds Summary) * This information is presented at a minimum for each major fund and for non-major funds in the aggregate (All Funds Summary) * Fund balances of any major or non-major funds in the aggregate that are anticipated to increase or decline by more than 10% is shown (All Funds Summary)
Revenues	The document shall describe major revenue sources, explain the underlying assumptions for the revenue estimates, and discuss significant revenue trends.	* Individual revenue sources are described (Overview and All Funds Summary) * The revenue sources used to estimate revenue for the budget year described represents at least 75% of total revenue of appropriated funds * The methods used to estimate revenues for the budget year described are shown in Overview section * Revenues are projected based on trend information, and both those trends and the underlying assumptions are adequately described
Long-Range Financial Plans	The document should explain long-range financial plans and its affect upon the budget and the budget process.	* Long-range financial outlook is included
Capital Expenditures	The document should include budgeted capital expenditures, whether authorized in the operating budget or in a separate capital budget.	* The document defines "capital expenditures" (CIP Section) *The document indicates the total dollar amount of capital expenditures for the budget year (CIP Section) * Significant nonrecurring capital expenditures are described along with dollar amounts (CIP Section)
Impact of Capital Investments on Operating Budget	The document should describe if and to what extent significant nonrecurring capital investments will affect the entity's current and future operating budget and the services that the entity provides.	* The anticipated operating costs associated with significant nonrecurring capital investments described and quantified * Anticipated savings or revenues expected to result from significant nonrecurring capital investments described and quantified
Debt	The document shall include financial data on current debt obligations, describe the relationship between current debt levels and legal debt limits, and explain the effects of existing debt levels on current operations.	* Debt limits are described and the amounts of those debt limits are expressed in terms of total dollars, millage rates or percentage of assessed value (All Funds Summary) * The City clearly states the type of debt (All Funds Summary) * The amount of principal and interest payments for the budget year are shown for each debt issuance (All Funds Summary)

Budget Best Practices		
GFOA Item	**GFOA Requirements**	**City**
Position Summary Schedule	A schedule or summary table of personnel or position counts for prior, current and budgeted years shall be provided.	* A summary table or position counts is provided for the entire City (Personnel Summary) * The table includes prior year, the current year, and budget year position counts * Changes in staffing levels for the budget year are explained in the narratives
Department Descriptions	The document shall describe activities, services or functions carried out by organizational units.	* The document clearly presents the organizational units and provides a description of each unit (Narratives)
Unit Goals and Objectives	The document should include clearly stated goals and objectives or organizational units.	* Unit goals and objectives are identified and goals are clearly linked to overall goals of the City (Breakthrough Strategies - Narratives) The goals and objectives are quantifiable and timeframes are shown
Performance Measures	The document should provide objective measures of the progress toward accomplishing the government's mission as well as goals and objectives for specific units and programs.	* Performance data directly related to the stated goals and objectives of the unit (Breakthrough Strategies - Narratives) * Performance measures focus on results and accomplishments rather then inputs (Appendix)
Statistical/ Supplemental Section	The document should include statistical and supplemental data that describe the organization, its community, and population. It should furnish other pertinent background information related to the services provided.	* Performance data for individual departments is included in the final document (Appendix) * The statistical information that defines the community is included in the document * Supplemental information on the local economy is included in the document * Other pertinent information on the community is also provided
Glossary	A glossary should be included for any terminology that is not readily understandable to a reasonably informed lay reader.	* A glossary that defines technical terms related to finance and accounting, as well as non-financial terms related to the entity, is included in the document * Any acronyms or abbreviations used in the document are defined in the glossary * The glossary is written in a non-technical language
Charts and Graphs	Charts and graphs should be used to highlight financial and statistical information. Narrative interpretation should be provided when the messages conveyed by the graphs are not self-evident.	* Graphs and charts are used throughout the document to convey essential information * The graphics supplement the information contained in the narratives
Understandability and Usability	The document should be produced and formatted in such a way as to enhance its understanding by the average reader. It should be attractive, consistent, and oriented to the reader's needs.	* Page formatting is consistent, main sections are easily identifiable, and the level of detail is appropriate * The text, tables, and graphs are legible and the budget numbers in the document are accurate and consistent throughout the document

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Financial Policies

The City of Colorado Springs ("the City") is a Colorado home rule municipality operating under its City Charter. The City functions under the direction of an elected Mayor. The purpose of these policies is to help frame resource allocation decisions and establish objectives, standards, and internal controls for the funds of the City. Financial policies have been adopted and used to frame major policy initiatives.

The following policies are summarized: Budget Policy, Debt Policy, Investment Policy, Reserve Policy, and the Capital Improvements Program Policy. A number of source documents provide the financial policies for the City. The State Constitution and the City Charter provide the basic legal requirements and timelines for policies; while City Council approves ordinances and resolutions that provide more specific direction that responds to the needs of the City.

Section 1 - Financial Management Overview

The City of Colorado Springs ("City") is a Colorado home rule municipality operating under its City Charter. The City functions under the direction of an elected Mayor and a nine-member City Council.

The following financial policies establish the framework for the City's overall fiscal planning and management. It is the intent of the City that these policies demonstrate to residents, the credit rating industry, municipal bond investors, auditors, and the State that the City is committed to sound financial management and fiscal integrity. The goals of the City's financial policies are:

I. To support sustainable municipal services.

II. To have a capital improvement program that adequately maintains and enhances the public's assets over their useful life.

III. To provide cost-effective services to citizens and visitors.

IV. To provide financial and other service information to enable citizens to assess the costs and results of City Services.

V. To follow prudent and professional financial management practices to assure residents of the City of Colorado Springs and the financial community that our City government is well managed and in sound fiscal condition.

This document is intended to be an overview of various financial policies and is not meant to be a detailed procedures source or detailed department specific source. If the material in this document does not answer a specific question, please contact the Finance Department.

Detailed City department policies provide more specific direction on how to achieve identified goals and are the basis for consistent actions that move the community and organization toward sound financial management decisions.

Section 2 - General Financial Policy

I. Fund Accounting

A fund is a separate, self-balancing set of accounts used to account for resources that are segregated for specific purposes in accordance with special regulations, restrictions or limitations.

The separation of the City's activities into funds allows the City to maintain the appropriate (required) controls over expenditures for each activity and to report on specific activities to interested citizens.

Fund Types: All funds are classified into six (6) fund types. These fund types, and the purpose of each are:

a. *General Fund* – To account for the administrative, police and fire protection, parks, recreation, community development, infrastructure, and technology functions of the City. Principal sources of revenue consists of property taxes, franchise and occupancy taxes, sales and use taxes, licenses and permits, grants, charges for services, intergovernmental revenue, interest earnings, and operating transfers from other funds. Major expenditures are for personnel costs, materials and supplies, purchased services, capital outlay, and transfers to other funds.

b. *Special Revenue Funds* – To account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. One or more specific restricted or committed revenues should comprise a substantial portion of the fund's resources but may also include other restricted, committed, and assigned resources.

c. *Capital Projects Fund* – To account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets. Outflows financed by proprietary funds and assets held in trust are excluded.

d. *Debt Service Fund* – To account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest.

e. *Enterprise Funds (also called Business or Proprietary Funds)* – To account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user determination of revenues earned, expenses incurred, and/or net income as appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

f. *Fiduciary Funds* – To account for resources received and held by the City in a fiduciary capacity. Disbursements from these funds are made in accordance with the trust or other agreements or conditions of the trust for the particular source of funds.

II. Accounting and Auditing Policies

The City maintains a system for financial monitoring, control and reporting for all operations, funds and agencies in order to provide effective means to ensure that overall City goals and objectives are met and to instill confidence in the City's partners and investors that the City is well-managed and fiscally sound.

The City maintains its accounting records and reports on its financial condition and results of operations in accordance with state and federal law and regulations and generally accepted accounting principles in

the United States (GAAP), which are set by the Governmental Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB).
Annually, an independent firm of certified public accountants performs a financial and compliance audit of the City's financial statements. Their opinions are included in the City's Comprehensive Annual Financial Report (CAFR) and the Report on Compliance with the Single Audit Act of 1984.

III. Basis of Accounting and Reporting Focus

The term "basis of accounting" refers to when revenues, expenses, expenditures – and the related assets and liabilities – are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made. The following are the basis of accounting available for use by the City:

a. *Cash Basis* – Transactions are recognized only when cash is received or disbursed.

b. *Accrual Basis* – Transactions are recognized when the economic event occurs, regardless of whether or not cash is received or paid. Proprietary funds, which encompass the enterprise funds, use the accrual basis of accounting. These funds have an income measurement/capital maintenance focus. The accrual basis of accounting is used by private enterprises as well.

c. *Modified Accrual Basis* – Expenditure transactions are recognized when incurred. Revenues are recognized when they are both measurable and available to finance the expenditures of the current period. Governmental funds, including general, special revenue, debt service, and capital projects, use the modified accrual basis of accounting. For a revenue to be recognized in a governmental fund, it must be "measurable" (the amount must be known or be reasonably estimated), and it must be "available" to finance the expenditures of the same fiscal period for which the revenue is recorded. "Available," in this case, means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. For purposes of consistency, that time-frame shall be sixty (60) days, which was set for purposes of property tax revenues.

Reporting Focus (Budget vs. GAAP) – This concept is used to refer to the way transactions are recorded and reported for compliance with Colorado Budget Law as opposed to financial statement presentation in conformance with GAAP.

a. *Budget Basis* – The City's monthly statement of revenues and expenditures are reported during the fiscal year on what is informally called a "budget basis." The City's transactions are recorded throughout the year in accordance with the financial statement requirements as set forth within the Colorado Revised Statutes. By recording the transactions in general compliance with this law, the revenues and expenditures can be more easily monitored on a monthly basis to ensure compliance with the legal requirements as set forth within the Colorado Revised Statutes.

b. *GAAP* – At the end of the fiscal year, adjustments are made to present the financial information in a format that is comparable to that used by other local government units around the country. The standards for this reporting are referred to as "generally accepted accounting principles" (or GAAP basis). The adjustments to convert the City's financial records from "budget basis" to "GAAP basis" are made to ensure that the City's financial statements are fairly and consistently presented in conformance with GAAP.

IV. Internal Control Structure

The City maintains an internal control structure consisting of the following three elements:

a. *Control Environment* – an overall attitude and awareness of actions as they influence the City.

b. *Accounting System* – an effective accounting system that results in identification and recording of all valid transactions, description on a timely basis of the type of transaction in sufficient detail to permit proper classification of the transaction for reporting purposes, recording of the transaction in the correct time period, and proper presentation of all transactions and related disclosures in the financial statements.

c. *Control Procedures* – proper authorization of transactions and activities, adequate segregation of duties, adequate documentation and records, adequate safeguards regarding access and use of assets and records, and independent checks on performance.

Funds are categorized by standard GAAP functional classifications; and the development of new funds, departments, programs, and accounts shall be approved by the Finance Department.

Each fund in the City's budget will have an introductory statement of purpose which shall consist of the intent of the fund, sources of revenue and restricted revenues, if any, and required reserves and justification for such reserves.

V. Financial Monitoring

The Budget Manager is charged with the primary responsibility for monitoring the fiscal implementation of the approved budget. In addition, the Budget Office and Finance Department will work closely with other departments to apprise them of their financial status and of any potential issues that may affect their budgets. The Budget Office and the Finance Department may review fiscal issues affecting any part of the City organization. This activity supports the monitoring role and focuses on the protection of City assets and the legal, efficient, and effective use of City resources. Together the Budget Manager and the Chief Financial Officer will provide City Council with regular reports on the City's finances including a financial report containing budget versus actual revenue and expense information. These reports fulfill a requirement in City Charter §3-140.

Individual departments are responsible for monitoring and managing their resources to ensure that the legal and administrative appropriation to the department is not overspent and that all expenditures and uses of City resources are in conformity with City, state, and federal ordinances, statutes, policies, and regulations.

a. *Legal Appropriation* – Each department is responsible for ensuring that expenditures do not exceed the legal appropriation level for their department within each fund, operating and capital expenditures combined.

b. *Revenues* – Each department is responsible for monitoring revenues that are collected as a result of programs administered. If a significant change in the estimate for the current or future fiscal year's results, the department must contact the Budget Office to advise of the change.

VI. Audit

The Charter and Code of the City of Colorado Springs, State of Colorado statutes, and federal laws and regulations will be followed wherever they apply to the financial activities of the City. The source of historical financial information about the City will be the central accounting system as operated and maintained by the Finance Department. The source of all current and future budget information, including spending plans, revenues, and expenditures, is the annual budget document.

a. *Internal Audit* – The City of Colorado Springs Office of the City Auditor evaluates the adequacy of financial controls, systems, records, and organizational operations. They provide Council,

management and employees objective analysis, appraisals and recommendations for improving systems and activities.

b. *External Audit* – In accordance with City Charter §3-160, an annual external audit will be performed by an independent public accounting firm with the subsequent issuance of a financial report and opinion.

c. *Single Audit* – Per OMB Circular A-133, all non-federal entities that expend $500,000 or more in a year on federal awards, either as the grantee or the sub-grantee, shall have a single or program-specific audit conducted for that year in accordance with the provisions of the circular guidance. The single audit encompasses both the entity's financial statements and the federal awards received by the entity; whereas a program-specific audit will audit one federal program and can only be used when the grantee receives grant awards only from one federal program. The City contracts with an external firm to conduct a single audit on an annual basis. The awarding agency may also specify additional audit requirements in the grant award letter or grant guidance.

Section 3 - Budget Policy

I. Overview

The annual budget is an operational plan that provides the Mayor and City Council with the financial information necessary to guide resource allocation to accomplish the goals and objectives of the City. The budget details how municipal services will be provided. The budget, along with the annual appropriation ordinance and any supplemental appropriations, provide the basis for the control of expenditures and set the financial guidelines for the City. The basic legal requirements and budget process are defined by the State Constitution and City Charter.

II. Budget Philosophy

The City is committed to developing a sound financial plan for the operations and capital improvements that meet the City's Strategic Plan goals. The City provides a wide variety of services to residents and visitors. It is the responsibility of the City Council to adopt a budget and the Mayor's responsibility to manage the available resources to best meet the service needs for the overall good of the community. To achieve this, the City:

a. Utilizes conservative growth and revenue forecasts;

b. Prepares plans for operations and capital improvements;

c. Allows staff to manage the operating and capital budgets, with City Council approving the allocations for both;

d. Adopts financial policies;

d. Establishes budgets for all funds based on adopted policies;

e. Appropriates the budget in accordance with the City Charter and State Constitution; and

f. Develops a budget that minimizes adverse impacts to the community.

III. Budget Preparation Process

The City identifies important community outcomes and develops a financial and service delivery plan to achieve those outcomes. City Council allocates funding based on current priorities and results, and does not simply increase the prior year's budget. Each year, the Budget Office prepares a forecast for the following year's budget. In May, the Budget Office prepares a budget manual with the Mayor's budget objectives and guidelines for developing the following year's budget for the departments use. In June and July, departments develop revenue and expense projections for the following year and submit them to the Budget Office. In July, departments present their budget to the Budget Review Committee for review and analysis. Not later than the first Monday in October, the Mayor submits a preliminary budget to City Council for review. In October, the citizens of Colorado Springs provide their feedback on the proposed budget and City Council holds work sessions on each department's proposed budget. In November, City Council may amend the Mayor's proposed budget. In December, City Council approves the budget and appropriations ordinances. The Mayor may then veto specific lines of the budget. The City Council can override the Mayor's vetoes with six votes. By December 31st City Council must adopt the following year's budget.

IV. State Statutory Requirements

The State Statute indicates that no later than October 15 of each year, the budget shall be submitted to the governing body. As a result, the Mayor presents the recommended budget for the ensuing fiscal year to City Council no later than October 15 of each year.

V. Colorado Springs City Charter Requirements

a. *Budget Fiscal Year* – Colorado Springs City Charter §7-10.

The fiscal year of the City shall commence on the first day of January and end on the last day of December of each year." (1909; 1977)

b. *Mayor's Powers and Duties* – Colorado Springs City Charter §3-70 (e).

Every ordinance finally passed by the Council shall be presented to the Mayor within forty-eight hours thereafter for final adoption. If the Mayor approves such ordinance, he or she shall finally adopt it by signing it within five days after receiving it. If the Mayor disapproves, the ordinance shall be returned to the Council within five days with the Mayor's objections in writing. If then six (6) of the members vote to pass the same over the Mayor's veto, it shall become a finally adopted ordinance, notwithstanding the objections of the Mayor. If the Mayor does not return the ordinance with written objections within the time specified, it shall become finally adopted as if the Mayor had approved it. (2010)

(1) In any ordinance appropriating funds, the Mayor may disapprove specific line items without disapproving the entire ordinance. After disapproval of specific line items, the ordinance shall be returned to Council to complete the over-ride process as outlined above as to each line item vetoed. (2010)

(2) Notwithstanding the foregoing subsections, the Mayor shall not have power to disapprove by veto the following listed types of ordinances, this limitation applying only to the following specifically identified ordinances: an ordinance accomplishing any quasi-judicial act; an ordinance approving bonds to be issued by any City enterprise; an ordinance pertaining to Article VI, "Utilities," of this Charter; an ordinance submitting a Charter amendment to a vote of the qualified electors; or an ordinance proposing a Charter convention. (2010)

c. *Specific Powers and Duties of the Mayor* – Colorado Springs City Charter §4-40 (i).

(i) On or before the first Monday in October in each year, the Mayor shall furnish to the Council estimates in writing of the probable expenses to be incurred in the several departments of the City for the ensuing fiscal year, specifying in detail probable expenditures, including a statement of the salaries of all administrative officers and employees, and certify the amount of money to be raised by taxation during the ensuing fiscal year to make payment of interest, sinking fund, and principal of bonded indebtedness and also the estimated amount of revenue from all sources other than tax levy. At the same time or on such later date in each year as shall be fixed by the Council, the Mayor shall prepare and present to the Council the annual budget for the ensuing fiscal year, which shall include interest and sinking fund on the bonded debt. The budget so prepared shall be in such detail as to the aggregate sum and the items thereof allowed to each department, office, board, or commission as the Mayor may deem advisable except such as are fixed by law. (2010)

d. *City Council Duties - Strategic Plan* – Colorado Springs City Charter §3-10(c).

To provide for the future of the City, Council shall maintain a strategic plan which prioritizes goals for the City Council and establishes measurable outcomes. The plan process shall consider public input. Council shall provide the plan and goals to the Mayor for consideration in the development of the municipal administrative budget. (1909; 1920; 1977; 1993; 2005; 2010)

e. *Budget Process* – Colorado Springs City Charter §7-30.

The City Council shall, upon receipt of the budget, adopt the budget with or without amendment. In amending the budget, the City Council may add or increase programs or amounts and may delete or decrease any programs or amounts, except amounts required by law or for debt service on general obligation bonds or for estimated cash deficit provided, however, that no amendment to the budget shall increase the authorized expenditures to an amount greater than the total of estimated income. (1909; 1977)

In adopting the budget, the City Council shall also estimate and declare the amount of money necessary to be raised by tax levy. The estimate shall take into account the amounts available from other sources to meet the expenses of the City for the ensuing fiscal year. The budget and estimate as finally adopted shall be signed by the Mayor and City Clerk and filed with the Chief Financial Officer. (1909; 1977) (Ed. note: Formerly section 41)

The budget shall include all stipends and other expenses of City Council and the salary of the Mayor and the budget shall declare the amount of money necessary to fund the budget. Subject to any pre-existing bond covenants, the City Council's budget shall be apportioned among the City's general fund, its Utilities funds and its health system fund as a reflection of City Council's direct responsibilities for all municipal and Utilities matters as well as City Council's general supervision and control of health system matters based upon such reasonable allocation methodology as City Council may determine. (2005; 2010)

A public hearing is held on the fourth Thursday in October of each fiscal year to allow public comment upon the proposed budget.

f. *Appropriations* – Colorado Springs City Charter §7-50.

Upon the basis of the budget as adopted and filed, the several sums shall forthwith be appropriated by ordinance to the several purposes therein named for the ensuing fiscal year. Said ordinance shall be adopted not later than the thirty-first day of December in each year, and shall be entitled "The Annual Appropriation Ordinance." (1909; 1977) (Ed. note: Formerly Section 43)

VI. Colorado Springs City Code Requirements

City Code §1.5 Financial Management Procedures details required financial management procedures. This section defines appropriation, budget, department, and special fund. It outlines procedures for the creation of accounts, amendments to the appropriation and tax levy ordinance, transfers of funds within departments or special funds, transfers of funds between departments or special funds, transfer of funds from contingency account, special projects abandonment or partial abandonment, special projects transfer of funds, special projects non-lapse of appropriations, and filing of inventories.

All appropriations not spent or encumbered at the end of the fiscal year lapse into the fund balance applicable to the specific fund, except for:

a. *Capital Projects* – appropriations for capital projects, which do not lapse until the project is completed and/or closed out;

b. *Grant Funds* – appropriations for federal or state grants, which do not lapse until the expiration of the grant.

The annual operating budget will normally provide for adequate funding of City retirement systems, adequate maintenance and/or replacement of capital plant and equipment, and adequate maintenance of an insurance fund, providing for self-insurance or using other acceptable insurance methods. If adequate funding cannot be budgeted, these differences shall be disclosed.

The budget includes appropriations for debt service payments and reserve requirements for all outstanding debt and for debt anticipated to be issued within the ensuing budget year.

Section 4 - Debt Policy

I. Overview

The City recognizes the primary purpose of facilities is to support provision of services to its residents. The City must balance debt financing and "pay-as-you-go" methods to meet the capital needs of the community. The City realizes failure to meet the demands of growth may inhibit its continued economic viability but also realizes too much debt has detrimental effects. Historically, the City's total bonded indebtedness as a percentage of total general obligation debt limits has been minimal. As of 2013, the City has no general obligation debt.

The City uses lease purchase financing for several purposes, which include the acquisition of real property and the replacement of equipment and vehicles. Lease purchases decrease the impact of the cost to a department by spreading the costs over several years, and are subject to annual appropriation by City Council.

II. Colorado Springs City Charter Requirements Debt Limitations – Colorado Springs City Charter §7-80.

a. No bonds or other evidences of indebtedness, payable in whole or in part from the proceeds of ad valorem property taxes or to which the full faith and credit of the City are pledged in writing or otherwise shall be issued, except in pursuance of an ordinance authorizing the same, and unless the question of the issuance of the bonds shall at any special or general municipal election be submitted to a vote of the qualified electors of the City and approved by a majority of those voting on the question. However, City Council pursuant to ordinance and without election may:

- Issue local improvement district bonds;

- Borrow money or issue bonds for the purpose of acquiring, constructing, extending or improving water, electric, gas, sewer, or other public utilities or income-producing projects provided, further, that said borrowing shall be repaid and said bonds shall be made payable solely out of the net revenue derived from the operation of the utility, utilities, or other income-producing projects, or any or all thereof. Net revenue shall mean gross revenue less all operation and maintenance expenses of the project for which the money has been borrowed or bonds issued.

b. The City shall not become indebted for any purpose or in any manner to an amount which, including existing indebtedness, shall exceed 10% of the assessed valuation of the taxable property within the City as shown by the last preceding assessment for City purposes provided; however, that in determining the amount of indebtedness, there shall not be included within the computation of indebtedness local improvement district bonds, revenue bonds, or general obligation bonds or other evidences of indebtedness issued for the acquisition, construction, extension, or improvement of water facilities or supplies, or both. (1909; 1922; 1951; 1965; 1977) (Ed. note: Formerly section 47)

III. Security and Exchange Commission (SEC) Rule 15c2-12 "Municipal Securities Disclosure" Requirements

As a means reasonably designed to prevent fraudulent, deceptive, or manipulative acts or practices, it shall be unlawful for any participating underwriter (broker, dealer, or municipal securities dealer) to act as an underwriter in a primary offering of municipal securities with an aggregate principal amount of $1 million or more unless the participating underwriter complies with SEC Rule 15c2-12 requirements or is exempted from the provisions of the Rule.

The City is committed to providing timely and consistent dissemination of financial information with SEC regulatory requirements. It is imperative that disclosure be accomplished in a timely fashion in accordance SEC required SEC Rule 15c2-12 compliance and the City's Disclosure Dissemination Agent Agreement (DDAA).

This disclosure policy confirms the City's commitment to fair disclosure. Its goal is to develop and maintain guidelines for presenting related financial reports and events to interested third parties, financial institutions and the general public.

This policy covers all City employees and elected officials of the City. It covers disclosure documents filed with the SEC, statements made in the City's CAFR, and any unaudited interim reports.

IV. Establishment of a Disclosure Working Group

Through authority of the Finance Department of the City, the City has authorized the establishment of a Disclosure Working Group (DWG) consisting of the Chief Financial Officer, Mayor and City Attorney. As a Group, the DWG will decide when material developments justify release and meet as conditions dictate.

The role of the DWG is to systematically review filings, reports and other public statements to determine whether any updating or correcting of information is appropriate. The DWG will review and update, if necessary, the disclosure policy on an annual basis. The DWG will react quickly to negative developments and events that affect the City and notify SEC, when appropriate.

The City's primary spokesperson related to Audited Financial Statements, other financial reports, and events is the Chief Financial Officer. The Mayor and City Attorney are designated alternative spokespersons and will be fully apprised of City's financial developments. Others within the City or its agencies may, from time to time, be designated by the Chief Financial Officer as spokespersons on behalf of the City and respond to specific inquiries. It is essential that the DWG be fully apprised of all material

developments of the City in order to evaluate, discuss those events and determine the appropriateness and timing for release.

The City or its designated agent must provide continuing disclosure documents and related information to the Municipal Securities Rulemaking Board's EMMA (a regulator) website at http://dataport.emma.msrb.org.

Section 5 – Cash Management Policy

I. Scope

The City recognizes that effective cash management is an integral component of sound financial management. Therefore it is the policy of the City that funds deemed idle, based on projected cash flow, shall be invested in a manner that seeks to maximize their productivity until such time as they are needed for the operation of the City. (Refer to Section 6 – Investment Policy)

II. Cash Deposits and Receipts

a. Departments collecting cash receipts, whether in cash or other forms of payment, must turn in such receipts to the Finance Department on a daily basis together with records required to verify accuracy of such collections.

b. Departments authorized to make deposits should promptly submit bank deposit receipts and daily cash reports to the Finance Department to verify the accuracy of collections.

c. The Finance Department will set forth general cash handling procedures to be followed for all City departments. Departments may have more restrictive policies but will not have less restrictive policies as set forth from the Finance Department.

Section 6 - Investments

I. Investment Policy – Operating and Reserve Accounts

Existing Colorado State Statutes provide home rule municipalities with legal authority to promulgate and implement local standards for cash and investment management operations. City Code 1.6.102 states that we will invest in securities in a manner authorized by Colorado statutes and as directed by City Council. The purpose of the City's Investment Policy is to establish the investment scope, objectives, delegation of authority, standards of prudence, reporting requirements, internal controls, eligible investments and transactions, diversification requirements, risk tolerance, and safekeeping and custodial procedures for the investment of the funds of the City.

The Investment Policy was adopted by the City Council of the City of Colorado Springs by resolution on September 28, 1993. It was revised on November 8, 1994, February 27, 1996; October 8, 1996; October 26, 1999; February 12, 2002; March 9, 2004; May 24, 2005; July 11, 2006; April 24, 2007; June 24, 2008; May 26, 2009, May 25, 2010; November 22, 2011; and December 10, 2013. It replaces any previous investment guidelines formulated by members of City staff.

III. Cemetery Endowment Fund Investment Policy

City Code §1.6.102(B):

> *The Chief Financial Officer may establish other trusts or accounts to invest assets of the cemetery endowment fund, assets of the C.D. Smith trust fund and other nontax funds in investments other than those listed in Colorado statutes. These funds shall be subject to the standards of the City investment policy as approved by City Council and investment guidelines established by the Chief Financial Officer for each trust fund or account.*

The Cemetery Endowment Investment Policy was last adopted by the City Council of the City of Colorado Springs by Resolution No. 212-11 on November 22, 2011. The purpose of the Cemetery Endowment Fund is to provide perpetual maintenance of the cemeteries under the jurisdiction of the City. The type of investment assets held by the Fund shall vary from time to time in response to changes in the economy and prospects for achieving the Endowment's objectives commensurate with prudent risk.

IV. Investment Advisory Committee

City Council created the Investment Advisory Committee for the City of Colorado Springs by Resolution No. 157-91 on September 24, 1991. The Investment Advisory Committee shall advise City Staff and as deemed necessary make recommendations to the City Council as to the investment policies and procedures of the City. The citizen members shall be selected for their skills in investment and finance. However, this Committee is not responsible for advice for investment of the Utilities Fund as that operation has existing Boards or Commissions for this purpose.

Section 7 – Fund Balance Policy

I. Overview

The City's Fund Balance is the accumulated difference between assets and liabilities within governmental funds. A sufficient fund balance allows the City to meet its contractual obligations, provide funds for new and existing programs established by City Council, mitigate negative revenue implications of federal or state budget actions, mitigate economic downturns, fund disaster or emergency costs, provide funds for cash flow timing discrepancies and fund non-recurring expenses identified as necessary by City Council.

II. Governmental Fund Balance Type Definitions

The Governmental Accounting Standards Board (GASB) issued Statement Number 54, *"Fund Balance Reporting and Governmental Fund Type Definitions"* effective for periods after June 15, 2010. The objective of this Statement was to enhance the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying the existing governmental fund type definitions. This Statement establishes limitations on the purposes for which fund balances can be used.

a. *Non-spendable Fund Balance* – Some assets reported in governmental funds may be inherently non-spendable from the vantage point of the current period.

- Assets that will never convert to cash such as prepaid items or inventories,
- Assets that will not convert to cash soon enough to affect the current period such as non-financial assets held for resale,
- Resources that must be maintained intact pursuant to legal or contractual requirements such as capital of a revolving loan fund.

b. *Restricted Fund Balance* – This represents the portion of fund balance that is subject to externally enforceable legal restrictions. Such restrictions are typically imposed by parties altogether outside the City such as creditors, grantors, contributors or other governments. Restrictions can also arise when the authorization to raise revenues is conditioned upon the revenue being used for a particular purpose.

c. *Committed Fund Balance* – This represents the portion of fund balance whose use is constrained by limitations that the City imposes on itself by City Council (highest decision making level) and remains binding unless removed in the same manner. The City does not use committed funds in its normal course of business.

- Requires action by City Council to commit fund balance
- Formal City Council action is necessary to impose, remove or modify a constraint reflected in the committed fund balance

d. *Assigned Fund Balance* – This describes the portion of fund balance that reflects the City's intended use of resources. This authority rests with the Mayor and is delegated to staff through the use of encumbrances.

III. General Fund Unrestricted Fund Balance

A top priority goal of the Mayor is to improve the long-term fiscal health of the City. Revenue projections are conservative and authorized expenditures are closely monitored. In stable economic times, the combination of these two strategies leads to revenue collections higher than actual expenditures.

Net revenue (actual revenue collections less actual expenditures) is available to first fund the Taxpayer's Bill of Rights (TABOR) reserve for emergencies required under Article X, §20 of the Colorado State Constitution and then to the designated reserves. Year-end balances in the undesignated reserves may be used as a funding source in the next budget year.

The City's policy is to accumulate adequate reserves to protect the City during economic downturns or large scale emergencies. The City also maintains reserves that are required by law or contract and that serve a specific purpose. These types of reserves are considered restricted and are not available for other uses. Within specific funds, additional reserves may be maintained according to adopted policies.

The Government Finance Officers Association (GFOA) is a professional association of state and local finance officers in the US and Canada whose members are dedicated to the sound management of government financial resources. GFOA recommends that "governments establish a formal policy on the level of unrestricted fund balance that should be maintained in the general fund."[1]

The GFOA recommends, at a minimum, that general-purpose governments, regardless of size, incorporate in its financial policies that unrestricted fund balance in their general fund be no less than two months of regular general fund operating revenues or regular General Fund operating expenditures.

The City's goal target range for General Fund Reserve – Unrestricted Fund Balance is 16.67 % to 25% of the following year's expenditure budget. The target for the unrestricted General Fund balance would exclude the TABOR emergency reserves but include other categories of fund balance that are committed, assigned or unassigned.

[1] "Appropriate Level of Unrestricted Fund Balance in the General Fund (2002 and 2009)(BUDGET and CAFR), Government Finance Officers Association

The City's Unrestricted Fund Balance, as a percentage of the following year expenditure budget, was 13.4% as of December 31, 2010; 19.2% as of December 31, 2011; and 23.3% as of December 31, 2012. The City's goal is 19.0% for fiscal year 2013 and 17.9% in 2014. It is the City's goal to increase the fund balance to 25%; however, we realize that will take time barring an unexpected robust increase in sales and use tax revenue.

IV. The Taxpayer's Bill of Rights City Charter §7-90(e) – Emergency Reserves

For use in declared emergencies only, the City shall reserve in 1991 one percent (1%) or more, in 1992 two percent (2%) or more, and in all later years three percent (3%) or more of fiscal year spending. An unused reserve shall apply to the next year's reserve. (1991)

"Emergency" is defined to exclude economic conditions, revenue shortfalls, or City salary or fringe benefit increases.

V. Other Funds

a. *Enterprise and some Special Revenue Funds* – These reserves provide for unexpected revenue losses or unanticipated expenditures during the year. A portion of these reserves may be appropriated as part of the annual budget and may be utilized at the end of the fiscal year if necessary.

b. *Internal Services Funds* – Internal Services Funds are expressly designed to function on a cost-reimbursement basis and should not accumulate a significant reserve. A small reserve is appropriate to allow for differences in timing of revenues and expenditures.

c. *Self Insured Fund Reserves* – As required by the State of Colorado Self Insurer's Reserve Trust Agreement, the City maintains a fund balance reserve for liability and workers' compensation.

VI. Debt Reserves

Debt reserves are established to protect bond holders from payment defaults. Adequate debt reserves are essential in maintaining good bond ratings and the marketability of bonds. The amount of debt reserves are established by bond ordinance for each fund in association with each bond issuance. At times, it may be desirable to use bond insurance rather than debt reserves. This is usually based on the recommendation from our Financial Advisor.

VII. Use of Fund Balances

Available fund balances shall not be used for ongoing operating expenditures.

Section 8 - Capital Improvement Program Policy

I. Overview

The City has a significant investment in its streets, facilities, parks, natural areas and other capital improvements. In past years, the City Council and the residents of Colorado Springs through their actions have demonstrated a firm commitment to and investment in City capital projects.

II. City Charter Requirement §4-40(b)(1), – Five-Year Capital Improvement Program (CIP) Plan

The strategic plan shall include the Comprehensive Plan and a five-year capital improvements plan for municipal needs.

III. Funding Sources and Requirements

a. All City capital improvements will be constructed and expenditures incurred for the purpose as approved by City Council, with funds rolled over from year to year until a project is deemed complete.

b. The City will use a variety of different sources to fund capital projects, with an emphasis on the "pay-as-you-go" philosophy.

c. Funding for operating and maintenance costs for approved capital projects must be identified at the time projects are approved.

IV. Transfer of Funds

Funds cannot be transferred from one active CIP project to another without City Council's approval.

Section 9 - Revenue Policy

The City shall strive to maintain a balanced and diversified revenue structure to protect the City from fluctuations in any one source due to changes in local economic conditions which adversely impact that source.

Revenue estimates will be conservative and based upon trend analysis, economic conditions and other factors. Estimates will be established by the Budget Office and reviewed by the Mayor, Chief of Staff, and Executive Team.

Non-recurring revenues and other financing sources will not be used to finance ongoing operations with the exception of the use of approved grants or the use of fund balance in accordance with fund balance policies.

Federal aid, state aid, gifts, and grants will be accepted only after an assessment is made of potential cost implications.

a. Grants will be spent for the purposes intended and will not be relied on for basic General Fund services.

b. The City will review grants for operating programs on an individual basis to determine suitability of accepting the grants from a sustainable long-term financial perspective.

c. The City will vigorously pursue grants for capital projects that fit long-range community improvement goals.

d. All potential grants will be carefully examined for matching requirements; both dollar and level-of-effort matches.

The City will review its fees and other charges for services annually to ensure that revenues are meeting intended program goals and are keeping pace with inflation, other cost increases and any applicable competitive rate. The City will evaluate cost recovery and align fees with cost recovery goals.
Enterprise and Internal Service operations will be self-supporting.

Section 10 - Expenditure Policy

The City will pursue goals of efficiency and effectiveness by balancing short-term and long-term community needs.

Current operating expenditures will be funded with current operating revenues, approved grants, or the use of fund balance in accordance with fund balance policies. The Budget Office and Finance Department will monitor

revenues and expenditures during the year to provide an opportunity for actions to be taken to bring expenditures in line with revenues received.

The City will undertake periodic reviews of City programs for both efficiency and effectiveness. Privatization and contracting with other governmental agencies will be evaluated as alternatives to services delivery. Programs that are determined to be inefficient and/or ineffective shall be reduced in scope and eliminated.

Section 11 - Grants Policy

Grants will follow all regulations included in the grant contract. City departments and staff that occupy positions of responsibility with respect to grant activity have specific roles and responsibilities that they shall perform and uphold both ethically and in the best interests of the City. The City Council has sole responsibility for approving grant awards, through resolution or ordinance.

I. Conflict of Interest

No employee or official of the City shall have any interest, financial or otherwise, direct or indirect, or have any arrangement concerning prospective employment that will, or may be reasonably expected to, bias the design, conduct, or reporting of a grant funded project on which he or she is working.

It shall be the responsibility of the Grant Administrator for each particular grant-funded project to ensure that in the use of project funds, officials or employees of the City and nongovernmental recipients or sub-recipients shall avoid any action that might result in, or create the appearance of:

a. Using his or her official position for private gain

b. Giving preferential treatment to any person or organization

c. Losing complete independence or impartiality

d. Making an official decision outside official channels

e. Affecting adversely public confidence in the grant funded program in particular and the City in general

II. Accounting and Reporting

a. The accounting system will separate revenues and expenditures by funding source for all grants. The accounting system will break down revenues and expenditures for each individual grant via the project system and supporting documentation will be maintained in the financial system for all grant expenditures, as is required of all expenditures.

b. The accounting system has a project system that tracks all revenues and expenditures by the specific grant or project by line item or by broad category as may be included in a grant application budget. Grant Administrators will reconcile on a regular basis to ensure all revenues and expenditures are being appropriately coded to the correct grant. Project system reports can be run to accommodate different grant time periods that may differ from calendar year reporting.

c. Federal grant funds will not be commingled with funds from other federal grants or other local match money. When applicable, any matching funds for a grant will be tracked by the department who is responsible for the grant and will only include items that directly correlate to an approved activity identified in the grant proposal.

d. Capital assets are tracked through the fixed asset system and, if a grant has purchased a capital asset, this will be noted in the fixed asset system.

e. Only allowable costs will be allocated to a grant.

f. Grants will only be budgeted when a grant award letter or statement of grant award has been received. If this is prior to adoption of the budget, it will be included in that year's budget. If it is mid-year, a budget amendment will be requested by the department and approved by City Council resolution or ordinance.

g. City departments are responsible for all aspects of the grant process including planning for grant acquisition, preparation and submitting grant proposals, preparing resolution requests to accept funds, developing grant implementation plans, managing grant programs, preparing and submitting reports to grantors, and properly closing out grant projects. Department staff and Finance staff will maintain a close working relationship with respect to any grant activity to ensure a clear understanding of the project status.

III. Documentation

All grant expenses must comply with the terms set forth in the grant application, grant award letter, City procurement policies and the guidelines in the Office of Management and Budget (OMB) Circular A-87, Cost Principles for State, Local and Indian Tribe Governments. The March 2006 Supplemental to OMB Circular A-133 also provides compliance information based on the federal granting agency. City procurement policies are located on the City's intranet, under City Contracts.

a. Documentation for all expenditures must be retained by the department for audit purposes and should include:

    i. Timesheets signed by the employee and approved by their supervisor for all payroll expenses

    ii. Purchasing documents for expenditures (if necessary based on dollar amount of purchase)

    iii. City, state or federal governmental agreement number

    iv. Formal bids for all purchases over $50,000

    v. Detailed receipts or invoices

    vi. General Ledger showing expenditure activity

    vii. Some grants may require the check number and payment date for payments issued through accounts payable

b. The City's Finance Department, with the assistance of specific grantee City departments, shall maintain the following information:

    i. Identify, through a project and account structure, all federal awards received and expended and the federal programs under which they were received. All awards should be identifiable by the Catalog of Federal Domestic Assistance (CFDA) title and number, award number, award year, name of federal agency, and the name of the pass-through agency (if applicable).

ii. Maintain internal control over federal programs that provides reasonable assurance that the grantee is managing the award in compliance with the laws, regulations, and the provisions of the contract or grant agreement.

iii. Comply with laws, regulations and the provisions of contract or grant agreements related to each grant award.

iv. Prepare required financial statements, including financial statements that reflect the entity's financial position, results of operations or changes in net assets, and where appropriate, cash flows for the fiscal year audited. In addition, a schedule of federal assistance will be prepared for the external auditors which include all federal grants.

c. Grant documents should be read carefully to ensure compliance with all grant requirements. Additional documentation may be required under the terms and conditions of the specific grant award to include, but not limited to, procurement justification, grant reconciliation frequency, cash match calculation and tracking, and records retention.

d. Grant administrators are responsible for confirming that the information in the financial system is accurate as outlined above.

IV. Audit

Per OMB Circular A-133 all non-federal entities that expend $500,000 or more in a year on federal awards, either as the grantee or the sub-grantee, shall have a single or program-specific audit conducted for that year in accordance with the provisions of the circular guidance. The single audit encompasses both the entity's financial statements and the federal awards received by the entity; whereas a program-specific audit will audit one federal program and can only be used when the grantee receives grant awards only from one federal program. The City contracts with an external firm to conduct a single audit on an annual basis. The awarding agency may also specify additional audit requirements in the grant award letter or grant guidance.

The Finance Department, with the assistance of the specific grantee City departments, shall follow up and take corrective action on all audit findings.

Section 12 - Identify Theft Prevention Policy

In 2008, Congress directed the Federal Trade Commission (FTC) and other agencies to develop regulations requiring "creditors" and "financial institutions" to address the risk of identity theft. The resulting Red Flag Rules requires all such entities that have "covered accounts" to develop and implement written identify theft prevention programs.

The FTC defined "creditors" as businesses or organizations that regularly defer payment for goods or services and bill customers later. This includes nearly any organization extending credit, whether by granting loans, making credit decisions, etc.

Pursuant to the FTC enforcement policy of the Identify Theft Red Flags Rule, the City of Colorado Springs has evaluated risk factors to develop a policy designed to help identify, detect, and respond to patterns, practices, or specific activities – known as "red flags" – that could indicate identify theft.

