

Fire

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2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Further develop the Community Assistance Referral and Education Services (CARES) program through collaborative efforts with health and wellness providers	Conduct monthly neighborhood health screenings; Enroll an additional 250 patients into the CARES program; Make contact with at least 60 super-utilizer patients	Health Screenings measured quarterly; enrollment and contact by Q4	Transforming Government
Improve citizen safety through maintaining staffing levels of public safety personnel in the Fire Department at authorized strength	Achieve 98% of authorized strength; ensure staffing levels for SAFER grant	Q4	Building Community
Improve Wildfire Suppression and Mitigation through additional training and increased mitigated acreage	Increase wildfire training hours and acres mitigated by 5%	Q4	Transforming Government
Improve citizen and firefighter safety through maintaining staffing levels of inspections personnel within the Division of the Fire Marshal	Achieve completion of 60% of required high risk operation and occupancy inspections	Q4	Transforming Government
Meet or exceed the CSFD's stated response time standards, including working collaboratively with AMR to improve medical response times within the City to improve patient care	Respond to all calls within 8 minutes 90% of the time; respond to all structure fire calls with an effective fighting force within 12 minutes 90% of the time	Quarterly	Transforming Government
Enhance mutual aid relationships and interoperability among public safety agencies (cross departmental goal with OEM and PD)	Ensure all Citywide and Fire-specific mutual aid agreements are updated and in place	Q4	Building Community

All Funds Summary

	2013 Actual	2014	* 2014	2015 Budget	2015 Budget - * 2014 Amended Budget
		Original Budget	Amended Budget		
Use of Funds					
General Fund	\$41,734,265	\$45,514,186	\$45,514,186	\$47,033,479	\$1,519,293
CIP - General Fund	947,476	837,500	837,500	100,000	(737,500)
PSST	15,604,625	14,621,683	14,621,683	13,555,089	(1,066,594)
Grants Fund	2,000,430	1,000,000	1,000,000	940,000	(60,000)
All Funds Total	\$60,286,796	\$61,973,369	\$61,973,369	\$61,628,568	(\$344,800)
Positions					
General Fund	369.75	371.75	371.75	374.00	2.25
Other Funds **	102.50	104.50	104.50	101.50	(3.00)
Total	472.25	476.25	476.25	475.50	(0.75)

* 2014 Amended Budget as of 8/14/2014

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

Significant Changes vs. 2014

- Increase in overtime funding
- Increase for Old Hire and New Hire Fire Pension Plan costs
- Increase in funding to add 2.25 civilian positions
- PSST funding for Firefighters for Station 21 (formerly funded by SAFER Grant)

Fire Department

The mission of the Colorado Springs Fire Department (CSFD) is “Providing the highest quality problem solving and emergency service to our community since 1894.” A variety of Fire Department programs—including fire code enforcement, community education, and emergency response—provide direct services to the community. Other programs support these services, including fire and medical training, apparatus and facilities maintenance, communications, finance, analysis, and planning. The Fire Department has four primary functions as outlined below.

Operations Division

This division protects life and property through the effective delivery of emergency response, prevention, and public education services. Virtually all emergency response personnel are emergency medical technicians (EMTs), and all stations are staffed with paramedics. In the dual roles of firefighters and emergency medical responders, fire personnel provide fire suppression, basic and advanced emergency medical services, technical rescue (including extrication at traffic accidents, high-angle rescue, swift water rescue, ice rescue, and others), response to hazardous materials incidents, and fire and life safety education to the public.