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Detailed Revenue Estimates

General Fund Revenue										
Category	**Sub-Category**	**Org**	**Acct**	**Account Description**	**2012 Actual**	**2013 Actual**	**2014 Budget**	**2015 Budget**	**2015 - 2014 $ Change**	**2015-2014 % Change**
Taxes - Sales and Use Tax	Sales and Use Tax	1330	45100	Sales And Use Tax	128,018,959	136,035,592	142,100,000	147,855,000	5,755,000	4.0%
Taxes - Property Tax	Property Tax	1330	45025	Property Taxes - Current Year	19,158,441	19,191,554	19,682,000	19,811,225	129,225	0.7%
			45050	Property Taxes - Delinquent	50,014	34,469	0	0	0	0.0%
			45055	Property Taxes - Penalty	33,877	33,070	0	0	0	0.0%
Taxes - Other	Specific Ownership Tax	1330	45126	State Automobile Tax	1,870,385	1,965,309	0	0	0	0.0%
	State Automobile Tax	1330	45125	Specific Ownership Tax	0	0	1,892,339	2,145,256	252,917	13.4%
Taxes - Other	Admissions Tax	1330	45175	Admissions Tax	476,030	432,317	471,739	612,000	140,261	29.7%
Taxes - Other	Business Taxes	1510	45151	3.2 Beer	44,321	47,063	50,000	52,500	2,500	5.0%
			45152	A Hotel Or Restaurant	132,335	134,577	140,000	149,000	9,000	6.4%
			45153	Arts	400	400	400	600	200	50.0%
			45154	Beer Or Wine	7,069	7,779	8,500	9,250	750	8.8%
			45155	Clubs	3,300	3,300	3,300	3,300	0	0.0%
			45157	Package Store	32,332	33,267	35,500	36,000	500	1.4%
			45158	Penalty On Occ Liquor Tax	956	579	1,000	1,000	0	0.0%
			45160	Tavern	39,107	37,574	40,500	38,500	(2,000)	(4.9%)
Licenses and Permits		1320	45278	Sales Tax Licenses	0	3,055	0	0	0	0.0%
		1330	45224	Dog Licenses	300,000	0	0	0	0	0.0%
			45278	Sales Tax Licenses	615	185,885	0	0	0	0.0%
		1510	45225	Tasting License	1,665	3,735	1,650	2,000	350	21.2%
			45226	Amusement And Theatre	2,390	1,860	2,100	870	(1,230)	(58.6%)
			45228	Billiards Pool And Bowling	825	600	900	800	(100)	(11.1%)
			45229	Contractor Excavtn Cement	44,415	47,175	50,000	33,475	(16,525)	(33.1%)
			45230	Coin Operated Games	37,750	35,505	38,000	1,570	(36,430)	(95.9%)
			45231	Food Peddler	11,295	13,030	12,000	9,595	(2,405)	(20.0%)
			45233	Garbage And Trash	18,263	18,590	18,500	0	(18,500)	(100.0%)
			45235	Liquor Application And Fees	172,688	162,688	170,000	172,500	2,500	1.5%
			45239	Merchant Patrol	143,322	163,720	165,000	125,512	(39,488)	(23.9%)
			45240	Pawn Broker	4,365	4,775	3,800	5,500	1,700	44.7%
			45241	Medical Marijuana License Fee	291,500	482,050	400,000	550,000	150,000	37.5%
			45243	Sexually Oriented Business	4,000	2,500	4,000	2,500	(1,500)	(37.5%)
			45245	Taxicab	32,996	35,090	34,500	32,700	(1,800)	(5.2%)
			45246	Tree Service	4,775	4,790	5,500	4,360	(1,140)	(20.7%)
			45249	Escort Services Business	600	1,365	3,500	2,000	(1,500)	(42.9%)
			45250	Bed And Breakfast Permits	25	50	60	70	10	16.7%
			45271	State Liquor Licenses	42,440	43,355	40,000	44,000	4,000	10.0%
			45277	Going Out Of Business	630	1,075	750	750	0	0.0%
			45278	Sales Tax Licenses	26,802	0	28,000	228,000	200,000	714.3%
			45279	Alarm Licenses	48,845	54,625	52,000	20,560	(31,440)	(60.5%)
Intergovernmental	State Shared Revenue	1330	45451	State Cigarette Tax	1,079,036	1,045,355	859,796	998,000	138,204	16.1%
			45476	Highway Users Tax - Regular	16,749,737	16,818,798	16,751,074	17,550,000	798,926	4.8%
			45501	Highway Users Tax - Add Fees	1,400,378	1,414,341	1,366,700	1,447,000	80,300	5.9%
			45526	Severance Tax	96,599	86,110	20,000	32,575	12,575	62.9%
Intergovernmental	Other Govt Units	1330	45551	Road And Bridge	741,164	742,763	759,262	760,355	1,093	0.1%
			45576	Shared Fines	188,470	175,778	100,000	100,000	0	0.0%
Charges for Services		1200	45631	Legal Fees	187,220	411,471	0	0	0	0.0%
		1310	44075	Processing Fee	2,620	2,365	0	0	0	0.0%
			45666	Service Fee	1,020	0	0	0	0	0.0%
		1320	44025	Cash Over/Short	0	(20)	0	0	0	0.0%
		1330	41770	Vending Machines	11,004	(218)	0	0	0	0.0%
			43200	Assessments Receivable	5,361	2,760	0	0	0	0.0%
			43201	Penalty on Assessments	60	34	0	0	0	0.0%
			44025	Cash Over/Short	8	(27)	0	0	0	0.0%
			44085	Advertising	13,460	5,908	1,000	1,000	0	0.0%
			45620	Cora Request Fee	0	2,136	0	0	0	0.0%
			45673	Special District Service Plan Fee	3,600	7,000	0	0	0	0.0%
			45763	Administrative Services Fees	4,214	1,929	0	0	0	0.0%

General Fund Revenue										
Category	**Sub-Category**	**Org**	**Acct**	**Account Description**	**2012 Actual**	**2013 Actual**	**2014 Budget**	**2015 Budget**	**2015 - 2014 $ Change**	**2015-2014 % Change**
Charges for Services	Other Govt Units	1330	46052	Allocated Administrative Cost (AAC)	1,593,696	1,698,418	2,009,429	1,290,355	(719,074)	(35.8%)
		1360	41770	Vending Machines	2,644	0	0	0	0	0.0%
		1510	45712	Maps, Books, Codes, Etc	1,460	1,767	2,000	1,750	(250)	(12.5%)
		1531	40131	Volunteer Medical Coverage	650	450	443	443	0	0.0%
			40153	Ct St Collect Warrants	0	0	120	120	0	0.0%
			44021	Over Payments	(304)	99	1,252	0	(1,252)	(100.0%)
			44025	Cash Over/Short	66	31	(75)	0	75	(100.0%)
			45652	Bondsmen Judgments	4,400	5,550	4,468	0	(4,468)	(100.0%)
			45653	Cash Bonds	4,210	(4,170)	1,020	0	(1,020)	(100.0%)
			45654	Court Costs	338,426	300,680	311,352	326,352	15,000	4.8%
			45655	Jury Fees	50	347	425	0	(425)	(100.0%)
			45656	Misc - Municipal Court	445	115	400	0	(400)	(100.0%)
			45657	OJW - City	41,512	44,897	40,713	40,713	0	0.0%
			45658	Transcript Fee	1,456	721	1,162	1,162	0	0.0%
			45659	Warrant Costs	100,925	146,457	143,500	143,500	0	0.0%
			45660	Payment Plan Fee	26,922	25,622	26,878	28,222	1,344	5.0%
			45661	NSF Fee	900	955	1,087	1,087	0	0.0%
			45662	Boot Fee	4,650	3,675	3,992	3,992	0	0.0%
			45664	Interpreter Fee	20	0	50	0	(50)	(100.0%)
			45665	Copy Fees	192	285	175	175	0	0.0%
			45666	Service Fee	0	0	0	5,000	5,000	0.0%
			45762	Graffiti Removal	0	0	36	0	(36)	(100.0%)
			45958	Combined Violations	0	450	0	0	0	0.0%
			45959	Revenue Clearing Account	(2,822)	(3,525)	(3,126)	0	3,126	(100.0%)
		2102	44025	Cash Over/Short	0	1	0	0	0	0.0%
			45753	Excess Police Alarms	0	346	0	0	0	0.0%
			45758	Special Duty Reimbursement	727,322	819,423	804,000	1,084,000	280,000	34.8%
			45857	Valley Hi	921	0	0	0	0	0.0%
		2113	45917	CDBG Program	0	78,581	0	0	0	0.0%
		2114	44025	Cash Over/Short	1	0	0	0	0	0.0%
			44053	PD Parking Garage Fees	68,483	66,557	65,706	66,862	1,156	1.8%
			45735	Manitou Springs	0	30	0	0	0	0.0%
			45753	Excess Police Alarms	94,559	92,973	83,077	92,302	9,225	11.1%
			45754	Lab Fees-Police	0	2,610	0	0	0	0.0%
			45758	Special Duty Reimbursement	30	(90)	0	0	0	0.0%
			45761	School Resource Officer	760,803	591,227	755,550	875,000	119,450	15.8%
			45767	Annual Alarm Registration	538,873	585,746	531,154	580,000	48,846	9.2%
			45791	Millings Sales	0	196,654	0	0	0	0.0%
		2117	45768	Unclaimed Property Disposition	73,661	44,128	63,835	57,217	(6,618)	(10.4%)
		2119	44025	Cash Over/Short	(472)	(111)	0	0	0	0.0%
			45751	Auto Inspection Fees	440	760	536	536	0	0.0%
			45759	Tow And Storage Charges	638,667	804,852	629,910	814,910	185,000	29.4%
		2123	41415	Finger printing	145,570	148,151	142,112	146,861	4,749	3.3%
			44025	Cash Over/Short	85	40	0	0	0	0.0%
			44057	Property Clean Up Reimbursement	1,050	0	0	0	0	0.0%
			45734	Fountain (Court Liaison Fees for Fountain, CO)	0	22,500	33,000	33,000	0	0.0%
			45756	Photostats And Pictures	115,587	112,717	109,422	105,550	(3,872)	(3.5%)
			45759	Tow And Storage Charges	0	(198)	0	0	0	0.0%
			45764	Id Registration Fee	35,640	36,870	33,867	36,255	2,388	7.1%
			45770	Code Enforcement Inspections	950	300	0	0	0	0.0%
		2131	45756	Photostats And Pictures	234	0	0	0	0	0.0%
		2135	45734	Fountain (Court Liaison Fees for Fountain, CO)	3,834	3,186	2,968	3,082	114	3.8%
		2151	45757	Police Polygraph tests	1,080	360	0	0	0	0.0%
		2154	44025	Cash Over/Short	64	19	0	0	0	0.0%
			45754	Lab Fees-Police	25,523	51,838	28,049	31,414	3,365	12.0%
			45756	Photostats And Pictures	15	0	0	0	0	0.0%
		2160	44054	OT Reimbursement	162,457	163,697	155,158	123,182	(31,976)	(20.6%)
		2171	44054	OT Reimbursement	0	9,305	0	0	0	0.0%
			45760	Witness Fees	1,135	1,363	0	1,200	1,200	0.0%
			45907	Special Events	83,137	0	0	0	0	0.0%
		2173	43359	Dilapidated Bldg Inspections	0	3,000	738	1,000	262	35.5%
			44025	Cash Over/Short	1	0	0	0	0	0.0%
			44057	Property Clean Up Reimbursement	1,770	3,657	9,397	9,135	(262)	(2.8%)

General Fund Revenue										
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Charges for Services	Other Govt Units	2173	45734	Fountain (Court Liaison Fees for Fountain, CO)	0	300	0	0	0	0.0%
			45762	Graffiti Removal	1,029	713	1,000	1,000	0	0.0%
			45770	Code Enforcement Inspections	137,025	91,660	99,819	99,819	0	0.0%
			45917	CDBG Program	18,124	77,528	160,000	160,000	0	0.0%
		2230	43330	Juvenile Fire Setter Fee	0	150	0	0	0	0.0%
			45775	Hazardous Material - Fire	116,186	64,205	230,000	230,000	0	0.0%
			45776	Hazardous Material Search	3,647	5,510	3,000	1,000	(2,000)	(66.7%)
			45777	Miscellaneous - Fire	50,888	7,339	3,300	3,300	0	0.0%
			45778	Revocable Fire Permits	29,008	37,723	25,000	79,000	54,000	216.0%
			45779	Fire Spec Duty Reimbursement	3,900	3,646	0	6,000	6,000	0.0%
			45780	Special FP Inspections	3,520	3,036	0	0	0	0.0%
			45782	Tank Inspection & Permit Fee	13,706	9,444	11,200	11,200	0	0.0%
			45784	Hazmat Plan Review	36,005	27,352	16,000	26,000	10,000	62.5%
			45785	Off Duty Inspections	2,114	528	500	500	0	0.0%
			45786	Fire Development Review	32,855	37,919	22,000	32,000	10,000	45.5%
			45792	State License Inspection	19,440	19,176	25,000	19,000	(6,000)	(24.0%)
			45795	High Piled Stock	1,672	3,472	2,000	2,000	0	0.0%
			45796	High Piled Inspections	7,936	2,464	15,000	3,000	(12,000)	(80.0%)
			45797	High Pile And Hazmat Permit	18,168	12,824	15,000	15,000	0	0.0%
			45798	A Occupancy Inspections	45,477	9,947	30,000	30,000	0	0.0%
			45799	School Inspections	14,940	3,320	0	11,000	11,000	0.0%
			45957	Fines - No Permit	2,028	608	2,000	1,000	(1,000)	(50.0%)
		2232	43330	Juvenile Fire Setter Fee	615	425	0	0	0	0.0%
		2241	45772	Fire Protection Contracts	1,000	1,200	1,200	1,200	0	0.0%
			45773	Fire Restitution	3,315	1,047	3,300	3,300	0	0.0%
			45775	Hazardous Material - Fire	270	0	0	0	0	0.0%
			45779	Fire Spec Duty Reimbursement	323	0	300	300	0	0.0%
			45788	Woodman Valley Fire Dist Cont	0	89,652	90,000	90,000	0	0.0%
		2242	45775	Hazardous Material - Fire	24,884	35,474	20,000	20,000	0	0.0%
		2260	45775	Hazardous Material - Fire	0	1,180	0	0	0	0.0%
			45777	Miscellaneous - Fire	0	450	0	0	0	0.0%
			45803	Community Health	0	37,500	0	0	0	0.0%
			46174	Ambulance Contract	0	0	1,098,030	1,098,030	0	0.0%
		2262	45803	Community Health	0	0	150,000	150,000	0	0.0%
		2270	45777	Miscellaneous - Fire	12	2	0	0	0	0.0%
		3020	42650	City Workorders	87,949	0	0	71,600	71,600	0.0%
			45791	Millings Sales	250	894	0	0	0	0.0%
			45800	Millings Sales Wast Management	32,409	0	0	0	0	0.0%
		3030	45711	Copies Of Documents	750	800	7,000	800	(6,200)	(88.6%)
			45811	State Safety - Traffic Dev	332,150	281,050	306,600	306,600	0	0.0%
			45812	Traffic-Reimb From Others	11,851	11,257	5,000	11,200	6,200	124.0%
		3040	40145	Subdivision Recording Fees	0	7,061	0	0	0	0.0%
			42310	Commercial Fees	0	13,542	0	0	0	0.0%
			43151	Banning Lewis Dev Rev Fees	4,682	0	0	0	0	0.0%
			43356	Development Review Fees	3,079	415,454	255,390	327,779	72,389	28.3%
			45692	Concrete Permits	98,566	135,722	97,974	113,254	15,280	15.6%
			45695	Excavation Permits	421,583	476,591	455,533	442,173	(13,360)	(2.9%)
			45699	Development Inspections Fees	203,779	243,908	163,808	157,545	(6,263)	(3.8%)
			45700	Sidewalk Snow Removal	(909)	134	0	0	0	0.0%
			45802	Traffic Control Permit	399,065	451,294	412,740	440,433	27,693	6.7%
			45806	Pavement Degradation Fee	1,584,941	1,400,149	1,763,638	1,441,481	(322,157)	(18.3%)
		3043	45697	Inspection Overtime	0	818	0	0	0	0.0%
		3044	43356	Development Review Fees	286,022	0	0	0	0	0.0%
		4050	45895	Therapeutic Programs	43,503	39,972	38,704	53,027	14,323	37.0%
		4075	45896	Youth Program	43,876	50,293	44,005	49,005	5,000	11.4%
			45917	CDBG Program	16,349	0	0	0	0	0.0%
		4080	45896	Youth Program	19,424	9,894	38,515	38,515	0	0.0%
			45917	CDBG Program	16,349	0	0	0	0	0.0%
		4085	45911	Hillside Programs	42,976	37,606	50,000	55,000	5,000	10.0%
			45917	CDBG Program	16,349	0	0	0	0	0.0%
		4840	40379	Digital Orthos	100	0	0	0	0	0.0%
			43356	Development Review Fees	391,306	375,152	371,928	370,000	(1,928)	(0.5%)
			43420	Info Tech Fee	0	0	150,000	0	(150,000)	(100.0%)
			44025	Cash Over/Short	6	12	0	0	0	0.0%
			44075	Processing Fee	11,942	11,554	11,419	11,762	343	3.0%
			45671	Administrative Filing Fees	527	1,407	0	0	0	0.0%
			45672	Maint-Newspapr Condo Boxes	2,216	1,886	0	1,500	1,500	0.0%

General Fund Revenue										
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Charges for	Other Govt	4840	45694	Revocable Permits	8,461	15,285	15,485	10,000	(5,485)	(35.4%)
			45711	Copies Of Documents	101	71	75	75	0	0.0%
		5110	44025	Cash Over/Short	0	1	0	0	0	0.0%
			45247	Park and Rec Permits Licenses	98,589	83,130	100,000	120,000	20,000	20.0%
			45832	Field Reservations	(255)	1,375	0	0	0	0.0%
			45907	Special Events	3,125	3,330	0	0	0	0.0%
			46175	Acacia Park Ice Rink	0	24,721	0	0	0	0.0%
		5121	40211	General Forestry	175	425	0	0	0	0.0%
		5131	45247	Park and Rec Permits Licenses	75	0	0	0	0	0.0%
			45832	Field Reservations	106,766	131,142	143,000	0	(143,000)	(100.0%)
			45903	North Slope Admissions	41,654	40,196	45,500	45,500	0	0.0%
			45914	Northeast Rec Center	980	0	0	0	0	0.0%
			45915	GoG Academy Riding Stable Fees	6,750	1,500	9,000	9,000	0	0.0%
		5212	40378	City Auditoium	500	0	0	0	0	0.0%
			43045	Park & Rec Special Duty	14,310	(100)	0	0	0	0.0%
			45894	Camps	0	900	0	0	0	0.0%
			45899	Concessions - Auditorium	14,329	14,654	13,225	13,225	0	0.0%
		5221	45897	Classes	37,160	23,751	0	0	0	0.0%
			45917	CDBG Program	16,350	61,612	0	0	0	0.0%
		5241	45247	Park and Rec Permits Licenses	0	175	0	0	0	0.0%
			45907	Special Events	4,100	1,300	0	0	0	0.0%
		5311	45832	Field Reservations	186	0	0	0	0	0.0%
			45833	Football	0	229,020	307,925	307,925	0	0.0%
			45835	Program Revenue	548,703	127,206	138,000	138,000	0	0.0%
			45836	Softball	7,250	147,359	170,604	170,604	0	0.0%
			45838	Volleyball	0	9,019	9,260	9,260	0	0.0%
		5313	45831	Basketball	17,463	7,321	31,403	31,403	0	0.0%
			45832	Field Reservations	0	0	0	143,000	143,000	0.0%
			45833	Football	14,093	12,629	22,124	22,124	0	0.0%
			45835	Program Revenue	1,670	0	0	0	0	0.0%
			45836	Softball	265,596	271,526	277,255	277,255	0	0.0%
			45838	Volleyball	16,685	10,716	25,572	25,572	0	0.0%
		5331	45835	Program Revenue	22	(60)	0	0	0	0.0%
			45914	Northeast Rec Center	106,670	(163)	0	0	0	0.0%
		5336	46175	Acacia Park Ice Rink	0	0	0	130,000	130,000	0.0%
		5341	45247	Park and Rec Permits Licenses	13,912	11,670	14,000	14,000	0	0.0%
			45871	Admissions - Ice Center	163,279	182,144	173,900	173,900	0	0.0%
			45873	Concessions - Ice Center	13,437	13,921	14,000	14,000	0	0.0%
			45874	Lessons	49,415	51,440	68,402	68,402	0	0.0%
			45875	Miscellaneous - Ice Center	6,974	4,318	18,983	18,983	0	0.0%
			45876	Patch Skating	75,994	56,829	70,000	70,000	0	0.0%
			45878	Skate Sharpening	1,036	1,421	1,000	1,000	0	0.0%
			45879	Summer High School Hockey	22,000	19,000	23,000	23,000	0	0.0%
		6150	45907	Special Events	0	113,856	0	0	0	0.0%
		8121	41300	Fuel Sales	0	0	3,172,231	0	(3,172,231)	(100.0%)
			42665	City Other Dept	0	0	0	575,000	575,000	0.0%
			42710	Other Revenue	0	0	0	49,759	49,759	0.0%
			45666	Service Fee	0	0	0	9,600	9,600	0.0%
		8163	42605	Utilities Allocation	170,344	0	169,052	101,981	(67,071)	(39.7%)
			45665	Copy Fees	0	134	0	0	0	0.0%
		8170	42605	Utilities Allocation	0	214,596	202,134	200,921	(1,213)	(0.6%)
			42636	Ent Fund Utilities Allocation for SDS	202,465	96,152	78,030	0	(78,030)	(100.0%)
			42637	Ent Fund Utilities Allocation for HTM	0	21,436	0	0	0	0.0%
			42710	Other Revenue	8,480	7,200	0	0	0	0.0%
			42720	Other Billed Invoices	36,000	0	70,000	25,000	(45,000)	(64.3%)
		8730	40379	Digital Orthos	2,500	3,800	0	0	0	0.0%
			42690	Other Chrgs Overhead	222,744	74,999	80,000	80,000	0	0.0%
			43092	Reimbursement from other Govt.	0	0	27,000	27,000	0	0.0%
			43420	Info Tech Fee	46,725	60,120	64,000	64,000	0	0.0%
		8745	42690	Other Chrgs Overhead	15	0	0	0	0	0.0%
Fines		1510	45951	General Violations	2,176	0	5,000	5,000	0	0.0%
		1531	45951	General Violations	96,746	83,302	89,006	89,006	0	0.0%
			45952	Parking Meters	798,868	641,007	734,959	734,959	0	0.0%
			45953	Violation-Surcharge	431,859	344,321	397,310	427,108	29,798	7.5%
			45954	Traffic Violations	3,410,683	2,789,765	3,137,828	3,700,000	562,172	17.9%

General Fund Revenue										
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Miscellaneous Revenue	Investment Earnings	1330	43180	Gain/Loss Inv Market Value	134,714	(417,845)	0	0	0	0.0%
			46025	Interest	502,830	499,629	406,000	441,000	35,000	8.6%
		3040	46025	Interest	0	711	0	0	0	0.0%
		4960	46025	Interest	0	306	0	0	0	0.0%
		6110	46025	Interest	0	251	0	0	0	0.0%
		6140	46025	Interest	12	4	0	0	0	0.0%
Miscellaneous Revenue	Rental Income	1531	45905	Rental Income	0	0	0	3,600	3,600	0.0%
		2171	45769	Hanger Rental	7,860	1,965	7,860	7,860	0	0.0%
		4075	45906	Rentals	18,105	18,816	16,000	16,000	0	0.0%
		4080	45906	Rentals	12,963	9,601	11,500	11,500	0	0.0%
		4085	45906	Rentals	43,158	45,433	46,000	46,000	0	0.0%
		5110	45904	Rental - Wenger	2,238	563	0	0	0	0.0%
			45905	Rental Income	150	0	0	0	0	0.0%
		5131	45906	Rentals	1,500	4,500	0	0	0	0.0%
		5212	45891	Auditorium Rent	108,583	119,226	170,165	175,165	5,000	2.9%
		5341	45872	Arena/Ice Rental	252,036	237,667	240,000	270,000	30,000	12.5%
			45877	Skate Rental	17,414	19,318	18,540	18,540	0	0.0%
			45891	Auditorium Rent	0	4	0	0	0	0.0%
Miscellaneous Revenue	Other Revenue	1120	40113	Miscellaneous	0	450	0	0	0	0.0%
		1310	40113	Miscellaneous	47,276	0	0	0	0	0.0%
		1320	44055	Reimbursement Acct	(2,543)	0	0	0	0	0.0%
		1330	40113	Miscellaneous	60	5,225	0	0	0	0.0%
			40150	Restitution	1,720	301	0	0	0	0.0%
			41400	Misc Admin Revenue	4,000	4,190	0	0	0	0.0%
			43156	Office Depot Rebates	1,786	0	0	0	0	0.0%
			43352	Water Spec Contract Surcharge	633,160	307,919	459,225	189,000	(270,225)	(58.8%)
			43353	Recovery	0	0	276,401	276,401	0	0.0%
			44010	Insurance	0	7,838	0	0	0	0.0%
			44020	Miscellaneous - General	1,156	874	0	0	0	0.0%
			44052	Auction Proceeds	521,852	582,140	500,000	528,400	28,400	5.7%
			44055	Reimbursement Acct	15	0	0	0	0	0.0%
			45449	Asset Forfeitures	4,352	0	5,000	5,000	0	0.0%
			46056	Housing Authority	8,523	9,052	8,500	8,500	0	0.0%
			46069	CenturyLink Franchise Fee	0	19,951	15,000	275,000	260,000	1733.3%
		1360	43156	Office Depot Rebates	0	3,989	0	0	0	0.0%
			43157	Purchasing Rebates	241,301	157,610	185,000	185,000	0	0.0%
		1531	44055	Reimbursement Acct	400	550	283	0	(283)	(100.0%)
		2112	40113	Miscellaneous	(358)	0	0	0	0	0.0%
			40150	Restitution	2,562	3,620	3,161	3,092	(69)	(2.2%)
			44015	Damage To Property	98,078	39,223	35,184	36,943	1,759	5.0%
			44020	Miscellaneous - General	1,367	2,988	0	0	0	0.0%
		2114	40113	Miscellaneous	1,901	2,181	0	0	0	0.0%
			40150	Restitution	2,710	2,539	2,087	1,000	(1,087)	(52.1%)
		2115	40113	Miscellaneous	0	514	0	0	0	0.0%
		2119	44052	Auction Proceeds	800	0	0	0	0	0.0%
			45901	Miscellaneous	4,806	4,799	4,878	4,832	(46)	(0.9%)
		2131	40113	Miscellaneous	0	1,656	0	0	0	0.0%
		2151	40113	Miscellaneous	0	360	0	0	0	0.0%
			40150	Restitution	7,986	3,733	0	0	0	0.0%
		2154	40113	Miscellaneous	11,095	0	4,622	2,310	(2,312)	(50.0%)
		2160	40113	Miscellaneous	500	0	0	0	0	0.0%
		2171	40113	Miscellaneous	129,612	(128,809)	0	0	0	0.0%
			40150	Restitution	0	348	0	0	0	0.0%
		2173	40113	Miscellaneous	190	0	0	0	0	0.0%
			40150	Restitution	32	32	0	20,000	20,000	0.0%
		2220	44055	Reimbursement Acct	124,386	(12,758)	0	0	0	0.0%
		2241	44055	Reimbursement Acct	624,886	651,425	300,000	300,000	0	0.0%
		2280	44055	Reimbursement Acct	5,851	0	0	0	0	0.0%
		3020	40113	Miscellaneous	15,360	207	0	0	0	0.0%
			44055	Reimbursement Acct	103,095	71,842	0	0	0	0.0%
		3030	44014	Recycled Materials	14,013	12,773	14,000	14,000	0	0.0%
			44017	Guardrail Damage Settlements	(6,947)	2,848	30,000	30,000	0	0.0%
			44018	Signal Damage Settlements	34,305	34,065	52,500	42,500	(10,000)	(19.0%)
			44019	Sign Damage Settlements	5,103	6,952	7,000	7,000	0	0.0%
		3040	44016	Bridge Damage Settlements	305	7,870	0	0	0	0.0%
			45282	Dangerous Buildings	0	30,697	0	0	0	0.0%

General Fund Revenue										
Category	**Sub-Category**	**Org**	**Acct**	**Account Description**	**2012 Actual**	**2013 Actual**	**2014 Budget**	**2015 Budget**	**2015 - 2014 $ Change**	**2015-2014 % Change**
Miscellaneous	Other	3050	40113	Miscellaneous	242	0	0	0	0	0.0%
			43353	Recovery	12,337	0	0	0	0	0.0%
		4080	40318	Gift - Meadows Park	306	0	0	0	0	0.0%
		4960	44055	Reimbursement Acct	2,500	0	0	0	0	0.0%
		5110	44055	Reimbursement Acct	0	0	0	15,000	15,000	0.0%
		5121	43050	Damaged Trees And Shrubs	8,546	5,634	10,000	10,000	0	0.0%
		5331	42730	Resales	728	0	0	0	0	0.0%
		5336	44055	Reimbursement Acct	0	0	0	30,600	30,600	0.0%
		6110	40113	Miscellaneous	17,998	11,754	0	0	0	0.0%
			43353	Recovery	2,095,350	0	0	0	0	0.0%
			44055	Reimbursement Acct	162,260	0	0	0	0	0.0%
			45732	El Paso County	2,988	(5,663)	0	0	0	0.0%
		6121	44055	Reimbursement Acct	0	21,358	0	0	0	0.0%
		6140	44055	Reimbursement Acct	42,858	22,041	0	0	0	0.0%
		7720	44050	Gain Loss On Sale Of Assets	0	11	0	0	0	0.0%
			44055	Reimbursement Acct	1,317	1,013	0	0	0	0.0%
		8730	44020	Miscellaneous - General	0	495	0	0	0	0.0%
Other Financing	Payments in Lieu of Taxes	1330	45612	Cemetery In Lieu Of Tax	2,064	1,655	1,241	827	(414)	(33.4%)
			45615	Parking System In Lieu Of Tax	19,140	15,307	11,480	7,654	(3,826)	(33.3%)
			45617	Valley Hi In Lieu Of Tax	3,180	2,543	1,907	1,272	(635)	(33.3%)
Other Financing	Shared Services	1330	43190	Share Of Police Protection	106,932	106,932	106,932	106,932	0	0.0%
			46126	Share Of City Attorney	1,008,159	0	0	0	0	0.0%
			46127	Share Of City Auditor	942,199	1,045,857	0	0	0	0.0%
			46128	Share Of General Admin	30,504	30,504	30,504	30,504	0	0.0%
			46130	Share Of Dues/Memberships	116,305	174,458	174,458	595	(173,863)	(99.7%)
			46132	Share Of City Council	300,356	331,166	461,830	825,298	363,468	78.7%
			46136	Share Of City Clerk	94,485	147,621	147,621	154,012	6,391	4.3%
			46137	Share Of Workers' Compensation	154,313	103,881	103,881	26,590	(77,291)	(74.4%)
			46153	Transfer From Other Funds	3,467,439	120,381	280,928	741,752	460,824	164.0%
			46155	Transfer From Memorial Hosp	266,220	0	0	0	0	0.0%
		1420	46127	Share Of City Auditor	107,100	0	0	0	0	0.0%
Other Financing	Other Transfers	1200	46170	Reimbursement from Other Funds	0	0	57,300	112,000	54,700	95.5%
			46173	Reimbursement from Utilities Fund	0	735,211	1,557,436	185,000	(1,372,436)	(88.1%)
		1205	46173	Reimbursement from Utilities Fund	0	0	0	1,103,263	1,103,263	0.0%
		1330	43025	Transfer From Utilities Surplus Revenue	30,574,365	31,844,422	31,680,000	32,479,000	799,000	2.5%
			46152	Transfer From Lodgers/Auto Rental	835,032	928,866	447,146	426,815	(20,331)	(4.5%)
		1420	46170	Reimbursement from Other Funds	0	0	75,000	75,000	0	0.0%
			46173	Reimbursement from Utilities Fund	0	0	903,131	867,475	(35,656)	(3.9%)
		3030	44059	Reimbursement from Grants	24,938	0	0	0	0	0.0%
			46171	Reimbursement from Grants	2,281	10,352	34,000	11,800	(22,200)	(65.3%)
		3040	44059	Reimbursement from Grants	61,249	0	0	0	0	0.0%
			46171	Reimbursement from Grants	6,604	90,027	80,365	72,000	(8,365)	(10.4%)
		4050	46171	Reimbursement from Grants	0	66,255	66,255	66,255	0	0.0%
		4075	46171	Reimbursement from Grants	0	0	13,300	13,300	0	0.0%
		4080	46171	Reimbursement from Grants	0	0	14,157	14,157	0	0.0%
		4085	46171	Reimbursement from Grants	0	0	14,300	14,300	0	0.0%
		4840	46170	Reimbursement from Other Funds	0	71,907	371,248	369,883	(1,365)	(0.4%)
		5241	46172	Reimbursement from Gift Trusts	0	39,863	50,000	55,000	5,000	10.0%
		5242	46171	Reimbursement from Grants	0	0	3,808	3,808	0	0.0%
			46172	Reimbursement from Gift Trusts	0	97,342	104,524	104,524	0	0.0%
		5243	46171	Reimbursement from Grants	0	0	7,696	6,838	(858)	(11.1%)
			46172	Reimbursement from Gift Trusts	0	11,088	0	7,696	7,696	0.0%
		5605	46171	Reimbursement from Grants	0	0	77,500	77,500	0	0.0%
			46172	Reimbursement from Gift Trusts	0	89,383	170,000	190,056	20,056	11.8%
		8121	46170	Reimbursement from Other Funds	0	0	0	376,553	376,553	0.0%
			46173	Reimbursement from Utility Fund	0	0	0	2,823,306	2,823,306	0.0%

General Fund Revenue										
Category	**Sub-Category**	**Org**	**Acct**	**Account Description**	**2012 Actual**	**2013 Actual**	**2014 Budget**	**2015 Budget**	**2015 - 2014 $ Change**	**2015-2014 % Change**
Other Financing	Leases	2112	43320	Capital Lease Proceeds	976,506	0	0	0	0	0.0%
		6110	43320	Capital Lease Proceeds	1,343,940	1,776,674	0	0	0	0.0%
			43321	Operating Lease Proceeds	0	695,060	0	0	0	0.0%
Other Financing	Sale of Capital Assets	2114	44040	Sale Of Property	0	190	0	0	0	0.0%
		2171	44040	Sale Of Property	11,782	18,862	32,886	16,049	(16,837)	(51.2%)
			44045	Sale Of Scrap	0	316	0	0	0	0.0%
		2221	44045	Sale Of Scrap	302	0	0	0	0	0.0%
		5605	44040	Sale Of Property	0	106	0	0	0	0.0%
		6110	44040	Sale Of Property	132,712	246,200	200,000	200,000	0	0.0%
			44045	Sale Of Scrap	23,839	13,557	0	0	0	0.0%
		8730	44040	Sale Of Property	0	190	0	0	0	0.0%
Draw from Fund Balance		(blank)	00002	Draw from Fund Balance	0	0	1,760,000	1,500,000	(260,000)	(14.8%)
Reconciliation to CAFR		(blank)	00003	Reconciliation to CAFR	(3,361,813)	(3,442,449)	0	0	0	0.0%
					232,252,754	**234,373,600**	**249,291,056**	**258,695,842**	**9,404,786**	**3.8%**

Special Revenue Funds									
Fund Desc	**Dept**	**Account**	**Description**	**2012 Actual**	**2013 Actual**	**2014 Budget**	**2015 Budget**	**2015 - 2014 $ Change**	**2015 - 2014 % Change**
115 - Ballfield Capital Improvements	5000	41120	Building Rental	1,100	1,100	0	0	0	0.00%
		41150	Miscellaneous Concessions	7,768	7,221	10,000	10,000	0	0.00%
		45836	Softball	56,691	48,240	80,000	80,000	0	0.00%
		46025	Interest	1,992	1,435	10,000	10,000	0	0.00%
115 - Ballfield Capital Improvements Total				**67,551**	**57,996**	**100,000**	**100,000**	**0**	**0.00%**
117 - Bicycle Tax	5000	43325	Bicycle Excise Tax	90,536	78,760	92,000	92,000	0	0.00%
		46025	Interest	2,688	2,843	3,000	3,000	0	0.00%
117 - Bicycle Tax Total				**93,224**	**81,603**	**95,000**	**95,000**	**0**	**0.00%**
118 - Trails/Open Space/Parks Fund	5901	40113	Miscellaneous	76	0	0	0	0	0.00%
		45100	Sales And Use Tax	6,435,560	6,796,672	7,105,000	7,215,000	110,000	1.55%
		46025	Interest	104,909	113,992	125,000	120,000	(5,000)	(4.00%)
118 - Trails/Open Space/Parks Fund Total				**6,540,545**	**6,910,664**	**7,230,000**	**7,335,000**	**105,000**	**1.45%**
119 - Conservation Trust	5000	43020	State Lottery Funds	4,189,703	4,608,022	4,647,000	4,400,000	(247,000)	(5.32%)
		46025	Interest	14,333	18,448	15,000	20,000	5,000	33.33%
119 - Conservation Trust Total				**4,204,035**	**4,626,470**	**4,662,000**	**4,420,000**	**(242,000)**	**(5.19%)**
131 - Old Colo City Maint-Sec Dist	5410	45025	Prop Taxes Current Year	88,677	87,187	92,040	89,515	(2,525)	(2.74%)
		45055	Prop Taxes Penalty	321	240	0	0	0	0.00%
		45125	Specific Ownership Tax	0	0	0	10,473	10,473	0.00%
		45126	State Automobile Tax	8,680	9,088	10,769	0	(10,769)	(100.00%)
		46025	Interest	685	705	553	600	47	8.50%
131 - Old Colo City Maint-Sec Dist Total				**98,363**	**97,220**	**103,362**	**100,588**	**(2,774)**	**(2.68%)**
132 - Norwood Special Imp Dist	5411	45025	Prop Taxes Current Year	580,230	595,339	606,268	605,439	(829)	(0.14%)
		45050	Prop Taxes Deliquent	153	175	0	0	0	0.00%
		45055	Prop Taxes Penalty	807	331	0	0	0	0.00%
		45125	Specific Ownership Tax	0	0	0	70,836	70,836	0.00%
		45126	State Automobile Tax	56,076	60,579	70,933	0	(70,933)	(100.00%)
		46025	Interest	2,592	3,955	2,235	3,500	1,265	56.60%
132 - Norwood Special Imp Dist Total				**639,858**	**660,379**	**679,436**	**679,775**	**339**	**0.05%**
133 - Briargate Special Imp Dist	5412	45025	Prop Taxes Current Year	756,300	748,050	748,115	750,217	2,102	0.28%
		45050	Prop Taxes Deliquent	360	712	0	0	0	0.00%
		45055	Prop Taxes Penalty	560	603	0	0	0	0.00%
		45125	Specific Ownership Tax	0	0	0	87,775	87,775	0.00%
		45126	State Automobile Tax	73,181	75,963	87,529	0	(87,529)	(100.00%)
		46025	Interest	3,235	3,145	2,458	2,600	142	5.78%
133 - Briargate Special Imp Dist Total				**833,637**	**828,472**	**838,102**	**840,592**	**2,490**	**0.30%**
134 - Stetson Hill Imp Dist	5405	45025	Prop Taxes Current Year	246,852	249,666	254,231	254,220	(11)	(0.00%)
		45050	Prop Taxes Deliquent	142	31	0	0	0	0.00%
		45055	Prop Taxes Penalty	292	346	0	0	0	0.00%
		45125	Specific Ownership Tax	0	0	0	29,744	29,744	0.00%
		45126	State Automobile Tax	23,944	25,349	29,745	0	(29,745)	(100.00%)
		46025	Interest	1,668	1,625	1,264	1,400	136	10.76%
134 - Stetson Hill Imp Dist Total				**272,898**	**277,017**	**285,240**	**285,364**	**124**	**0.04%**
135 - Woodstone Imp Dist	5406	45025	Prop Taxes Current Year	15,965	15,999	16,137	16,145	8	0.05%
		45050	Prop Taxes Deliquent	4	0	0	0	0	0.00%
		45055	Prop Taxes Penalty	11	11	0	0	0	0.00%
		45125	Specific Ownership Tax	0	0	0	1,889	1,889	0.00%
		45126	State Automobile Tax	1,540	1,622	1,888	0	(1,888)	(100.00%)
		46025	Interest	1,031	949	812	800	(12)	(1.48%)
135 - Woodstone Imp Dist Total				**18,551**	**18,581**	**18,837**	**18,834**	**(3)**	**(0.02%)**
136 - Colo Ave Gateway Imp Dist	5407	45025	Prop Taxes Current Year	2,677	2,578	2,640	2,680	40	1.53%
		45050	Prop Taxes Deliquent	0	3	0	0	0	0.00%
		45055	Prop Taxes Penalty	29	32	0	0	0	0.00%
		45125	Specific Ownership Tax	0	0	0	314	314	0.00%
		45126	State Automobile Tax	263	262	309	0	(309)	(100.00%)
		46025	Interest	79	81	62	70	8	12.90%
136 - Colo Ave Gateway Imp Dist Total				**3,047**	**2,957**	**3,011**	**3,064**	**53**	**1.77%**

Special Revenue Funds									
Fund Desc	**Dept**	**Account**	**Description**	**2012 Actual**	**2013 Actual**	**2014 Budget**	**2015 Budget**	**2015 - 2014 $ Change**	**2015 - 2014 % Change**
137 - Platte Ave Imp Dist	5408	45025	Prop Taxes Current Year	8,822	8,341	8,672	8,672	(0)	(0.00%)
		46025	Interest	675	670	533	500	(33)	(6.19%)
137 - Platte Ave Imp Dist Total				**9,497**	**9,011**	**9,205**	**9,172**	**(33)**	**(0.36%)**
150 - Park Developer Easement	5400	46025	Interest	1,432	1,367	0	0	0	0.00%
150 - Park Developer Easement Total				**1,432**	**1,367**	**0**	**0**	**0**	**0.00%**
151 - Public Space & Development	5000	43065	Park Fees New Ordinance	504,922	1,181,012	725,000	1,125,000	400,000	55.17%
		46025	Interest	31,446	36,045	75,000	75,000	0	0.00%
151 - Public Space & Development Total				**536,369**	**1,217,057**	**800,000**	**1,200,000**	**400,000**	**50.00%**
152 - Subdivision Storm Drainage	4880	40058	Park Vista	0	60,884	0	0	0	0.00%
		40080	C S Ranch	0	0	180,000	360,000	180,000	100.00%
		40087	Sand Creek Basin	392,630	1,405,053	400,000	800,000	400,000	100.00%
		40088	Spring Creek Basin	0	55,461	0	0	0	0.00%
		40089	Templeton Gap Basin	0	65,673	0	0	0	0.00%
		40090	Douglas Creek Basin	0	13,896	20,000	40,000	20,000	100.00%
		40091	Popes Bluff	0	5,752	0	0	0	0.00%
		40093	South Rockrimmon Basin	0	23,676	0	0	0	0.00%
		40094	Cottonwood Creek Basin	348,188	554,592	250,000	500,000	250,000	100.00%
		40095	Miscellaneous Basins	71,654	87,208	0	0	0	0.00%
		40096	Mesa Basin	18,109	19,781	0	0	0	0.00%
		40097	Bear Creek Basin	0	12,536	0	0	0	0.00%
		40100	Middle Tributary	179,744	0	0	0	0	0.00%
		40129	Sand Creek Pond	117,439	420,467	550,000	1,100,000	550,000	100.00%
		40160	Sand Crk Pond Land	43,617	156,161	300,000	600,000	300,000	100.00%
		40161	Middle Tributary Pond	36,755	0	0	0	0	0.00%
		40261	Camp Creek Basin	0	8,140	0	0	0	0.00%
		40262	Pulpit Rock Basin	63,134	26,457	0	0	0	0.00%
		40264	North Rockrimmon Basin	0	122,311	0	0	0	0.00%
		40265	21St Street Basin	0	4,533	0	0	0	0.00%
		40284	Windmill Gulch	0	0	300,000	600,000	300,000	100.00%
		40333	Cottonwood Surcharge	19,550	27,898	0	0	0	0.00%
		46025	Interest	12,375	15,074	0	0	0	0.00%
152 - Subdivision Storm Drainage Total				**1,303,195**	**3,085,551**	**2,000,000**	**4,000,000**	**2,000,000**	**100.00%**
153 - Arterial Roadway Bridge Fund	4870	40087	Sand Creek Basin	24,295	86,983	150,000	150,000	0	0.00%
		40089	Templeton Gap Basin	0	719	0	0	0	0.00%
		40090	Douglas Creek Basin	0	307	0	0	0	0.00%
		40091	Popes Bluff	0	984	0	0	0	0.00%
		40094	Cottonwood Creek Basin	30,548	43,593	100,000	100,000	0	0.00%
		40097	Bear Creek Basin	0	1,180	0	0	0	0.00%
		46025	Interest	9,459	9,618	0	0	0	0.00%
153 - Arterial Roadway Bridge Fund Total				**64,303**	**143,383**	**250,000**	**250,000**	**0**	**0.00%**
154 - BL Ranch Reimbursement Fund	4885	43143	BLR Offsite Rdwy Improv	160,639	251,008	175,500	253,500	78,000	44.44%
		43144	BLR Urban Svc Ext Fee	45,308	70,797	49,500	71,500	22,000	44.44%
		46025	Interest	6,744	18,401	6,000	18,000	12,000	200.00%
154 - BL Ranch Reimbursement Fund Total				**212,692**	**340,206**	**231,000**	**343,000**	**112,000**	**48.48%**
166 - Lodgers And Auto Rental Tax	1300	45100	Sales And Use Tax	3,934,681	4,020,980	3,995,000	4,160,000	165,000	4.13%
		46025	Interest	1,416	2,146	5,000	1,000	(4,000)	(80.00%)
166 - Lodgers And Auto Rental Tax Total				**3,936,097**	**4,023,125**	**4,000,000**	**4,161,000**	**161,000**	**4.03%**
167 - Street Tree Fee Fund	5000	46025	Interest	909	867	2,000	2,000	0	0.00%
167 - Street Tree Fee Fund Total				**909**	**867**	**2,000**	**2,000**	**0**	**0.00%**
170 - Cable Franchise	1300	46025	Interest	2,796	1,962	0	0	0	0.00%
		46057	Comcast Cable Franchise Fee	1,105,313	1,070,681	998,000	922,000	(76,000)	(7.62%)
		46067	Falcon Cable Franchise Fee	9,197	10,841	0	19,000	19,000	0.00%
170 - Cable Franchise Total				**1,117,306**	**1,083,484**	**998,000**	**941,000**	**(57,000)**	**(5.71%)**

Special Revenue Funds									
Fund Desc	**Dept**	**Account**	**Description**	**2012 Actual**	**2013 Actual**	**2014 Budget**	**2015 Budget**	**2015 - 2014 $ Change**	**2015 - 2014 % Change**
171 - Public Safety Sales Tax	1300	45100	Sales And Use Tax	0	28	0	0	0	0.00%
	1330	40113	Miscellaneous	303	0	0	0	0	0.00%
		45100	Sales And Use Tax	25,742,233	27,218,447	28,420,000	29,577,000	1,157,000	4.07%
		46025	Interest	63,795	54,652	181,784	75,000	(106,784)	(58.74%)
	2112	43320	Capital Lease Proceeds	81,950	0	0	0	0	0.00%
	2191	44040	Sale Of Property	473	0	0	0	0	0.00%
171 - Public Safety Sales Tax Total				**25,888,753**	**27,273,128**	**28,601,784**	**29,652,000**	**1,050,216**	**3.67%**
202 - City Funded CIP	1300	43353	Recovery	50,000	115,000	0	0	0	0.00%
		44010	Insurance	0	0	93,000	80,000	(13,000)	(13.98%)
		44016	Bridge Damage Settlements	0	(780)	0	0	0	0.00%
		44017	Guardrail Damage Settlements	1,580	0	0	0	0	0.00%
		44019	Sign Damage Settlements	(146)	6	0	0	0	0.00%
		46025	Interest	71,745	92,777	54,000	76,000	22,000	40.74%
		46153	Transfer From Other Funds	5,468,930	9,325,133	10,860,472	11,033,257	172,785	1.59%
	3300	43353	Recovery	0	200,000	0	0	0	0.00%
202 - City Funded CIP Total				**5,592,110**	**9,732,136**	**11,007,472**	**11,189,257**	**181,785**	**1.65%**
401 - Airport	7201	40113	Miscellaneous	0	325	0	0	0	0.00%
		41000	Landing	1,861,057	2,610,852	1,825,470	1,968,768	143,299	7.85%
		41010	Maint Flight Landing Fees	255,657	422,579	316,867	433,515	116,648	36.81%
		41030	Loading Bridges	76,583	37,257	39,264	37,823	(1,442)	(3.67%)
		41050	Terminal Rent	4,432,808	5,654,104	4,147,466	3,742,748	(404,718)	(9.76%)
		41070	Diversion Landing Fees	19,533	49,907	50,000	25,000	(25,000)	(50.00%)
		41080	Gate Usage	234,758	161,712	186,655	85,222	(101,433)	(54.34%)
		41081	Ground Power	2,825	4,750	4,000	4,000	0	0.00%
		41090	Pfc Revenues	(33)	(1,198)	0	1,789,136	1,789,136	0.00%
		41100	Food Beverages	318,086	265,440	293,614	287,000	(6,614)	(2.25%)
		41104	Retail Gift Spec	327,854	321,960	325,000	325,000	0	0.00%
		41106	Shoe Shine	2,400	2,400	2,400	2,400	0	0.00%
		41110	Advertising Other	179,626	97,198	140,624	119,430	(21,194)	(15.07%)
		41112	ATM Machine	42,000	42,000	42,000	42,000	0	0.00%
		41113	Coin Machine	158	350	158	186	28	17.72%
		41114	Telephone	9	81	15	50	35	233.33%
		41120	Building Rental	393,787	359,258	432,750	404,538	(28,212)	(6.52%)
		41140	Rent Car Counters	281,909	280,286	235,000	187,000	(48,000)	(20.43%)
		41150	Miscellaneous Concessions	2,028	2,028	1,457	2,184	727	49.88%
		41200	Rent Car Privileges	2,931,167	2,198,128	1,934,417	2,164,838	230,422	11.91%
		41220	RAC Return Spaces	175,896	189,433	236,000	169,000	(67,000)	(28.39%)
		41230	RAC Service Areas	371,461	371,461	348,421	334,186	(14,235)	(4.09%)
		41250	Public Parking And Fines	5,227,055	4,213,990	4,442,200	4,463,293	21,093	0.47%
		41260	Ground Transportation	88,748	86,960	77,500	97,000	19,500	25.16%
		41300	Fuel Sales	258,371	203,334	264,521	266,701	2,180	0.82%
		41310	Fuel Tax Excise And Sales Tax	925,595	781,545	837,798	823,735	(14,063)	(1.68%)
		41320	Ground Building Rents	1,115,095	1,132,932	1,190,861	1,298,981	108,120	9.08%
		41340	Support Building Rents	69,696	40,117	29,985	39,067	9,081	30.29%
		41365	Ground Building Rents	29,196	29,196	29,196	30,562	1,366	4.68%
		41370	Ramp Overnight	38,185	44,290	44,763	27,972	(16,791)	(37.51%)
		41400	Miscellaneous Admin Revenue	41,373	118,021	274,870	166,616	(108,254)	(39.38%)
		41415	Finger Printing	22,320	18,900	22,680	21,645	(1,035)	(4.56%)
		41416	Lost Badges	6,325	16,150	6,772	9,005	2,233	32.97%
		41420	Late Fees	9,593	9,983	11,713	10,751	(963)	(8.22%)
		41450	Phone Services	33,069	30,918	30,588	26,207	(4,381)	(14.32%)
		41460	Cable Tv Services	7,063	8,270	7,094	7,729	635	8.95%
		43070	State Share	9,306	13,232	26,000	0	(26,000)	(100.00%)
		43080	Federal Share	0	0	182,000	0	(182,000)	(100.00%)
		43140	Applied To Expenditures	7,083	0	0	0	0	0.00%
		43157	Purch Card Program Rebates	22,946	9,065	0	0	0	0.00%
		44010	Insurance	355	0	0	0	0	0.00%
		44020	Miscellaneous General	36,044	19,015	0	0	0	0.00%
		44025	Cash Over Short	1	7	0	0	0	0.00%
		45233	Refuse	7,208	6,931	7,300	7,300	0	0.00%
		45237	Massage Therapist	3,000	3,000	3,000	3,000	0	0.00%
		45760	Witness Fees	14	0	0	0	0	0.00%
		46025	Interest	284,901	267,392	271,182	16,210	(254,973)	(94.02%)
		46151	Transfer To Other Funds	42,558	0	0	(1,425,924)	(1,425,924)	0.00%

Special Revenue Funds									
Fund Desc	**Dept**	**Account**	**Description**	**2012 Actual**	**2013 Actual**	**2014 Budget**	**2015 Budget**	**2015 - 2014 $ Change**	**2015 - 2014 % Change**
401 - Airport	7201	46153	Transfer From Other Funds	(42,558)	0	0	0	0	0.00%
	7204	44040	Sale Of Property	68,354	30,605	0	0	0	0.00%
		44045	Sale Of Scrap	7,173	5,646	0	0	0	0.00%
	7210	43080	Federal Share	182,000	181,500	0	0	0	0.00%
		44040	Sale Of Property	0	1,780	0	0	0	0.00%
	7219	43105	Bond Interest	84,509	51,638	0	0	0	0.00%
	7205	41400	Miscellaneous Admin Revenue	0	46	0	0	0	0.00%
	7200	42710	Other Revenue	0	0	1,644,779	2,038,000	393,221	23.91%
		46153	Transfer From Other Funds	0	0	1,805,221	1,425,924	(379,297)	(21.01%)
401 - Airport Total				**20,494,147**	**20,394,773**	**21,771,602**	**21,477,798**	**(293,805)**	**(1.35%)**
430 - Memorial Health System	7710	40113	Miscellaneous	0	8,720	0	0	0	0.00%
		42750	City Ins Excess	0	77,751	0	0	0	0.00%
		42760	City Subrogation	0	454	0	0	0	0.00%
		44020	Miscellaneous General	0	67,857	0	0	0	0.00%
		44060	Gain Loss On Investment	0	224,352	0	0	0	0.00%
		45905	Rental Income	0	3,336,607	5,612,112	5,612,112	0	0.00%
		46025	Interest	0	431,196	180,000	100,000	(80,000)	(44.44%)
430 - Memorial Health System Total				**0**	**4,146,937**	**5,792,112**	**5,712,112**	**(80,000)**	**(1.38%)**
451 - Golf - Patty Jewett	7111	41720	Annual Adult	39,875	36,656	37,614	38,266	652	1.73%
		41723	Annual Prime	66,140	69,731	89,156	71,170	(17,986)	(20.17%)
		41725	Annual Senior	37,867	37,655	35,434	37,836	2,402	6.78%
		41730	Annual Junior	900	1,150	900	1,025	125	13.89%
		41735	Daily 18 Hole	294,524	238,311	253,568	276,254	22,686	8.95%
		41737	Daily 18 Hole Prime	230,965	228,120	226,470	237,181	10,711	4.73%
		41740	Daily 9 Hole	526,103	420,072	479,051	489,435	10,384	2.17%
		41743	Daily 9 Hole Prime	291,462	286,143	298,561	298,160	(401)	(0.13%)
		41745	High Schools	2,300	2,000	2,300	2,000	(300)	(13.04%)
		41750	City Cart Fees Daily	303,531	270,213	246,938	298,350	51,412	20.82%
		41755	Concessions Grill	165,097	174,835	155,638	169,956	14,318	9.20%
		41760	Concessions Pro Shop	10,500	10,500	10,500	10,500	0	0.00%
		41765	Locker Rental	5,600	5,275	5,513	5,438	(75)	(1.36%)
		41775	Miscellaneous Golf	300	10	0	0	0	0.00%
		41780	Operating Fee Daily	239,856	202,977	220,077	233,120	13,043	5.93%
		44025	Cash Over Short	204	(398)	0	0	0	0.00%
		44040	Sale Of Property	1,930	0	0	0	0	0.00%
		46025	Interest	5,084	5,079	13,398	5,079	(8,319)	(62.09%)
451 - Golf - Patty Jewett Total				**2,222,238**	**1,988,329**	**2,075,118**	**2,173,770**	**98,652**	**4.75%**
455 - Golf - Valley Hi	7121	40113	Miscellaneous	22	0	0	0	0	0.00%
		41720	Annual Adult	17,325	13,200	17,188	15,262	(1,926)	(11.21%)
		41723	Annual Prime	35,049	30,650	37,055	34,419	(2,636)	(7.11%)
		41725	Annual Senior	24,600	22,200	25,050	23,400	(1,650)	(6.59%)
		41730	Annual Junior	150	100	225	125	(100)	(44.44%)
		41733	First Tee 9 Hole	0	625	0	625	625	0.00%
		41734	First Tee 18 Hole	0	40	0	40	40	0.00%
		41735	Daily 18 Hole	200,181	146,866	178,920	180,496	1,576	0.88%
		41737	Daily 18 Hole Prime	192,270	182,217	197,160	194,742	(2,418)	(1.23%)
		41740	Daily 9 Hole	234,434	175,905	227,172	212,550	(14,622)	(6.44%)
		41743	Daily 9 Hole Prime	81,019	69,445	88,769	77,744	(11,025)	(12.42%)
		41745	High Schools	3,400	3,200	3,400	3,200	(200)	(5.88%)
		41750	City Cart Fees Daily	210,950	177,088	209,772	197,083	(12,689)	(6.05%)
		41755	Concessions Grill	32,400	32,400	32,400	32,400	0	0.00%
		41760	Concessions Pro Shop	10,500	10,500	10,500	10,500	0	0.00%
		41765	Locker Rental	405	435	443	420	(23)	(5.19%)
		41775	Miscellaneous Golf	416	0	0	0	0	0.00%
		41780	Operating Fee Daily	128,988	101,755	121,420	121,480	60	0.05%
		44025	Cash Over Short	(170)	(3)	0	0	0	0.00%
		44040	Sale Of Property	3,045	0	0	0	0	0.00%
		45841	Footgolf-18-Hole	0	0	0	36,000	36,000	0.00%
		45842	Footgolf Cart Rentals	0	0	0	4,687	4,687	0.00%
		45843	Footgolf Ball Rentals	0	0	0	2,250	2,250	0.00%
		46025	Interest	3,716	3,123	4,122	3,419	(703)	(17.05%)
455 - Golf - Valley Hi Total				**1,178,700**	**969,743**	**1,153,596**	**1,150,842**	**(2,754)**	**(0.24%)**

Special Revenue Funds									
Fund Desc	**Dept**	**Account**	**Description**	**2012 Actual**	**2013 Actual**	**2014 Budget**	**2015 Budget**	**2015 - 2014 $ Change**	**2015 - 2014 % Change**
460 - Pikes Peak-America's Mtn	7301	41805	Tollgate	2,359,171	2,547,522	2,116,557	2,120,000	3,443	0.16%
		41810	Concessions Pikes Peak Hwy	1,242,857	1,242,857	1,242,857	2,266,666	1,023,809	82.38%
		41820	Tower Optical	792	961	900	950	50	5.56%
		41835	Misc Pikes Peak Hwy	51,120	376,804	30,000	33,000	3,000	10.00%
		41840	Admin Revenue	35,478	11,091	25,000	5,000	(20,000)	(80.00%)
		43040	Donations	0	5,457	0	5,000	5,000	0.00%
		44025	Cash Over Short	(81)	1,469	0	0	0	0.00%
		44040	Sale Of Property	23,278	1,659	0	0	0	0.00%
		44045	Sale Of Scrap	2,879	296	0	0	0	0.00%
		44055	Reimbursement Acct	229,297	137,212	225,000	225,000	0	0.00%
		45903	North Slope Admission	1,036	316	0	40,000	40,000	0.00%
		46025	Interest	44,279	50,045	22,000	22,000	0	0.00%
		46152	Transfer From Lart	436,790	36,470	33,000	33,000	0	0.00%
460 - Pikes Peak-America's Mtn Total				**4,426,896**	**4,412,159**	**3,695,314**	**4,750,616**	**1,055,302**	**28.56%**
470 - Parking System	7510	42005	Bus Terminal Garage 1	83,852	109,499	101,840	112,176	10,336	10.15%
		42025	Monthly Parking Garage 1	344,913	389,875	383,640	422,040	38,400	10.01%
		42030	Monthly Parking Garage 2	2,130	0	0	0	0	0.00%
		42055	Transient Parking Garage 1	114,141	104,078	129,884	146,796	16,912	13.02%
		44025	Cash Over Short	0	5	0	0	0	0.00%
	7520	42030	Monthly Parking Garage 2	1,183,027	1,216,113	1,165,200	1,253,040	87,840	7.54%
		42060	Transient Parking Garage 2	189,293	217,140	267,334	270,804	3,470	1.30%
		44025	Cash Over Short	0	(1)	0	0	0	0.00%
	7530	42010	Meter Hoods	22,056	39,711	27,180	21,744	(5,436)	(20.00%)
		42015	Online Sales	8,797	7,547	6,214	0	(6,214)	(100.00%)
		42030	Monthly Parking Garage 2	5,020	0	0	0	0	0.00%
		42040	Parking Meters	1,712,262	1,721,867	1,328,596	897,997	(430,599)	(32.41%)
		42041	Parking Meters - Credit Cards	0	0	889,873	1,155,150	265,277	29.81%
		42055	Transient Parking Garage 1	372	0	0	0	0	0.00%
		44020	Miscellaneous General	391	0	0	0	0	0.00%
		44025	Cash Over Short	0	1	0	0	0	0.00%
		45765	Parking Fees	0	0	0	1,250	1,250	0.00%
	7540	42042	POC Garage Loan Payment	133,188	133,188	132,000	132,000	0	0.00%
		43156	Rebates	0	4,093	0	0	0	0.00%
		46025	Interest	46,958	41,295	40,000	50,000	10,000	25.00%
	7550	42020	Monthly Parking Lot 3	91,338	88,938	119,760	141,360	21,600	18.04%
		42045	Transient Parking Lot 3	31,760	36,191	28,357	41,220	12,863	45.36%
	7560	42035	Monthly Parking Lot 4	9,770	7,505	10,200	10,200	0	0.00%
		42050	Transient Parking Lot 4	1,680	1,082	2,100	2,100	0	0.00%
	7580	42036	Monthly Parking Lot 5	20,425	(20,040)	17,100	17,100	0	0.00%
470 - Parking System Total				**4,001,372**	**4,098,087**	**4,649,278**	**4,674,977**	**25,699**	**0.55%**
475 - Cemetery Fund	7400	41904	Care Of Lots	0	6,000	6,000	6,000	0	0.00%
		41905	Interments And Removals	460,003	432,934	459,225	506,230	47,005	10.24%
		41910	Sales Of Lots	383,519	368,922	382,740	437,812	55,072	14.39%
		41915	Memorial Or Foundations	50,925	48,838	50,000	50,000	0	0.00%
		41920	Miscellaneous Cemetery	1,275	1,550	5,000	5,000	0	0.00%
		41925	Sale Of Burial Vaults	75,820	79,031	75,000	90,000	15,000	20.00%
		41930	Sale Of Bronze Memorials	0	0	1,500	1,500	0	0.00%
		41935	Vault Supervision Fee	33,400	33,600	39,000	39,000	0	0.00%
		41940	Endowments	0	(165)	0	0	0	0.00%
		41945	Contract Admin Charge	2,690	3,260	2,750	2,750	0	0.00%
		43135	Interest On Endowment	252,779	216,116	250,000	250,000	0	0.00%
		44025	Cash Over Short	0	1	0	0	0	0.00%
		46025	Interest	2,169	2,175	2,500	2,500	0	0.00%
475 - Cemetery Fund Total				**1,262,580**	**1,192,261**	**1,273,715**	**1,390,792**	**117,077**	**9.19%**
480 - Development Review Enterprise	4810	43353	Recovery	255,421	0	0	0	0	0.00%
		44077	Zoning System Fees	0	0	0	1,000	1,000	0.00%
		45763	Administrative Services Fees	1,265,389	1,378,594	1,602,102	1,239,080	(363,022)	(22.66%)
		46025	Interest	13,262	17,234	9,000	9,000	0	0.00%
	4811	43357	Construction Plan Review	4,640	925	0	2,500	2,500	0.00%
		45771	Alarm System Permit	116,736	149,810	0	200,000	200,000	0.00%
		45774	Fixed Fire Protection	22,500	16,920	0	18,000	18,000	0.00%
		45780	Special FP Inspections	13,800	12,755	0	15,000	15,000	0.00%

Special Revenue Funds									
Fund Desc	**Dept**	**Account**	**Description**	**2012 Actual**	**2013 Actual**	**2014 Budget**	**2015 Budget**	**2015 - 2014 $ Change**	**2015 - 2014 % Change**
480 - Development	4811	45781	Sprinkler Permit Fees	155,530	151,424	0	220,000	220,000	0.00%
		45785	Off Duty Inspections	11,850	10,100	0	8,000	8,000	0.00%
		45957	Fines No Permit	3,697	2,555	0	3,000	3,000	0.00%
		46170	Reimbursement from other Funds	0	0	0	43,858	43,858	0.00%
480 - Development Review Enterprise Total				**1,862,826**	**1,740,317**	**1,611,102**	**1,759,438**	**148,336**	**9.21%**
485 - Stormwater Enterprise	7810	41397	Late Fees	(18)	0	0	0	0	0.00%
		42305	Residential Fees	1,438	0	0	0	0	0.00%
		42310	Commercial Fees	(1,296)	0	0	0	0	0.00%
		46025	Interest	28,273	0	0	0	0	0.00%
485 - Stormwater Enterprise Total				**28,397**	**0**	**0**	**0**	**0**	**0.00%**
501 - Support Services	8121	40150	Restitution	1,318	0	0	0	0	0.00%
		42620	Enterprise Fund Utilities	6,832,171	6,162,791	0	0	0	0.00%
		42665	City Other Dept	5,894,740	5,065,214	0	0	0	0.00%
		42680	City Police Unit	2,424,279	2,539,175	0	0	0	0.00%
		42705	Other	399,349	332,059	0	0	0	0.00%
		42710	Other Revenue	13,021	23,755	0	0	0	0.00%
		42735	Special Funds Miscellaneous	954,767	351,778	0	0	0	0.00%
		42883	Rev Paging System	(710)	0	0	0	0	0.00%
		44025	Cash Over Short	0	8	0	0	0	0.00%
		46025	Interest	14,838	10,869	0	0	0	0.00%
	8145	42720	Other Billed Invoices	42,787	0	0	0	0	0.00%
	8163	42605	Ent Fund Util Allocation	0	169,052	0	0	0	0.00%
	8170	42605	Ent Fund Util Allocation	220,265	0	0	0	0	0.00%
	8126	40113	Miscellaneous	0	500	0	0	0	0.00%
501 - Support Services Total				**16,796,826**	**14,655,199**	**0**	**0**	**0**	**0.00%**
502 - Claims Reserve	7750	40113	Miscellaneous	240	1,147	0	0	0	0.00%
		40224	Contribution From Golf	3,500	3,500	3,500	3,500	0	0.00%
		40225	Contribution From PPHwy	5,000	5,000	5,000	5,000	0	0.00%
		40226	Contribution From Cemetery	1,000	1,000	1,000	1,000	0	0.00%
		40383	Contribution From Dev Review	2,000	2,000	2,000	2,000	0	0.00%
		44020	Miscellaneous General	500,004	523,504	988,500	800,000	(188,500)	(19.07%)
		46025	Interest	6,483	2,638	0	0	0	0.00%
502 - Claims Reserve Total				**518,227**	**538,789**	**1,000,000**	**811,500**	**(188,500)**	**(18.85%)**
503 - Workers Compensation	7730	40113	Miscellaneous	2,090	272	0	0	0	0.00%
		42750	City Ins Excess	376,979	491,096	0	0	0	0.00%
		42755	CSU Ins Excess	141,600	17,638	0	0	0	0.00%
		42760	City Subrogation	116,553	91,110	0	0	0	0.00%
		42770	City Workers Comp	3,578,614	3,323,111	6,839,000	3,897,851	(2,941,149)	(43.01%)
		42775	Utilities Workers Comp	1,228,196	777,110	1,000,000	1,000,000	0	0.00%
		44025	Cash Over Short	0	(1)	0	0	0	0.00%
		45665	Copy Fees	0	193	0	0	0	0.00%
		45760	Witness Fees	15	0	0	0	0	0.00%
		46025	Interest	25,640	18,444	61,000	61,000	0	0.00%
	7740	40132	Physical Therapy Clinic	110,146	114,785	100,000	100,000	0	0.00%
	7720	45665	Copy Fees	0	397	0	0	0	0.00%
503 - Workers Compensation Total				**5,579,834**	**4,834,155**	**8,000,000**	**5,058,851**	**(2,941,149)**	**(36.76%)**
504 - Employee Benefits Fund	9895	40138	Dental Premiums	2,118,752	2,139,516	0	0	0	0.00%
		40139	Vision Premiums	444,173	393,303	0	0	0	0.00%
		40140	Medical Premiums	21,498,084	21,317,102	0	0	0	0.00%
		40169	Employee Assist Program	23	(66)	0	0	0	0.00%
		40170	Hra Benefit	131,815	150,157	0	0	0	0.00%
		42735	Special Funds Miscellaneous	6,852	0	0	0	0	0.00%
		45901	Miscellaneous	8,385	0	0	0	0	0.00%
		46025	Interest	10,630	954	10,630	10,630	0	0.00%
		46153	Transfer From Other Funds	0	347,848	32,361,365	33,861,365	1,500,000	4.64%
	9896	40143	Utility Clinic Services	88,638	77,210	75,000	75,000	0	0.00%
		40144	City Clinic Co Pay	38,420	37,081	34,000	34,000	0	0.00%
		44025	Cash Over Short	1	0	0	0	0	0.00%
		45665	Copy Fees	0	51	0	0	0	0.00%
504 - Employee Benefits Fund Total				**24,345,773**	**24,463,156**	**32,480,995**	**33,980,995**	**1,500,000**	**4.62%**

Special Revenue Funds									
Fund Desc	**Dept**	**Account**	**Description**	**2012 Actual**	**2013 Actual**	**2014 Budget**	**2015 Budget**	**2015 - 2014 $ Change**	**2015 - 2014 % Change**
505 - Office Services	8138	42605	Ent Fund Util Allocation	0	0	0	243,378	243,378	0.00%
		42660	City Allocation	0	0	0	679,180	679,180	0.00%
		42720	Other Billed Invoices	462	0	0	0	0	0.00%
		44025	Cash Over Short	0	(26)	0	0	0	0.00%
		46025	Interest	883	1,214	800	800	0	0.00%
	8139	42605	Ent Fund Util Allocation	366,791	335,235	335,000	0	(335,000)	(100.00%)
		42625	Enterprise Fund Util Worder	99,489	91,770	100,000	90,000	(10,000)	(10.00%)
		42630	Postage	231,887	327,817	340,000	340,000	0	0.00%
		42632	Records	53,060	51,780	60,000	60,000	0	0.00%
		42650	City Workorders	53,769	133,388	110,000	115,000	5,000	4.55%
		42660	City Allocation	582,504	582,381	596,497	0	(596,497)	(100.00%)
		42710	Other Revenue	1,584	15,175	1,000	5,000	4,000	400.00%
		42720	Other Billed Invoices	93,642	135,310	150,000	150,000	0	0.00%
		42725	Other Workorders	193,756	22,881	65,000	75,000	10,000	15.38%
505 - Office Services Total				**1,677,827**	**1,696,926**	**1,758,297**	**1,758,358**	**61**	**0.00%**
506 - Radio Communications	8145	42605	Ent Fund Util Allocation	9,996	9,996	25,036	0	(25,036)	(100.00%)
		42660	City Allocation	1,004,208	979,896	990,825	550,825	(440,000)	(44.41%)
		42720	Other Billed Invoices	43,614	34,136	68,217	66,308	(1,909)	(2.80%)
		42785	Rev Site Leases	232,926	158,008	207,270	217,633	10,363	5.00%
		42880	Rev Parts Purch Resale	0	4,658	0	0	0	0.00%
		42883	Rev Paging System	51,378	44,687	35,640	33,960	(1,680)	(4.71%)
		42886	Rev Non City Svcs	290,593	253,390	163,277	190,000	26,723	16.37%
		42888	Rev PPRCN	394,010	404,010	394,010	0	(394,010)	(100.00%)
		46025	Interest	5,115	3,745	0	0	0	0.00%
506 - Radio Communications Total				**2,031,839**	**1,892,527**	**1,884,275**	**1,058,726**	**(825,549)**	**(43.81%)**
601 - CD Smith Senior Center Trust	9706	44060	Gain Loss On Investment	0	(2,840)	0	0	0	0.00%
		46025	Interest	26,759	17,645	75,000	75,000	0	0.00%
601 - CD Smith Senior Center Trust Total				**26,759**	**14,805**	**75,000**	**75,000**	**0**	**0.00%**
605 - Cemetery Endowment	9709	41940	Endowments	78,943	70,965	250,000	250,000	0	0.00%
		44050	Gain Loss On Sale Of Assets	(101,076)	(36,664)	0	0	0	0.00%
		44060	Gain Loss On Investment	700,385	748,029	0	0	0	0.00%
605 - Cemetery Endowment Total				**678,251**	**782,330**	**250,000**	**250,000**	**0**	**0.00%**
607 - TOPS Maintenance	9711	46025	Interest	2,976	2,842	11,500	11,500	0	0.00%
	9713	46025	Interest	4,119	3,932	0	0	0	0.00%
607 - TOPS Maintenance Total				**7,095**	**6,774**	**11,500**	**11,500**	**0**	**0.00%**
651 - Gift Trust	1199	40008	HRC Committee Gt	3,065	0	0	0	0	0.00%
		40084	USOC Headquarters	51,630	0	0	0	0	0.00%
		40294	Spirit Of Spgs Program	2,500	0	0	0	0	0.00%
		40407	4Th July Event	21,728	18,000	0	0	0	0.00%
	1399	40002	Employee Christmas Party	3,118	1,333	0	0	0	0.00%
		40020	Green Committee	0	490	0	0	0	0.00%
		40328	Xerox Sponsorship	21,000	0	0	0	0	0.00%
	2199	40010	Police Foundation Fund	10,200	7,690	0	0	0	0.00%
		40014	Teddy Bear Program	0	100	0	0	0	0.00%
		40023	Police Comm Relations	0	200	0	0	0	0.00%
		40024	Div Crime Prevention	15,693	16,269	0	0	0	0.00%
		40072	Police Schooling Seminars	5,775	2,000	0	0	0	0.00%
		40174	Cit Gift Trust	0	15,000	0	0	0	0.00%
		40182	Police K9	0	492	0	0	0	0.00%
		40362	Child Sfty Seat Prog Trust	2,540	1,240	0	0	0	0.00%
		40417	Cadet Gift Trust	500	1,831	0	0	0	0.00%
		40422	CAC Gift Trust	335	0	0	0	0	0.00%
		40430	VNI Gift	122,327	98,625	0	0	0	0.00%
		40460	Variable Wattage Lighting	0	135,000	0	0	0	0.00%

Special Revenue Funds									
Fund Desc	Dept	Account	Description	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2015 - 2014 $ Change	2015 - 2014 % Change
651 - Gift Trust	2299	40003	Animal Emergency Care	1,138	250	0	0	0	0.00%
		40013	FD Honor Guard	0	475	0	0	0	0.00%
		40019	Fire Medic Equip Trng Trust	1,000	1,710	0	0	0	0.00%
		40201	Fire Safety Factor	13,000	15,396	0	0	0	0.00%
		40204	Community Health Fire Gt	5,000	34,000	0	0	0	0.00%
		40205	Fire Gifts For Stations	25,404	9,148	0	0	0	0.00%
		40209	Wildland Mitigation	65,275	38,655	0	0	0	0.00%
		40257	Juvenile Fire Setter Prog	7,897	5,270	0	0	0	0.00%
		40345	OEM Fairs	46,210	0	0	0	0	0.00%
		40373	Fire Camp For Young Girls	40	0	0	0	0	0.00%
		40386	Med Programs	1,860	1,790	0	0	0	0.00%
		40387	Wildland	1,000	0	0	0	0	0.00%
		40396	FD Chaplain Program	500	0	0	0	0	0.00%
		40452	Waldo Canyon Gt	38,827	10,615	0	0	0	0.00%
	3099	40025	Bicycle Proj Gift Trust	44	2,040	0	0	0	0.00%
		40200	Emergency Spillway Gift	25,000	0	0	0	0	0.00%
		40214	Pikes Peak Preservation	8,840	8,439	0	0	0	0.00%
		40218	Debris Screen Gift	30,000	0	0	0	0	0.00%
		40434	Bike Map Gift Trust	7,705	503	0	0	0	0.00%
		40454	Waldo Canyon Restoration	15,000	0	0	0	0	0.00%
		40456	Waldo Canyon Restoration Match	50,000	1,000	0	0	0	0.00%
		40457	Floodwall Install Gift	15,000	0	0	0	0	0.00%
	4099	40040	Gift Therapeutic	37,680	38,879	0	0	0	0.00%
		40315	Gift Hillside Scholarship	825	1,538	0	0	0	0.00%
		40317	Gift Deerfield	3,748	6,454	0	0	0	0.00%
		40318	Gift Meadows Park	413	25,110	0	0	0	0.00%
		40319	Gift Hillside	7,038	24,032	0	0	0	0.00%
		40321	Gift Community Ctr General	2,605	16,823	0	0	0	0.00%
	4899	40270	Geo Haz Study Consultants	1,381	2,653	0	0	0	0.00%
	5199	40009	PRCS Empl Picnic	180	429	0	0	0	0.00%
		40022	Helen Hunt Falls	80,570	32,799	0	0	0	0.00%
		40028	Cemetery Restoration	0	1,020	0	0	0	0.00%
		40035	Garden Of The Gods Fndtn	120,353	123,963	0	0	0	0.00%
		40036	Rock Ledge Ranch General	15,396	26,610	0	0	0	0.00%
		40039	Visitor Centers	12,566	9,948	0	0	0	0.00%
		40051	Palmer Park Traf Control	500	0	0	0	0	0.00%
		40053	Tree Memorials	0	300	0	0	0	0.00%
		40057	Park Rec Maintenance	103,727	27,346	0	0	0	0.00%
		40059	Sports And Facilities	5,164	8,660	0	0	0	0.00%
		40060	Design And Develop	1,855	9,000	0	0	0	0.00%
		40064	Rockledge LHA	22,189	12,500	0	0	0	0.00%
		40070	Cheyenne Meadows Park	(5,010)	0	0	0	0	0.00%
		40181	Cheyenne Canon	0	1,000	0	0	0	0.00%
		40183	N Chey Canon Visitors Ctr	23,500	0	0	0	0	0.00%
		40184	Ice Center	950	0	0	0	0	0.00%
		40199	TAT Gog Maintenance	33,203	30,967	0	0	0	0.00%
		40210	N Lewis Park Maintenance	0	146,000	0	0	0	0.00%
		40211	General Forestry	5,450	11,089	0	0	0	0.00%
		40213	Greenhouse	0	50	0	0	0	0.00%
		40217	Springs In Bloom	150	300	0	0	0	0.00%
		40248	Manitou Incline	150,000	9,680	0	0	0	0.00%
		40269	Safety Patrol GOG	16,000	20,000	0	0	0	0.00%
		40273	Boxing Program	20,705	19,357	0	0	0	0.00%
		40305	Trails	0	2,000	0	0	0	0.00%
		40327	Pikes Peak Pickleball Gt	500	1,000	0	0	0	0.00%
		40344	Parks And Rec Maps	15	22	0	0	0	0.00%
		40378	City Auditorium	3,075	7,060	0	0	0	0.00%
		40392	Friends Of GOG	37,949	7,840	0	0	0	0.00%
		40395	Gog Youth Programs	1,900	1,750	0	0	0	0.00%
		40397	RLR Fid Vit And Vino	0	754	0	0	0	0.00%

Special Revenue Funds									
Fund Desc	**Dept**	**Account**	**Description**	**2012 Actual**	**2013 Actual**	**2014 Budget**	**2015 Budget**	**2015 - 2014 $ Change**	**2015 - 2014 % Change**
651 - Gift Trust	5199	40403	Palmer Tree Coalition	3,655	2,878	0	0	0	0.00%
		40444	Red Rock Canyon Gt	0	520	0	0	0	0.00%
		40451	Broadmoor Bluff Park Gt	1,425	1,475	0	0	0	0.00%
		40453	Waldo Canyon P&T Restoration	2,905	0	0	0	0	0.00%
		40458	Waldo Canyon Forestry Tech	0	25,000	0	0	0	0.00%
		40459	FMVP - Stonework	0	12,505	0	0	0	0.00%
		44020	Miscellaneous General	0	0	1,900,000	1,900,000	0	0.00%
	5699	40042	Museum	79,520	78,207	0	0	0	0.00%
		40044	Museum U Archives	3,759	44,664	0	0	0	0.00%
		40046	Museum EB And WS Jackson Trust	500	0	0	0	0	0.00%
		40189	Giddings Gift Trust	98,283	0	0	0	0	0.00%
		40311	Museum R Bergen	2,167	0	0	0	0	0.00%
		40394	Sculpture Maintenance Account	2,500	0	0	0	0	0.00%
651 - Gift Trust Total				**1,518,441**	**1,219,741**	**1,900,000**	**1,900,000**	**0**	**0.00%**
654 - Therapeutic Recreation	9708	46025	Interest	36	35	300	300	0	0.00%
654 - Therapeutic Recreation Total				**36**	**35**	**300**	**300**	**0**	**0.00%**

2015 Performance Measures

JOBS — Strategic Plan Goal #1

Support an increase in private sector civilians employed by an average of 6,000 per year by being the most business and citizen friendly city of our size in the United States of America.

Community Indicators/Benchmarks

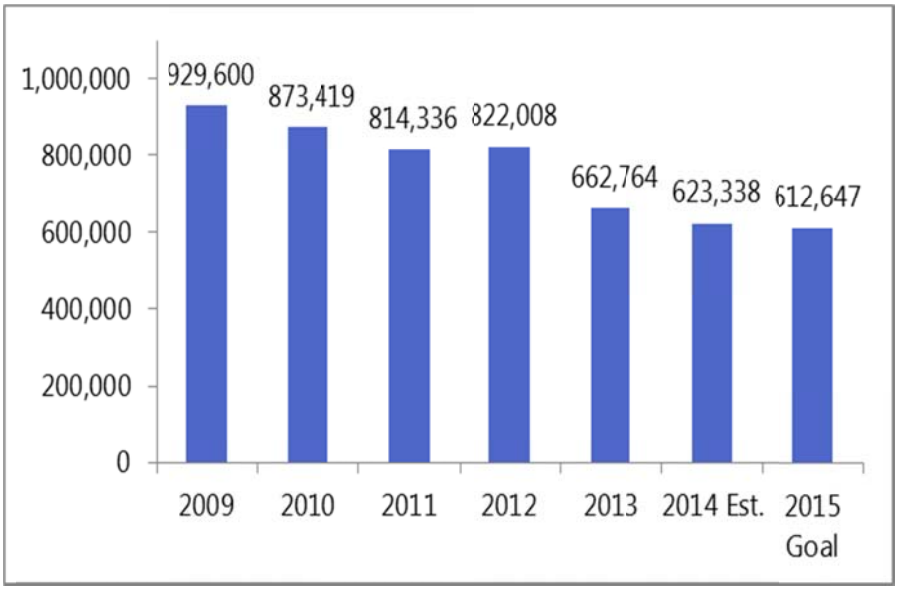
- Airport Enplanements

Departmental Performance Measures

How well do we perform our functions?

- Cost per Enplanement (Airport)
- Passenger Driven Non-Airline Revenue (Airport)
- Plan Review Turnaround Times (Planning & Development)
- Affordable Housing Units (Economic Vitality)
- Rapid Response Utilization (Economic Vitality)
- Good Government Press Releases (Communications)

Airport Enplanements – Stabilizing at a Lower Level of Air Service



Source: Colorado Springs Airport

Until their 2013 exit from the Colorado Springs Airport market, Frontier Airlines generated 20% of the airport's passenger traffic.

The Colorado Springs Airport anticipates recapturing previous Frontier passenger traffic through Alaska Airlines flights and legacy carriers.

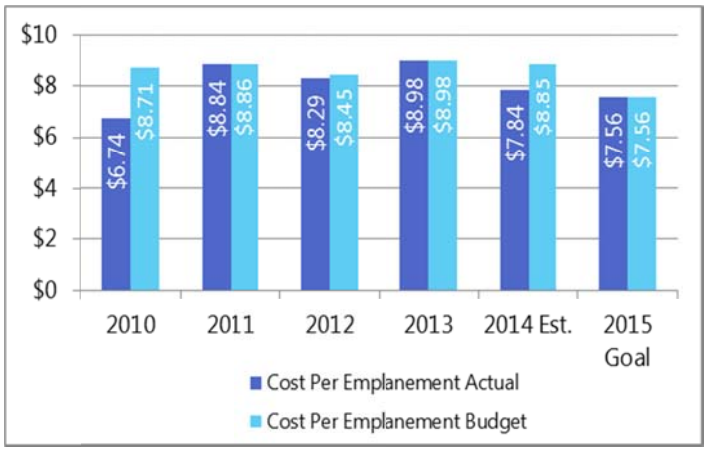
However, the City will continue to actively pursue additional air service to ensure the long-term viability of the Airport and its ability to drive local economic growth.

Community Indicators/Benchmarks Summary

While the City of Colorado Springs experienced declining economic conditions during the recession, economic conditions have since improved marginally. The City, together with local economic development partners and the business community, will look to leverage positive trends in the local economy to drive further year-over-year growth in jobs.