Support Services Division

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

Finance, Planning and Analysis Division

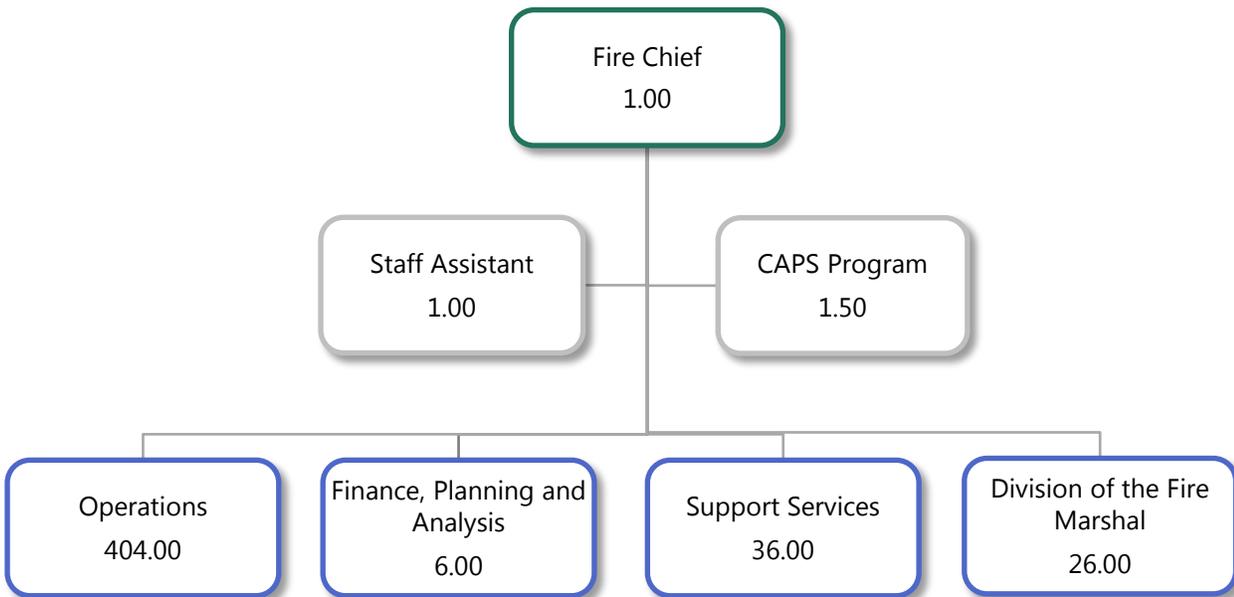
This division develops and monitors the budget, coordinates purchasing, assists with grant applications, ensures compliance with grant requirements, provides data analysis, engages in analysis of operational activities and proposals, and provides strategic planning. This office coordinates all the information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

Division of the Fire Marshal

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

The Fire Department's direct public service functions are the following (both General Fund and PSST support shown) (these amounts do not include Grants Fund or CIP-General Fund amounts):

Fire Functions	2012 Actual	2013 Actual	2014 Original Budget	2015 Budget
Fire Prevention	\$1,849,670	\$1,924,000	\$2,210,621	\$2,435,869
Public Education	217,296	275,126	272,525	332,754
Fire Suppression	40,527,684	43,552,539	45,789,660	48,132,630
Hazardous Material	1,639,629	1,614,174	1,777,803	1,790,029
Medical Division	1,662,239	1,753,232	1,597,337	1,679,416
Community Health	0	0	339,760	405,371
Direct Public Services Functions	\$45,896,518	\$49,119,071	\$51,987,706	\$54,776,069
All other support/management functions	4,994,763	5,230,784	5,598,163	5,812,499
All Fire Functions	\$50,891,281	\$54,349,855	\$57,585,869	\$60,588,568



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014, and changes occurring as part of the 2015 Budget for each fund including General Fund, PSST, Grants, and CIP.

General Fund	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$37,575,815	\$38,911,482	\$41,853,689	\$41,853,689	\$43,317,803	\$1,464,114
	Operating	2,017,424	2,013,238	2,598,191	2,590,191	2,623,783	33,592
	Capital Outlay	706,037	809,545	1,062,306	1,070,306	1,091,893	21,587
	Total	\$40,299,276	\$41,734,265	\$45,514,186	\$45,514,186	\$47,033,479	\$1,519,293
	Total Civilian		30.75	32.75	32.75	35.00	2.25
	Total Sworn		339.00	339.00	339.00	339.00	0.00
	Total Positions		369.75	371.75	371.75	374.00	2.25

* 2014 Amended Budget as of 8/14/2014

Prior to 2014, OEM was included in the Fire Department's budget. Going forward it will be listed separately as will the budgeted history.