Departmental Performance Measures

Colorado Springs Airport

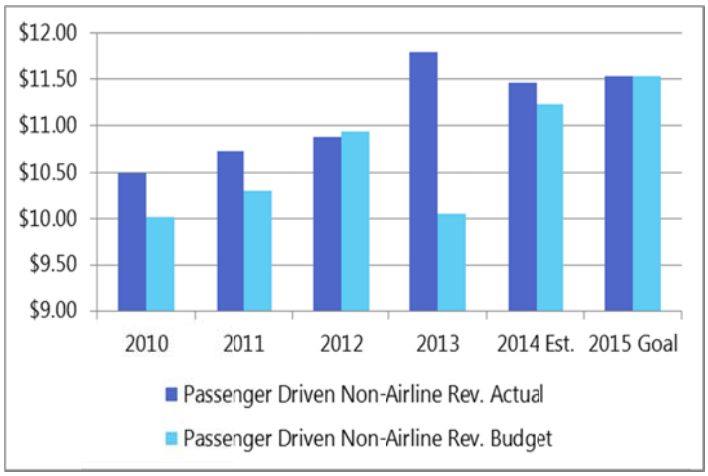


Cost Per Enplanement

GOAL:
Maintain a CPE (Cost Per Enplanement) of $8.85 or lower at the COS Airport.

WHY:
The CPE is a measure of the airlines' cost per enplanement. Through reducing Airport operating and debt costs, the Airport lowers airlines' CPE - thereby incentivizing increased air service.

Colorado Springs Airport

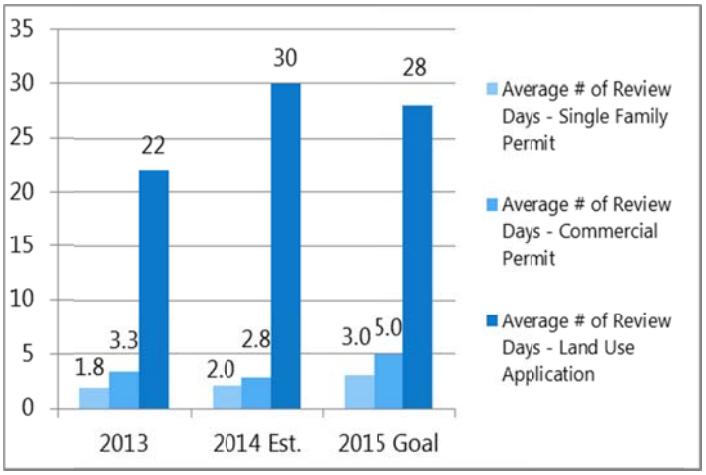


Passenger Driven Non-Airline Revenue

GOAL:
Maximize non-airline revenue per passenger (at or above $11.00).

WHY:
Through development and growth of airline offerings (concessions, lounge, etc.), these additional revenue sources help offset expenses, thereby reducing airline rates, increases the attractiveness of the COS Airport.

Planning & Development



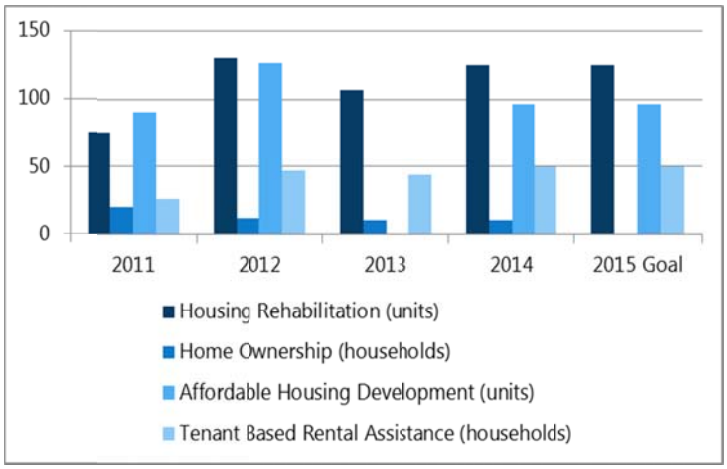
Plan Review Turnaround Times

GOAL:
With increasing development activity, maintain single family permit reviews under 3.0 days, commercial permit reviews under 5.0 days, and land use applications under 28 days.

WHY:
Reduced plan review times are a top priority of the development community; maintaining reasonable and responsible review times helps the City maintain a business-friendly culture.

Departmental Performance Measures

Economic Vitality

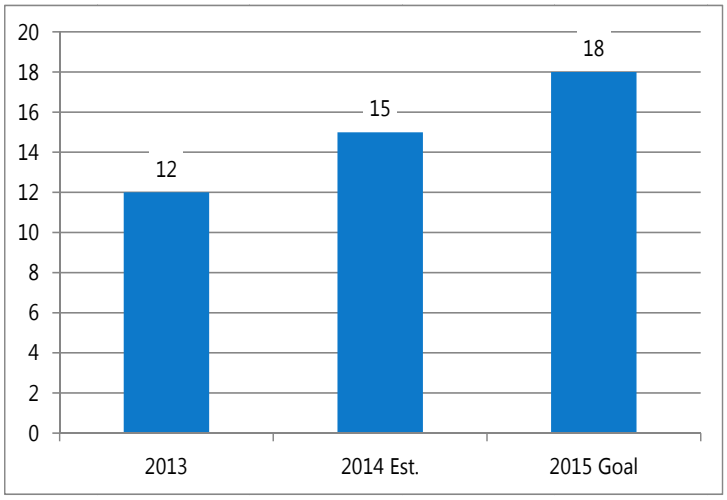


Affordable Housing

GOAL:
Assist with affordable, clean, and safe housing through home rehabilitation, home ownership and rental assistance.

WHY:
Increasing the number of affordable housing units for rental and homeownership increases the ability for the community to maintain affordable housing.

Economic Vitality

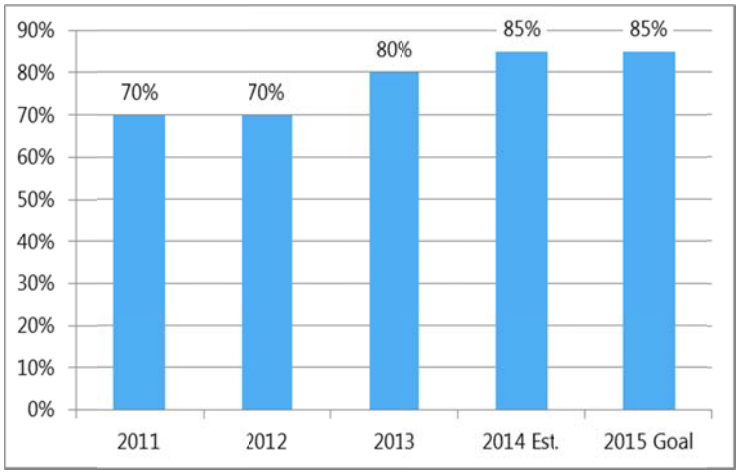


Rapid Response Utilization

GOAL:
Increase the number of businesses using the Rapid Response program.

WHY:
The Rapid Response program provides new/expanding businesses with an expedited process for City approvals and processes. It is essential to enhancing the business-friendly culture of the City and providing a positive first-look at the City for new businesses.

Communications



Good Government Press Releases

GOAL:
Increase percent of all press releases that are "good government" focused.

WHY:
Through publishing "good government" releases that highlight how the City is improving services and/or becoming more efficient or effective, communications serves a means to inform citizens of positive City developments.

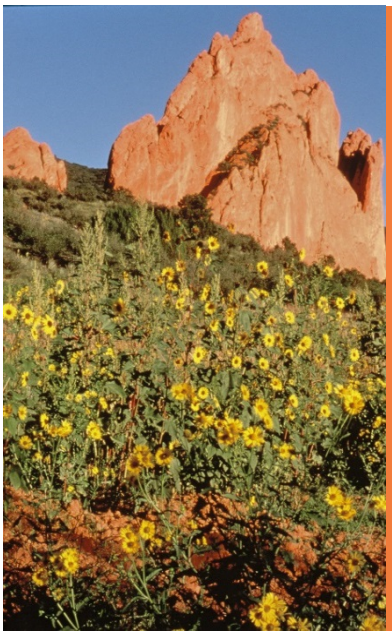
TRANSFORMING GOVERNMENT — Strategic Plan Goal #2

Transform City Government to be fiscally sustainable within limited resources while delivering consistent quality core services.

Community Indicators/Benchmarks

How well are we achieving our long-term goals?

- Debt Per Capita
- Pavement Quality Index
- Capital Improvement Dollars Budgeted
- Fund Balance



Departmental Performance Measures

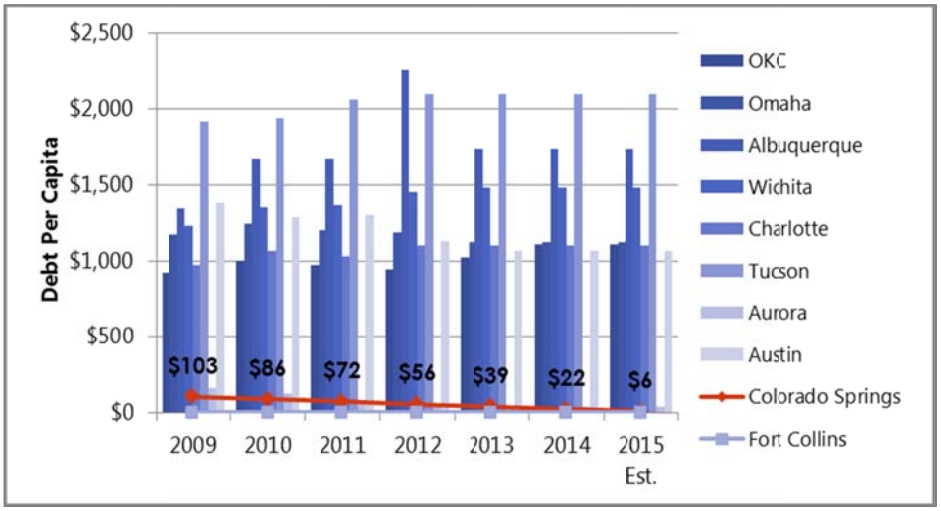
How well do we perform our functions?

- Potholes Turnaround Time (Public Works)
- Deteriorating Bridges (Public Works)
- Percent of IT Spend to "Run the Business" (IT)
- Percent of IT First Call Resolution (IT)
- Local Spend (Procurement)
- Health & Welfare Program Costs Per Plan Member
- Turnover Rate (Human Resources)
- Sales Tax On-Line Remittance (Finance)

Cities for Comparison on Transforming Government Measures:
Oklahoma City, OK; Omaha, NE; Albuquerque, NM; Wichita, KS; Charlotte, NC; Tucson, AZ; Fort Collins, CO; Aurora, CO; Austin, TX

Community Indicators/Benchmarks

Debt Per Capita – Minimal Outstanding City Debt

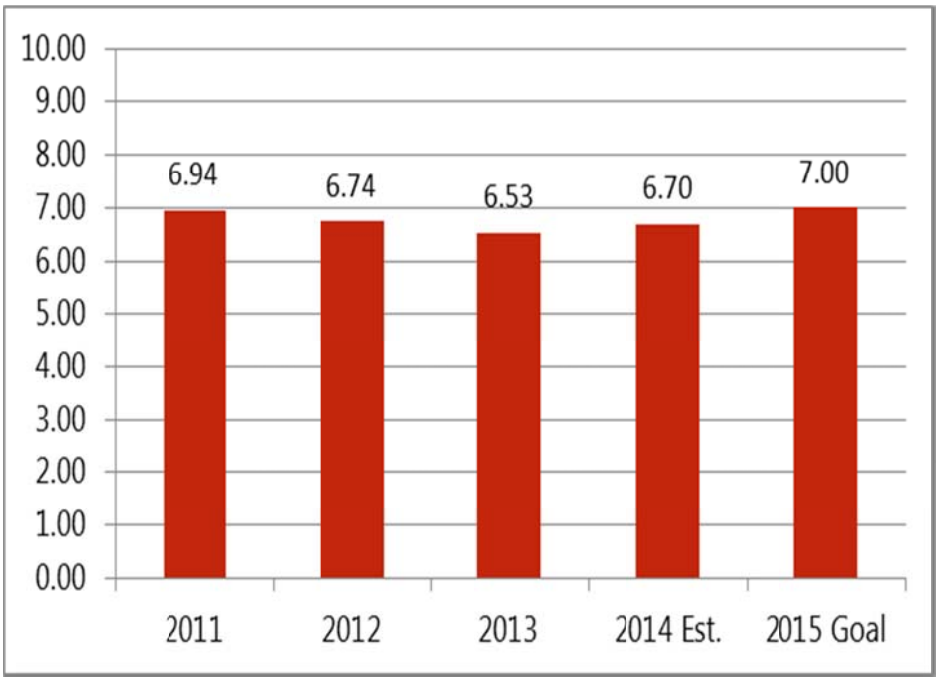


Source: Respective City Budgets/Websites

Comparable cities issue significant debt (largely General Obligation Bonds) to finance long-term projects and investments in City infrastructure, assets, and other projects.

In 1999, the City issued $87.9M in sales tax revenue bonds, with $10.6M in outstanding payments to date. The City currently has no general obligation debt.

Pavement Quality Index – Pavement Quality Remains Low



Source: City of Colorado Springs

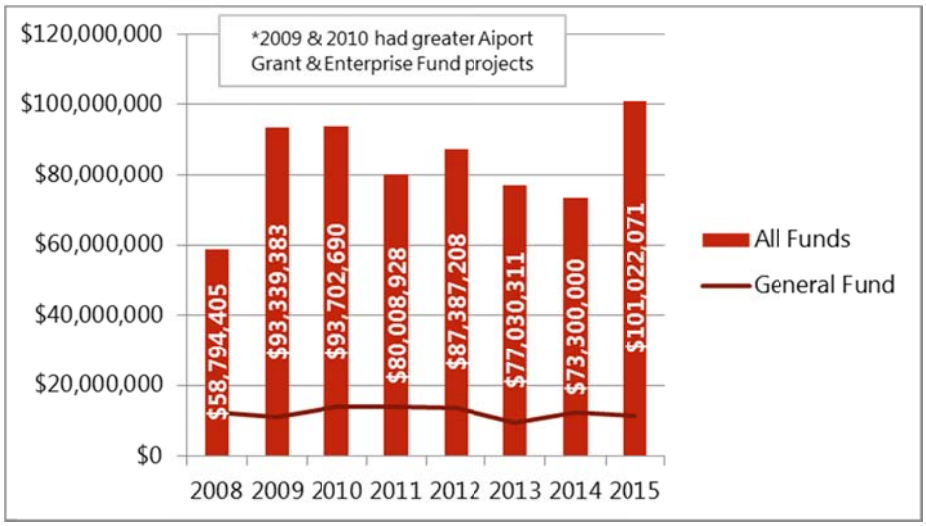
The City measures pavement quality across all City-maintained roads on an index of 1 through 10 (1 being the worst condition, 10 the best).

Currently, the inventory of City-maintained roads averages 6.70 but Streets believes they have stopped the decline and will continue to work to improve the rating.

In 2015, the Streets Division will seek to repair and/or maintain roads to bring the index back up to 7.00.

Community Indicators/Benchmarks

Capital Improvement Dollars Budgeted – Continued Investment

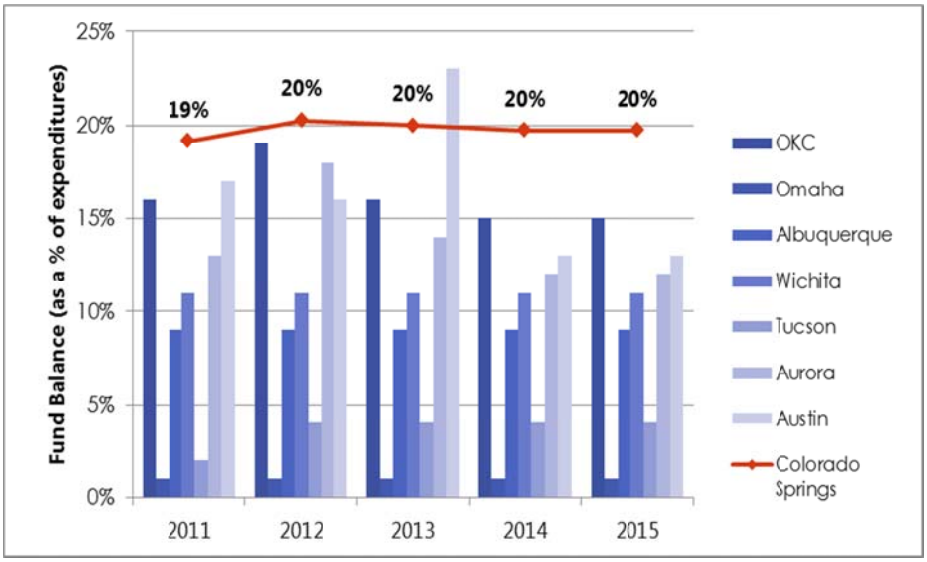


Source: City of Colorado Springs Historical Budgets

Although the total capital improvements budget has decreased slightly recently, funding still remains higher than in 2008. The General Fund contributes ~10%-20% of CIP dollars annually.

As the City grows and ages, infrastructure and asset needs continue to grow at a greater pace than the City's investment levels.

Fund Balance (General Fund) – Responsible Savings



Source: Respective Cities Budgets/Websites

The City of Colorado Springs has a higher General Fund balance than comparable cities.

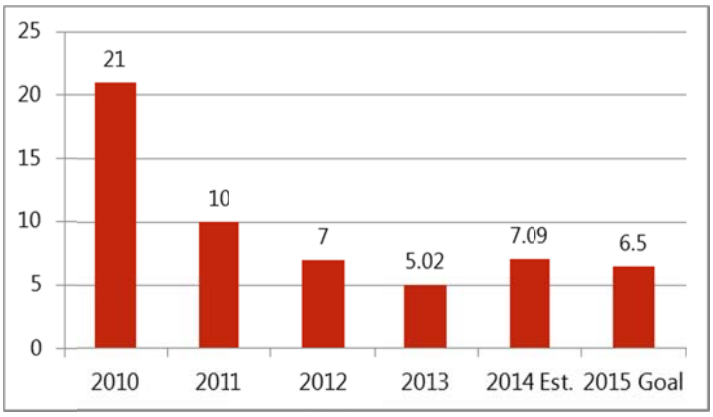
The fund balance is intended to create a responsible reserve should the City experience any significant emergencies or disasters requiring the use of additional, non-budgeted funds. The City will continue to seek to maintain a fund balance of ~25%.

Community Indicators/Benchmarks Summary

With lower-than-average debt service, lower property tax revenues, and a greater fund balance than comparable cities, the City will need to continue to pursue grant funding, partnerships, increase the volunteer base, and strategically invest in new and smart technology to improve and enhance services and provide the capital investments needed to maintain a well-preserved and functioning City.

Departmental Performance Measures

Public Works - Streets

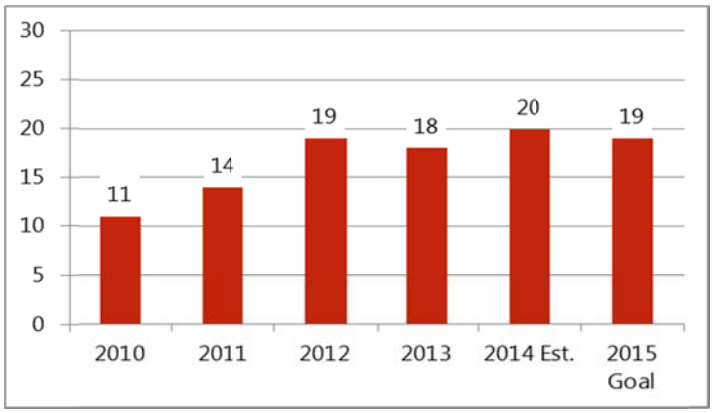


Potholes Turnaround Time In Days

GOAL:
Maintain a pothole turnaround time of 7 days.

WHY:
In order to maximize the number of pothole repairs and ensure that potentially damaging potholes are fixed in a reasonable timeframe, with the current level of City resources.

Public Works – City Engineering

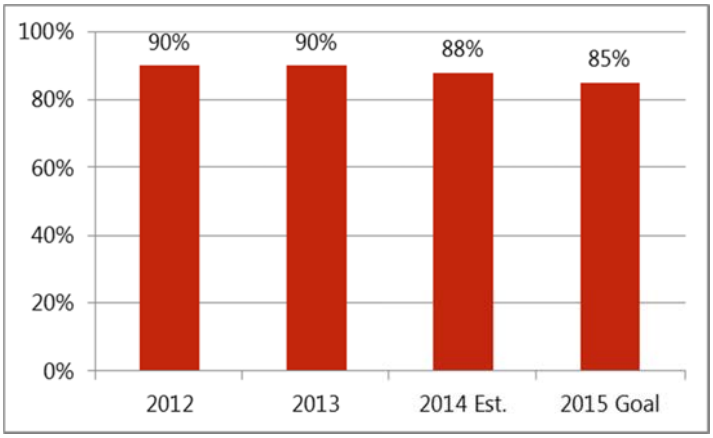


Deteriorating Bridges

GOAL:
Bring down the number of deteriorating bridges citywide.

WHY:
Maintaining the city's bridge infrastructure in a safe condition is a primary indicator of the safety of the City's infrastructure for citizens.

Information Technology

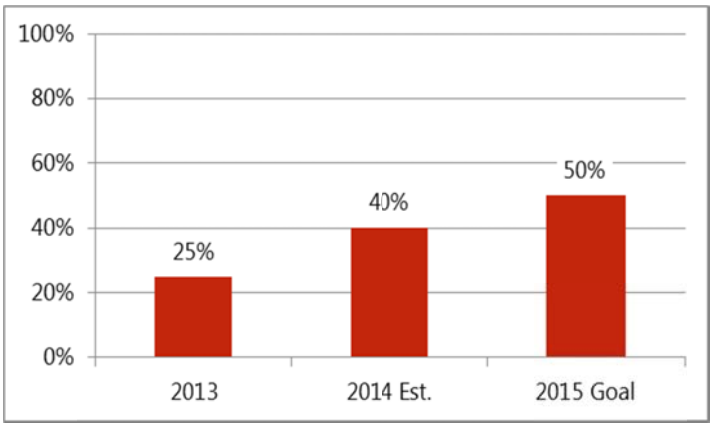


Percent of IT Spend to "Run the Business"

GOAL:
Decrease the amount of IT resources consumed by production support to increase resources for business transformation.

WHY:
Increasing resources for business transformation allows the City's IT department to focus on enhancing internal and citizen-facing technology.

Information Technology



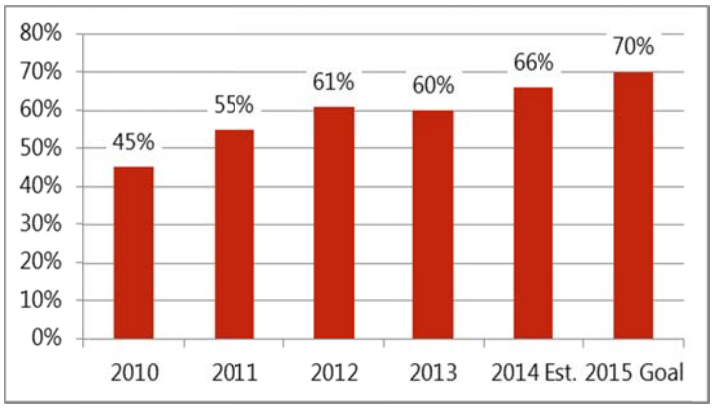
Percent of IT First Call Resolution

GOAL:
Increase first call resolution on internal IT customer service calls.

WHY:
To improve customer service internally and free up resources for other projects, the City's IT department continually seeks to increase the percent of IT calls resolved on the initial call to the IT service desk.

Departmental Performance Measures

Procurement



Local Spend

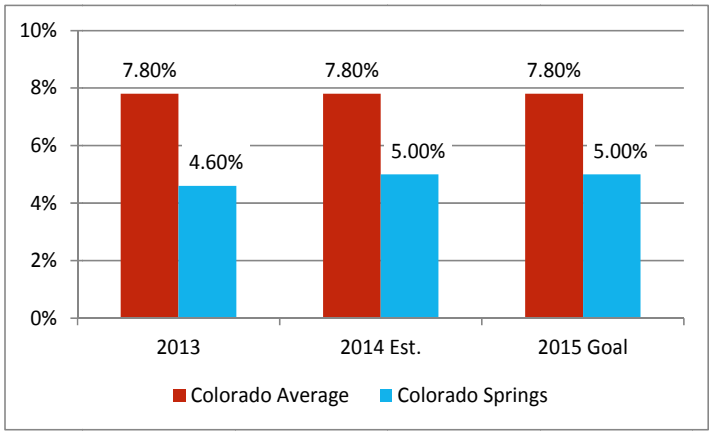
GOAL:

Maintain a local spend percentage of 55%.

WHY:

Per the "Think Local" resolution adopted in 2010, reaching out to local businesses in the selection criteria, where applicable, has resulted in appropriate increased local spending; boosting the local economy and supporting our locally operated businesses.

Human Resources



Health & Welfare Program Costs Per Plan Member

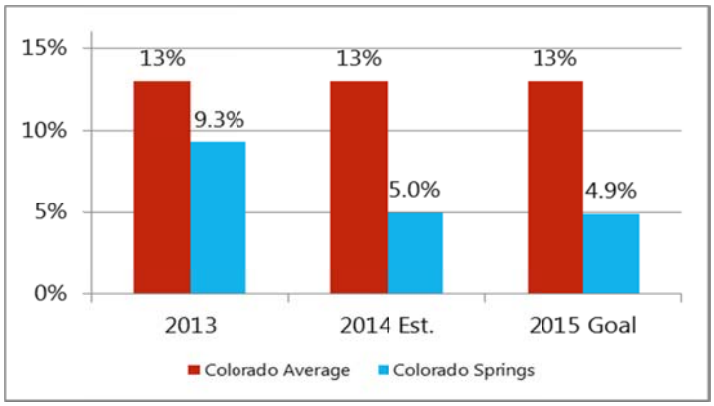
GOAL:

Maintain health and welfare program costs per plan member at or below the Colorado average.

WHY:

The City's health care program structure minimizes City costs and improves the health of employees.

Human Resources



Turnover Rate

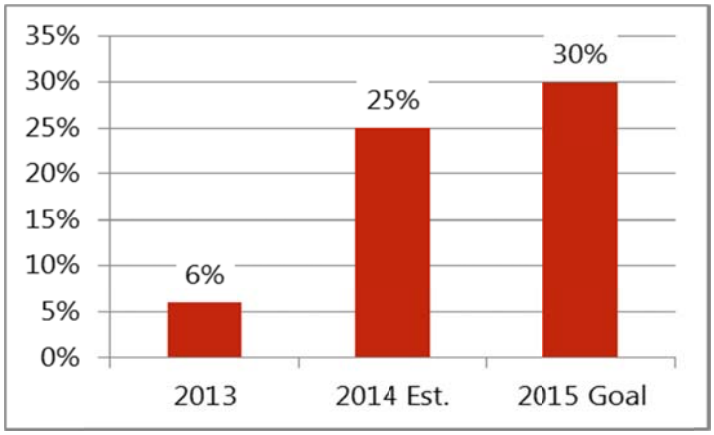
GOAL:

Maintain a turnover rate at or below the Colorado average.

WHY:

The City's ability to maintain a healthy turnover rate both contributes to cost savings and ensures a consistently high performing workforce.

Finance



Sales Tax On-Line Remittance

GOAL:

Sales Tax hopes to see 30% of sales tax returns filed through new on-line system in 2015. There was a dramatic increase from 2013 to 2014 in online filings.

WHY:

In September 2013, the Finance office began offering on-line sales tax remittance to improve customer service and ease of doing business with the City.

BUILDING COMMUNITY — Strategic Plan Goal #3

Build community through on-going dialogue with our citizens and local, regional and state leaders; and by encouraging private sector and non-profit initiatives to improve the well-being of everyone

Community Indicators/Benchmarks

How well are we achieving our long-term goals?

- Index Crimes Per 1,000 in Population
- Acres Mitigated
- 'ParkScore'
- Transit Revenue Service Hours/Capita
- 'Walk Score'
- Volunteer Hours Citywide

Departmental Performance Measures

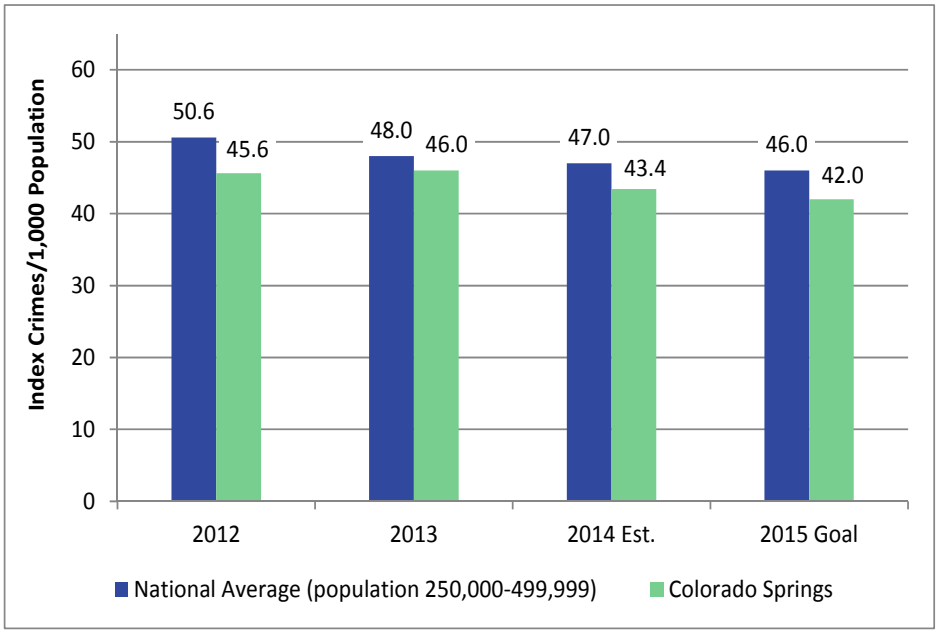
How well do we perform our functions?

- Crime clearance rates (Police)
- 8-Minute and 12-Minute Response Standards (Fire)
- Annual Number of Pikes Peak Visitors (Parks)
- Number of Golf Rounds Played/Course (Parks)
- Transit Ridership/Capita (Public Works)
- Contract Tree Pruning & Parks Crew Tree Hazard Removals (Parks)

Cities for Comparison on Transforming Government Measures:
Oklahoma City, OK; Omaha, NE; Albuquerque, NM; Wichita, KS; Charlotte, NC; Tucson, AZ; Fort Collins, CO; Aurora, CO; Austin, TX; Grand Rapids, MI; Boise, ID; Denver, CO

Community Indicators/Benchmarks

Index Crimes Per 1,000 in Population – Crime Below National Avg.

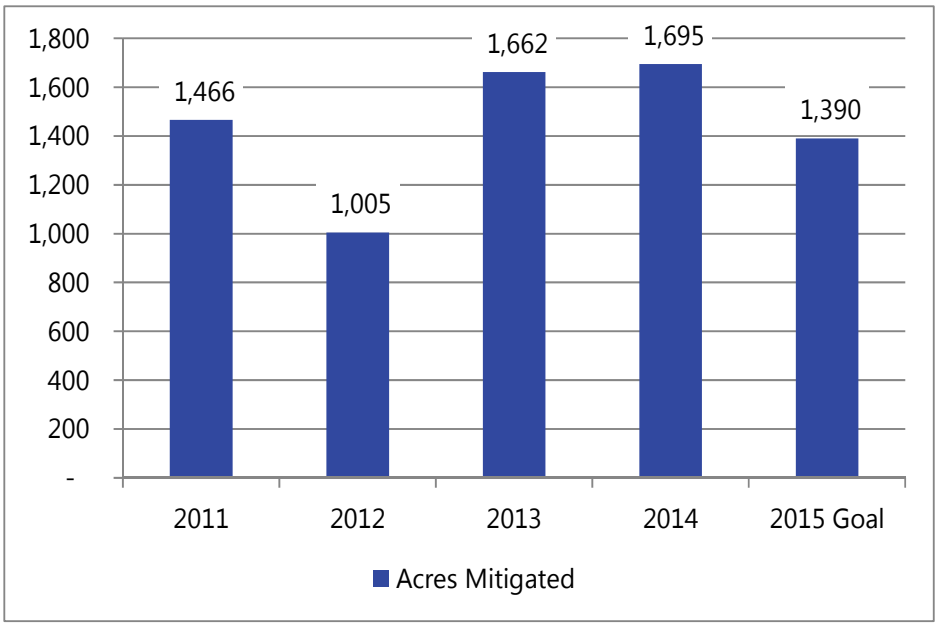


Source: FBI – UCR, Colorado Springs Police Department

The City of Colorado Springs' index crimes per 1,000 in population is below the national average for cities with populations between 250,000 and 499,999.

For 2015, the City strives to see a reduction in the crime rate from 2014, due to the increased utilization of the community service officer program and addition of police officers to the police force.

Acres Mitigated



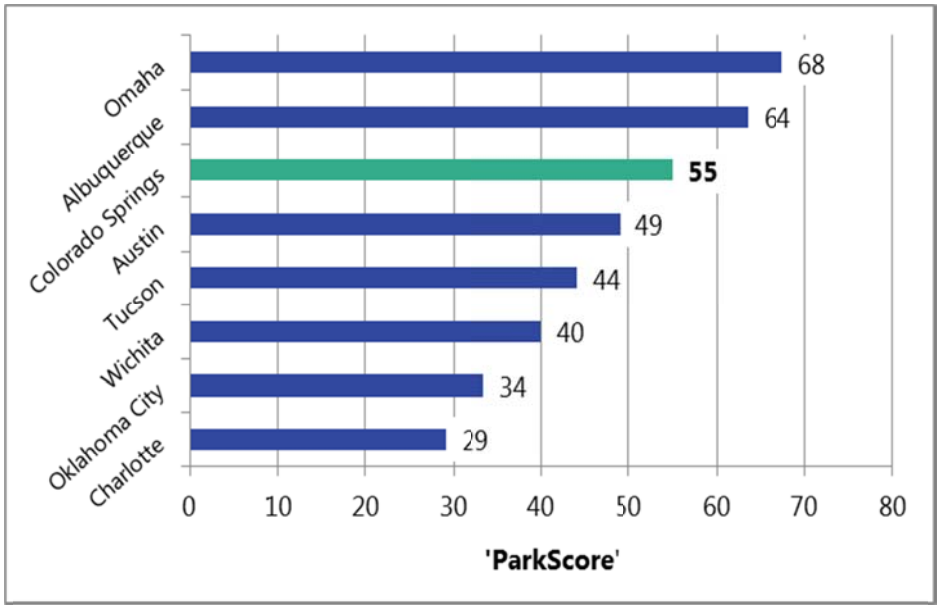
Source: City of Colorado Springs Fire Department

The City of Colorado Springs' Fire Department has a commitment to fire mitigation and education to actively work to reduce fire danger around the area.

The Fire Department's fire mitigation program dipped in 2012 due to the Waldo Canyon fire which consumed resources and time from the department but highlighted the need for continued mitigation around the Pikes Peak area.

Community Indicators/Benchmarks

'ParkScore' – A Top Parks City

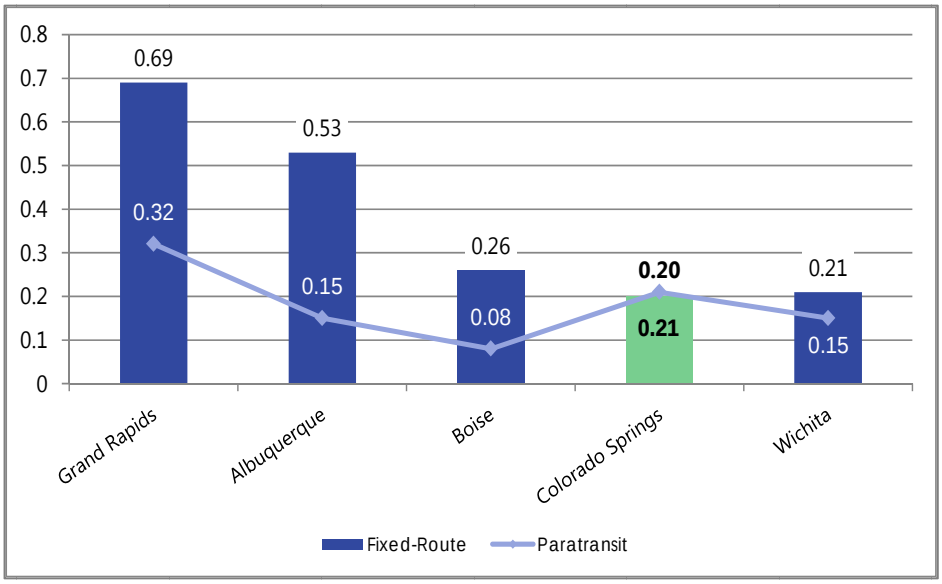


Source: The Trust for Public Land

The Trust for Public Land ranks the top 50 largest cities on a 'ParkScore' index (based on park acreage, service and investment in parks, and access), ranking the top 50 cities from a scale of 0-100. Colorado Springs ranks 14th, behind two of our comparable cities.

Colorado Springs received high scores in park acreage, and playgrounds, a medium score in access and a relatively low score in spending per resident.

Transit Revenue Service Hours/Capita – Average Transit Service Hours/Capita



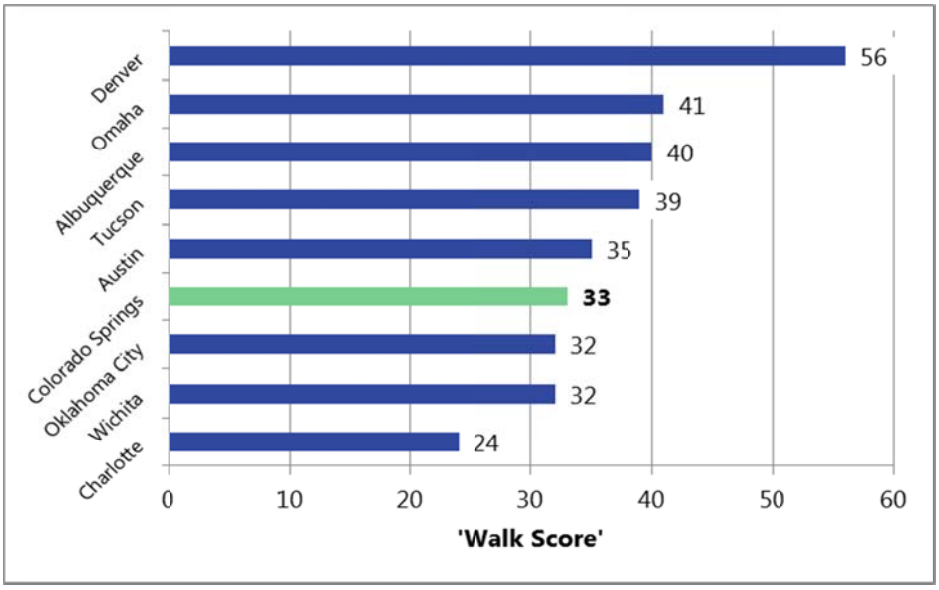
Source: Federal Transit Administration – National Transit Database

Compared to other similarly-sized communities, Colorado Springs provides a below average level of fixed-route bus service and average level of paratransit service, as measured by revenue service hours per capita.

Revenue service hours is a measurement of how much transit service is provided "on the street" within a community.

Community Indicators/Benchmarks

'Walk Score' – Below-Average Walkability

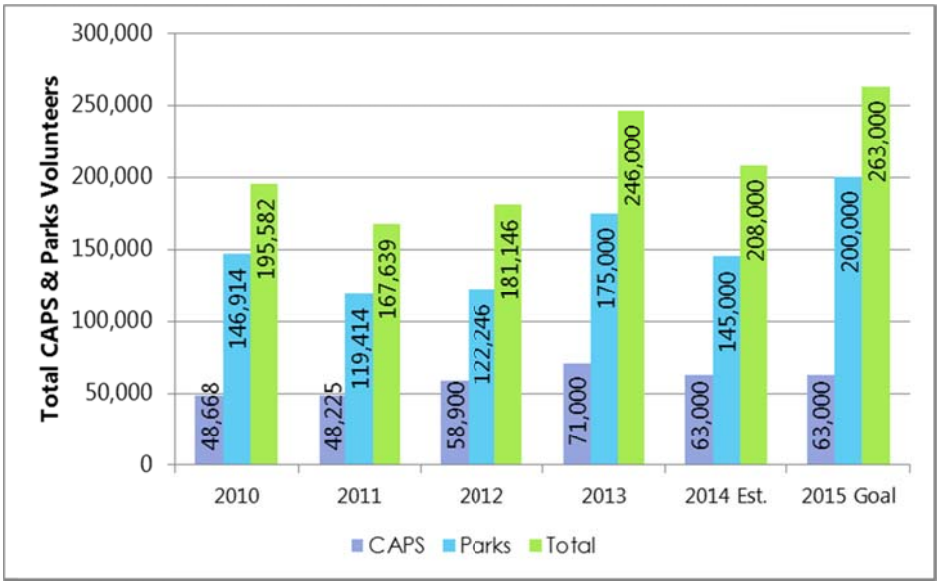


Source: Walk Score (2014)

Based on 'Walk Score', the City of Colorado Springs rates below average as compared to the peer set on average walkability across the City.

Walkability plays an important role in the attractiveness of a City. 'Walk Score' measures the walkability of any address based on distance to amenities, and pedestrian friendliness by analyzing population density and road metrics.

Volunteer Hours Citywide – Increased Volunteerism



Source: City of Colorado Springs (CAPS, Parks, and Total Volunteers)

Colorado Springs is fortunate to have a history and spirit of community and volunteerism, which not only brings the community together, but also helps extend City services and supplement the City's financial resources to get more done!

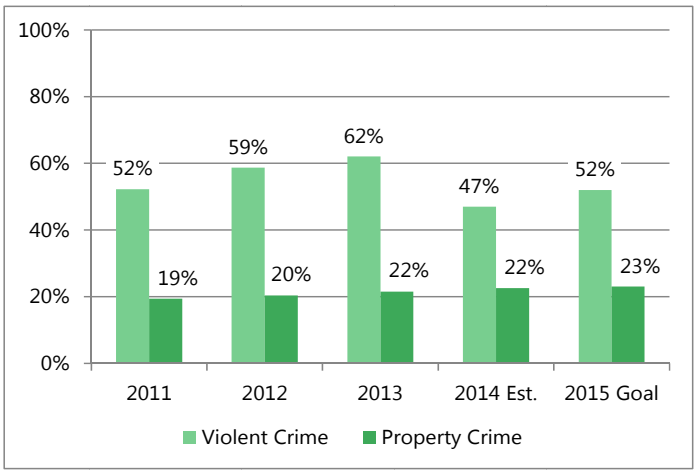
A majority of volunteers work within CAPS (Community Advancing Public Safety) and the Parks, Recreation and Cultural Services department.

Community Indicators/Benchmarks Summary

The City benefits from its natural resources, extensive park system and sense of community and volunteerism that supplements tax-funded City services and builds a stronger community. In 2014, the City will strengthen the community through increased public safety efforts, comprehensive multi-modal transportation planning that will build more walkable and livable communities, and expand transit services to improve accessibility.

Departmental Performance Measures

Police

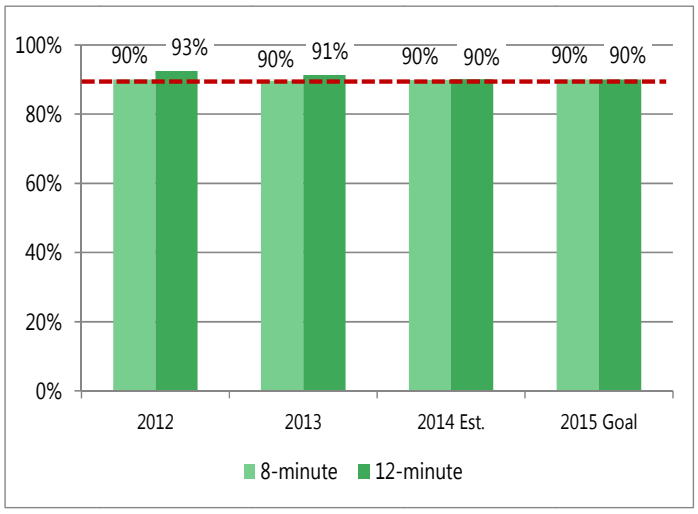


Crime Clearance Rates

GOAL:
Increase the number of reported crimes cleared by 5% by 2016 and remain above the national average of cities our size for clearance rates.

WHY:
Clearance rates on reported crimes provides an indication of the ability for the Police Department to solve crimes. An increased clearance rate shows improvement in solving crimes.

Fire

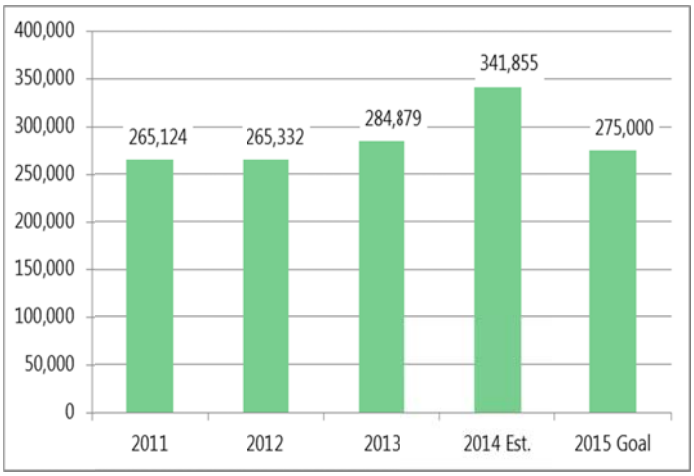


8-Minute and 12-Minute Response Standards

GOAL:
Maintain 8-minute and 12-minute response standards 90% of the time or greater (as shown by the dotted red line).

WHY:
Time is of the essence on 911 calls. The Fire Department strives to meet the response standards adopted by City Council (8 minutes for first unit; 12 minutes for minimum effective force).

Parks – Pikes Peak



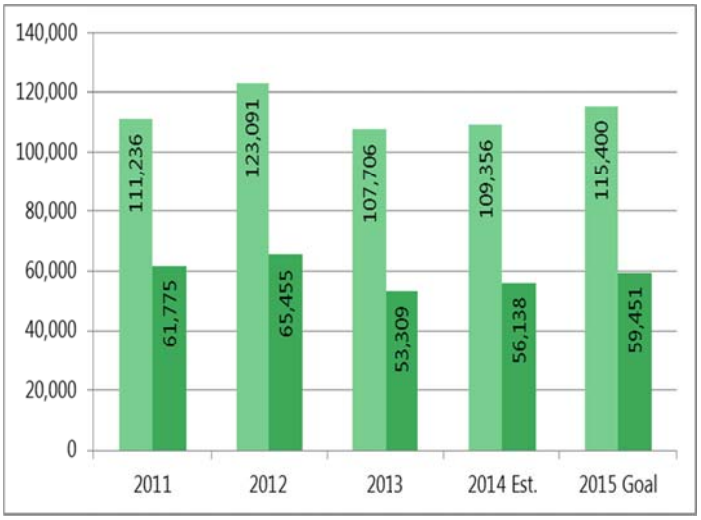
Annual Number of Pikes Peak Visitors

GOAL:
Maintain an annual number of visitors to Pikes Peak – America's Mountain of over 270,000.

WHY:
Pikes Peak – America's Mountain is one of the most recognized and visited mountains in the world. The City continues to invest in improvements to the visitor experience to drive increased visitation to the Mountain, which provides positive returns for the City.

Departmental Performance Measures

Parks – Golf

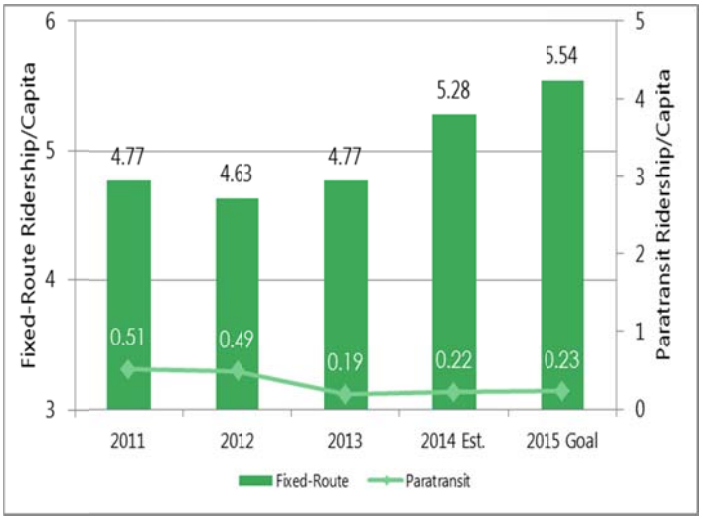


Number of Golf Rounds Played/Course

GOAL:
Realize year-over-year increases in number of rounds played at both golf courses.

WHY:
Both golf courses, as enterprises, need to generate enough revenue to sustain their self-supporting statuses. The courses are frequented by local golfers and host community events. It is important to the City that they remain fiscally sustainable and offer well-maintained courses.

Public Works - Transit

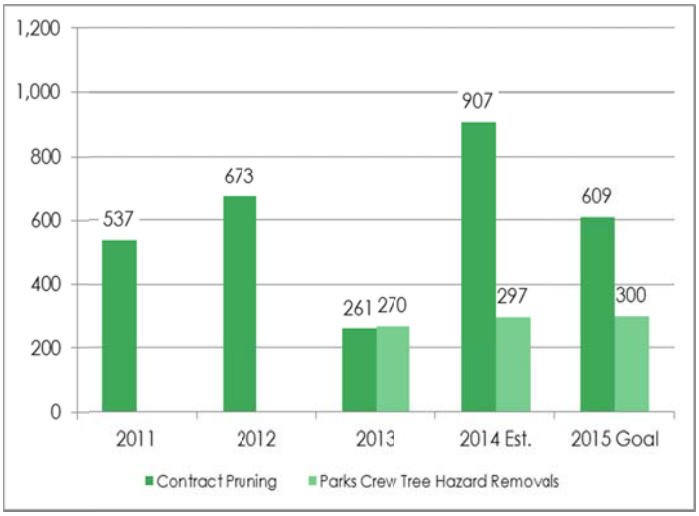


Transit Ridership/Capita

GOAL:
Increase transit ridership per capita by providing effective service along key corridors.

WHY:
Transit provides mobility for residents and connects people to jobs, school and other important community destinations. The strategic timing and locating of transit routes, due to sustained demand for transit services, should result in increased ridership, therefore increasing accessibility.

Parks - Forestry



Contract Tree Pruning & Parks Crew Tree Hazard Removals

GOAL:
Increase contract pruning; maintain level of parks crew tree removals to account for all hazards and citizen complaints.

WHY:
Scheduled tree pruning and tree hazard/ obstruction removals are important to maintaining the aesthetics of the City. The City began tracking hazard/obstruction removals in 2013.

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Glossary of Terms

Accrual Basis of Accounting – The basis of accounting that records revenue at the time earned and expenses when incurred, rather than when collected or paid.

Affordable Care Act – On March 23, 2010, President Obama signed comprehensive health reform, the Patient Protection and Affordable Care Act, into law. The law, and changes made to the law by subsequent legislation, focuses on provisions to expand coverage, control health care costs, and improve health care delivery system. Due to the complexity of the changes, requirements have been phased in over the last 4 years and additional requirements must be met for 2015 and beyond.

Allocated Administrative Costs – Allocates the cost of general administrative departments that are required to manage the City and provide support to all funds.

Annual Budget – A plan for the coordination of resources and expenditures. The budget is the financial plan for the City's allocation of resources to provide services, accomplish the City's goals and objectives, and perform activities.

Appropriation – The legal authorization given by City Council to spend funds that have been designated for a specific purpose.

American Recovery and Reinvestment Act – The American Recovery and Reinvestment Act (ARRA) was instituted in February of 2009 as a direct response to the economic crisis. This funding was designed to stimulate economic activity and long-term growth, create and retain jobs, and provide transparency for government spending.

Arterial Roadway Fund – Fees paid by landowners provide funding for the cost of constructing/ expanding freeway, expressway, and major or minor arterial roadway bridges.

Assigned Fund Balance – This describes the portion of fund balance that reflects the City's intended use of resources. This authority rests with Mayor and is delegated to staff through the use of encumbrances.

Balanced Budget – A budget in which revenue sources are identified to balance with expenditures for services provided in a specific fiscal year.

Ballfield Capital Improvements Fund – Fees paid by softball and baseball teams upon league registration provide funding for maintenance and improvements to baseball and softball fields throughout the city.

Banning Lewis Ranch Fund – General Annexor Obligation Fee, BLR Parkway, or Interchange Fees provide funding to reimburse those annexors who construct shared infrastructure or who fulfill Annexation Agreement obligations identified as reimbursable shared obligations within the BLR Annexor Shared Infrastructure Study.

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

Basis of Budgeting – The budget is prepared in a manner consistent with the Colorado Revised Statutes. All funds are included within the budget along with the programs supported. The City's budget is prepared completely on a modified accrual basis, which is the same as the Basis of Accounting for all funds except Enterprise Funds, Internal Services Funds, and certain Permanent Funds.

Beginning Fund Balance – The unexpended amount in a fund at fiscal year-end that is available for appropriation in the next fiscal year.

Bicycle Tax Fund – A sales tax on the purchase of all new and used bicycles purchased in the city provides funding for maintenance repair and expansion of the city's bikeway system.

Breakthrough Strategies – A defined strategy of a department/division objective with outcomes measured or completed by a determined timeframe that achieve the Mayor's goals for the City.

Business Improvement District (BID) – District created under Colorado Revised Statutes § 31-25-1201 *et. seq.* to finance public improvements and/or provide services within identified primarily non-residential areas. BIDs typically derive most of their revenue from a property tax, and they have the authority to issue debt.

Cable Franchise – Pursuant to franchise agreements approved by City Council, cable subscriber fees provide funding to the City for information technology strategic needs; to Southern Colorado Educational Televisions Consortium (SCETC) to continue operating their network and production truck; and to SpringsTV for implementation, equipment maintenance, staffing and communication needs.

Capital Improvement – A project of relatively high monetary value (at least $50,000), long life (at least five years), and the outcome of the project results in the creation of a fixed asset or a significant revitalization that upgrades and extends the useful life of a fixed asset.

Capital Improvements Program (CIP) – An annual updated plan of capital expenditures for public facilities and infrastructure (buildings, streets, etc.) with estimated costs, sources of funding, and schedule of work over a five-year period. A five-year plan is included as required by the Charter.

Capital Outlay – A major object category that includes expenditures for land purchase, buildings (purchase or construction), improvements other than building (purchase or construction), or equipment and furniture with a unit cost in excess of $500.

Certificates of Participation (COPs) – A type of financing in which an investor purchases a share of the lease revenue of an agreement made by a municipal or governmental entity, rather than the bond being secured by those revenue.

City Health Foundation – Lease payments made to the City's Memorial Health System Fund by the University of Colorado Health system provide funding to the City Health Foundation to address health issues in the City of Colorado Springs.

Committed Fund Balance – This represents the portion of fund balance whose use is constrained by limitations that the City imposes on itself by City Council (highest decision making level) and remains binding unless removed in the same manner. The City does not use committed funds in its normal course of business.

- Requires action by City Council to commit fund balance
- Formal City Council action is necessary to impose, remove or modify a constraint reflected in the committed fund balance

Community Development Block Grant (CDBG) – Federal grant funds dedicated for programs and activities which primarily benefit low and moderate-income families, individuals, and neighborhoods. Programs include but are not limited to housing rehabilitation, affordable housing development and preservation, human service activities, and capital improvement activities.

Comprehensive Annual Financial Report (CAFR) – This report is commonly known as the annual Audit and is completed by an independent certified public accounting firm for the Finance Department. It contains information regarding all general-purpose financial statements for revenue and expenditures, selected financial and demographic information, and amortization of long-term debt and selected investment portfolio data.
Conservation Trust Fund (CTF) – This fund provides funding that can be used for the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site. This fund gets its money from the Colorado Lottery.

Contingency – An account established for the purpose of meeting unanticipated requirements.

Cost Allocation Plan – A cost allocation plan is a financial model that identifies and distributes citywide indirect costs to benefiting departments. These indirect costs are those expenses that benefit multiple departments, programs, or activities. Examples of these indirect costs include Accounting, Human Resources, and Information Technology.

Debt Service – Payment of interest and principal on an obligation resulting from the issuance of bonds.

Development Authority – The Colorado Springs Downtown Development Authority, which has been created under Colorado Revised Statutes § 31-25-801 *et. seq.* to provide public facilities and service specific to an identified downtown area. DDAs have the authority to levy property taxes, issue debt and utilize tax increment financing (TIF).

Efficiency – A ratio between input (resources) and output (production).

Emergency Shelter Act Grant (ESG) – Federal grant funds dedicated for programs and activities which primarily benefit low and moderate-income families, individuals, and neighborhoods. Programs include but are not limited to housing rehabilitation, affordable housing development and preservation, human service activities, and capital improvement activities.

Enterprise Fund – A fund that pays for its costs of operations, predominantly from user fees, and does not generally receive property tax support.

Expenditure – The actual outlay of or obligation to pay cash.

FDC – Fire Department Complex

Fiscal Year – A 12-month period at the beginning of which the City implements a new budget based on expected revenue and expenditures and at the end of which the City determines its financial positions and the results of its operations. The City of Colorado Springs' fiscal year coincides with the calendar year January 1 through December 31.

Full-Time Equivalent (FTE) – 40-hour per week position on an ongoing basis that is specifically authorized for ongoing funding by classification in the annual budget. Two half-time positions equal one FTE.

Fund – A budgetary and fiscal accounting mechanism for designating a sum of money or other resources set aside for the purpose of providing services and achieving objectives in accordance with state and local laws, regulations, or other limitations. Each fund constitutes an independent budgetary, fiscal, and accounting entity.

Fund Balance – The balance remaining in a fund after expenditures have been subtracted from revenue.

Geographic Information System (GIS) – A computer-based mapping and analytical tool. GIS technology integrates common database operations such as query and statistical analysis with the unique visualization and geographic analysis benefits offered by maps. These abilities distinguish GIS from other information systems and make it valuable to a wide range of public and private enterprises for explaining events, predicting outcomes, and planning strategies.

General Fund – A fund used to account for all general purpose activities of the City supported by City taxes and other non-dedicated revenue such as license and permit fees, user charges, etc. This fund includes all traditional municipal expenditures such as Public Safety, Parks, and Transportation with the exception of those accounted for elsewhere.

General Improvement District (GID) – District created under Colorado Revised Statutes § 31-25-601 *et. seq*. to finance public improvements in commercial or residential areas. GIDs are governed by City Council as their ex officio board. They ordinarily derive their revenue from a property tax, and they have the authority to issue debt.

General Obligation Bonds (GO Bonds) – These bonds are typically issued to finance government improvements benefiting the community as a whole and are secured by an unlimited tax levy of the issuer.

Gift Trust Fund – Donations made to the City by private individuals or businesses provide funding for the specific purpose designated by the donor.

Government Finance Officers Association (GFOA) – The purpose of the GFOA is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

Grants Fund – Various grants as well as any anticipated interest earnings including SAFETEA-LU and FTA grant funds, among others, provide funding for grant activities as approved by City Council, plus interest earnings for those grants eligible to earn and spend interest income.

Highway Users Tax Fund (HUTF) – A State fund which receives revenue from the State-imposed excise taxes on gasoline and special fuels as well as various motor vehicle registration, title, and license fees and taxes.

Home Investment Partnership Act (HOME) – Federal grant funds dedicated for programs and activities which primarily benefit low and moderate-income families, individuals, and neighborhoods. Programs include but are not limited to housing rehabilitation, affordable housing development and preservation, human service activities, and capital improvement activities.

HOPE III – Federal grant funds dedicated for home ownership programs to benefit low and moderate-income families.

Human Services – These programs address emergency care and shelter, youth, and self-sufficiency services. The City currently funds these community programs with the City's General Fund and Community Development Block Grant (CDBG) funds.

Infrastructure – The underlying foundation or basic framework of the City's physical assets, buildings, roadways, etc.

Internal Service Funds – Internal Service Funds are used to account for the financing of goods or services provided by one department to other City departments on a cost-reimbursement basis. The divisions include Fleet, Office Services, and Radio.

Key Measures – An indicator that measures the degree of accomplishment of a department's or division's mission. The major types are as follows:

Output Measure -	A quantity of work performed
Efficiency Measure -	A ratio of the amount of input (or cost) to the amount of output (or outcome)
Outcome Measure -	Events, occurrences, or conditions that indicate progress towards achievement of the mission and objectives of a program

Lease-Purchase Agreement – An agreement between the governmental agency and a private sector vendor to purchase or lease equipment or facilities rather than purchase them outright.

Level of Effort – The level of funding the City committed to maintain for public safety, transportation-related maintenance, and transit after the passage of the Public Safety Sales Tax (PSST) in November 2001 and the Pikes Peak Rural Transportation Authority (PPRTA) in November 2004.

Levy – The total amount of taxes, special assessments, or service charges imposed by a government.

Local Improvement District (LID) – District authorized under City Code (Chapter 3, Article 5) for the purpose of assessing certain properties in order to finance specified public improvements that benefit them. LIDs are component entities of the City and its budget.

Lodgers and Automobile Rental Tax (LART) Fund – Revenue resulting from the City's 2% lodging and 1% automobile rental tax are deposited into the LART Fund. Revenue not otherwise obligated may be used for the acquisition, construction, maintenance, and operation of public infrastructure or public improvements; which constitute, in part, visitor or tourist attractions. Revenue may also be appropriated for economic development activities as determined by City Council.

Lottery – See Conservation Trust Fund.

Memorial Health System Fund – Lease payments received from University of Colorado Health system provide funding to the City Health Foundation to address health issues in the City of Colorado Springs.

Metropolitan District – A district with two or more purposes created under Colorado Revised Statutes § 32-1-101 *et. seq.* for commercial or residential areas and chartered by a service plan approved by City Council. Subject to the service plan, metropolitan districts have broad potential authorities including the levying of property taxes, issuance of debt for public improvements, and operations and maintenance.

Mill – A mill is equal to one one-thousandth (1/1,000) of a dollar of assessed valuation of property.

Modified Accrual Basis of Accounting – A type of accounting which records revenue when measurable and available and expenses when the liability is incurred.

Objective – A desired result of a group of related activities performed by a department or division in which the achievement satisfies part or all of the department's or division's mission.

Old City Hall – Until December 1997, this facility was the location of the Municipal Court operations. Funding was obtained in 2000 to renovate this historic building for occupancy late in 2001. The building houses the City Council and the City Auditor's Office.

Operating Budget – The annual expenditures for the routine, ongoing activities and work program of a department or division as opposed to budgets which may also be established for capital projects, grant-funded projects, and other activities of a nonpermanent nature.

Outsourcing –Contracting with private companies to provide the same level of services while reducing personnel costs.

Overmatch Funding – The Pikes Peak Area of Council Governments (PPACG) engages in a process to prioritize projects for State and federal transportation funding; and in 2007, an overmatch component was added. Overmatch is funding in excess of the required match (typically 20%) that local communities are willing to put toward their high priority transportation-related projects. Because there is reduced state and federal funding available, competition for these funds is greater. In order to get the most projects with the available state and federal funds, PPACG now considers overmatch funds when determining where these dollars will be dedicated.

Park Land Dedication Ordinance (PLDO) – Commonly referred to as PLDO for the City Council ordinance (City Code 7.7.12) that provides for the policy and fees paid by developers in lieu of land dedication for the development of parks and open space in new subdivisions.

Pay-as-You-Go for Capital Improvements – A process in which capital improvements are paid from current revenue.

Permanent Funds – These funds account for assets held by the City in a trustee capacity or as an agent for other agencies, individuals, private organizations, or governmental units. Included in this category are non-expendable trust funds and agency funds.

POC – Police Operations Center

PPRDC – Pikes Peak Regional Development Center

Pikes Peak Rural Transportation Authority (PPRTA) – Authority approved by voters in November 2004, which resulted in a 1% sales and use tax increase effective January 1, 2005, for the City of Colorado Springs, the unincorporated areas of El Paso County, Manitou Springs, Green Mountain Falls, and the Town of Ramah to fund transportation capital projects and maintenance. In November 2012, Voters approved an extension of PPRTA to 2024. PPRTA may be also referenced as RTA throughout the Budget document.

Public Safety Sales Tax Fund (PSST) – On November 6, 2001, voters approved Ballot Question 4, which authorized a City of Colorado Springs Sales and Use Tax rate increase of 0.4% to be used to fund public safety operating and capital improvement needs.

Public Space and Development Fund – The fund for collection of fees paid by developers in lieu of land dedication for the development parks and open space in new subdivisions (commonly referred to as PLDO).

Rebudgeted Revenue – The amount of revenue from the previous year due to the receipt of unbudgeted revenue and/or the receipt of revenue exceeding the budgeted amount.

Restricted Fund Balance – This represents the portion of fund balance that is subject to externally enforceable legal restrictions. Such restrictions are typically imposed by parties altogether outside the City such as creditors, grantors, contributors or other governments. Restrictions can also arise when the authorization to raise revenues is conditioned upon the revenue being used for a particular purpose.

Retailers Fee – The reimbursement for sales tax collections. This was budgeted for the first time in 2006 and is the result of an accounting change. This expenditure is offset by a matching increase in revenue. This is also referred to as the Vendors Fee.

Revenue – Money received by the City during the fiscal year, which includes taxes, fees, charges, special assessments, grants, and other funds collected that support the services the City provides.

Revenue Bonds – Bonds issued by a public agency authorized to build, acquire, or improve a revenue-producing property and payable out of revenue derived from such property.

RTA – See PPRTA.

Safe, Accountable, Flexible, Efficient Transportation Equity Act-Legacy for Users (SAFETEA-LU) – The federal and state governments provide grants to local governments for approved regional transportation-related projects such as bridge replacement, installation of additional traffic signals, road widening, etc. These grants usually award 80% of the total project cost - provided the City can fund the local 20% share. This program was originally authorized in 1996 and was called the Intermodal Surface Transportation Efficiency Act (ISTEA). It was then reauthorized as the Transportation Equity Act for the 21st Century (TEA-21) in 1998 and reauthorized again in 2004 as SAFETEA-LU.

Sales Tax Revenue Bonds – Those bonds issued to finance various capital improvement projects that have a definable revenue base. These bonds are secured by the City Sales Tax revenue.

Special District – A general term intended to encompass a variety of special purpose districts including but not limited to metropolitan districts, general improvement districts (GIDs), business improvement districts (BIDs), limited improvement districts (LIDs), and special improvement maintenance districts (SIMDs).

Special Improvement Maintenance District (SIMD) – District authorized under City Code (Chapter 3, Article 7) formed primarily by developers and business owners to provide for maintenance of public improvements of general benefit to the residents or owners within their boundaries. Most SIMDs levy a property tax, and they cannot issue debt.

Springs Community Improvements Program (SCIP) – A capital improvements process implemented in 1998 that engaged citizens in identifying, prioritizing, and funding over $110 million in infrastructure projects to improve the community.

Strategic Plans (previously known as the Strategic Action Plan) – The Mayor's Strategic Plan is comprised of goals and objectives that set priorities for resource allocation, establishes policy guidelines, and provides governance direction. Also as directed in the City Charter, each year, City Council determines its areas of priority for the following year and provides them to the Mayor for consideration in the development of the municipal budget.

Street Tree Fund – Owner and developer fees collected at the time a building permit is issued along with a City match provide funding for a program to plant and care for new trees in previously underdeveloped lots.

Subdivision Drainage Fund – Fees charged to subdivision developers provide funding for the construction of storm sewers and other facilities in the designated subdivision for the drainage and flood control of surface water.

Surplus Utility Revenue – In accordance with the City Charter, surplus revenue generated by sales of electric and gas services inside the City shall be transferred to the City's General Fund.

TABOR (Taxpayer's Bill of Rights) – An amendment to the Colorado Constitution (also referred to as Amendment I) approved by voters in 1992 that essentially limits annual growth in local government revenue to the combined percentage change in the Denver/Boulder/Greeley Consumer Price Index (CPI) and the net change in the local property tax base due to new construction. Revenue received above and beyond the annual revenue cap established by TABOR must either be refunded to city residents or retained upon voter approval.

Tax Increment Financing (TIF) – Tax increment financing is a method of redistributing tax collections within a designated area to finance public infrastructure improvements within the specified geographic area. Infrastructure improvements may include upgraded on-site drainage systems, adjacent intersection/roadway capacity/pedestrian improvements, etc.

Trails, Open Space, Parks (TOPS) Initiative – The Trails, Open Space, and Parks (TOPS) revenue is generated from a 0.1% sales and use tax adopted by voters in April 1997, extended by voters in 2003, and set to expire in 2025. The majority of funds are designated for open space purchases and associated maintenance, development and maintenance of trails, and development and maintenance of parks.

Unrestricted Fund Balance –The GFOA recommended, at a minimum, that general-purpose governments, regardless of size, incorporate in its financial policies that unrestricted fund balance in their general fund be no less than two months of regular General Fund operating revenues or regular General Fund operating expenditures. The City's goal target range for General Fund Reserve – Unrestricted Fund Balance is 16.67 % to 25% of the following year's expenditure budget. The target for the unrestricted General Fund balance would exclude the TABOR emergency reserves but include other categories of fund balance that are committed, assigned or unassigned.

User Fees – The payment of a fee for direct receipt of a public service by the person benefiting from the service.

Utilities Staff Share – The portion of a General Fund function, department, or unit cost chargeable to Colorado Springs Utilities.

Vendors Fee – See Retailers Fee.

The Government Finance Officers Association

A Risk-Based Analysis of General Fund Reserve Requirements for the City of Colorado Springs

By the Government Finance Officers Association

11/20/2012

GFOA Reserve Analysis for the City of Colorado Springs

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GFOA Reserve Analysis for the City of Colorado Springs

Executive Summary

GFOA undertook an analysis of the General Fund reserve requirements for the City of Colorado Springs, based on an assessment of the risks that the City faces that require it retain a reserve. Below is a review of the risk factors that influenced GFOA's recommendation.

Primary Risk Factor - Revenue (Sales Tax) Volatility. While GFOA's analysis of the sales tax showed it to be subject to some volatility, this is due almost entirely to economic cycles and seasonal effects (as opposed to random variation). Therefore, the most important vulnerability the City has with respect to sales taxes is an economic downturn. A review of past economic downturns leads us to believe that the City should prepare for a potential 20% decline in sales tax revenues over 25 months as a plausible "worst case scenario" (this amounts to about $23 million in reduced revenue). However, the City would presumably reduce its spending in the event of such a severe downturn, such that a reserve to cover the entire amount of the revenue decline would not be necessary. The City budget office estimates that the budget could be reduced by just under $10 million without creating a major disruption to services (though service quality would be negatively affected to some degree, of course). This means the City should maintain a reserve of at least $13 million to fill the remaining portion of the revenue gap and to help the City make a "soft landing" in the case of a major revenue decline.

The City's other revenue sources are fairly stable as a group, but GFOA has recommended that some additional reserves, to account for volatility, may be prudent. These reserves added up to $7.5 million.

Primary Risk Factor - Infrastructure. General fund reserves may be needed to repair or replace an asset that fails unexpectedly. In Colorado Springs, the two asset classes that were deemed to be of the greatest importance are bridges and storm sewers.

13 bridge structures have been identified as having a high risk rating. These bridges have an estimated replacement value of $22,752,672. This averages out to about $1.75 million per bridge. A reserve that covers one or two bridges should be adequate, but using the "Triple-A" rule of doubling our expectation for uncertainty, preparing for the premature failure of three of these bridges might be more prudent. This equates to a $5.25 million reserve.

406 miles of storm lines are managed by the City. However, neither install dates nor condition assessments were available for any storm lines. The estimated replacement cost for all storm sewers is $588,052,836.[1] Since the information necessary to assess risk of failure is not available, the best that can be done is to make an assumption. We do know that about 10% of the total dollar value of the City's bridge inventory is in the higher risk category, so it may be reasonable to start with that number for storm sewers, which would translate to $58 million. We also know that about 20% high risk category of bridges was recommended as a reserve amount, which would equate to $11.6 million.

[1] Drainage Basins, Open Drainage Features, Discharge Points, and Point Features are not included in the replacement cost, which would likely push it over $1 Billion dollars.

GFOA Reserve Analysis for the City of Colorado Springs

Accounting for Uncertainty – The "Triple-A" Approach
Sizing a reserve requires estimating highly uncertain events, like natural disasters and economic downturns. To develop an adequate response, GFOA used the "Triple-A" approach:[2]

- **Accept**. First we must accept that we are subject to uncertainty, including events that we haven't even imagined.
- **Assess**. Next, we must assess the potential impact of the uncertainty. Historical reference cases are a useful baseline.
- **Augment.** The range of uncertainty we really face will almost always be greater than we assess it to be, so we should augment that range. Historical reference cases provide a baseline, but that baseline may not be adequate to account for all future possibilities.

Primary Risk Factor - Vulnerability to Extreme Events. The City is subject to extreme events that pose a significant threat to life and property. However, the City's historical experience is that the financial impacts of these events have been manageable. For example, the most recent fire was the worst in Colorado history, but the total cost to the City was only $3.75 million versus an annual City budget of about $220 million. Taking into account the uncertainty associated with the scale of future extreme events, as well as the timing of FEMA reimbursement and the portion of event response costs that are likely going to be already covered by existing budgeted resources, a reserve for extreme events of $5 million seems reasonable. An argument for a reserve of up to $7.5 million could also be made.

Secondary Risk Factor - Expenditure Volatility. The City is facing a few large lawsuits that could entail significant settlement costs if the case goes against the City. The City attorney believes that $2 million to $4 million is a reasonable range to prepare for.

Secondary Risk Factor - Leverage. The City has some financial pressure from pension obligations. It participates in a number of plans, none of which is 100% funded. The Colorado Public Employees Retirement Association (PERA) is a particular concern for City officials because it has a low funding ratio and its assumptions around the return on plan assets have been publicly questioned for being too high. This could mean that PERA may require significantly higher contributions from member governments.

Assuming that the City keeps up with its annual pension payments, the unfunded accrued liabilities should, in theory, be covered by the end of the amortization period (which can vary with the plan, but typically is between 20 and 30 years). Keeping up with the ARC payments is a matter of City budgetary policy, and not really an issue that should be addressed through using reserves. However, given the uncertainty around pension issues, it is difficult to say when increases would occur or how much they might be. As such, it would be prudent to hold some reserve to help make a more gradual adjustment to any potential large increases in contribution rates. The City currently pays about $10.5 million in annual contributions to the Colorado Public Employees Retirement Association and about $14.5 million to the other pensions, for total of about $25 million. A reserve of $6.25 million would cover a 25% increase in pension costs. Of course, an increase in the City's contribution will be felt over many years, but the

[2] Triple-A approach adapted from: Spyros Makridakis, Robin Hogarth, and Anil Gaba. *Dance with Chance: Making Luck Work for You.* (Oneworld Publications: Oxford, England). 2009.

reserve will allow the City to make a gradual adjustment or to more easily absorb a larger increase in contributions in one year.

So, in summary the components of a recommended reserve are:

- $13 million for sales tax economic uncertainty
- $7.5 million for economic uncertainty in other revenues
- $6.25 million for pension payment uncertainty
- $5.25 million for critical bridge failure and $11.6 million critical storm sewer replacement, for a total of $16.85 million.
- $5-7.5 million for extreme events
- $2-4 million for expenditure spikes from law suits

Many cities express their reserve policy target as single number (e.g., 16% of revenues). However, GFOA has found that leading municipalities often find it helpful to segment their reserves into different categories because this makes the purpose of the reserve more transparent. For example, a reserve for "emergencies" and a reserve for "economic uncertainty" would provide more clarity on the purpose of the reserves than one all-encompassing reserve. The first three bullets above could comprise the budgetary uncertainty reserve, while the last three would form the emergency reserve, leading to the following targets:[3]

Budgetary Uncertainty Reserve
$13 million for sales tax economic uncertainty +
$7.5 million for economic uncertainty in other revenues +
$6.25 million for pension payment uncertainty =
$27 million or about 12.5% of general fund revenues[4] as budgetary uncertainty reserve
Emergency Reserve
$5.25 million for critical bridge failure and $11.6 million critical storm sewer replacement, for a total of $16.85 million +
$5-7.5 million for extreme events +
$2-4 million for expenditure spikes from lawsuits =
$27 million or about 12.5% of general fund revenues as an emergency reserve

This provides ***a target of about 25% of general fund revenues***, which is also about in line with the range of reserves actually maintained by other cities that are comparable to Colorado Springs and is above the level that GFOA considers the minimum baseline level that a government should maintain (16%).[5]

[3] Targets have been rounded to nearest "whole" numbers for ease of use in policy making. Also, see the main body of the report for a discussion of the independence of the risk factors and the implication for sizing the reserve.
[4] Based on about $220 million general fund revenue, as per 2012 budget estimates
[5] See "GFOA Best Practice: Appropriate Level of Unrestricted Fund Balance in the General Fund." www.gfoa.org The Best Practice states that reserves equal to about 16% of revenues or expenditures is the minimum a government should consider for its policy and that the actual target that a government adopts should be based on an analysis of the salient risks that a government faces (which in many cases may call for a higher reserve level than 16%).

GFOA Reserve Analysis for the City of Colorado Springs

1-Introduction

Reserves are the cornerstone of financial flexibility. Reserves provide a government with options to respond to unexpected issues and afford a buffer against shocks and other forms of risk. Managing reserves, though, can be a challenge. Foremost, is the question of how much money to maintain in reserve? How much is enough and when does a reserve become too much? This can be a sensitive question because money held in reserve is money taken from constituents and the argument could be made that excessive reserves should be returned to citizens in the form of lower taxes.

The City of Colorado Springs (the "City") has been considering this question recently, especially in light of the volatility of its revenue portfolio and the fact that that City cannot easily increase its taxes to compensate for other changes in its financial condition.[6] The City has engaged the Government Finance Officers Association (GFOA) to help produce an answer. GFOA is a non-profit association of over 17,000 state and local government finance professionals and elected officials from across North America. A key part of GFOA's mission is to promote best practices in good public finance, including reserve policies.

GFOA's approach to reserves does not suppose "one-size-fits-all." GFOA's "Best Practice" on general fund reserves recommends, *at a minimum*, that general-purpose governments, regardless of size, maintain unrestricted fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures (i.e., reserves equal to about 16% of revenues).[7] However, this 16% is only intended as a baseline, and it needs to be adjusted according to local conditions. To make the adjustment, GFOA worked with the City to conduct an analysis of the risks that influence the need for reserves as a hedge against uncertainty and loss.

A "risk" is defined as the probability and magnitude of a loss, disaster, or other undesirable event.[8] The GFOA's framework of risk assessment is based on the risk management cycle: identify risks; assess risks; identify risk mitigation approaches; assess expected risk reduction; and select and implement mitigation method. The framework focuses primarily on risk retention, or using reserves, to manage risk. However, the framework also encourages the City to think about how other risk management methods might alleviate the need to retain risk. For example, perhaps a risk could be transferred by purchasing insurance or relying on another organization or accounting fund to manage the risk. It might also be possible to avoid a risk by discontinuing activities that are creating a risk for the general fund. Hence, a thorough examination of the risk factors should not only help lead to customized reserve target size, but also should improve the City's understanding of the risks it faces and its overall financial risk profile.

[6] TABOR, for example, limits the City's ability to increase taxes.
[7] GFOA Best Practice. "Appropriate Level of Unrestricted Fund Balance in the General Fund." GFOA. 2009.
[8] Definition of risk taken from: Douglas W. Hubbard. *The Failure of Risk Management: Why It's Broken and How to Fix It.* John Wiley and Sons, Inc. Hoboken, New Jersey. 2009.

As first step to this project, GFOA conducted basic review of the risk factors that generally influence the amount of reserves a municipal government should hold.[9] This review enabled the City and GFOA to classify factors as primary risks or as secondary. Exhibit 1.1 lists how the risk factors were classified.

Exhibit 1.1 – Categorization of Risk Factors that Influence Reserve Levels for Colorado Springs	
Primary Risk Factors	
Revenue (Sales Tax) Volatility	Infrastructure Upkeep
Vulnerability to Extreme Events and Public Safety Concerns	
Secondary Risk Factors	
Leverage	Expenditure Volatility
Liquidity / Cash Flow	Growth of the Community

The next section overviews the primary risk factors and the City's level of exposure. The third section reviews secondary risk factors that have less weighty implications for the City's general fund reserve strategy, but which still should be considered. The fourth and final section of the report presents the findings of the analysis, including a customized target reserve level for the City's general fund and other ideas to improve the financial health of the City.

2-Primary Risk Factor Analysis

This section presents the three most important risk factors examined by GFOA and the City's exposure: the volatility of the City's revenue portfolio, maintenance/ replacement of the City's infrastructure (focusing on bridges and storm sewers), and vulnerability to extreme events and public safety concerns.

Revenue Source Stability

Volatile revenue sources call for higher level of reserves in order to avoid the need for sudden cutbacks in services should revenues drop unexpectedly. Some revenues are inherently volatile. The sales tax is usually considered to be a volatile revenue source because it is much more sensitive to swings in the economy than a revenue source like the property tax, for instance. This is an important consideration for Colorado Springs considering that sale taxes (and the closely associated use tax) account for over half of the general fund's revenues.[10] No other source of revenue comprises more than a fifth of general fund revenue (the next largest is transfers from other funds at about 17%), and the property tax, normally a large revenue source for municipal governments, accounts for less than 10%.

This section will first analyze the volatility of the sales tax, as well as two closely associated revenues – the use tax and sales tax audit revenue. Following that, the stability of the general fund's other important revenue sources will be examined.

Sales and Use Tax

A first step is to understand the level and nature of volatility in the sales tax. The sales tax appears to follow fairly predictable seasonal pattern. Exhibit 2.1 shows annual sales tax revenues for 2007 through

[9] The risk factors and basic review method were developed and published in the GFOA publication: Shayne C. Kavanagh. *Financial Policies*. (Government Finance Officers Association: Chicago, IL) 2012.
[10] The use tax is much smaller than the sales tax – comprising only around 5% of the total of the two.

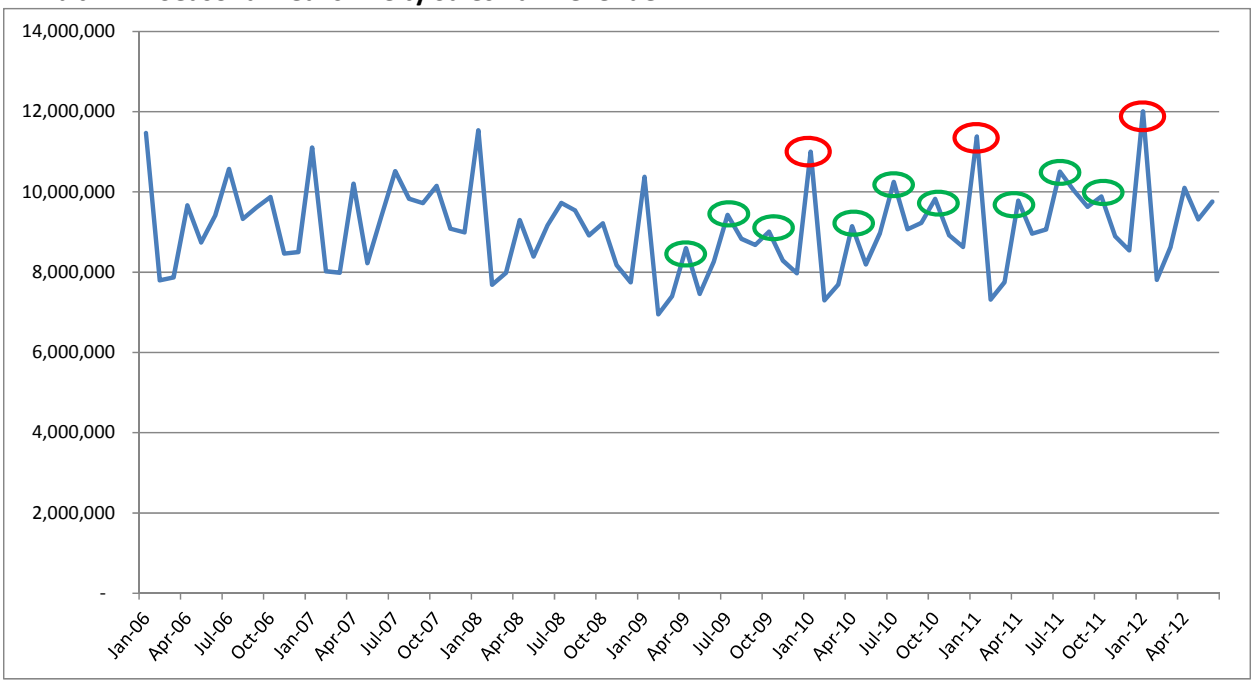
2011 and Exhibit 2.2 shows monthly sales tax revenue since 2006.[11] In Exhibit 2.1, use tax and revenues from sales tax audits are removed. These revenues add "noise" to the pure sales tax data making it more difficult to analyze. They are also much smaller revenue sources – use tax is 7% the size of sales tax and audit revenues are 3% of all sales tax revenue. These revenues will be discussed later in the report.