General Fund Positions	Civilian Positions	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Administrative Technician	2.00	2.00	3.00	3.00	0.00
	Ambulance Contract Administrator	0.00	1.00	1.00	1.00	0.00
	Analyst I/II	1.00	1.00	0.00	0.00	0.00
	CAPS Program Coordinator	0.00	1.00	1.00	1.00	0.00
	City Administration Maintenance Technician	1.00	1.00	0.00	0.00	0.00
	City Facility Administrator	1.00	1.00	1.00	1.00	0.00
	Deputy Fire Marshal	1.00	1.00	1.00	1.00	0.00
	Fire Accreditation Tech.	0.00	0.00	1.00	1.00	0.00
	Fire Admin. Services Manager	1.00	1.00	1.00	1.00	0.00
	Fire and Life Safety Educator	1.75	1.75	1.75	2.00	0.25
	Fire Code Inspector I/II	5.00	5.00	5.00	6.00	1.00
	Fire Marshal	1.00	1.00	1.00	1.00	0.00
	Fire Medical Training Specialist	2.00	2.00	2.00	2.00	0.00
	Fire Prevention Section Supervisor	1.00	1.00	1.00	1.00	0.00
	Fire Protection Engineer II	1.00	1.00	1.00	1.00	0.00
	Fleet Services Supervisor	1.00	1.00	1.00	1.00	0.00
	Fleet Technician	1.00	1.00	1.00	1.00	0.00
	Human Resources Manager	1.00	1.00	1.00	1.00	0.00
	Maintenance Services Worker	0.50	0.50	0.50	0.50	0.00
	Maintenance Technician II	1.00	1.00	2.00	2.00	0.00
	Office Specialist	0.00	0.00	0.00	1.00	1.00
Public Safety Volunteer Administrator	0.50	0.50	0.50	0.50	0.00	
Senior Analyst	2.00	2.00	2.00	2.00	0.00	
Senior Fire Code Inspector	0.00	0.00	1.00	1.00	0.00	
Senior Office Specialist	3.00	3.00	1.00	1.00	0.00	
Sr. Public Comm. Specialist (Principal Analyst)	1.00	1.00	1.00	1.00	0.00	
Staff Assistant	1.00	1.00	1.00	1.00	0.00	
Total Civilian	30.75	32.75	32.75	35.00	2.25	

* 2014 Amended Budget as of 8/14/2014

<i>General Fund Positions</i>	Sworn Positions	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Fire Chief	1.00	1.00	1.00	1.00	0.00
	Fire Deputy Chief	2.00	2.00	2.00	2.00	0.00
	Battalion Chief	6.00	6.00	6.00	6.00	0.00
	Fire Captain	22.00	23.00	24.00	24.00	0.00
	Fire Lieutenant	55.00	54.00	54.00	54.00	0.00
	Fire Paramedic	68.00	68.00	68.00	68.00	0.00
	Fire Driver Engineer	75.00	75.00	72.00	72.00	0.00
	Firefighter	110.00	110.00	112.00	112.00	0.00
	Total Sworn	339.00	339.00	339.00	339.00	0.00
	Total Positions	369.75	371.75	371.75	374.00	2.25

<i>Funding Changes</i>	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$300,581
	Increase for pay for performance	342,509
	Net increase for medical plan changes	208,432
	Increase for Old Hire and New Hire Fire pension costs	241,824
	Increase for funding of 1.00 FTE (Fire Prevention Inspector II (has revenue offset))	75,446
	Increase for funding of 1.00 FTE (Fire Prevention Office Specialist)	14,920
Increase for funding of 0.25 FTE (Fire & Life Safety Educator (bring position to 1.00 FTE))	18,277	
Increase for overtime	262,125	
Total Salaries/Benefits/Pensions	\$1,464,114	
Operating		
Increase for utilities	\$11,746	
Increase due to added operating for Fire Prevention Inspector II	14,701	
Increase to other operating accounts	7,145	
Total Operating	\$33,592	
Capital Outlay		
Increase in machinery and apparatus	\$21,587	
Total Capital Outlay	\$21,587	
Total For 2015	\$1,519,293	

* 2014 Amended Budget as of 8/14/2014

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Add 1.00 FTE (Fire Inspector II)	1.00
	Add 1.00 FTE (Office Specialist)	1.00
	Add 0.25 FTE (Fire & Life Safety Educator)	0.25
	Total For 2015	2.25

PSST	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/ Pensions	\$9,060,547	\$10,520,033	\$10,523,582	\$10,523,582	\$11,806,686	\$1,283,104
	Operating	1,238,821	1,436,248	1,283,063	1,283,063	1,510,450	227,387
	Capital Outlay	292,637	659,309	265,038	265,038	237,953	(27,085)
	Capital Projects	637,416	2,989,035	2,550,000	2,550,000	0	(2,550,000)
	Total	\$11,229,421	\$15,604,625	\$14,621,683	\$14,621,683	\$13,555,089	(\$1,066,594)
Total Civilian		12.50	16.50	16.50	16.50	0.00	
Total Sworn		73.00	73.00	73.00	85.00	12.00	
Total Positions		85.50	89.50	89.50	101.50	12.00	