Exhibit 2.1 - 5-Year Trends for Sale Tax

	2011	2010	2009	2008	2007
Revenue	111,735,533	108,212,533	101,247,887	107,356,298	113,211,788
Annual Change	3.3%	6.9%	-5.7%	-5.2%	1.7%

The red circles in Exhibit 2.2 denote January revenues which are always the highest of the year due to holiday shopping. The green circles show revenues from July, October, and April, which all see revenue spikes (due to quarterly sales tax filings for smaller vendors). This pattern and even the relative magnitude of the spikes is quite consistent from year to year, even as far back as 1996. In fact, a statistical analysis shows that that only 2% change in sales tax revenue is attributable to random variation. About 91% is due to fundamental economic trends / business cycles (also known simply as "trend-cycle") and 7% is explainable by seasonal variation.[12]

Exhibit 2.2 – Seasonal Peaks in City Sales Tax Revenue



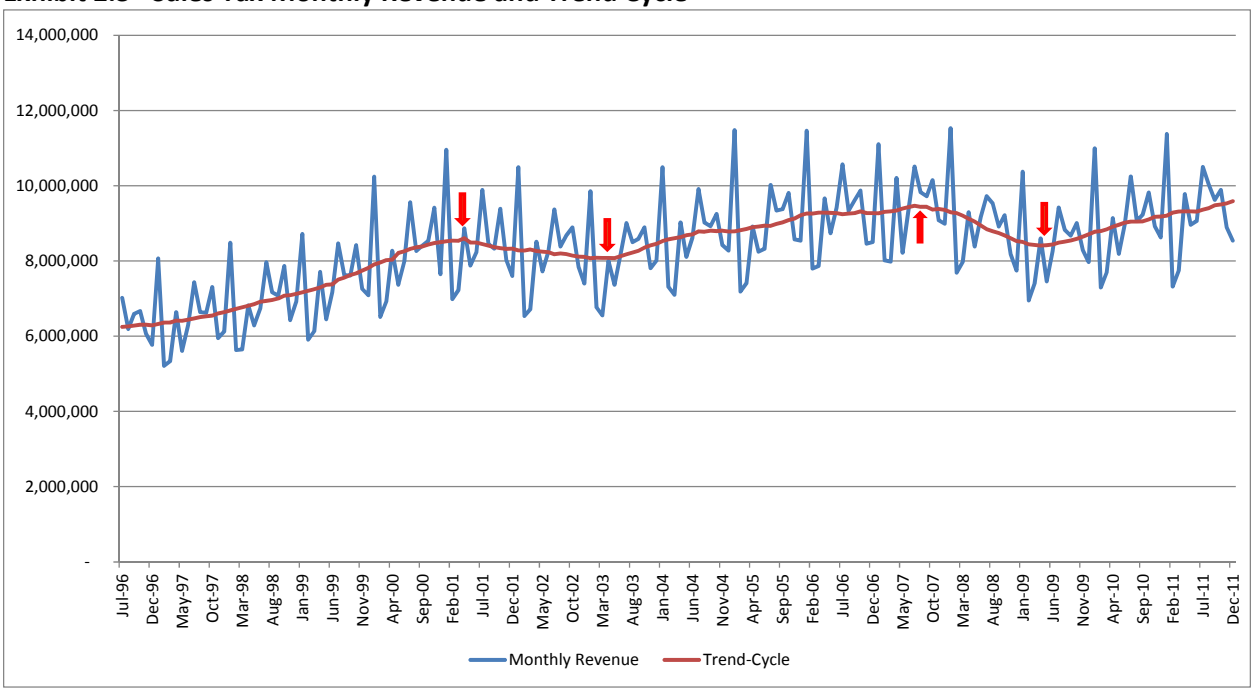
There are four consistentant spikes in sales tax revenue during the year, with Jaunary being the most improtant. July, Ocotober, and April are the others.

[11] This is City general fund only and excludes other sales tax revenues, like the 2002 public safety sales tax (which is accounted for outside of the general fund, in a special revenue fund).

[12] GFOA used a method of data de-seasonalization known as multiplicative decomposition to arrive at this conclusion.

This means that random fluctuations in the sales tax should not be a concern for the City. However, it also means that the influence of economic cycles is very strong. An unexpected shift in the economy could have serious ramifications for City revenues, as the City has experienced in the wake of the 2001 recession and the more recent Great Recession. Exhibit 2.3 shows the trend-cycle line for sales tax[13] overlaid on monthly sales tax revenues. The red arrows show the beginning and end-points of significant downtrends. The first one started in April 2001 and lasted until May 2003. The trend-cycle declined 6.6% over 25 months, or about a quarter percent per month. The second started in July '07 and lasted until April'09. The trend-cycle declined 11.2% or just over half a percent per month.

Exhibit 2.3 –Sales Tax Monthly Revenue and Trend Cycle



The City has experienced two major downturns in the sales tax trend-cycle. The first one started in April 2001 and lasted until May 2003. The trend-cycle declined 6.6% over 25 months. The second started in July '07 and lasted until April'09. The trend-cycle declined 11.2%.

Obviously, the decline associated with the Great Recession was much sharper than the 2001 recession, both in terms of overall decline and speed of the decline. In fact, so severe was some of the financial fallout from the Great Recession that some have dubbed it what acclaimed financial thinker Nasim Talib has termed a "Black Swan" event – a rare and unpredictable event that has an extreme impact.[14] Black Swans are, by definition, impossible to predict, so the best that anyone can do is to be prepared. The

[13] The trend-cycle line is calculated by taking a 12-month centered moving average of actual monthly sales tax revenue. For example, the moving average for January '05 would be an average of August '04 through July '05. February '05 would be an average of September '04 through August '05, and so on. A 12-month moving average smooths out seasonal variation, leaving only the trend cycle.

[14] The term "black swan" derives from a belief held in England before 1697 that all swans were white – in fact, the term "black swan" was a common metaphor for an impossibility. Black swans were discovered in Australia in 1697 demonstrating the limits of human knowledge about the world.

accomplished forecasting scientist, Spyros Makridakis, has suggested a "triple-A" approach for dealing with this kind of uncertainty.[15]

1. **Accept.** First we must accept that we are subject to uncertainty. Even though the sales tax is subject to relatively little random variation, it is clearly subject to Black Swans. Because it is relatively easy to imagine scenarios that could cause the Colorado Springs economy to suffer (e.g., European financial crisis, Federal debt crisis, a significant reduction in military spending due to federal budget shortfalls, etc.), we must also accept that the economy is subject to additional potentially dangerous unknowns that we can't imagine.
2. **Assess.** Next, we must assess the potential impact of the uncertainty. Past history can provide a useful reference point. We saw earlier that a downturn in the trend-cycle has lasted as long as 25 months and has been as severe as a 0.53% monthly decline. The rate of decline is more relevant to the discussion of general fund reserves because a more protracted decline should be dealt with by restructuring the budget, not necessarily with continuous use of fund balance. Even so, it is important to consider both.
3. **Augment.** The range of uncertainty we really face will almost always be greater than we assess it to be, so we should augment that range. For example, we used the experience of the Great Recession as a reference point for our worst-case monthly decline (0.53%). However, many economists believe that the effects of the Great Recession would have been much worse had the Federal government not taken the actions that it did.[16] Who is to say that continued gridlock in the Federal political system (or other circumstances) won't prevent an effective mitigating response to the next crisis? As a rule of thumb, Makridakis suggests doubling your range of uncertainty if you have little historical data to rely on or multiplying it by 1.5 if you have more. We have a good deal of data, so a 1.5 multiplier seems appropriate giving us a 0.8% monthly decline. That translates to a potential 20% decline over 25 months. This does not necessarily mean that the City should reserve this entire amount, though, because presumably, in the event of a financial Black Swan, the City would take action to reduce spending – not just continue to spend as it had before. The implications the sales tax analysis, along with the other analyses performed by GFOA, for the City's reserve strategy will be addressed in the fourth section of this report.

Sales Tax Point of Comparison
Appendix 1 provides a similar analysis of monthly sales tax data from the City of Boulder, Colorado in order to provide a sense of context for how volatile sales tax revenue is in another jurisdiction.

As mentioned earlier, audit revenues were removed from the sales tax data for purposes of this analysis. As Exhibit 2.4 shows, from 2007 through 2011, audit revenues ranged between $3.3 million and $2.2 million. It has experienced some fairly significant swings in this time as well. However, a $1 million potential for variation is probably not material in the entire City revenue portfolio. The City expects sales tax audit revenues to continue into the future within the same general range that they have occurred in the past.

[15] See: Spyros Makridakis, Robin Hogarth, and Anil Gaba. *Dance with Chance: Making Luck Work for You*. (Oneworld Publications: Oxford, England). 2009.
[16] Of course, the long-term impacts of those actions are still unknown.

Exhibit 2.4 - 5-Year Trends for Sales Tax Audit Revenue					
	2011	2010	2009	2008	2007
Revenue	3,284,390	2,369,723	3,250,245	2,189,116	2,210,099
Annual Change	32.8%	-27.1%	48.5%	-0.9%	51.3%

Use taxes were also removed from the sales tax data. Exhibit 2.5 shows the 5-year trend analysis for use taxes. Use taxes are not quite as volatile as audit revenues, but are still rather volatile. In fact, GFOA's statistical analysis showed that almost 15% of the variation in use tax is attributable to simple randomness (compared to 2% for sales tax). However, more importantly, the use tax has experienced a notable decline since 2008. Examination of the long-term history shows that the revenue experienced a rapid increase in 2005, coinciding with the construction boom and use taxes from commercial construction and manufacturing equipment. Revenue stayed at about this level until 2008, when tax revenue declined considerably as these industries experienced a slowdown in their growth. Hence, the change we see in Exhibit 2.5 is less a product of random variation and more a product of a fundamental change in the tax base. Hence, use taxes have likely settled in at a new, lower level of yield that is reflective of reduced economic activity in commercial construction and manufacturing equipment (in fact, the lowest level since 1996). As such, there is probably little risk of another significant downside move.[17] In fact, an analysis of the sources of the use tax show that income from construction related trades have fallen substantially in recent years. For example, revenue from building general contractors in 2011 was 12% of what it was in 2007, and revenue from subcontractors was 27% of 2007 levels. Also, total vacancy rates for commercial properties have hovered around 10% for the last two years, up from 7.7% in 2008. This indicates that there may be excess capacity in Colorado Springs, such that a significant uptick in building is not likely in the near term.

Exhibit 2.5 - 5-Year Trends for Use Tax					
	2011	2010	2009	2008	2007
Revenue	6,024,785	6,454,560	5,668,451	8,490,105	9,264,952
Annual Change	-6.7%	13.9%	-33.2%	-8.4%	-12.4%

Other Revenues

While sales tax is clearly the most important revenue, an analysis of reserve requirements should take account of other revenues as well, given that other revenues comprise half of the City's budget. Below is a summary of other major sources of revenue and their associated volatility risk.

Property taxes. Property taxes comprise only about 9-10% of the City's budget. The City has experienced a steady decline in property tax revenues in recent years, with a primary cause being a reassessment and lower property values owing to the decline in the housing market. Nationally, the

[17] According the Case-Shiller Housing Index, nationally, home prices have, since 2009, varied in a range consistent with housing values in 2003. As of this writing, values have experienced increases for six months straight.

housing market seems to have stabilized, at least to the point where another major decline is unlikely.[18] An examination of Colorado Springs' housing prices shows that Colorado Springs seems to essentially follow national trends.[19]

Charges for Service. Charges for service are about 6-7% of the general fund budget. Revenues from charges for service have fallen substantially in recent years, now budgeted at 70% of the 2009 actual revenues. This is mostly due to a sharp decline in charges for services for construction/development regulation. Hence, the user fees do have some vulnerability to economic cycles. A reserve could be useful, but the City might also consider other policies to mitigate risk. For example, a policy that sets cost recovery goals for fees would prompt a discussion of how to reduce costs if revenues were not up to expectations. Regardless, it may be helpful to have a small reserve in order to allow gradual adjustments to drop-offs in revenues. In recent history, the total charges for service revenues have dropped $3 million in one year. At this point, fees that are more sensitive to economic conditions (e.g., construction-related fees) have probably reached or are approaching a bottom. As such, a $3 million reserve should probably be more than adequate.

Intergovernmental Revenue. Intergovernmental revenue is about 9-10% of the general fund budget. By far, the most important component of this is the highway users tax, at about 90% of the total. The highway users tax is intended to support traffic safety and road maintenance programs. There has been political pressure at the state level to reduce the resources that support the tax, but, so far, this has not happened. However, if one of these efforts were successful the City would find itself with reduced revenue. City staff believes that the Funding Advancements for Surface Transportation and Economic Recovery (FASTER) portion of the highway users tax is the most vulnerable to being eliminated (about $1.5 million), so reserve strategy could focus on replacing that amount for one year (after which point the City would presumably have adapted).

The City also receives a number of grants for capital projects, and some for operations. These grants are not accounted for in the general fund, but if the grants were to be lost there could be some pressure on the general fund to continue the associated service. For capital projects, the City would likely cancel or defer the project or find another source of funding, rather than using reserve to make up the shortfall from a lost grant. Lost grants for operations may require some support from the general fund in order to provide continuity in service (assuming the City cannot simply discontinue the service). A reserve of $3 million appears to be adequate to cover this risk, based on the level of grants used to support core operating programs currently.

Grant Policy
The City auditors have pointed out that overreliance on grants is a potential risk for the City. A policy that limits the City's exposure to the risky elements of grants could be helpful. Section 4 of this report describes how grant policies might be helpful.

[18] According to David M. Blitzer, Chairman of the Index Committee at S&P Dow Jones Indices, which includes the Case-Shiller Housing Index, "the housing market seems to be stabilizing, but we are definitely in a wait-and-see mode for the next few months."
[19] Based on sales prices from Zillow.com

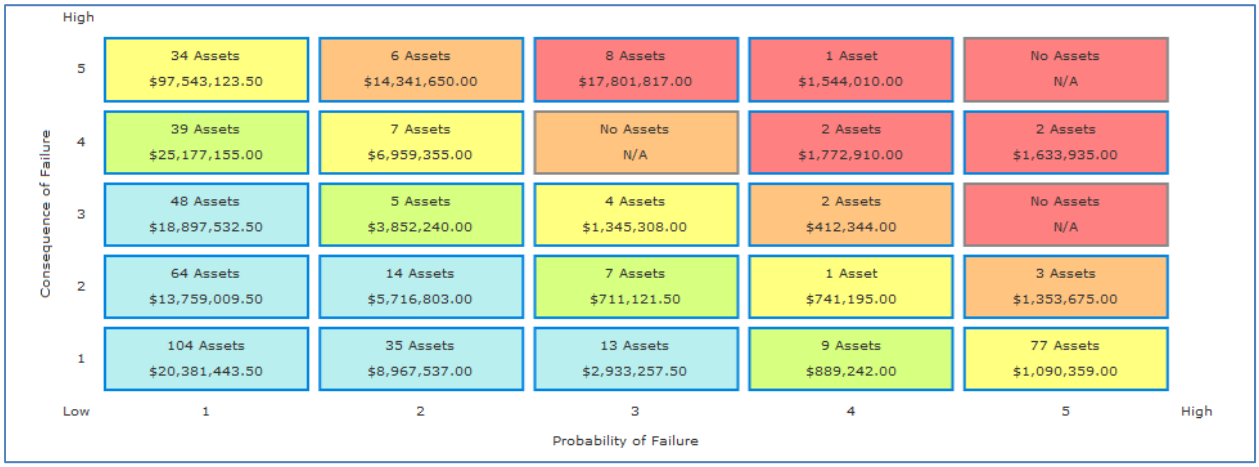
Transfers from Other Funds. The City receives about 17% of its revenue from transfers from other funds (from City utilities). This transfer is a matter of City Council policy. There do not appear to be any major threats to the continued economic viability of this policy, so any change would have a political genesis. A decision to reduce the transfer should be made in the context of how it will impact the budget, so a reserve should not be necessary.

Infrastructure

Healthy infrastructure makes for an economically vital community. However, worn infrastructure poses a potential risk of untimely failure. General fund reserves may be needed to repair or replace an asset that fails unexpectedly. In Colorado Springs, the two asset classes that were deemed to be of the greatest importance are bridges and storm sewers.

Exhibit 2.6 shows a risk profile for bridges and culverts. Risk is defined as the product of probability of failure and the consequences of failure. Probability of failure is based on the Bridge Sufficiency Index (BSI) provided by the City staff. A lower BSI indicates a bridge that is in worse condition and ultimately a higher risk (probability) to fail. Consequence is based on cost - the higher the replacement cost of an asset, the higher the consequence to the City if that asset were to fail.[20] As can be seen on the Chart, 13 bridge structures have been identified as having a high risk rating (those bridges in the red area, which have a total score of between 8-10, when the scores from each axis is added together). These bridges have an estimated replacement value of $22,752,672. This averages out to about $1.75 million per bridge. A reserve that covers one or two bridges should be adequate, but using the "Triple-A" rule (described earlier) of doubling our expectation for uncertainty, preparing for the premature failure of three of these bridges might be more prudent. This equates to a $5.25 million reserve.

Exhibit 2.6 – Risk Profile for Bridges and Culverts



In addition to the bridges and culverts, 406 Miles of Storm Lines are managed by the City. However, neither install dates nor condition assessments were available for any storm lines. The estimated

[20] Note that further analysis could be conducted with City staff to refine asset replacement costs as well as reviewing the risk rating to incorporate more factors into the consequence (i.e. Traffic Count, Location, Major Structure, etc.)

replacement cost for all storm sewers is $588,052,836.[21] Since the information necessary to assess risk of failure is not available, the best that can be done is to make an assumption. We do know that about 10% of the total dollar value of the City's bridge inventory is in the higher risk category, so it may be reasonable to start with that number for storm sewers, which would translate to $58 million. We also know that about 20% high risk category of bridges was recommended as a reserve amount, which would equate to $11.6 million.

We will review how this analysis for bridges and storm sewers fits into an overall reserve strategy in Section 4 of this report.

Vulnerability to Extreme Events and Public Safety Concerns

This factor concerns the extreme events (e.g., natural disasters) the City is vulnerable to, the public safety programs that must be funded during the occurrence of an extreme event, and the federal or state programs that would help and how long it would take to get assistance. For example, reimbursement from the Federal Emergency Management Agency (FEMA) does not always occur right away, so it is important to have reserves to absorb the cost in the meantime, and FEMA does not necessarily reimburse 100% of the cost of responding to an event.

Discussions with the City's Emergency Operations Manager reveals that Colorado Springs is most at risk for wildfires and floods. Wildfires are probably the most important risk, as recent events have underlined. About 20-25% of homes in Colorado Springs are subject to wildfire risk, although fires that damage homes are not that common. The most recent fire was the most destructive in Colorado history. It impacted around 12,000 acres and burned 347 homes. By comparison, the most recent other fires of an extreme size were in 2005 and 2000 and impacted 35 and 800 acres, respectively. No homes were burned in either of those fires – in fact, one must look back to around 1950 to find the last time before 2012 that homes in the City of Colorado Springs were burned by wildfire.

Large wild fires can be expensive to respond to, requiring police and fire personnel for suppression of the fire and evacuation of people. Many other city departments are involved in the recovery efforts. FEMA reimbursement is not immediate and does not typically cover all the City's costs of responding. Further, a fire is likely to interrupt the City's sales tax revenue.

Currently, the City only has estimated costs for the most recent fire, which is $3.75 million in personnel time, mutual aid costs, and other direct expenses. The estimate pertains to the actual firefighting within the City limits and the emergency protective measures taken (e.g., evacuation, security, activation of the emergency operations center, etc.). Of this, of the expenses eligible for a 75% FEMA reimbursement are estimated to be $2.15 million. Adding together the FEMA ineligible expenses, plus the 25% unreimbursed expenses results in a figure of $2.14 million. At least some of this is expenses that the City would have incurred anyhow (e.g., firefighters on duty). The City government did not incur any significant direct property damage as a result of the fire (probably around $30,000), but there may be some indirect damage to storm sewers later on, as a result of increased run-off, from the fire-damaged

[21] Drainage Basins, Open Drainage Features, Discharge Points, and Point Features are not included in the replacement cost, which would likely push it over $1 Billion dollars.

areas. The City engages in mitigation efforts, such as deforestation of areas that are at risk for wildfire, but it is still important for the City to retain a reserve to be prepared for future wildfires.

Floods are also a concern because they damage infrastructure, require a City emergency response, and require debris removal afterwards. The most severe floods were in 1935 and 1965. Otherwise, smaller floods occur about 6 or 7 times in a 10-year period. 1999 was the last flood that qualified as a FEMA disaster, though it wasn't on the scale of '65 or '35. The cost to the City to deal with the flood of '99 was damage was $2,670,158. The federal share of the project was 75% or $2,002,619, the state share was 12.5% or $333,770 and the City share was the remaining 12.5% or $333,770. This would equate to about $3.67 million in total costs and $460,000 for the City's final share in today's dollars.

A final, less severe risk is for blizzards. The magnitude of the impact is not as great as fires or floods, but the City still incurs an unexpected cost. The last significant cost was in 2007, when the City needed to appropriate an additional $400,000 to deal with snow storms.

So, in summary, Colorado Springs faces a risk from a number of types of extreme events that have the potential to cause loss of life and property and to disrupt business. The City has taken steps to protect the health, safety, and welfare of the community in light of these risks. Fortunately, however, these extreme events do not appear to constitute a large risk to the City's financial position. For example, a reserve of $4 million (compared to annual City revenues of about $220 million) would be more than adequate to cover the cost of either the most recent fire or a flood of similar severity to the 1999 flood, before FEMA reimbursement.

However, using Makridakis's "Triple-A" approach (described earlier), it may behoove the City to augment the level of risk it is preparing for. We have a very limited number of data points to inform us, so a higher multiplier seems appropriate. If we multiplied $3.75 million by 2 we would get $7.5 million. However, much of an extreme event's cost would be reimbursed by other parties (e.g., a 75% reimbursement from FEMA) and some of this figure would represent costs the City would incur anyhow (e.g., regular salaries for public safety personnel), so a $7.5 million reserve might be excessive. Discussions with City staff indicated that about 1/3 of the most recent fire's costs are costs the City would have incurred in the normal cost of doing business and that about half of the reimbursement from FEMA can be expected to be received within 6 months of the expenditure. Using this as a reference point, a reserve of $3.3 million might represent the minimum prudent reserve amount because it accounts for the fact that the City will have to bear some of the costs of responding to an extreme event in its regular budget, and that another significant portion of the cost will be reimbursed quickly by FEMA. A reserve of $5 million might be a middle ground because it does not account for FEMA reimbursement (which is outside the control of the City).

Section 4 will consider the all the foregoing analyses together in order to present a final recommended reserve target for the City.

3-Secondary Risk Factor Analysis

This section overviews risk factors that that have implications for the City's general fund reserve strategy that are less complex or of lower magnitude than the primary risk factors.

Leverage

A highly leveraged organization has less flexibility. Examples of leverage include long-term debt, pension obligations, and obligations for post-employment health care. Reserves are a critical source of financial flexibility, so high leverage may call for higher reserves. This section will address each of the aforementioned sources of leverage.

Debt

The City has very little debt. Exhibit 3.1 demonstrates this by comparing the City's level of indebtedness to other cities. Exhibit 3.1 includes a group of cities that Colorado Springs has identified as "Best in Class" for purpose of comparing Colorado Springs' business practices to other municipalities. Exhibit 3.1 also includes two "sales tax comparable" cities - cities that are in Colorado and that receive a large portion of their revenue from sales taxes. Finally, the Exhibit provides summary statistics of all of the municipalities. Exhibit 3.1 compares debt along two commonly used measures of indebtedness. The first, debt per capita, which measures the burden placed on citizens by municipal indebtedness. The second measure is debt service (principle and interest payments) as a percent of city expenditures. This figure measures the pressure placed on the budget by debt payments. Colorado Springs is well below the average on both of these measures. This means that Colorado Springs should not find its financial flexibility reduced by excess debt. In fact, the City's debt capacity could offer an alternative source of financial flexibility. For example, if the City were found liable for an exceedingly large judgment that was due immediately, it might be able to use debt instruments to pay the amount over time.

Exhibit 3.1 – Comparison of Colorado Springs' Indebtedness with Other Cities

		"Best in Class Cities				
	Colorado Springs	Fort Collins	Oklahoma City	Denver	Indian-apolis	Charlotte
Population	422,816	144,875	580,000	619,968	820,445	731,424
Debt Per Capita	256	342	1,072	2,702	1,445	1,829
Debt Service as a % of Expenditures	5.9%	3.5%	10.2%	10.0%	13.8%	15.2%

		Sales Tax Comparables		*Summary Statistics*	
	Colorado Springs	Lone Tree	Cen-tennial	Average	Median
Population	422,816	11,097	100,377	553,255	599,984
Debt Per Capita	256	2,558	28	1,274	1,258
Debt Service as a % of Expenditures	5.9%	10.4%	0.3%	9.8%	10.1%

The City has substantially lower debt levels than the average of the comparison group.

The reader should note GFOA did not use only the general fund financial information to calculate these ratios, but rather used the broader categories of "governmental activities" and "governmental funds," which can be found in any comprehensive annual financial report. This is because the all the cities accounted for debt in different funds, so looking at just the general fund would provide a partial, and inaccurate, impression. However, the aforementioned categories have fairly standard meanings across government and they include most the general government services one would typically associate with a municipality, such as public safety and public works. Therefore, they address debt of a general nature, which does have direct relevance to the financial flexibility of the general fund.

These general government categories, though, exclude utilities and other more business-like activities. The business-like category of services was excluded for two main reasons. First, these types of services are not as consistently provided by municipalities, compared to general government services. Second, these services, particularly utilities, often carry large amounts of debt so would have had a major impact on the indebtedness measures. However, this debt has a much more indirect relationship to the financial flexibility of the general fund.

Pensions

The City is involved in four different self-funded pension arrangements, all of which are closed to new participants.

- The Old Hire Police Pension Fund has been closed and has 166 total members. The plan is 81% funded as of January 1, 2012. GFOA Best Practices call for 100% funding of pension liabilities.[22] The plan has an unfunded liability of $16.1 million, which translates into an annual actuarial required contribution (ARC) of $1.5 million for 2013, from $1.4 million in 2012.
- The New Hire Pension Plan – Police Component has 650 members and a funded ratio of 80.2%. The plan has an unfunded liability of $48.8 million, which translates into an annual actuarial required contribution (ARC) of $10.6 million for 2013, from $9.6 million in 2012.
- The Old Hire Fire Pension Fund has 193 members and is 84.1% funded. The plan has an unfunded liability of $15.5 million, which translates into an annual actuarial required contribution (ARC) of $1.5 million for 2013, which is about the same as 2012.
- The New Hire Pension Plan – Fire Component has 286 members and is 79.2% funded. The plan has an unfunded liability of $25.9 million, which translates into an annual actuarial required contribution (ARC) of $4.7 million for 2013, which is down from $ 5.2 million in 2012.

The City also participates in two statewide plans. The Colorado Public Employees Retirement Association for is for civilian employees. As of December 31, 2011 the PERA Local Government Division's funded ratio was 69.3% with an unfunded liability of $1.277 billion. Of course, this underfunding could have some impact on the City in the form of increased contribution rates in the future. The Fire and Police

[22] See "GFOA Best Practice: Sustainable Funding Practices of Defined Benefit Pension Plans" at www.gfoa.org. An 80% funded ratio is often cited as an acceptable funding benchmark, but this figure does not have a sound actuarial basis. See for example, Girard Miller, "Pension Puffery," www.governing.com. Miller does state that an 80% funding ratio might be acceptable at the bottom of an investment market because the funded ratio will presumably rise with the market. Conversely, though, the funded ratio should be above 100% at the top of a market to protect against a fall.

Pension Association of Colorado provides a defined benefit plan for sworn officers. It is funded at over 100% as of 1/1/2011.

Another issue common to all pension funds is the assumed rate of return on pension fund assets. Pension funds often assume return rates of around 7-8% per year. The recent performance of investment markets have led to some questioning of the return assumptions used by the Colorado Public Employees Retirement Association. If circumstances were to require the Association to lower its return assumptions, then member governments would have to make up the difference in the form of increased contributions.[23]

Assuming that the City keeps up with its ARC payments, the unfunded accrued liabilities should, in theory,[24] be covered by the end of the amortization period (which can vary with the plan, but typically is between 20 and 30 years). Keeping up with the ARC payments is a matter of City budgetary policy, and not really an issue that should be addressed through using reserves. However, given the uncertainty around pension issues, it is difficult to say when increases would occur or how much they might be. As such, it would be prudent to hold some reserve to help make a more gradual adjustment to any potential large increases in contribution rates. The City currently pays about $10.5 million in annual contributions to the Colorado Public Employees Retirement Association and about $14.5 million to the other pensions, for total of about $25 million. A reserve of $6.25 million would cover a 25% increase in pension costs. Of course, an increase in the City's contribution will be felt over many years, but the reserve will allow the City to make a gradual adjustment or to more easily absorb a larger increase in contributions in one year.

The City has considered different actions to mitigate its pension liabilities including increasing the contributions required from employees and switching to a defined contribution pension plan. It has also shifted away from a single-employer plan for the most newly hired sworn officers, to the state plan which should provide for less potential volatility. This should help mitigate its risk.

Other Post-Employment Benefits (OPEB)

The City allows retired sworn police officers to stay on a City-sponsored medical plan. The cost of this benefit is paid for by the City as it is incurred. The City's annual required contribution for OPEB is $2.2 million and there is a net obligation of $11.2 million. The City has taken steps to contain its OPEB liability, such as eliminating the City-provided subsidy for retiree health care for new hires and going to a flat (instead of variable) subsidy for existing employees. Hence, similar to pensions, the City will likely not experience near-term, large expenditure spikes or a drastic decrease in the City's financial flexibility owing to OPEB liabilities. Also, like pensions, the financial pressure created by OPEB liabilities are best dealt with through the budget process, not general fund reserves.

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[23] On top of this, the City is leasing its hospital system, so the employees will no longer be contributing to the Colorado Public Employees Retirement Association, which adds some further uncertainty to the City's future pension position.

[24] Even if all ARC payments are made an employer could still end up with an unfunded liability at the end of the amortization period if the actuarial assumptions used to calculate the ARC do not hold up (e.g., the rate of return on plan investments)

Expenditure Volatility

This risk factor refers to potential spikes in expenditure, usually arising from a special, non-recurring circumstance. Expenditures of a recurring nature should not be addressed through the use of reserves, since reserves do not represent a sustainable source of funding for recurring expenditures. Rather, recurring expenditures should be accommodated in the operating budget.

In Colorado Springs, lawsuits appear to be the most important potential source of expenditure spikes, especially because the City's risk management funds do not carry a large amount of reserves themselves, requiring that the general fund to backstop them.

Discussions with City's attorney and risk management professional reveal the following:

- The City faces a number of litigation cases each year. The average potential liability tends to be pretty consistent from year to year. The City normally budgets between $600K and $800K each year for claims, which generally has proven sufficient. In more recent years, the number of litigation cases has risen somewhat, but this does not appear to be a significant trend.
- The City is a facing a couple of extraordinary special cases. Due to the sensitivity of the cases, they will not be discussed in detail in this report, but there is a significant degree of uncertainty around the amount the City could be liable for and if the City will be liable for anything at all. Hypothetically, the liability could represent tens of millions of dollars, but the City Attorney believes that an amount of between $2 million and $4 million is a more realistic estimate of the City's potential risk. Also, under certain circumstances the City could negotiate a multi-year payment schedule for a large liability.
- In the State of Colorado, certain forms of cancer have been designated as work-related injuries for firefighters. Hence, the City's worker's compensation fund will face an increased liability, which will, in part, be covered by the general fund (since the general fund is one of the contributing funds to the worker's compensation fund). However, this would not be spike in expenditures, but would manifest as an increased annual contribution (probably not to exceed $1 million to $2 million per year). Hence, this change to the City' recurring expenditure structure should be handled through the City's budget process.

In conclusion, it would seem prudent for the City to account for at least some of the risk associated with the extraordinary lawsuits in its reserves. The final section of this report will address how this risk fits in with the total reserve goals for the City.

Growth of the Community

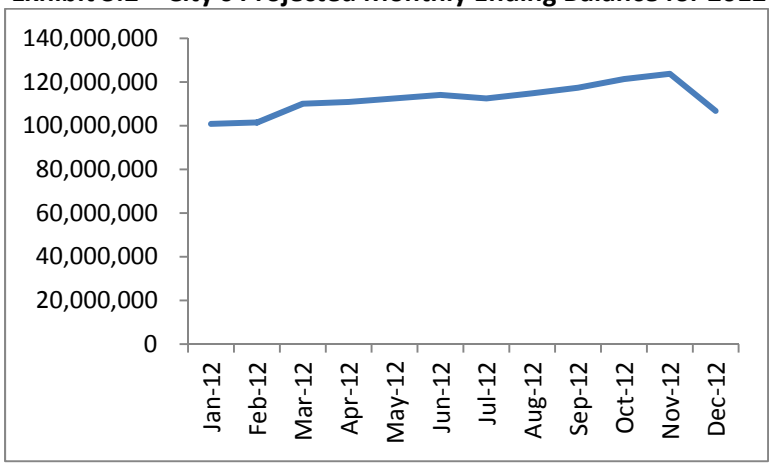
Rapid growth of the community could call for larger levels of reserves, lest service requirements expand beyond the ability of the City to continue services in the face of revenue interruption. For instance, property tax revenues may not be received until a couple of years after development occurs, yet the government will still need to provide for the public safety, health, and welfare of these members of the community in the meantime. Colorado Springs is a moderate growth community in a higher growth region. The City averages 1.5% growth in a region that grows 2%. The City does not rely heavily on property taxes, so is not heavily impacted by a lag between when services are required by a new

development and when revenues are received. Also, the City requires developers to build much of the infrastructure associated with development (roads, parks, etc.), so does not have to cover that expense. In conclusion, the fact that Colorado Springs is only expecting moderate growth in the next few years and that its development financing approach does not require City resources for large capital outlays means that the implications of growth for the City's reserves are minimal.

Liquidity

A larger amount of unreserved fund balance may be needed to avoid cash flow problems if the average maturity of receivables significantly exceeds the average maturity of payables. A common example of this can be found in governments that are heavily reliant on property taxes. The bulk of taxes may only be received at one or two points during the year, requiring reserves to bridge the months with lower receipts. Of course, Colorado Springs is not very reliant on property taxes at all. In fact, its revenue tends to come in fairly evenly over the year. Exhibit 3.2 shows the projected monthly balances for 2012. As the chart shows, the City's ending balance actually moves steady upwards for almost the entire year eventually dropping near the end (due to bond repayments), but still ending up higher than it started. Hence the City does not appear to have a liquidity problem that requires reserves to cover the gap.

Exhibit 3.2 – City's Projected Monthly Ending Balance for 2012



The City's ending balances rise steadily throughout most of the year.

Section 4 – Recommendations

This section provides GFOA's recommendations to Colorado Springs, based on the analysis presented in this paper. The first sub-section addresses the primary purpose of this report: to recommend a reserve target for Colorado Springs. The second sub-section provides other ideas related to is reserve management strategy that Colorado Springs might find helpful, based on GFOA's experience with best practices in public finance.

Recommended Reserve Target for Colorado Springs

This section establishes the recommended reserve target for Colorado Springs. As a first step, the report will review the essential findings of the analysis for each risk factor. Next, the report will provide some

helpful comparative information, such as the reserve levels maintained by other cities as well as rating agency standards. Finally, all of this information will be synthesized to reach a reserve target.

Comparative Reserve Information

When considering a reserve target it is helpful to consult outside standards. Two widely cited standards are GFOA's "Best Practices" and rating agency guidelines. The GFOA Best Practice recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted fund balance in their general fund of no less than two months (16%) of regular general fund operating revenues or regular general fund operating expenditures.[25] Standard and Poor's considers reserves of between 1% and 4% of revenues to be "adequate," while reserves above 15% is "very strong." [26]

It is also useful to consider the experiences of other governments. Exhibit 4.1 compares Colorado Springs' unrestricted fund balances as a percent of general fund revenues to the same cities that appeared in the debt comparison (Exhibit 3.1). "Unrestricted fund balance" is usually used to describe the portion of fund balance that is available to serve as a reserve for the types of risk mitigation purposes that were described in this report (i.e., respond to extreme events, protect against revenue downturns, etc.). This is because unrestricted fund balance is the portion of fund balance that does not have restrictions placed on its use by outside authorities.

As Exhibit 4.1 shows, the typical unrestricted fund balance falls somewhere in between 20% and 25% of general fund revenues. Most of the cities in the analysis were closer to 20%, but two outliers (Indianapolis and Centennial) pulled up the average.

Exhibit 4.1 – Unrestricted Fund Balance Comparison

		"Best in Class" Cities				
	Colorado Springs	**Fort Collins**	**Oklahoma City**	**Denver**	**Indian-apolis**	**Charlotte**
Unresticted fund balance as a % of revenues	22.6%	23.1%	12.7%	18.3%	56.9%	17.3%
		Sales Tax Comparables		***Summary Statistics***		
	Colorado Springs	**Lone Tree**	**Cen-tennial**	**Average**	**Median**	
Unresticted fund balance as a % of revenues	22.6%	29.6%	52.9%	25.2%	20.5%	

The average level of unrestricted fund balance (i.e., reserves) falls between 20% and 25% for the comparable group. Colorado Springs falls within this range right now. The outliers in the comparable group (Indianapolis and Centennial) have special circumstances.

[25] GFOA Best Practice, "Appropriate Level of Unrestricted Fund Balance in the General Fund" (2009), at www.gfoa.org.

[26] David G Hitchcock, Karl Jacob, and James Wiemken, *Key General Obligation Ratio Credit Ranges – Analysis vs. Reality* (New York: Standard & Poor's, 2008).

Indianapolis had a very large amount of "committed" fund balance, which is a subcategory of "unrestricted" fund balance. "Committed" fund balance is considered to be the most constrained of three subcategories of unrestricted fund balance because the City's management has committed those reserves for a very specific purpose (the other two subcategories are "assigned" and "unassigned"). While it is impossible to say from Indianapolis's public reports, it could be that this unusually large amount has been accumulated to pay for special project of some kind or is otherwise not intended as a hedge against risk. In fact, if this amount is removed, Indianapolis's reserve drops to 22% - much more consistent with the other cities. None of the other cities had nearly as large an amount, by any measure, of committed reserves. For example, 61% of Indianapolis's reserves are committed, while Colorado Springs only has about 3% in this category and Denver has about 8%, making Denver's fund balances the most highly committed after Indianapolis.

As for Centennial, about 75% of Centennial's reserves are in the "unassigned" subcategory (the least constrained of the three), which suggests that Centennial has simply accumulated a much higher relative level of reserves than the other governments in Exhibit 4.3. Interestingly, Centennial also has, by far, the lowest debt burden of any of the cities (see Exhibit 3.1). This high reserve, coupled with an extremely low debt burden suggests that Centennial has a significantly different economic base than the other cities. For example, the median household income in Centennial is $85.5K, compared to $51K in Colorado Springs and $55.4K in the State of Colorado. The median home value in Centennial is $260K compared to $182K in Colorado Springs and $205K in the State of Colorado.[27] In 2010, the unemployment rate in Centennial was 4.8%, compared to 9.4% in Colorado Springs. Although neither municipality relies very heavily on property taxes, it is interesting to note that the total assessed value of properties in Centennial is 34% greater on a per person basis than in Colorado Springs. Finally, centennial's general fund revenue are, on a per capita basis, 20% greater than Colorado Springs even though Centennial appears to provide more limited set of services to its citizens (for example, Centennial is served by a separate fire protection district and recreation district, while Colorado Springs provides these service directly). These distinctive characteristics have likely made it more practical for Centennial to accumulate a sizable reserve.

Putting it All Together: The Reserve Recommendation

In order to reach the final recommendation for a reserve target for Colorado Springs, let's first review the individual analysis results from each of the risk factors.

Primary Risk Factor - Revenue (Sales Tax) Volatility. While the sales tax does show some volatility, this is due almost entirely to economic cycles and seasonal effects (as opposed to random variation). Therefore, the most important vulnerability the City has with respect to sales taxes is an economic downturn. A review of past economic downturns leads us to believe that the City should prepare for a potential 20% decline in sales tax revenues over 25 months as a plausible "worst case scenario" (this amounts to about $23 million in reduced revenue). However, the City would presumably reduce its spending in the event of such a severe downturn, such that a reserve to cover the entire amount of the revenue decline would not be necessary. The City budget office estimates that the budget could be

[27] Based on values from Zillow.com

reduced by just under $10 million without creating a major disruption to services (though service quality would be negatively affected to some degree, of course). This means the City should maintain a reserve of at least $13 million to fill the remaining portion of the revenue gap and to help the City make a "soft landing" in the case of a major revenue decline.

The City's other revenue sources are fairly stable as a group, but GFOA has recommended that some reserves to account for volatility may be prudent. These reserves added up to $7.3 million.

Primary Risk Factor - Infrastructure. General fund reserves may be needed to repair or replace an asset that fails unexpectedly. In Colorado Springs, the two asset classes that were deemed to be of the greatest importance are bridges and storm sewers.

13 bridge structures have been identified as having a high risk rating. These bridges have an estimated replacement value of $22,752,672. This averages out to about $1.75 million per bridge. A reserve that covers one or two bridges should be adequate, but using the "Triple-A" rule of doubling our expectation for uncertainty, preparing for the premature failure of three of these bridges might be more prudent. This equates to a $5.25 million reserve.

406 miles of storm lines are managed by the City. However, neither install dates nor condition assessments were available for any storm lines. The estimated replacement cost for all storm sewers is $588,052,836.[28] Since the information necessary to assess risk of failure is not available, the best that can be done is to make an assumption. We do know that about 10% of the total dollar value of the City's bridge inventory is in the higher risk category, so it may be reasonable to start with that number for storm sewers, which would translate to $58 million. We also know that about 20% high risk category of bridges was recommended as a reserve amount, which would equate to $11.6 million.

Primary Risk Factor - Vulnerability to Extreme Events. The City is subject to extreme events that pose a significant threat to life and property. However, the City's historical experience is that the financial impacts of these events have been manageable. For example, the most recent fire was the worst in Colorado history, but the total cost to the City was only $3.75 million versus an annual City budget of about $220 million. Taking into account the uncertainty associated with the scale of future extreme events as well, as well as the timing of FEMA reimbursement and the portion of event response costs that are likely going to be already covered by existing budgeted resources a reserve for extreme events of $5 million seems reasonable, but an argument for a reserve of up to $7.5 million could also be made.

Secondary Risk Factor - Leverage. The City has very little debt, so the City's reserve strategy does not need to account for reduced financial flexibility from debt.

The City has some financial pressure from pension obligations. It participates in a number of plans, none of which is 100% funded. The Colorado Public Employees Retirement Association is a particular concern for City officials because it has a low funding ratio and its assumptions around the return on plan assets

[28] Drainage Basins, Open Drainage Features, Discharge Points, and Point Features are not included in the replacement cost, which would likely push it over $1 Billion dollars.

have been publicly questioned for being too high. Both of these factors mean that the Association may require significantly increased contributions from its member governments.

Assuming that the City keeps up with its annual pension payments, the unfunded accrued liabilities should, in theory, be covered by the end of the amortization period (which can vary with the plan, but typically is between 20 and 30 years). Keeping up with the ARC payments is a matter of City budgetary policy, and not really an issue that should be addressed through using reserves. However, given the uncertainty around pension issues, it is difficult to say when increases would occur or how much they might be. As such, it would be prudent to hold some reserve to help make a more gradual adjustment to any potential large increases in contribution rates. The City currently pays about $10.5 million in annual contributions to the Colorado Public Employees Retirement Association and about $14.5 million to the other pensions, for total of about $25 million. A reserve of $6.25 million would cover a 25% increase in pension costs. Of course, an increase in the City's contribution will be felt over many years, but the reserve will allow the City to make a gradual adjustment or to more easily absorb a larger increase in contributions in one year.

Secondary Risk Factor - Expenditure Volatility. The City is facing a few large lawsuits that could entail significant settlement costs if the case goes against the City. The City attorney believes that $2 million to $4 million is a reasonable range to prepare for.

Secondary Risk Factor – Liquidity / Cash Flow. The City faces no important liquidity or cash flow problems that create a shortage of working capital.

Secondary Risk Factor – Growth of the Community. The fact that Colorado Springs is only expecting moderate growth in the next few years and that its development financing approach does not require City resources for large capital outlays means that the implications of growth for the City's reserves are minimal.

So, in summary the components of a recommended reserve are:

- $13 million for sales tax economic uncertainty
- $7.5 million for economic uncertainty in other revenues
- $6.25 million for pension payment uncertainty
- $5.25 million for critical bridge failure and $11.6 million critical storm sewer replacement, for a total of $16.85 million.
- $5-7.5 million for extreme events
- $2-4 million for expenditure spikes from law suits

Many cities express their reserve policy target as single number (e.g., 16% of revenues). However, GFOA has found that leading municipalities often find it helpful to segment their reserves into different categories because this makes the purpose of the reserve more transparent. For example, a reserve for "emergencies" and a reserve for "economic uncertainty" would provide more clarity on the purpose of the reserves than one all-encompassing reserve. The first three bullets above could comprise the

budgetary uncertainty reserve, while the last three would form the emergency reserve, leading to the following targets:[29,30]

Budgetary Uncertainty Reserve
$13 million for sales tax economic uncertainty +
$7.5 million for economic uncertainty in other revenues +
$6.25 million for pension payment uncertainty =
$27 million or about 12.5% of general fund revenues[31] as budgetary uncertainty reserve
Emergency Reserve
$5.25 million for critical bridge failure and $11.6 million critical storm sewer replacement, for a total of $16.85 million +
$5-7.5 million for extreme events +
$2-4 million for expenditure spikes from lawsuits =
$27 million or about 12.5% of general fund revenues as an emergency reserve

This provides ***a target of about 25% of general fund revenues***, which is also about in line with the range of reserves actually maintained by other cities that are comparable to Colorado Springs and is above the level that GFOA considers the minimum baseline level that a government should maintain (16%).[32] These reserves would be considered part of the "unrestricted" portion of the City's fund balance.[33]

[29] Targets have been rounded to nearest "whole" numbers for ease of use in policy making

[30] Note that many of the risks listed in the table can be considered "independent," meaning that the occurrence of one risk has little to do with the potential occurrence of another risk. For example, the occurrence of an extreme event has little or nothing to do with whether the City also experiences an increase in its pension payments. In these cases, there could be a justification for holding less reserves than the total of the two numbers because it is rather unlikely that the City will experience both of these problems at once. However, other risks are not independent. For example, an economic downturn that causes a reduction in sales tax revenue would likely also impact other revenues, a natural disaster could make the City more likely to experience a critical infrastructure failure, or a natural disaster could result in interruption to sales tax revenue. Because the risk factors appear to have at least some level of significant inter-dependency (a level which is difficult to know), the approach of adding the reserve components together represents a conservative approach to sizing reserves for Colorado Springs. This approach would leave the City without any exposure to risk arising from risk factor dependency. However, it should be noted that zero exposure to risk also means that the City will hold more reserves that it will *probably* need at any one time.

[31] Based on about $220 million general fund revenue, as per 2012 budget estimates

[32] See "GFOA Best Practice: Appropriate Level of Unrestricted Fund Balance in the General Fund." www.gfoa.org The Best Practice states that reserves equal to about 16% of revenues or expenditures is the minimum a government should consider for its policy and that the actual target that a government adopts should be based on an analysis of the salient risks that a government faces (which in many cases may call for a higher reserve level than 16%).

[33] Within the "unrestricted" portion of fund balance, the City could choose to locate the reserves within the "unassigned" or "committed" categories. Municipal governments typically choose the unassigned category because the accounting requirements to place funds in the committed category are more stringent (e.g., the commitment must be made by formal action of the City Council and the language describing the conditions for using the reserves must meet a high level of precision).

Other Ideas to Support the General Fund Reserve Strategy

This section presents other ideas that Colorado Springs may wish to consider, relative to its reserve strategy. These ideas include: enhanced sales tax monitoring, a user fee cost recovery policy, a volatile revenue policy, a short-term borrowing policy, and a grants policy.

Sales Tax Monitoring

Because a potential decline in sales tax revenue is the major driver for the City's need to retain reserves, the City might consider additional methods to monitor the potential direction of its sales tax revenue. The City already employs some fairly sophisticated long-range forecasting methods. The City should continue to refine its method, including continuing to look for leading indicators of sales tax performance. However, GFOA did not examine the City's long-range forecasting methods in-depth, so this paper will focus on how some of the techniques used in this paper might be helpful going forward. First, the City might monitor a 12-month, centered moving average, updating it each month. As Exhibit 2.3 demonstrated, the 12-month moving average reveals long-term trends that are not as readily apparent from monthly data, especially when month to month-to-month fluctuations are so dramatic (even if the fluctuations are rather predictable). If the moving average starts to turn down, it could indicate a real trend. Of course, the problem with this approach is that a moving average will always be five to six months behind since the analysis must wait for the historical data to come in. A more immediately useful technique would be to compare monthly fluctuations to the average. If a month that is normally a high-yield month does not come in as strong or if a month that is normally a low yield month is particularly bad, it could portend trouble. Exhibit 4.2 shows how the months of the year compare to both the 12-month moving average and to the month before it (e.g., how January compared to December, etc.). The month-to-month numbers are often larger because revenues sometimes go from peak to valley and vice versa very quickly. The month-to-month numbers will also be easier to use, because they don't rely on the availability of moving average data.

Exhibit 4.2 – Average Monthly Variations in Sales Tax Revenue

	Avg % Difference from Previous Month	Avg % of the 12 Mo MA
January	35.7%	125.0%
February	-33.8%	82.5%
March	3.1%	84.4%
April	22.1%	103.1%
May	-10.9%	91.4%
June	7.8%	98.5%
July	15.2%	113.0%
August	-8.2%	102.5%
September	-0.3%	102.2%
October	5.6%	107.4%
November	-8.0%	95.4%
December	-4.5%	92.4%

User Fee Cost Recovery Policy

User fees are about 6% of all general fund revenue. User fees are an increasingly popular way to fund municipal services because they assign the cost of the service directly to the customer, as opposed to the general taxpayer. The City could strengthen its user fee base by adopting an official policy on the extent to which it will seek to recover the costs of providing services through a user fee.

A user fee cost recovery policy could be very detailed – setting precise targets for the percent of cost to recover for different types of services.[34] However, most governments take an approach that allows for more discretion, where the policy establishes full recovery as the goal for user fees, but recognizes that there will be occasional exceptions. This policy from Minneapolis, Minnesota illustrates:

The city shall establish user charges and fees at a level that reflects the service costs… Full cost charges shall be imposed unless it is determined that policy, legal, or market factors require lower fees.

This policy approach will require that the City Council and staff actively collaborate to decide, on a case-by-case basis, where subsidization of a service with general tax dollars is appropriate. Of course, any policy should recognize that the governing board determines where subsidizations are appropriate – it is just a matter of whether these decisions will be codified in a formal policy or if the policy will leave it to the board and staff to decide on a case-by-case basis. The former approach will provide a greater level of control over unintended subsidization, while the latter will provide greater flexibility to decide on how subsidizations will be handled.

User fees can be a complex and, sometimes, controversial revenue source. So it may also be helpful to have a policy that describes the fundamental goals of user fees and a mechanism for regular review of the fees. GFOA has published a great deal of more detailed information on fee policies, if the City is interested in this topic.[35]

Volatile Revenue Policy

As we have seen, the sales tax can be strongly influenced by the state of the economy. Just as an economic downturn can depress sales taxes, a buoyant economy can lead to a rapid increase. This presents a financial risk if these new revenues are used to fund recurring expenditures (e.g., new on-going programs and their associated personnel) and if these new revenues stem from a level of consumer spending that is not sustainable. A volatile revenue policy encourages a government to examine its past revenue trends to determine when it may be experiencing an anomalously high level of revenue income and to use this revenue for uses of a non-recurring nature, such as paying off debt, building up a reserve, or special projects that will reduce future operating costs.

The policy for the City and County of Denver, Colorado, illustrates this type of policy:

It is not prudent to allocate sales tax revenue that exceeds the normal growth rate (defined as the average annual growth rate over the last ten years) to ongoing programs. Therefore, sales tax revenues

[34] See for example, the policy of the City of San Luis Obispo, California, which is available at the GFOA website www.gfoa.org/finanicalpolicies

[35] See primarily the GFOA book *Financial Policies*

that exceed the normal growth rate should be used for one-time expenditures or to increase reserves for the inevitable economic downturns.

Short-term Borrowing Policy

As Exhibit 3.1 showed, the City has a very low level of debt. Debt can be a source of financial flexibility, thereby mitigating the need to hold reserves. Short-term debt could be useful if the City finds itself with the need for a temporary cash infusion (to deal with an unexpected situation). However, short-term borrowing from external sources is usually considered undesirable due to, among other things, the administrative costs of arranging the deal. As such a policy usually places limits on short-term external borrowing. For example, a policy might specify that short-term instruments be used only if the transaction costs plus interest of the short-term debt are less than the cost of internal financing and if available cash is insufficient to meet working capital requirements. A policy could also state that short-term debt issued for operating purposes will be limited to cases where there is reasonable certainty that a known revenue source will be received in the current fiscal year sufficient to repay the debt, or where there is a clear financial emergency.

For many governments, interfund borrowing is preferred to external borrowing. For example, the City's utility may make a loan to the general fund or vice versa. This is another way to increase financial flexibility, beyond that provided by reserves. A policy for interfund loans is useful because, if not carefully managed, the loans can become a cross-fund subsidization, which could lead to one group of taxpayers or ratepayers subsidizing another group. A policy can establish terms and guidelines to help avoid overly burdensome loans. The following are suggested elements for an internal loan policy:

Definition of a loan vs. a transfer. A policy should differentiate a loan from a transfer since the implications of each are different. Essentially, the difference is that operating transfers move financial resources from one fund to another, permanently, while interfund borrowings are usually made for temporary cash flow reasons and are not intended to result in a transfer of financial resources by the end of the fiscal year.

Criteria for making loans. Just as a private lender would apply criteria to a potential borrower, a policy should describe the general conditions under which an internal loan is permissible. A policy should describe these conditions and designate the appropriate authority responsible for authorizing the loan. Here are some examples of such conditions:

- The lending fund has funds available.
- The borrowing will not adversely impact the lending fund's long-term financial condition.
- A specific source of repayment has been identified in the borrowing fund.
- The loan can be repaid within a specified period of time.
- Any legal requirements/restrictions are satisfied.

Interest rates and terms. A policy should also provide guidelines on terms and interest rates. Typically, interest rates would match prevailing rates, with the exact rate set by the finance office. For long-term loans, a repayment schedule must be set, but the loan should typically be fully amortized, preferably on a level or accelerated repayment schedule.

Grants Policy

Grants are an attractive form of funding for many local governments because they offer the possibility to reduce reliance on taxes and fees drawn from the community. On the other hand, grants can harm the government's long-term financial position if they lead to implementation of an ongoing program that later requires support from general tax dollars when the grant expires. Further, many grants require matching funds and overhead costs that might end up diverting funds from higher-priority services. A policy can encourage grant-seeking, but should also recognize the risks of overreliance on grants and direct the organization to manage those risks. The policy from the City of Long Beach, California, instructs staff to analyze the long-term costs and benefits of a grant before accepting it:

City staff will seek out, apply for, and effectively administer federal, state, and other grants that address the city's priorities and policy objectives and provide a positive benefit to the city. Before any grant above $50,000 is pursued, staff shall provide a detailed pro-forma to the city manager that addresses the immediate and long-term costs and benefits to the city. A pro-forma must be submitted to the city manager for all grants prior to accepting the grant award.

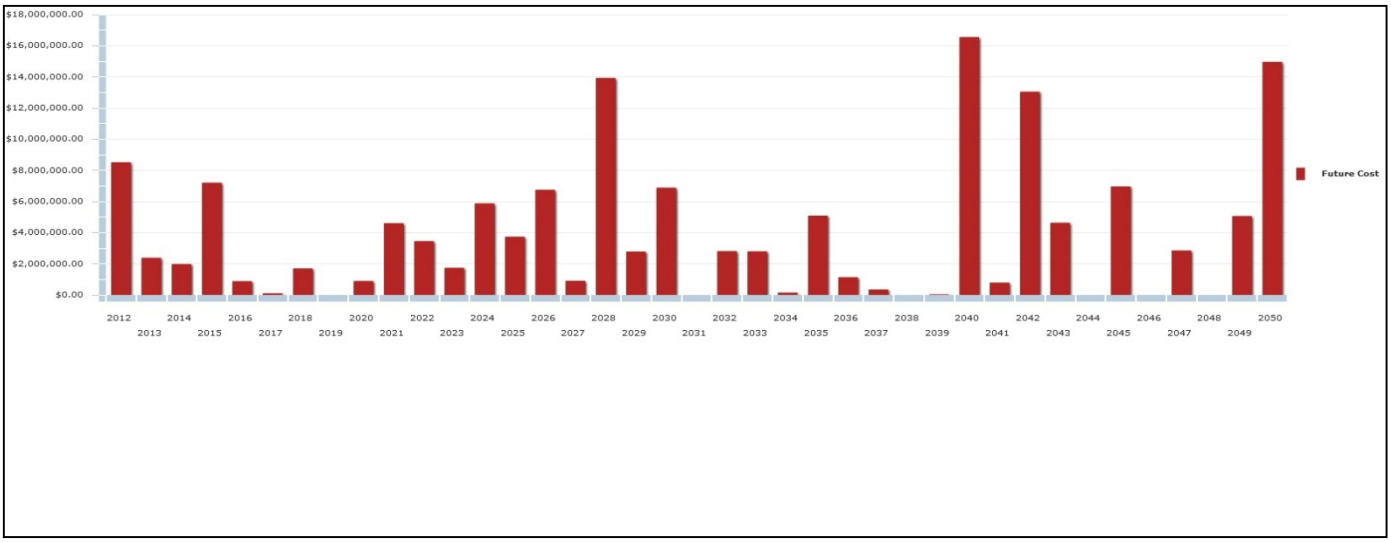
A policy should direct that any grants pursued are consistent with the government's mission and strategic priorities. Spotsylvania County's policy states that "before applying for and accepting intergovernmental aid, the county will assess the merits of a particular program as if it were funded with local tax dollars."

After the grant has been accepted, a policy should address the possibility that the grant will end, leaving the government to decide whether to continue the program. Spotsylvania County's policy reads that "local tax dollars will not be used to make up for losses of intergovernmental aid without first reviewing the program and its merits as a budgetary increment."

Infrastructure Maintenance/Replacement Schedule

Rather than reserving funds to guard against the failure of worn assets, the City should develop a plan and schedule to maintain and replace assets, as needed. Exhibit 4.3 shows what yearly capital expenditures would be to keep up with bridge and culvert replacements. Obviously, the pattern is quite volatile. The City might consider translating this into a regular schedule, with a set annual contribution to funding that schedule. GFOA estimates at a $10.9 million approximate annual contribution would be necessary to fund the schedule. Not only would this reduce the amount the City would have to hold in reserve (since assets would not deteriorate to critical condition), but it would greatly reduce the actual risk faced by the City.

Exhibit 4.3 – Estimate of Annual Bridge and Culvert Replacement Costs



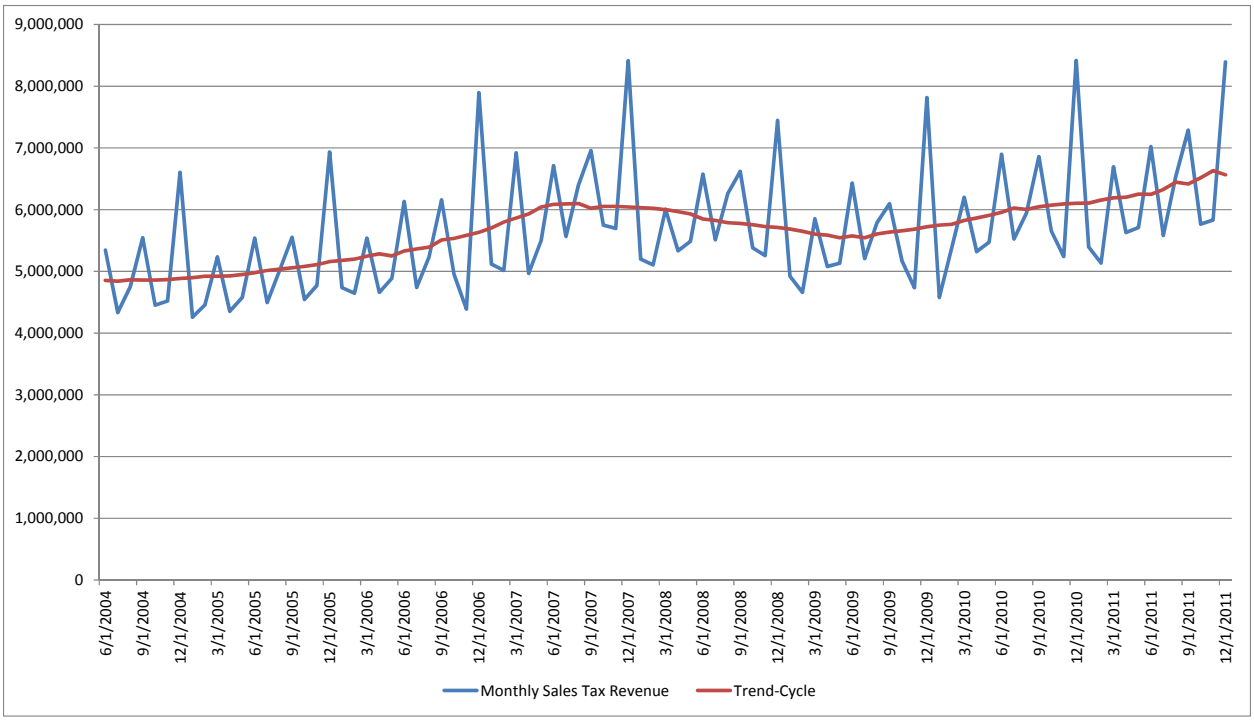
For storm sewers, the average annual contribution for a regular maintenance/replacement schedule would be about $36 million, though this is a less precise figure because the underlying information on asset condition is not as detailed.

Appendix 1 – Sales Tax Revenues in Boulder, Colorado

In order to provide a little better comparative context for examining Colorado Springs' sales tax, GFOA request permission from the City of Boulder to use their monthly sales tax data in a similar analysis to Colorado Springs'. Exhibit A1.1 below shows Boulder's revenues since June 2004. Like Colorado Springs, Boulder has four "spikes" during the year, with a holiday spike being the largest. Boulder's sales tax revenue is a little more volatile, with about 4% of the variation attributable to random factors.

Boulder also experienced a protracted decline in its trend-cycle in the wake of the Great Recession – a 10% drop over 21 months. This is just under half a percent per month, so not too much different from Colorado Springs.

Exhibit A1.1- Monthly Sales Tax Revenue from the City of Boulder, Colorado



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2015 Salary Structure

CITY ATTY'S OFFICE
CODE CHANGE REVIEW
ATTY INIT _____
DATE ____/____/____

ORDINANCE NO. 14-105

AN ORDINANCE APPROVING THE SALARY RANGES FOR CITY PERSONNEL

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLORADO SPRINGS:

Section 1. Ordinance No. 13-76 is repealed effective March 29, 2015.

Section 2. The City of Colorado Springs – 2015 Salary Structure, attached and made a part of this Ordinance, is approved in accord with City Code § 1.4.202.

Section 3. The salary ranges set forth in the attached City of Colorado Springs – 2015 Salary Structure shall be in full force and effect on March 29, 2015 until modified by City Council. These salary ranges must be used when making municipal employee and officer salary adjustments effective March 29, 2015.

Section 4. The Mayor may set the salaries of individual City employees, as defined by City Charter § 13-10, so long as the salary set is within the range of the job classification the individual will perform.

Section 5. The salary ranges for the City Attorney's assistants identified in the City of Colorado Springs – 2015 Salary Structure as Deputy City Attorney; City Attorney Division Chief; Senior Attorney; Attorney; and Prosecuting Attorney approved by this ordinance shall satisfy the requirements of City Charter 13-90(a) and City Code § 1.2.401.

Section 6. The salary ranges for the City Auditor's assistants identified in the attached City of Colorado Springs – 2015 Salary Structure as Assistant City Auditor; Audit Supervisor; Information Systems Auditor II; Senior Auditor; Auditor II; and Auditor I

approved by this ordinance shall satisfy the requirements of City Charter 3-10(e) and City Code § 1.2.701.

Section 7. The salaries, as defined by City Code § 1.4.201(A), for the appointed officers of the City identified in the City of Colorado Springs – 2015 Salary Structure as City Auditor and City Attorney shall remain as currently set in Ordinance 14-33 and 14-20 in satisfaction of the requirements of City Charter § 3-10(e) and 13-80, and City Code §1.2.203. The salary ranges for all other officer salaries identified in the City of Colorado Springs – 2015 Salary Structure approved by this ordinance shall satisfy the requirements of City Code §1.2.203 so long as the salaries are set within the applicable range.

Section 8. The Mayor may propose modifications to the City of Colorado Springs – 2015 Salary Structure approved by this ordinance when market adjustments or other needs require. Modifications shall also be approved by ordinance.

Section 9. This ordinance shall be in full force and effect as of March 29, 2015, after its final adoption and publication as provided by Charter.

Section 10. Council deems it appropriate that this ordinance be published by title and summary prepared by the City Clerk and that this ordinance shall be available for inspection and acquisition in the office of the City Clerk.

Introduced, read, passed on first reading and ordered published this 25th day of November, 2014.

Finally passed: December 9, 2014

Keith King, Council President

Mayor's Action:

☒ Approved: 12.11.2014

☐ Disapproved:_____, based on the following objections:

Steve Bach, Mayor

Council Action:

☐ Finally adopted on a vote of _____, on _____.

☐ Amended and resubmitted _____.

Keith King, Council President

ATTEST:

Sarah B. Johnson, City Clerk

City of Colorado Springs - 2015 Salary Schedule

Effective March 29, 2015

					Annual			Monthly		Hourly	
Job Code	Job Title	Band #	Band Name	Zone #	Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
19790	City Attorney/Chief Legal Officer	1	SMG	7	$175,314	$219,142	$241,056	$14,609.50	$18,261.83	$84.285577	$105.356731
19701	Chief of Staff/Chief Administrative Officer	1	SMG	6	$157,940	$197,425	$217,168	$13,161.67	$16,452.08	$75.932692	$94.915865
19680	Chief Financial Officer	1	SMG	5	$142,288	$177,860	$195,647	$11,857.33	$14,821.67	$68.407692	$85.509615
19999	Chief Information Officer	1	SMG	5	$142,288	$177,860	$195,647	$11,857.33	$14,821.67	$68.407692	$85.509615
19310	Police Chief	1	SMG	5	$142,288	$177,860	$195,647	$11,857.33	$14,821.67	$68.407692	$85.509615
19644	Aviation Director	1	SMG	4	$128,188	$160,235	$176,258	$10,682.33	$13,352.92	$61.628846	$77.036058
19635	Public Works Director/City Engineer	1	SMG	4	$128,188	$160,235	$176,258	$10,682.33	$13,352.92	$61.628846	$77.036058
19418	Fire Chief	1	SMG	4	$128,188	$160,235	$176,258	$10,682.33	$13,352.92	$61.628846	$77.036058
19795	City Auditor	1	SMG	3	$115,484	$144,356	$158,791	$9,623.67	$12,029.67	$55.521154	$69.401923
19775	Human Resources Director	1	SMG	3	$115,484	$144,356	$158,791	$9,623.67	$12,029.67	$55.521154	$69.401923
17085	Emergency Management & Recovery Director	1	SMG	3	$115,484	$144,356	$158,791	$9,623.67	$12,029.67	$55.521154	$69.401923
19665	Parks, Recreation & Cultural Services Director	1	SMG	3	$115,484	$144,356	$158,791	$9,623.67	$12,029.67	$55.521154	$69.401923
19661	Planning & Community Development Director	1	SMG	3	$115,484	$144,356	$158,791	$9,623.67	$12,029.67	$55.521154	$69.401923
15015	Chief Communications Officer	1	SMG	2	$104,040	$130,050	$143,055	$8,670.00	$10,837.50	$50.019231	$62.524038
19793	City Clerk	1	SMG	1	$94,052	$117,565	$129,322	$7,837.67	$9,797.08	$45.217308	$56.521635
17634	Deputy City Attorney	2	MGR	10	$145,230	$181,538	$199,691	$12,102.50	$15,128.17	$69.822115	$87.277885
	Reserved for Future Use	2	MGR	9	$132,027	$165,034	$181,537	$11,002.25	$13,752.83	$63.474519	$79.343269
17631	City Attorney Division Chief	2	MGR	8	$120,025	$150,031	$165,034	$10,002.08	$12,502.58	$57.704327	$72.130288
19777	Deputy Chief Information Officer	2	MGR	8	$120,025	$150,031	$165,034	$10,002.08	$12,502.58	$57.704327	$72.130288
12709	Information Systems Manager II	2	MGR	7	$109,113	$136,391	$150,030	$9,092.75	$11,365.92	$52.458173	$65.572596
19309	Police Deputy Chief	2	MGR	7	$109,113	$136,391	$150,030	$9,092.75	$11,365.92	$52.458173	$65.572596
12716	Applications Development Manager	2	MGR	6	$99,194	$123,992	$136,391	$8,266.17	$10,332.67	$47.689423	$59.611538
19794	Assistant City Auditor	2	MGR	6	$99,194	$123,992	$136,391	$8,266.17	$10,332.67	$47.689423	$59.611538
19667	Deputy Chief of Staff/Economic Vitality Officer	2	MGR	6	$99,194	$123,992	$136,391	$8,266.17	$10,332.67	$47.689423	$59.611538
12640	Engineering Development Manager	2	MGR	6	$99,194	$123,992	$136,391	$8,266.17	$10,332.67	$47.689423	$59.611538
19417	Fire Deputy Chief	2	MGR	6	$99,194	$123,992	$136,391	$8,266.17	$10,332.67	$47.689423	$59.611538
12718	Information Security Manager	2	MGR	6	$99,194	$123,992	$136,391	$8,266.17	$10,332.67	$47.689423	$59.611538
19806	Municipal Court Administrator	2	MGR	6	$99,194	$123,992	$136,391	$8,266.17	$10,332.67	$47.689423	$59.611538
17838	Park Operations and Development Manager	2	MGR	6	$99,194	$123,992	$136,391	$8,266.17	$10,332.67	$47.689423	$59.611538
19655	Recreation and Administration Manager	2	MGR	6	$99,194	$123,992	$136,391	$8,266.17	$10,332.67	$47.689423	$59.611538
12825	Transit Systems Manager	2	MGR	6	$99,194	$123,992	$136,391	$8,266.17	$10,332.67	$47.689423	$59.611538
13413	Transportation Manager	2	MGR	6	$99,194	$123,992	$136,391	$8,266.17	$10,332.67	$47.689423	$59.611538
12613	Aviation Assistant Director	2	MGR	5	$90,176	$112,720	$123,992	$7,514.67	$9,393.33	$43.353846	$54.192308
19797	City Budget Manager	2	MGR	5	$90,176	$112,720	$123,992	$7,514.67	$9,393.33	$43.353846	$54.192308
12645	Engineering Manager	2	MGR	5	$90,176	$112,720	$123,992	$7,514.67	$9,393.33	$43.353846	$54.192308
18250	Fire Administrative Services Manager	2	MGR	5	$90,176	$112,720	$123,992	$7,514.67	$9,393.33	$43.353846	$54.192308
18055	Fire Marshal	2	MGR	5	$90,176	$112,720	$123,992	$7,514.67	$9,393.33	$43.353846	$54.192308
12713	Information Technology Manager I	2	MGR	5	$90,176	$112,720	$123,992	$7,514.67	$9,393.33	$43.353846	$54.192308
18497	Police Administrative Services Manager	2	MGR	5	$90,176	$112,720	$123,992	$7,514.67	$9,393.33	$43.353846	$54.192308
17203	City Accounting Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
18473	Community Initiatives Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
17145	Contract Compliance Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
16520	Golf Courses Division Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
19654	Human Resources Manager, Comp/Benefits	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
17530	Principal Traffic Engineer	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
19773	Procurement Services Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
14452	Public Safety Communications Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
17105	Real Estate Services Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
18300	Risk Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
12833	Economic Vitality Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
12789	Senior IT Project Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
19640	Streets Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
15093	Airport Design & Construction Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
17207	Airport Marketing & Communications Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
15091	Airport Operations Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
15092	Airport Planning and Development Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
16200	City Human Resources Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
15020	Crime Lab Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
19771	Cultural Services Division Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
18050	Deputy Fire Marshal	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
12704	IT Project Manager II	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
17625	Legal Administrator	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
17086	OEM Deputy Director	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
17595	Parking Systems Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
19663	Parks Development Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
18221	Pikes Peak-America's Mountain Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
18013	Planning Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
18484	Police Logistics Support Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500

City of Colorado Springs - 2015 Salary Schedule

Effective March 29, 2015

					Annual			Monthly		Hourly	
Job Code	Job Title	Band #	Band Name	Zone #	Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
14453	Police Records Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
19350	PPRCN System Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
15028	Radio Communications Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
17291	Sales Tax Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
12783	Service Desk Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
12770	SIMD Unit Administrator	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
14900	Street Operations Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
17016	C4C Project Manager	2	MGR	2	$67,751	$84,689	$93,157	$5,645.92	$7,057.42	$32.572596	$40.715865
17835	City Forester	2	MGR	2	$67,751	$84,689	$93,157	$5,645.92	$7,057.42	$32.572596	$40.715865
18470	Community Development Division Manager	2	MGR	2	$67,751	$84,689	$93,157	$5,645.92	$7,057.42	$32.572596	$40.715865
17018	Senior Business Climate Specialist	2	MGR	2	$67,751	$84,689	$93,157	$5,645.92	$7,057.42	$32.572596	$40.715865
17325	City Grants Administrator	2	MGR	1	$61,592	$76,990	$84,689	$5,132.67	$6,415.83	$29.611538	$37.014423
	Reserved for Future Use	3	SUP	9	$92,874	$116,092	$127,702	$7,739.50	$9,674.33	$44.650962	$55.813462
	Reserved for Future Use	3	SUP	8	$85,204	$106,505	$117,156	$7,100.33	$8,875.42	$40.963462	$51.204327
	Reserved for Future Use	3	SUP	7	$78,170	$97,712	$107,483	$6,514.17	$8,142.67	$37.581731	$46.976923
17518	Audit Supervisor	3	SUP	6	$71,715	$89,644	$98,608	$5,976.25	$7,470.33	$34.478365	$43.098077
12775	GIS Supervisor	3	SUP	6	$71,715	$89,644	$98,608	$5,976.25	$7,470.33	$34.478365	$43.098077
14511	Golf Course Superintendent	3	SUP	6	$71,715	$89,644	$98,608	$5,976.25	$7,470.33	$34.478365	$43.098077
18310	Risk Supervisor, Occupational Health	3	SUP	6	$71,715	$89,644	$98,608	$5,976.25	$7,470.33	$34.478365	$43.098077
18310	Risk Supervisor, Workers Compensation	3	SUP	6	$71,715	$89,644	$98,608	$5,976.25	$7,470.33	$34.478365	$43.098077
17941	Benefits Supervisor	3	SUP	5	$65,794	$82,243	$90,467	$5,482.83	$6,853.58	$31.631731	$39.539904
18481	Crime Analysis Supervisor	3	SUP	5	$65,794	$82,243	$90,467	$5,482.83	$6,853.58	$31.631731	$39.539904
17015	Deputy City Clerk	3	SUP	5	$65,794	$82,243	$90,467	$5,482.83	$6,853.58	$31.631731	$39.539904
12025	Payroll & Pension Administrator	3	SUP	5	$65,794	$82,243	$90,467	$5,482.83	$6,853.58	$31.631731	$39.539904
12776	Special Event Supervisor	3	SUP	5	$65,794	$82,243	$90,467	$5,482.83	$6,853.58	$31.631731	$39.539904
13910	Transit Services Supervisor	3	SUP	5	$65,794	$82,243	$90,467	$5,482.83	$6,853.58	$31.631731	$39.539904
12669	Accounts Payable Supervisor	3	SUP	4	$60,361	$75,451	$82,997	$5,030.08	$6,287.58	$29.019712	$36.274519
15099	Airport Operations Supervisor	3	SUP	4	$60,361	$75,451	$82,997	$5,030.08	$6,287.58	$29.019712	$36.274519
18422	Chief Probation Officer	3	SUP	4	$60,361	$75,451	$82,997	$5,030.08	$6,287.58	$29.019712	$36.274519
12085	Clerk of the Court	3	SUP	4	$60,361	$75,451	$82,997	$5,030.08	$6,287.58	$29.019712	$36.274519
15201	Crime Lab Supervisor	3	SUP	4	$60,361	$75,451	$82,997	$5,030.08	$6,287.58	$29.019712	$36.274519
16620	Police Evidence Supervisor	3	SUP	4	$60,361	$75,451	$82,997	$5,030.08	$6,287.58	$29.019712	$36.274519
13061	Street Programs Supervisor	3	SUP	4	$60,361	$75,451	$82,997	$5,030.08	$6,287.58	$29.019712	$36.274519
15096	Airport Communications Center Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,768.42	$26.623558	$33.279327
15095	Airport Facilities Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
16029	Asset Management Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
17830	City Horticulturist	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
15017	Code Enforcement Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
18230	Fire Prevention Section Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
16622	Police Impound Facility Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
12761	Public Safety Communications Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
15029	Radio Communications Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
12805	Skilled Maintenance Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
12804	Streets District Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
16042	Traffic Signal Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
15302	Office Services Coordinator	3	SUP	2	$50,805	$63,506	$69,857	$4,233.75	$5,292.17	$24.425481	$30.531731
14426	PPHWY Ranger Supervisor	3	SUP	2	$50,805	$63,506	$69,857	$4,233.75	$5,292.17	$24.425481	$30.531731
15019	Community Service Officer Supervisor	3	SUP	1	$46,610	$58,262	$64,089	$3,884.17	$4,855.17	$22.408654	$28.010577
16003	Parts Supervisor	3	SUP	1	$46,610	$58,262	$64,089	$3,884.17	$4,855.17	$22.408654	$28.010577
12738	Records Supervisor	3	SUP	1	$46,610	$58,262	$64,089	$3,884.17	$4,855.17	$22.408654	$28.010577
16068	Sales Tax Enforcement Supervisor	3	SUP	1	$46,610	$58,262	$64,089	$3,884.17	$4,855.17	$22.408654	$28.010577
13062	Traffic Engineering Supervisor	3	SUP	1	$46,610	$58,262	$64,089	$3,884.17	$4,855.17	$22.408654	$28.010577
17630	Senior Attorney	4	PRO	12	$104,166	$130,207	$143,228	$8,680.50	$10,850.58	$50.079808	$62.599519
17501	Information Technology Architect	4	PRO	11	$95,564	$119,455	$131,401	$7,963.67	$9,954.58	$45.944231	$57.430288
	Reserved for Future Use	4	PRO	10	$87,674	$109,593	$120,552	$7,306.17	$9,132.75	$42.150962	$52.688942
15030	City Facilities Administrator	4	PRO	9	$80,435	$100,543	$110,598	$6,702.92	$8,378.58	$38.670673	$48.337981
12714	ITSM Coordinator	4	PRO	9	$80,435	$100,543	$110,598	$6,702.92	$8,378.58	$38.670673	$48.337981
19664	Occupational NP/PA	4	PRO	9	$80,435	$100,543	$110,598	$6,702.92	$8,378.58	$38.670673	$48.337981
17410	Senior Application Programmer Analyst	4	PRO	9	$80,435	$100,543	$110,598	$6,702.92	$8,378.58	$38.670673	$48.337981
12781	Senior Civil Engineer	4	PRO	9	$80,435	$100,543	$110,598	$6,702.92	$8,378.58	$38.670673	$48.337981
17411	Senior Database Administrator	4	PRO	9	$80,435	$100,543	$110,598	$6,702.92	$8,378.58	$38.670673	$48.337981
17415	Senior ERP Systems Analyst	4	PRO	9	$80,435	$100,543	$110,598	$6,702.92	$8,378.58	$38.670673	$48.337981
17219	Information Systems Auditor Supervisor	4	PRO	9	$80,435	$100,543	$110,598	$6,702.92	$8,378.58	$38.670673	$48.337981
17475	Senior Systems Administrator	4	PRO	9	$80,435	$100,543	$110,598	$6,702.92	$8,378.58	$38.670673	$48.337981
17654	Attorney	4	PRO	8	$73,793	$92,242	$101,466	$6,149.42	$7,686.83	$35.477404	$44.347115
12778	Capital Project Coordinator	4	PRO	8	$73,793	$92,242	$101,466	$6,149.42	$7,686.83	$35.477404	$44.347115
14016	Cemetery Operations Administrator	4	PRO	8	$73,793	$92,242	$101,466	$6,149.42	$7,686.83	$35.477404	$44.347115

City of Colorado Springs - 2015 Salary Schedule

Effective March 29, 2015

					Annual			Monthly		Hourly	
Job Code	Job Title	Band #	Band Name	Zone #	Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
17413	Database Administrator II	4	PRO	8	$73,793	$92,242	$101,466	$6,149.42	$7,686.83	$35.477404	$44.347115
12748	Principal Analyst, Budget	4	PRO	8	$73,793	$92,242	$101,466	$6,149.42	$7,686.83	$35.477404	$44.347115
19197	Program Administrator II	4	PRO	8	$73,793	$92,242	$101,466	$6,149.42	$7,686.83	$35.477404	$44.347115
17412	Senior Business Analyst, IT	4	PRO	8	$73,793	$92,242	$101,466	$6,149.42	$7,686.83	$35.477404	$44.347115
17445	Senior Network Administrator	4	PRO	8	$73,793	$92,242	$101,466	$6,149.42	$7,686.83	$35.477404	$44.347115
12786	Applications Programmer Analyst II	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
15040	City Council Administrator	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
12782	City Engineering Standards Administrator	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
17507	Civil Engineer III	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
18302	Claims Adjustor, Senior	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
17910	DNA Technical Leader	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
16070	Fire Medical Programs Coordinator	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
17214	Information Systems Auditor II	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
18102	Lead Public Communications Specialist	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
18494	Police Psychologist	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
12749	Principal Analyst, Financial	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
18006	Principal Planner	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
19195	Program Administrator I	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
12784	Senior Applications Support Administrator	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
13174	Senior Licensed Surveyor	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
12788	Senior Systems Analyst	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
12869	Senior Traffic Engineer	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
17414	Senior Webmaster/Administrator	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
17260	ADA Coordinator	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12672	Audio Visual Specialist, Fire	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
17202	City Senior Accountant	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12747	Principal Analyst, Claims	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
17900	DNA Analyst	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
17416	ERP Systems Analyst II	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
16071	Emergency Medical Services Field Specialist	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
17092	Fire Protection Engineer II	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12705	IT Project Manager I	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
17891	Landscape Architect II	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12772	OEM Coordinator	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
18005	Physical Therapist II	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
17638	Prosecuting Attorney	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
15027	Radio Field Engineer	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12777	Senior Analyst, Budget	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12777	Senior Analyst, Crime	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12777	Senior Analyst, Financial	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12777	Senior Analyst, Grants	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12787	Senior Contracting Specialist	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12794	Senior Economic Vitality Specialist	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12674	Senior Fire Life and Safety Educator	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
17320	Senior Forensic Chemist	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
18004	Senior Planner	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
18103	Senior Public Communications Specialist	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
17289	Senior Sales Tax Auditor	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12701	Systems Administrator II	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
18489	Victim Advocate Coordinator	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
17208	Airport Properties Administrator	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17261	Ambulance Contract Administrator	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
12814	Assistant to the Mayor	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17506	Civil Engineer II	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
18303	Claims Adjustor II	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17892	Construction Project Specialist	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
12857	Environmental Safety & Health Specialist	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17403	ERP Systems Analyst I	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
12673	Fire and Life Safety Educator	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17319	Forensic Chemist	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17827	Forester	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
13175	Licensed Surveyor	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
12751	Marketing Specialist	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
12752	Homeland Security Program Coordinator	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17700	Museum Curator	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17446	Network Administrator II	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
12774	Park Operations Administrator	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
18493	Polygrapher	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
12779	Senior Analyst, Housing	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17418	Senior Auditor	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
14403	Senior Fire Code Inspector	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17472	Senior GIS Analyst	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231