* 2014 Amended Budget as of 8/14/2014

PSST Positions		2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Civilian Positions					
	Administrative Technician	1.00	1.00	2.00	2.00	0.00
	Audio Visual Specialist	0.00	0.00	1.00	1.00	0.00
	Fire and Life Safety Educator	1.00	1.00	0.00	0.00	0.00
	Fire Code Inspector	1.00	1.00	2.00	2.00	0.00
	Fire Medical Programs Coordinator	1.00	1.00	1.00	1.00	0.00
	Fleet Technician	2.00	2.00	2.00	2.00	0.00
	HazMat Code Specialist	1.00	1.00	0.00	0.00	0.00
	IS Analyst II	0.00	1.00	1.00	1.00	0.00
	Maintenance Services Worker	0.50	0.50	0.50	0.50	0.00
	Maintenance Tech I/II	0.00	1.00	1.00	1.00	0.00
	Office Specialist	1.00	1.00	1.00	1.00	0.00
	Parts/Supply Specialist	0.00	1.00	1.00	1.00	0.00
	Principal Analyst	1.00	1.00	1.00	1.00	0.00
	Program Coordinator	1.00	2.00	2.00	2.00	0.00
	Public Safety Program Administrator	1.00	1.00	1.00	1.00	0.00
	Senior Office Specialist	1.00	1.00	0.00	0.00	0.00
	Total Civilian	12.50	16.50	16.50	16.50	0.00
Sworn Positions						
Battalion Chief	5.00	5.00	5.00	5.00	0.00	
Fire Captain	5.00	5.00	5.00	5.00	0.00	
Fire Lieutenant	15.00	15.00	15.00	15.00	0.00	
Fire Investigator	1.00	1.00	1.00	1.00	0.00	
Fire Paramedic	15.00	15.00	15.00	15.00	0.00	
Fire Driver Engineer	12.00	12.00	12.00	12.00	0.00	
Firefighter	20.00	20.00	20.00	32.00	12.00	
Total Sworn	73.00	73.00	73.00	85.00	12.00	
Total Positions	85.50	89.50	89.50	101.50	12.00	

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$159,210
	Increase for pay for performance	84,630
	Net increase for medical plan changes	80,431
	Increase for Old Hire and New Hire Fire pension costs	83,946
	Increase funding to hire and maintain full strength force	72,512
	Increase due to addition of 12.00 Firefighter positions (previously funded by SAFER Grant) to staff Fire Station 21	759,867
	Redistribution to fund increases in overtime, standby and retirement	42,508
	Total Salaries/Benefits/Pensions	\$1,283,104
	Operating	
	Redistribution to increase operating for equipment, supplies, property, plant, and equipment, training, facilities maintenance, services	\$227,387
	Total Operating	\$227,387
	Capital Outlay	
	Decrease due to removal of one-time facility projects	(\$27,085)
	Total Capital Outlay	(\$27,085)
Capital Projects		
Decrease for one-time capital projects	(\$2,550,000)	
Total CIP	(\$2,550,000)	
Total For 2015	(\$1,066,594)	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Add 12.00 FTE (Firefighter)	12.00
	Total For 2015	12.00

* 2014 Amended Budget as of 8/14/2014

<i>Grants Fund</i>	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions/Operating	\$2,799,014	\$2,000,430	\$1,000,000	\$1,000,000	\$940,000	(\$60,000)
	Total	\$2,799,014	\$2,000,430	\$1,000,000	\$1,000,000	\$940,000	(\$60,000)
	Civilian Positions	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Maintenance Technician II	1.00	0.00	0.00	0.00	0.00	
	Program Coordinator	1.00	0.00	0.00	0.00	0.00	
	Total Civilian	2.00	0.00	0.00	0.00	0.00	
	Sworn Positions	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Firefighter **	15.00	15.00	15.00	0.00	(15.00)	
Total Sworn	15.00	15.00	15.00	0.00	(15.00)		
Total Positions	17.00	15.00	15.00	0.00	(15.00)		