City of Colorado Springs - 2015 Salary Schedule

Effective March 29, 2015

					Annual			Monthly		Hourly	
Job Code	Job Title	Band #	Band Name	Zone #	Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
18476	Senior Redevelopment Specialist	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17051	Senior Volunteer Coordinator	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
12702	Systems Analyst II	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17406	Webmaster/Administrator II	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
18480	Analyst II, Budget	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.50	$25.133173	$31.416346
18480	Analyst II, Compensation	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
18480	Analyst II, Crime	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
18480	Analyst II, Grants	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17407	Application Support Administrator II	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17409	Applications Programmer Analyst I	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17318	Auditor II	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17505	Civil Engineer I	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
12633	Contracting Specialist II	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17017	Economic Vitality Specialist	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
12649	Engineering Specialist	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
18492	Investigative Specialist	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17702	Museum Development Coordinator	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17441	Network Administrator I	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
18003	Planner II	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
12753	Program Coordinator	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
16032	Real Estate Specialist II	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
18475	Redevelopment Specialist	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
16201	Senior Analyst, HR	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
16201	Senior Human Resources Generalist	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17019	Spirit of the Springs Specialist	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
12740	Stormwater Specialist	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
12706	Systems Administrator I	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
19196	Transit Services Coordinator	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17050	Volunteer Coordinator	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17420	Web Coordinator	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17201	Accountant II	4	PRO	3	$47,960	$59,951	$65,946	$3,996.67	$4,995.92	$23.057692	$28.822596
12609	Analyst II, Benefits	4	PRO	3	$47,960	$59,951	$65,946	$3,996.67	$4,995.92	$23.057692	$28.822596
12609	Analyst II, Financial	4	PRO	3	$47,960	$59,951	$65,946	$3,996.67	$4,995.92	$23.057692	$28.822596
17421	Application Support Administrator I	4	PRO	3	$47,960	$59,951	$65,946	$3,996.67	$4,995.92	$23.057692	$28.822596
12881	Claims Adjustor I	4	PRO	3	$47,960	$59,951	$65,946	$3,996.67	$4,995.92	$23.057692	$28.822596
12685	GIS Analyst II	4	PRO	3	$47,960	$59,951	$65,946	$3,996.67	$4,995.92	$23.057692	$28.822596
18429	Human Resources Generalist	4	PRO	3	$47,960	$59,951	$65,946	$3,996.67	$4,995.92	$23.057692	$28.822596
17006	Legislative Assistant	4	PRO	3	$47,960	$59,951	$65,946	$3,996.67	$4,995.92	$23.057692	$28.822596
16028	Museum Exhibits Designer	4	PRO	3	$47,960	$59,951	$65,946	$3,996.67	$4,995.92	$23.057692	$28.822596
12757	Public Communication Specialist II	4	PRO	3	$47,960	$59,951	$65,946	$3,996.67	$4,995.92	$23.057692	$28.822596
17290	Sales Tax Auditor II	4	PRO	3	$47,960	$59,951	$65,946	$3,996.67	$4,995.92	$23.057692	$28.822596
17460	Analyst I, Benefits	4	PRO	2	$44,000	$55,000	$60,500	$3,666.67	$4,583.33	$21.153846	$26.442308
17460	Analyst I, Budget	4	PRO	2	$44,000	$55,000	$60,500	$3,666.67	$4,583.33	$21.153846	$26.442308
17460	Analyst I, Claims	4	PRO	2	$44,000	$55,000	$60,500	$3,666.67	$4,583.33	$21.153846	$26.442308
17460	Analyst I, Crime	4	PRO	2	$44,000	$55,000	$60,500	$3,666.67	$4,583.33	$21.153846	$26.442308
17218	Auditor I	4	PRO	2	$44,000	$55,000	$60,500	$3,666.67	$4,583.33	$21.153846	$26.442308
18428	HRIS Specialist	4	PRO	2	$44,000	$55,000	$60,500	$3,666.67	$4,583.33	$21.153846	$26.442308
18002	Planner I	4	PRO	2	$44,000	$55,000	$60,500	$3,666.67	$4,583.33	$21.153846	$26.442308
18106	Public Communication Specialist I	4	PRO	2	$44,000	$55,000	$60,500	$3,666.67	$4,583.33	$21.153846	$26.442308
18426	Recruiter	4	PRO	2	$44,000	$55,000	$60,500	$3,666.67	$4,583.33	$21.153846	$26.442308
12707	Systems Analyst I	4	PRO	2	$44,000	$55,000	$60,500	$3,666.67	$4,583.33	$21.153846	$26.442308
17200	Accountant I	4	PRO	1	$40,368	$50,459	$55,505	$3,364.00	$4,204.92	$19.407692	$24.259135
12605	Analyst I, Financial	4	PRO	1	$40,368	$50,459	$55,505	$3,364.00	$4,204.92	$19.407692	$24.259135
12605	Analyst I, Grants	4	PRO	1	$40,368	$50,459	$55,505	$3,364.00	$4,204.92	$19.407692	$24.259135
12632	Contracting Specialist I	4	PRO	1	$40,368	$50,459	$55,505	$3,364.00	$4,204.92	$19.407692	$24.259135
17422	Database Administrator I	4	PRO	1	$40,368	$50,459	$55,505	$3,364.00	$4,204.92	$19.407692	$24.259135
17704	Museum Registrar	4	PRO	1	$40,368	$50,459	$55,505	$3,364.00	$4,204.92	$19.407692	$24.259135
18488	Victim Advocate	4	PRO	1	$40,368	$50,459	$55,505	$3,364.00	$4,204.92	$19.407692	$24.259135
13085	Airport Lead Facilities Specialist	5	PAR	7	$55,836	$69,795	$76,774	$4,653.00	$5,816.25	$26.844231	$33.555288
12111	Latent Fingerprint Examiner	5	PAR	7	$55,836	$69,795	$76,774	$4,653.00	$5,816.25	$26.844231	$33.555288
14400	Fire Code Inspector II	5	PAR	7	$55,836	$69,795	$76,774	$4,653.00	$5,816.25	$26.844231	$33.555288
16098	Environment Health/Safety Coordinator	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615
16001	Fleet Services Coordinator	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615
13902	Project Design Specialist	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615
16606	Senior Crime Scene Investigator	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615
16030	Senior Engineering Inspector	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615
13034	Senior Fleet Technician	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615
15100	Senior Operations Agent	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615
15213	Senior Paralegal	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615
12801	Senior Skilled Maintenance Technician	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615
12696	Senior Technical Support Analyst	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615

City of Colorado Springs - 2015 Salary Schedule

Effective March 29, 2015

					Annual			Monthly		Hourly	
Job Code	Job Title	Band #	Band Name	Zone #	Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
15125	Traffic Technician III	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615
12758	Video Production Specialist	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615
16605	Crime Scene Investigator	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
15068	Electronic Specialist	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
12803	Streets District Crew Leader	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
14401	Fire Code Inspector I	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
12681	Fleet Technician	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
16015	Engineering Inspector III/Lead	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
15064	Engineering Technician III	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
15211	Paralegal	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
16600	Police Court Liaison	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
14423	Police Financial Services Coordinator	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
14422	Police Fleet/Supply Coordinator	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
16053	Probation Officer	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
12768	Public Safety Dispatcher Trainer	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
16522	Recreation Assistant	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
15086	Senior Code Enforcement Officer	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
14407	Senior Marshal	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
12809	Skilled Maintenance Technician II	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
12817	Street Repair Inspector	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
12821	Traffic Technician II	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
13400	Transit Scheduler	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
17007	Assistant to the Council President	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
14014	Cemetery Specialist	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
15016	Code Enforcement Officer	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
15018	Community Service Officer	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
16025	Engineering Inspector II	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
15063	Engineering Technician II	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
13035	Fleet Specialist	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
12602	Fire Accreditation Technician	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
14061	Graphics Technician	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
15085	Land Use Inspector	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
14405	Marshal	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
12769	Public Safety Dispatcher	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
12188	Senior Courtroom Assistant	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
11063	Senior Legal Secretary	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
14066	Signs Technician II	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
12792	Senior Payroll & Pension Technician	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
12813	Staff Assistant	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
12698	Technical Support Analyst II	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
12601	Administrative Technician	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
15090	Airport Operations Agent	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
13005	Associate Fleet Technician	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
12088	Courtroom Assistant	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
15311	Digital Imaging Technician	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
16024	Engineering Inspector I	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
13172	Engineering Technician I	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
16610	Evidence Technician	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
15073	Fleet Inventory Specialist	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
12837	Forestry Technician	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
13408	GIS Technician	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
12717	Legal Secretary	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
15150	License Enforcement Officer	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
15083	Planning Technician	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
12625	Public Communications Technician	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
15023	Radio Technician	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
12199	Senior Probation Technician	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
14065	Signs Technician I	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
12808	Skilled Maintenance Technician I	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
15120	Traffic Technician I	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
18515	Senior Accounting Technician	5	PAR	2	$36,289	$45,361	$49,898	$3,024.08	$3,780.08	$17.446635	$21.808173
12765	Emergency Response Technician	5	PAR	2	$36,289	$45,361	$49,898	$3,024.08	$3,780.08	$17.446635	$21.808173
12103	Police Services Representative	5	PAR	2	$36,289	$45,361	$49,898	$3,024.08	$3,780.08	$17.446635	$21.808173
12099	Probation Technician	5	PAR	2	$36,289	$45,361	$49,898	$3,024.08	$3,780.08	$17.446635	$21.808173
16066	Sales Tax Investigator II	5	PAR	2	$36,289	$45,361	$49,898	$3,024.08	$3,780.08	$17.446635	$21.808173
13004	Assistant Fleet Technician	5	PAR	1	$33,293	$41,616	$45,778	$2,774.42	$3,468.00	$16.006250	$20.007692
13025	Parts/Supply Specialist	5	PAR	1	$33,293	$41,616	$45,778	$2,774.42	$3,468.00	$16.006250	$20.007692
16065	Sales Tax Investigator I	5	PAR	1	$33,293	$41,616	$45,778	$2,774.42	$3,468.00	$16.006250	$20.007692
12130	Sales Tax Technician	5	PAR	1	$33,293	$41,616	$45,778	$2,774.42	$3,468.00	$16.006250	$20.007692
12697	Technical Support Analyst I	5	PAR	1	$33,293	$41,616	$45,778	$2,774.42	$3,468.00	$16.006250	$20.007692
12793	Senior Maintenance Technician	6	GNL	8	$42,603	$53,253	$58,578	$3,550.25	$4,437.75	$20.482212	$25.602404

City of Colorado Springs - 2015 Salary Schedule

Effective March 29, 2015

					Annual			Monthly		Hourly	
Job Code	Job Title	Band #	Band Name	Zone #	Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average
12622	Cemetery Technician	6	GNL	7	$39,085	$48,856	$53,742	$3,257.08	$4,071.33	$18.790865	$23.488462
11073	Lead Transit Dispatcher	6	GNL	7	$39,085	$48,856	$53,742	$3,257.08	$4,071.33	$18.790865	$23.488462
12853	Park Ranger	6	GNL	7	$39,085	$48,856	$53,742	$3,257.08	$4,071.33	$18.790865	$23.488462
11090	Payroll & Pension Technician II	6	GNL	7	$39,085	$48,856	$53,742	$3,257.08	$4,071.33	$18.790865	$23.488462
12785	Senior Equipment Operator	6	GNL	7	$39,085	$48,856	$53,742	$3,257.08	$4,071.33	$18.790865	$23.488462
12192	Senior Municipal Court Clerk	6	GNL	7	$39,085	$48,856	$53,742	$3,257.08	$4,071.33	$18.790865	$23.488462
14064	Senior Parking Meter Technician	6	GNL	7	$39,085	$48,856	$53,742	$3,257.08	$4,071.33	$18.790865	$23.488462
17461	Benefits Specialist	6	GNL	6	$35,857	$44,822	$49,304	$2,988.08	$3,735.17	$17.238942	$21.549038
12653	Equipment Operator II	6	GNL	6	$35,857	$44,822	$49,304	$2,988.08	$3,735.17	$17.238942	$21.549038
12110	Fingerprint Technician	6	GNL	6	$35,857	$44,822	$49,304	$2,988.08	$3,735.17	$17.238942	$21.549038
12798	License Specialist II	6	GNL	6	$35,857	$44,822	$49,304	$2,988.08	$3,735.17	$17.238942	$21.549038
12729	Maintenance Technician II	6	GNL	6	$35,857	$44,822	$49,304	$2,988.08	$3,735.17	$17.238942	$21.549038
12093	Municipal Court Clerk II	6	GNL	6	$35,857	$44,822	$49,304	$2,988.08	$3,735.17	$17.238942	$21.549038
14062	Parking Meter Technician	6	GNL	6	$35,857	$44,822	$49,304	$2,988.08	$3,735.17	$17.238942	$21.549038
15310	Printing Technician	6	GNL	6	$35,857	$44,822	$49,304	$2,988.08	$3,735.17	$17.238942	$21.549038
11091	Payroll & Pension Technician I	6	GNL	6	$35,857	$44,822	$49,304	$2,988.08	$3,735.17	$17.238942	$21.549038
12797	Senior Office Specialist	6	GNL	6	$35,857	$44,822	$49,304	$2,988.08	$3,735.17	$17.238942	$21.549038
11043	Transit Dispatcher	6	GNL	6	$35,857	$44,822	$49,304	$2,988.08	$3,735.17	$17.238942	$21.549038
11002	Accounting Technician II	6	GNL	5	$32,897	$41,121	$45,233	$2,741.42	$3,426.75	$15.815865	$19.769712
11033	Communications Center Dispatcher	6	GNL	5	$32,897	$41,121	$45,233	$2,741.42	$3,426.75	$15.815865	$19.769712
13072	Driver	6	GNL	5	$32,897	$41,121	$45,233	$2,741.42	$3,426.75	$15.815865	$19.769712
12743	License Specialist I	6	GNL	5	$32,897	$41,121	$45,233	$2,741.42	$3,426.75	$15.815865	$19.769712
12092	Municipal Court Clerk I	6	GNL	5	$32,897	$41,121	$45,233	$2,741.42	$3,426.75	$15.815865	$19.769712
12741	Office Specialist	6	GNL	5	$32,897	$41,121	$45,233	$2,741.42	$3,426.75	$15.815865	$19.769712
14420	Parking Enforcement Officer	6	GNL	5	$32,897	$41,121	$45,233	$2,741.42	$3,426.75	$15.815865	$19.769712
14424	PPHWY Ranger	6	GNL	5	$32,897	$41,121	$45,233	$2,741.42	$3,426.75	$15.815865	$19.769712
14023	Radio Installer	6	GNL	5	$32,897	$41,121	$45,233	$2,741.42	$3,426.75	$15.815865	$19.769712
11003	Accounting Technician I	6	GNL	4	$30,181	$37,726	$41,498	$2,515.08	$3,143.83	$14.510096	$18.137500
13302	Equipment Operator I	6	GNL	4	$30,181	$37,726	$41,498	$2,515.08	$3,143.83	$14.510096	$18.137500
12725	Maintenance Technician I	6	GNL	4	$30,181	$37,726	$41,498	$2,515.08	$3,143.83	$14.510096	$18.137500
12734	Medical Assistant	6	GNL	4	$30,181	$37,726	$41,498	$2,515.08	$3,143.83	$14.510096	$18.137500
	Reserved for Future Use	6	GNL	3	$27,689	$34,611	$38,072	$2,307.42	$2,884.25	$13.312019	$16.639904
12733	Office Assistant/Receptionist	6	GNL	2	$25,402	$31,753	$34,928	$2,116.83	$2,646.08	$12.212500	$15.265865
12744	Office Specialist, Mail	6	GNL	2	$25,402	$31,753	$34,928	$2,116.83	$2,646.08	$12.212500	$15.265865
12721	Maintenance Services Worker	6	GNL	1	$23,305	$29,131	$32,044	$1,942.08	$2,427.58	$11.204327	$14.005288

Hourly Employees

Based on the Workers Compensation Code, please select appropriate Job Code and Job Title:

Workers Compensation Code

9220	Cemetery
5506	Road and Bridge Including Street Repair
9410	Other Public
7720	Police
8810	Clerical/Office/Municipal Court Referee
9015	Janitors and Recreation Employees
8820	Attorney/Exec

Job Code	Job Title	Band #	Band Name	Zone #	Zone Minimum	Zone Maximum
9220 Cemetery						
10213	Hourly III 9220	HRL	Hourly	3	Minimum Wage	$9.12
10214	Hourly IV 9220	HRL	Hourly	4	$9.13	$12.33
10215	Hourly V 9220	HRL	Hourly	5	$12.34	$16.69
10216	Hourly VI 9220	HRL	Hourly	6	$16.70	$25.00
5506 Road and Bridge Including Street Repair						
10513	Hourly III 5506	HRL	Hourly	3	Minimum Wage	$9.12
10514	Hourly IV 5506	HRL	Hourly	4	$9.13	$12.33
10515	Hourly V 5506	HRL	Hourly	5	$12.34	$16.69
10516	Hourly VI 5506	HRL	Hourly	6	$16.70	$25.00
9410 Other Public						
10613	Hourly III 9410	HRL	Hourly	3	Minimum Wage	$9.12
10614	Hourly IV 9410	HRL	Hourly	4	$9.13	$12.33
10615	Hourly V 9410	HRL	Hourly	5	$12.34	$16.69
10616	Hourly VI 9410	HRL	Hourly	6	$16.70	$25.00
7720 Police						
10713	Hourly III 7720	HRL	Hourly	3	Minimum Wage	$9.12
10714	Hourly IV 7720	HRL	Hourly	4	$9.13	$12.33
10715	Hourly V 7720	HRL	Hourly	5	$12.34	$16.69
10716	Hourly VI 7720	HRL	Hourly	6	$16.70	$25.00
8810 Clerical/Office						
10813	Hourly III 8810	HRL	Hourly	3	Minimum Wage	$9.12
10814	Hourly IV 8810	HRL	Hourly	4	$9.13	$12.33
10815	Hourly V 8810	HRL	Hourly	5	$12.34	$16.69
10816	Hourly VI 8810	HRL	Hourly	6	$16.70	$25.00
10817	Hourly VII 8810	HRL	Hourly	7	$25.01	$35.00
9015 Janitors and Recreation Employees						
10913	Hourly III 9015	HRL	Hourly	3	Minimum Wage	$9.12
10914	Hourly IV 9015	HRL	Hourly	4	$9.13	$12.33
10915	Hourly V 9015	HRL	Hourly	5	$12.34	$16.69
10916	Hourly VI 9015	HRL	Hourly	6	$16.70	$25.00
8820 Attorney/Exec						
10827	Hourly VII 8820	HRL	Hourly	7	$25.01	$72.13
8810 Municipal Court Referees						
10818	Municipal Court Referee	HRL	Hourly	8	$20.00	$33.26
10819	Municipal Court Referee, Sr	HRL	Hourly	9	$25.00	$36.58

To fill a position at a level Hourly VI or higher, you must complete a Hourly Approval Form and submit it to HR, click on this box for form.

FIRE - Paid by Rank

Job Code	Rank	Monthly Pay Rate	Hourly Pay Rate
56 Hours/Week			
19407	Battalion Chief	$9,251	$38.123606
19406	Fire Captain	$7,613	$31.373941
19405	Fire Lieutenant	$6,865	$28.291683
19416	Fire Paramedic 1st	$6,311	$26.008063
	Fire Paramedic 2nd	$5,633	$23.214640
	Fire Paramedic 3rd	$5,029	$20.727255
19404	Fire Driver Engineer	$6,245	$25.737038
19403	Firefighter 1st	$5,735	$23.636588
	Firefighter 2nd	$5,121	$21.104186
	Firefighter 3rd	$4,573	$18.844747
	Firefighter 4th	$4,083	$16.829177
40 Hours/Week			
19407	Battalion Chief	$9,251	$53.373048
19406	Fire Captain (Staff)	$7,825	$45.144231
19405	Fire Lieutenant (Staff)	$7,056	$40.707692
19409	Fire Trainee	$3,780	$21.808884
19412	Fire Investigator	$6,249	$36.052801

POLICE - Paid by Rank

Job Code	Rank	Monthly Pay Rate	Hourly Pay Rate
19308	Police Commander	$9,884	$57.026925
19307	Police Lieutenant	$8,629	$49.783614
19306	Police Sergeant	$7,552	$43.573928
19304	Police Officer 1st	$6,033	$34.809976
	Police Officer 2nd	$5,386	$31.073947
	Police Officer 3rd	$4,809	$27.744667
	Police Officer 4th	$4,293	$24.772024
19300	Police Recruit	$3,974	$22.932346

I HEREBY CERTIFY, that the foregoing ordinance entitled **"AN ORDINANCE APPROVING THE SALARY RANGES FOR CITY PERSONNEL"** was introduced and read at a regular meeting of the City Council of the City of Colorado Springs, held on November 25, 2014; that said ordinance was finally passed at a regular meeting of the City Council of said City, held on the 9th day of December, 2014, and that the same was published by title and summary, in accordance with Section 3-80 of Article III of the Charter, in the 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 11th day of December, 2014.

City Clerk

COLORADO SPRINGS INCORPORATED SEPTEMBER 3, 1872 SEAL COLORADO

ORDINANCE NO. 14-101

THE ANNUAL APPROPRIATION ORDINANCE ADOPTING THE ANNUAL BUDGET AND APPROPRIATING MONIES FOR THE SEVERAL PURPOSES NAMED IN SAID BUDGET FOR THE YEAR ENDING DECEMBER 31, 2015

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLORADO SPRINGS:

Section 1. The Mayor prepared and presented to this City Council on October 6, 2014, the annual budget for the year ending December 31, 2015, attached hereto as Exhibit A, which details the aggregate sum of revenue and expenditures allowed to each department and fund ("the 2015 Budget"). For the purpose of implementing the annual budget the term "Department" is defined in the General Fund as those specified in City Charter §4-40 and reiterated below:

a. City Council
b. Mayor, to include: Communications, Economic Vitality and Housing Services; Human Resources and Risk Management; and Information Technology;
c. City Attorney
d. City Auditor
e. City Clerk
f. Finance, to include General Costs
g. Fire, to include the Office of Emergency Management
h. Municipal Court
i. Park, Recreation and Cultural Services, to include: Cultural Services; Forestry; Park Operations and Development; and Recreation and Administration
j. Planning and Development, to include Land Use Review and Real Estate Services
k. Police
l. Public Works, to include: City Engineering; Fleet Management; Streets; Traffic Engineering; and Transit

Each fund other than the General Fund is defined as its own Department.

Section 2. Pursuant to City Charter, the City Council hereby adopts the 2015 Budget with the changes noted below and upon the basis of said budget, the several sums of money hereinafter specified are hereby appropriated out of the revenue of the City of Colorado Springs for the year 2015 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 2015.

Line Item		2015 Revenue	Draw from (Add to) Fund Balance	2015 Expenditure
	General Fund Budget as presented on October 6, 2014	**$257,195,842**	**$1,500,000**	**$258,695,842**
1.	Decrease General Costs - Legal Defense Reserve Account			($50,000)
2.	Add General Costs - Legal Defense Reserve Account - City Council			$50,000
	General Fund inclusive of all changes above	**$257,195,842**	**$1,500,000**	**$258,195,842**

Line Item		2015 Revenue	Draw from (Add to) Fund Balance	2015 Expenditure
	City- funded CIP as presented on October 6, 2014	**$11,189,257**	**$0**	**$11,189,257**
3.	Delete National Integrated Ballistic Information Network			($162,000)
4.	Increase Sand Creek Substation Replacement/Renovation			$162,000
	City-Funded CIP inclusive of all changes above	**$11,189,257**	**$0**	**$11,189,257**

	Conservation Trust Fund as presented on October 6, 2014	**$4,420,000**	**$1,748,088**	**$6,168,088**
5.	Decrease Park Watering		($1,400,000)	($1,400,000)
	Conservation Trust Fund inclusive of all changes above	**$4,420,000**	**$348,088**	**$4,768,088**

	Tails, Open Space and Parks Fund (TOPS) as presented on October 6, 2014	**$7,335,000**	**$1,170,164**	**$8,505,164**
6.	Increase Operating			$650,700
7.	Decrease Venezia Community Park			($550,000)
8.	Increase Draw from Fund Balance		$100,700	
	TOPS inclusive of all changes above	**$7,335,000**	**$1,270,864**	**$8,605,864**

	Airport Enterprise as presented on October 6, 2014	**$21,721,874**	**($854,511)**	**$20,867,363**
9.	Decrease Expected Revenue	($244,076)		
10.	Decrease Other CIP			($67,576)
11.	Decrease Add to Fund Balance		$176,500	
	Memorial Health System inclusive of all changes above	**$21,477,798**	**($678,011)**	**$20,799,787**

	Special Revenue Funds			
12.	Arterial Roadway	$250,000	$0	$250,000
13.	Ballfield CIP	$100,000	$0	$100,000
14.	Banning Lewis Ranch	$343,000	($332,375)	10,625
15.	Bicycle Tax	$95,000	$2,850	$97,850
16.	Briargate SIMD	$840,592	$91,863	$932,455
17.	Cable Franchise	$941,000	$0	$941,000
18.	CDBG	$2,500,000	$0	$2,500,000
19.	Colo Ave. Gateway SIMD	$3,064	$5,066	$8,130
20.	Emergency Shelter Act Grant	$170,000	$0	$170,000
21.	Gift Trust	$1,900,000	$0	$1,900,000
22.	Home Investment Partnership	$1,250,000	$0	$1,250,000
23.	HOPE III	$0	$0	$0
24.	Lodgers & Auto Rental Tax (LART)	$4,161,000	($12,158)	$4,148,842
25.	Nor'wood SIMD	$679,775	$191,200	$870,975
26.	Old Colorado City SIMD	$100,588	$34,843	$135,431
27.	Platte Avenue SIMD	$9,172	$35,928	45,100
28.	Public Safety Sales Tax	$29,652,000	($1,114,971)	$28,537,029
29.	Public Space & Development	$1,200,000	$5,600,000	$6,800,000
30.	Stetson Hills SIMD	$285,364	$42,441	$327,805
31.	Street Tree	$2,000	$10,000	$12,000
32.	Subdivision Drainage	$4,000,000	$0	$4,000,000
33.	Therapeutic Recreation	$300	($200)	$100
34.	Woodstone SIMD	$18,834	$32,566	$51,400

Line Item		2015 Revenue	Draw from (Add to) Fund Balance	2015 Expenditure
	Enterprise Funds			
35.	Cemeteries	$1,390,792	($8,650)	$1,382,142
36.	Development Review	$1,759,438	$178,801	$1,938,239
37.	Memorial Health System	$5,712,112	$0	$5,712,112
38.	Parking System	$4,674,977	($32,893)	$4,642,084
39.	Patty Jewett Golf Course	$2,173,770	($16,181)	$2,157,589
40.	Pikes Peak - America's Mtn	$4,750,616	$500,000	$5,250,616
41.	Valley Hi Golf Course	$1,150,842	$2,389	$1,153,231
	Internal Services Funds			
42.	Claims Reserve Self-Insurance	$811,500	$188,500	$1,000,000
43.	Employee Ben Self-Insurance	$33,980,995	$0	$33,980,995
44.	Office Services	$1,758,358	$0	$1,758,358
45.	Radio	$1,058,726	$440,000	$1,498,726
46.	Support Services/Fleet	$0	$1,391,413	$1,391,413
47.	Workers' Compensation	$5,058,851	$2,941,149	$8,000,000
	Permanent Funds			
48.	C. D. Smith Trust	$75,000	$0	$75,000
49.	Cemetery Endowment	$250,000	$0	$250,000
50.	Trails, Open Space & Prk Mnt.	$11,500	$0	$11,500
	Grant Funds			
51.	Grants	$50,000,000	$0	$50,000,000
52.	Airport Grants	$14,000,000,	$0	$14,000,000

Section 3: In addition to the changes to the 2015 Budget noted in Section 2 above, City Council determines that it is necessary to ensure the transparency of the execution of the 2015 Annual Budget. City Council thereby finds in its legislative capacity that the following changes are "major legislative budgetary determinations", defined as regulation of activity within a program whose appropriations may not be transferred for another purpose.

A. City Council, under the authority granted to it by City Charter §13-90(b), hereby directs the City Attorney to provide City Council, prior to December 31st, 2014, a list of all outside Counsel on retainer for calendar year 2015; the purpose of each retainer; and the not to exceed amount of each contract. Additionally, City Council directs no 2015 funds may be expended on outside Counsel until this list is approved by City Council; nor may any additional outside Counsel be retained during 2015 without prior approval by City Council.

B. City Council hereby directs that no 2015 funds may be expended for severance pay unless specifically authorized by the Civilian Personnel Policies and Procedures Manual.

C. City Council, under the authority granted to it by City Code §1.5.103(b), hereby reserves its right to initiate amendments to the 2015 Annual Appropriation ordinance to reflect corrections of revenue and expenditures to accord with actual fact.

Section 4. Based on the budget so adopted, this City Council by separate ordinance has estimated and declared the amount of money necessary to be raised by tax levy, taking

into account the amounts available from other sources to meet the expenses of the City for the year 2015.

Section 5. Based on the budget so adopted , this City Council by separate ordinance has approved the 2015 Salary Schedule for both Sworn and Civilian personnel.

Section 6. The Mayor, City Council President, and the City Clerk are directed to sign said budget and tax levy estimate as herein adopted, and to file the same with the Chief Finance Officer.

Section 7. 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 8. This ordinance approving the annual budget and appropriating monies shall be in full force and effect on January 1, 2015.

Section 9. Council deems it appropriate that this ordinance be published by title and summary prepared by the City Clerk and that this ordinance shall be available for inspection and acquisition in the office of the City Clerk.

Introduced, read, passed on first reading and ordered published this 10th day of November, 2014.

Finally passed: November 25, 2014

Keith King, Council President

Mayor's Action:

☐ Approved: _____

☒ Disapproved: 11.26.2014,
certain specified sections and line items on this 26th day of November, 2014, based upon the following objections:

Mayor's Veto Actions, attached hereto and incorporated herein as page 5 of this Ordinance, and Mayor's Veto Letter dated November 26, 2014, attached hereto and incorporated herein as pages 6 through 9 of this Ordinance.

Mayor's Veto Actions:

Disapproved: The Mayor disapproves by veto the second sentence of Section 1, which states:

"For the purpose of implementing the annual budget the term "Department" is defined in the General Fund as those specified in City Charter §4-40 and reiterated below;

a. City Council
b. Mayor, to include: Communications, Economic Vitality and Housing Services; Human Resources and Risk Management; and Information Technology; City Attorney
c. City Attorney
d. City Auditor
e. City Clerk
f. Finance, to include General Costs
g. Fire, to include the Office of Emergency Management
h. Municipal Court
i. Parks, Recreation and Cultural Services, to include: Cultural Services; Forestry; Park Operations and Development; and Recreation and Administration
j. Planning and Development, to include Land Use Review and Real Estate Services
k. Police
l. Public Works, to include: City Engineering; Fleet Management; Streets; Traffic Engineering; and Transit"

I hereby disapprove and veto the language in Section 1 set forth above, but not the remainder of Section 1, as being contrary to and in violation of the Charter for the reasons set forth in the Mayor's Veto letter to Council, dated November 26, 2014, attached hereto and incorporated herein by reference.

Disapproved: Section 3 in its entirety as unlawful and in violation of the Charter for the reasons set forth in the Mayor's Veto Letter to Council, dated November 26, 2014, attached hereto and incorporated herein by reference.

11.26.2014

Steve Bach, Mayor

CITY OF COLORADO SPRINGS

November 26, 2014

Mayor's Disapproval by Veto of Portions of Section 1 and All of Section 3 of Ordinance No. 14 - 101, passed on November 25, 2014, hereby attached and incorporated into Ordinance No. 14 - 101.

Honorable President and Members of City Council:

Thank you for your careful consideration of the 2015 budget I presented to you on October 6, 2014. Your efforts are duly recognized and appreciated. By Charter and Code, my options at this juncture are limited to approving the appropriation ordinance passed by City Council on second reading, disapproving it and returning it to you with my specific objections, or approving and disapproving portions of it by vetoing specific line items. After much deliberation and with the public's best interest in mind, I feel compelled to veto and disapprove those certain sections and line items as set forth in the Mayor's Veto Actions on pages 4 and 5 of the 2015 Budget and Appropriation Ordinance, Ordinance No. 14 - 101 (passed on second reading November 25, 2014), and to veto and disapprove those certain sections and line items of Ordinance No. 14 - 101 as set forth in this Letter. I do hereby attach to and incorporate therein by reference this Letter to Ordinance No. 14 - 101 as part of the Mayor's Veto Actions. I further hereby approve and do not veto any other section or line item of the Ordinance No. 14 - 101 that has not been disapproved or vetoed as described in the Mayor's Veto Action or in this Letter.

The basis for my disapproval and veto of portions of Section 1 and all of Section 3 are set forth below:

Disapprove and Veto Part of Section 1, and in the alternative, find Section 1 to be in violation of the Charter and the separation of powers set forth in the Charter.[1]

As set forth in the Mayor's Veto Action, I am vetoing the second sentence of Section 1. Not only does this language violate City Charter and City Code, it violates the separation of powers established by the City Charter and unnecessarily expands government bureaucracy.

[1] To the extent the second sentence of Section 1 is not deemed to be a specific line item subject to partial veto under Charter §3-70(e), the provision is nonetheless null and void as violative of the City Charter and the separation of powers set forth in the Charter.

First, the Mayor prepares and submits the Budget in "such detail as to the aggregate sum and the items allowed to each department . . . as the Mayor may deem advisable . . . ." Charter § 4-40(i). It is the Mayor's budget in the form and with aggregate amounts for departments as determined by the Mayor. The City Council's authority to amend the budget is limited. The Council may amend the budget to "add or increase programs or amounts and may delete or decrease programs or amounts . . . ." City Charter § 7-30(a). The City Council's Charter authority to amend does not extend to changing the *form* of the budget.

Second, City Council's proposal to partition the six (6) appropriating Departments presented in the Mayor's budget into 12 smaller departments represents a significant departure from the City's historical practices and contradicts the City Charter and Code. The Mayor's Budget for Fiscal Year 2012 and Fiscal Year 2013, as approved by City Council and as set forth in law, expressly created and set forth five major Departments of the City for budget and appropriations purposes which have worked exceedingly well for our community. City Council is authorized to establish departments "*in addition to* those created by Charter," but no function assigned to an existing Department "may be discontinued . . . or assigned to any other department." City Charter § 5-10, City Code § 1.2.312 (emphasis added). All of the functions of the 12 separate "Departments" proposed in Section 1 had already been assigned to the existing five major appropriating Departments presented in the 2012, 2013 and 2014 Budgets and to the six major Departments in the Mayor's 2015 Budget submitted to Council. This portion of Section 1 is therefore void and unenforceable on its face. During administration of the Budget in 2015, the Executive Branch will treat this provision as unenforceable even in the event of a veto-override.

Third, the vetoed portion of Section 1 usurps the Mayor's executive authority under Charter §§ 3-10(b), 4-10, and 4-40(i), and violates separation of powers principles by significantly limiting the Mayor's authority to manage the budgets of City Departments under his direction and control. The Mayor is the chief executive of the City and in that capacity is charged with overseeing the City's day-to-day operations. Currently, the Mayor may transfer funds within each of the five appropriating Departments as necessary to respond to economic conditions, unexpected natural disasters, or other financial demands that cannot always be foreseen. With the 2015 Budget, I have set forth six appropriating departments, making Parks, Recreation and Cultural Services its own department because it constitutes a large unit of the City government and will still permit a high level of efficiency. However, partitioning the Mayor's appropriating/budgetary departments into 12 different and more functionally narrow departments deprives the Mayor and future administrations of the ability to make necessary mid-year budgetary adjustments that best serve the public's interest and the City's financial well-being.

There is no question that City Council may amend the budget with respect to added or increased, deleted or decreased programs or amounts and then appropriate based upon the approved and amended budget, but City Council cannot explicitly or implicitly interfere with the administration of the funds by crafting creative language and employing mechanisms in the annual appropriation ordinance that would thwart the Mayor's exercise of legitimate executive authority. *Colorado Gen. Assembly v. Owens,* 136 P.3d 262, 270 (Colo. 2006); *citing, Anderson v. Lamm,* 579 P.2d 620,623-624, 625 (Colo. 1978) (An appropriations bill cannot interfere with the executive authority

to allocate staff and resources, make contracts, enter into agreements, or limit the general administration of the federal funds it receives. The power to appropriate does not give the General Assembly the power of close supervision that is essentially executive in character.)

Finally, without any apparent basis, the attempted restructuring of the City's existing Departments would disrupt current management systems, unnecessarily expand the size of City government, and increase bureaucratic processes within the City.

Based on the foregoing, it is in the best interest of the City for me to disapprove by veto the second sentence of Section 1 in Ordinance No. 14-101, The Annual Appropriation Ordinance.

Disapprove and Veto Section 3, and in the alternative, find Section 3 to be in violation of the Charter and the separation of powers in the Charter.[2]

My veto and disapproval of Section 3 in its entirety is based on my objection to that Section's bold and improper intrusion upon executive functions, including the power to enter into contracts. The intended effect of Section 3 is to also allow the Council to exercise close supervision of employee benefits, under the rubric of "major legislative budgetary determinations" that are purportedly shielded from later adjustments. *See Colo. Gen. Assembly v. Lamm,* 700 P.2d 508, 521 (Colo. 1985) (any inherent authority the executive may have to administer the budget may not normally be invoked to contradict major legislative budget determinations). Section 3 directly interferes with core executive functions of the Mayor to enter into contracts, determine staffing, allocate appropriated funds and perform other administrative activities as set forth in Charter and Code. The record indicates that the City Council has intentionally mischaracterized these conditions upon appropriations in an effort to assert unlawful and inappropriate "close supervision" over the executive branch in violation of the Charter and the separation of powers set forth in the Charter. *Anderson v. Lamm,* 579 P.2d 620, 623-624 (Colo. 1978) (the legislature "may not attach conditions to a general appropriations bill which purport to reserve to the legislature powers of close supervision that are essentially executive in character"); see also, *Colorado General Assembly v. Owens*, 136 P.3d 262 (Colo. 2006).

With respect to Section 3(A), the City Council has no Charter authority to direct the administrative actions of the City Attorney or to interfere in the making or administering of contracts for any purpose. City Charter §§ 4-10, 4-40, 4-40(d), 4-40(f)(2), and 4-40(g). Any attempt to require Council approval of any contract prior to the expenditure of appropriated funds sufficient for any pecuniary liability of the City under the contract is an improper intrusion into the Mayor's executive function, and rises to the level of unlawful and inappropriate "close supervision" over the executive branch in violation of the Charter and the separation of powers set forth in the Charter. *Anderson v. Lamm,* 579 P.2d 620, 623-624 (Colo. 1978), *Colorado General Assembly v. Owens*, 136 P.3d 262 (Colo. 2006).

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[2] To the extent Section 3 is not deemed to be a specific line item subject to partial veto under Charter § 3-70(e), the provision is nonetheless null and void as violative of the City Charter and the separation of powers set forth therein.

With respect to Section 3(B), it purports to prohibit severance pay unless authorized in the Civilian Personnel Policies and Procedure Manual. The Mayor has executive and administrative authority to enter into contracts on behalf of the City. City Charter § 4-10 states that the "Mayor shall be considered the head of the City government for the purpose of executing legal instruments .The Mayor shall execute all contracts and see that all contracts and agreements with the City are faithfully kept and fully performed." City Charter § 3-10 precludes these actions from being undertaken by the legislative branch. Section 3-10 states, "[e]xcept as otherwise set forth herein, whenever an executive or administrative function or duty shall be required to be performed by ordinance, the same shall be performed by the executive branch and not by the legislative branch."

Furthermore, although City Charter § 4-40(e) allows the Mayor to delegate the exercise of some of this administrative authority to a Chief of Staff, the Charter is clear that "despite such delegation or appointment, the **responsibility for the proper and effective administration of the City remains always with the Mayor and none other**." (Emphasis added.) Therefore, the Mayor has Charter authority to enter into and execute agreements and contracts on behalf of the City which includes the executive discretion to enter into employment agreements with prospective and existing City employees and severance agreements with existing employees. A City appropriation cannot violate the provisions of the Charter or usurp the Charter authority given to another branch of City government. *See Flanders v. City of Pueblo*, 160 P.2d 980 (Colo. 1945). Section 3 (B) therefore impermissibly infringes on the executive branch's executive and administrative authority over personnel matters and its authority to enter into contracts on behalf of the City.

With respect to Section 3(C), by memorandum of July 14, 2014, the City Attorney's Office opined that City Council does not have authority to self-initiate amendments to an annual appropriation ordinance. The opinion of the City Attorney's Office is that the Mayor must propose an amendment before the Council may act. The July 14, 2014, memorandum states, "If the Council were to initiate amendments to the annual appropriation ordinance, it would be tantamount to making organizational, operational, and financial decisions that would limit the Mayor's ability as the executive to adjust the budget and the operations of the City during the fiscal year." This section of the ordinance attempts to limit and restrict the Mayor's executive functions and violates the Charter's provisions concerning separation of powers.

Respectfully, the voters of Colorado Springs have entrusted the Mayor with budgetary oversight of the City and therefore my decision to veto the identified sections and line items has not been taken lightly. In the end, it would be a disservice to the public to tie the Mayor's hands to run an efficient municipal government if and when budgetary adjustments become necessary, and these proposed provisions would do precisely that.

Sincerely,

The Hon. Steve Bach
Mayor of the City of Colorado Springs

Council Actions:

1). Override Mayor's Disapproval by Veto in total
Not adopted on a vote of 4-4 on this 9th day of December, 2014.

2). Override Mayor's Disapproval by Veto for: Section 1. and Section 3.
Not adopted on a vote of 4-4 on this 9th day of December, 2014.

3.) Override Mayor's Disapproval by Veto for: Section 1.
Finally adopted on a vote of 6-2 on this 9th day of December, 2014.

4). Override Mayor's Disapproval by Veto for: Section 3. A.
Not adopted on a vote of 5-3 on this 9th day of December, 2014.

5). Override Mayor's Disapproval by Veto for: Section 3. B.
Not adopted on a vote of 4-4 on this 9th day of December, 2014.

6.) Override Mayor's Disapproval by Veto for: Section 3. C.
Not adopted on a vote of 5-3 on this 9th day of December, 2014.

Keith King, City Council President

ATTEST:

Sarah B. Johnson, City Clerk

I HEREBY CERTIFY, that the foregoing ordinance entitled **"THE ANNUAL APPROPRIATION ORDINANCE ADOPTING THE ANNUAL BUDGET AND APPROPRIATING MONIES FOR THE SEVERAL PURPOSES NAMED IN SAID BUDGET FOR THE YEAR ENDING DECEMBER 31, 2015"** was introduced and read at a regular meeting of the City Council of the City of Colorado Springs, held on November 10, 2014; that said ordinance was finally passed at a regular meeting of the City Council of said City, held on the 9th day of December, 2014, and that the same was published by title and summary, in accordance with Section 3-80 of Article III of the Charter, in the 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 9th day of December, 2014.

City Clerk

COLORADO SPRINGS INCORPORATED SEAL SEPTEMBER 3, 1872 COLORADO

Revenue **(includes draw from fund balance of $1,500,000)** $258,695,842

Expenditures $258,695,842

Balance $0

	Comments/Explanation Detail	Revenue	Expenditure
Administrative Executive Branch Changes			
1	General Costs - Legal Defense Reserve account		($50,000)
2	General Costs - Legal Defense Reserve account - City Council		$50,000

Revenue	$11,189,257
Expenditures	$11,189,257
Balance	$0

	Comments/Explanation Detail	Revenue	Expenditure
Administrative Executive Branch Changes			
1	Police - Remove funding for National Integrated Ballistic Information Network - funding is no longer needed		($162,000)
2	Police - Add funding to Sand Creek Substation Replacement/ Renovation (currently at $500,000)		$162,000

Revenue	$21,477,798
Expenditures (includes contribution to fund balance)	$21,477,798
Balance	$0

	Comments/Explanation Detail	Revenue	Expenditure
Administrative Executive Branch Changes			
1	Update of revenue calculation	($244,076)	
2	Reduce Other CIP		($67,576)
3	Reduce contribution to fund balance (from $854,511 to $678,011)		($176,500)

Revenue (includes draw from fund balance)	$8,605,864
Expenditures	$8,605,864
Balance	$0

	Comments/Explanation Detail	Revenue	Expenditure
Administrative Executive Branch Changes			
1	Increase in operating for items not previously included		$650,700
2	CIP Project - Venezia Community Park - TOPS portion - funds previously appropriated		($550,000)
3	Increase draw from fund balance (from $1,170,164 to $1,270,864)	$100,700	

Revenue (includes draw from fund balance)	$4,768,088
Expenditures	$4,768,088
Balance	$0

	Comments/Explanation Detail	Revenue	Expenditure
City Council Changes			
1	Reduce water expenditure budget		($1,400,000)
2	Reduce draw from fund balance (from $1,748,088 to $348,088)	($1,400,000)	

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