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

<i>Funding Changes</i>	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions/Operating	
	Decrease in available grant funding	(\$60,000)
	Total Salaries/Benefits/Pensions/Operating	(\$60,000)
	Total For 2015	(\$60,000)

<i>Position Changes</i>	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Eliminate 3.00 FTE from grant funding (Firefighter)	(3.00)
	Transfer 12.00 FTE to PSST Fund (Firefighter)	(12.00)
	Total For 2015	(15.00)

* 2014 Amended Budget as of 8/14/2014

2015 CIP Program	Project Name	General Fund	Restricted Funds							Annual Allocation	
			Bike Tax	CTF	Enterprise	Grants	PPRTA	PSST	TOPS		Other
	Critical Fire Facility Repairs	\$75,000									\$75,000
	Facilities Maintenance - Fire	25,000									25,000
	Total 2015 CIP	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
For a citywide comprehensive list of projects, refer to the CIP section of the Budget, page 30-1.											

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
Fire_All_Departments

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	1,664,524	1,773,041	2,078,278	2,250,050	171,772	8.27%
51210	OVERTIME	32,058	33,721	37,199	49,318	12,119	32.58%
51220	SEASONAL TEMPORARY	0	74,520	73,320	58,620	(14,700)	-20.05%
51230	SHIFT DIFFERENTIAL	0	544	0	0	0	0.00%
51235	STANDBY	9,440	14,178	19,394	19,365	(29)	-0.15%
51240	RETIREMENT TERMINATION SICK	0	45,462	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	14,982	123	0	0	0	0.00%
51260	VACATION BUY PAY OUT	13,653	9,603	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(126,613)	(38,682)	0	0	0	0.00%
51405	UNIFORM SALARIES	22,015,158	23,170,809	24,642,585	25,175,641	533,056	2.16%
51410	UNIFORM OVERTIME	2,713,021	1,862,644	2,064,917	2,347,094	282,177	13.67%
51420	UNIFORM SCHEDULED OVERTIME	567,258	590,864	641,504	686,103	44,599	6.95%
51430	UNIFORM SPECIAL ASSIGNMENT	59,056	73,725	61,931	53,761	(8,170)	-13.19%
51435	EXTRA DUTY EXPENDITURE	2,614	1,547	2,905	4,000	1,095	37.69%
51440	LEAVE PAY OFF	468,389	489,462	516,742	541,656	24,914	4.82%
51445	LONGEVITY	191,497	188,896	187,632	201,174	13,542	7.22%
51455	SWORN VAC TWK	259,158	238,055	286,866	277,676	(9,190)	-3.20%
51470	UNIFORM RETIREMENT COST	75,073	117,497	70,189	70,946	757	1.08%
51490	PARAMEDIC PRO PAY	57,226	74,717	92,619	95,885	3,266	3.53%
51610	PERA	216,261	240,700	279,829	303,807	23,978	8.57%
51612	RETIREMENT HEALTH SAVINGS	156,880	190,713	151,244	191,159	39,915	26.39%
51615	WORKERS COMPENSATION	925,239	932,461	997,636	1,041,381	43,745	4.38%
51620	EQUITABLE LIFE INSURANCE	65,647	68,312	84,540	106,372	21,832	25.82%
51640	DENTAL INSURANCE	133,728	135,133	140,415	129,615	(10,800)	-7.69%
51645	NEW HIRE FIRE PENSION PLAN	2,185,332	2,669,151	2,662,570	2,642,260	(20,310)	-0.76%
51646	OLD HIRE FIRE PENSION	1,491,283	1,467,740	1,467,740	1,639,319	171,579	11.69%
51647	STATEWIDE FIRE PENSION	919,779	1,026,693	1,343,343	1,383,000	39,657	2.95%
51650	NEW HIRE POLICE PENSION PLAN	17	0	0	0	0	0.00%
51652	STATEWIDE POLICE PENSION	105	0	0	0	0	0.00%
51665	CASH BACK	22,484	0	0	0	0	0.00%
51690	MEDICARE	346,903	368,302	370,733	379,616	8,883	2.40%
51695	CITY EPO MEDICAL PLAN	2,728,531	2,617,242	3,052,839	680,125	(2,372,714)	-77.72%
51696	ADVANTAGE HD MED PLAN	338,206	435,182	488,844	2,787,360	2,298,516	470.19%
51697	HRA BENEFIT TO ADV MED PLAN	31,316	41,203	37,875	202,500	164,625	434.65%
51699	BENEFITS REIMBURSEMENT	(2,390)	(2,077)	0	0	0	0.00%
Total Salaries and Benefits		37,575,815	38,911,481	41,853,689	43,317,803	1,464,114	3.50%
52105	MISCELLANEOUS OPERATING	1,503	138	0	0	0	0.00%
52110	OFFICE SUPPLIES	17,266	13,782	29,994	27,460	(2,534)	-8.45%
52111	PAPER SUPPLIES	5,392	5,537	10,671	4,717	(5,954)	-55.80%
52115	MEDICAL SUPPLIES	53,114	59,786	93,630	90,810	(2,820)	-3.01%
52120	COMPUTER SOFTWARE	3,575	23,800	25,894	4,425	(21,469)	-82.91%
52122	CELL PHONES EQUIP AND SUPPLIES	4,835	813	2,203	3,387	1,184	53.74%
52125	GENERAL SUPPLIES	66,310	88,572	117,430	127,598	10,168	8.66%
52127	CONSTRUCTION SUPPLIES	1,017	5,575	11,822	11,725	(97)	-0.82%
52128	PLUMBING SUPPLIES	46	0	0	0	0	0.00%
52130	OTHER SUPPLIES	21,909	34,887	28,609	28,600	(9)	-0.03%
52135	POSTAGE	6,541	6,352	10,430	10,729	299	2.87%
52140	WEARING APPAREL	226,195	280,411	435,311	425,491	(9,820)	-2.26%
52145	PAINT AND CHEMICAL	14,227	14,697	21,313	19,320	(1,993)	-9.35%
52155	AUTOMOTIVE	10,443	11,213	11,500	11,500	0	0.00%
52160	FUEL	483	3,765	600	600	0	0.00%
52165	LICENSES AND TAGS	19,674	20,575	26,861	34,156	7,295	27.16%
52185	AGGREGATE MATERIAL	0	0	500	0	(500)	-100.00%
52190	JANITORIAL SUPPLIES	46,714	48,173	32,360	41,169	8,809	27.22%
52205	MAINT LANDSCAPING	0	0	5,000	0	(5,000)	-100.00%
52220	MAINT OFFICE MACHINES	0	192	0	0	0	0.00%
52225	MAINT COMPUTER SOFTWARE	560	560	0	0	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	1,854	4,946	22,114	38,449	16,335	73.87%
52240	MAINT NONFLEET VEHICLES EQP	226,461	204,377	213,050	218,350	5,300	2.49%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
52265	MAINT BUILDINGS AND STRUCTURE	87,420	103,269	64,630	64,630	0	0.00%
52305	MAINT SOFTWARE	7,970	3,132	34,981	47,238	12,257	35.04%
52405	ADVERTISING SERVICES	2,753	6,883	22,425	17,788	(4,637)	-20.68%
52410	BUILDING SECURITY SERVICES	146	16	0	0	0	0.00%
52420	EMPLOYEE SERVICES	7,166	10,735	2,132	0	(2,132)	-100.00%
52421	CIVIL SERVICE TESTING	60,205	62,314	47,400	57,000	9,600	20.25%
52425	ENVIRONMENTAL SERVICES	0	35	6,000	0	(6,000)	-100.00%
52431	CONSULTING SERVICES	15,527	280	28,850	18,800	(10,050)	-34.84%
52434	TOWING SERVICES	2,509	2,748	3,000	3,000	0	0.00%
52435	GARBAGE REMOVAL SERVICES	6,220	7,189	6,730	6,730	0	0.00%
52450	LAUNDRY AND CLEANING SERVICES	160	0	20,000	0	(20,000)	-100.00%
52455	LAWN MAINTENANCE SERVICE	315	0	6,300	6,300	0	0.00%
52465	MISCELLANEOUS SERVICES	0	0	0	800	800	0.00%
52560	PARKING SERVICES	31	20	125	0	(125)	-100.00%
52565	PEST CONTROL	6,275	6,580	5,300	5,300	0	0.00%
52573	CREDIT CARD FEES	1,177	990	1,348	1,348	0	0.00%
52575	SERVICES	226,450	162,578	114,440	134,732	20,292	17.73%
52590	TEMPORARY EMPLOYMENT	0	0	0	1,775	1,775	0.00%
52605	CAR MILEAGE	0	619	820	1,650	830	101.22%
52607	CELL PHONE ALLOWANCE	0	880	0	756	756	0.00%
52615	DUES AND MEMBERSHIP	4,956	7,197	13,532	14,159	627	4.63%
52625	MEETING EXPENSES IN TOWN	9,492	22,338	33,400	28,225	(5,175)	-15.49%
52630	TRAINING	43,341	61,869	183,440	158,738	(24,702)	-13.47%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	48,022	21,105	36,842	59,320	22,478	61.01%
52645	SUBSCRIPTIONS	7,365	5,258	8,300	10,154	1,854	22.34%
52655	TRAVEL OUT OF TOWN	38,820	30,017	103,286	103,968	682	0.66%
52705	COMMUNICATIONS	12,032	16,370	12,031	14,611	2,580	21.44%
52706	WIRELESS COMMUNICATION	5,728	3,128	0	900	900	0.00%
52725	RENTAL OF PROPERTY	11,540	0	0	0	0	0.00%
52735	TELEPHONE LONG DIST CALLS	1,578	1,702	1,500	1,700	200	13.33%
52736	CELL PHONE AIRTIME	658	288	500	100	(400)	-80.00%
52738	CELL PHONE BASE CHARGES	41,604	41,100	55,956	57,465	1,509	2.70%
52740	GENERAL INSURANCE-CITY	91,101	106,516	116,700	117,678	978	0.84%
52746	UTILITIES ELECTRIC	144,767	143,426	150,179	160,236	10,057	6.70%
52747	UTILITIES GAS	77,672	79,297	91,190	94,610	3,420	3.75%
52748	UTILITIES SEWER	23,736	18,830	24,665	23,810	(855)	-3.47%
52749	UTILITIES WATER	51,667	39,548	49,325	49,821	496	1.01%
52755	COMMUNICATIONS EQUIPMENT	0	485	0	0	0	0.00%
52765	LEASE PURCHASE PAYMENTS	54,444	0	0	0	0	0.00%
52775	MINOR EQUIPMENT	163,690	180,351	207,701	218,402	10,701	5.15%
52776	PRINTER CONSOLIDATION COST	18,230	25,424	25,100	28,096	2,996	11.94%
52777	TOOL ALLOWANCE	0	0	1,000	1,000	0	0.00%
52795	RENTAL OF EQUIPMENT	5,763	95	1,394	500	(894)	-64.13%
52874	OFFICE SERVICES PRINTING	7,870	6,828	17,777	13,357	(4,420)	-24.86%
52875	OFFICE SERVICES RECORDS	630	648	600	600	0	0.00%
65160	RECRUITMENT	0	5,000	0	0	0	0.00%
65356	RETIREMENT AWARDS	275	0	0	0	0	0.00%
Total Operating Expenses		2,017,424	2,013,239	2,598,191	2,623,783	25,592	0.98%
53010	OFFICE MACHINES	0	0	700	0	(700)	-100.00%
53020	COMPUTERS NETWORKS	13,029	(121)	3,150	5,476	2,326	73.84%
53030	FURNITURE AND FIXTURES	1,210	4,488	5,100	24,290	19,190	376.27%
53050	MACHINERY AND APPARATUS	69,852	100,891	158,356	167,127	8,771	5.54%
53070	VEHICLES REPLACEMENT	621,946	689,587	895,000	895,000	0	0.00%
53090	BUILDINGS AND STRUCTURES	0	14,700	0	0	0	0.00%
Total Capital Outlay		706,037	809,545	1,062,306	1,091,893	29,587	2.79%
Total Expenses		40,299,276	41,734,265	45,514,186	47,033,479	1,519,293	3.34%

Totals may differ form narrative due to rounding,

**City of Colorado Springs
Budget Detail Report**

171 PSST Fund
Fire_All_Departments

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	830,691	703,618	935,626	960,397	24,771	2.65%
51210	OVERTIME	24,846	24,806	17,595	23,900	6,305	35.83%
51220	SEASONAL TEMPORARY	23,270	117,184	60,136	60,136	0	0.00%
51230	SHIFT DIFFERENTIAL	0	212	0	0	0	0.00%
51235	STANDBY	6,039	12,214	12,442	10,777	(1,665)	-13.38%
51240	RETIREMENT TERMINATION SICK	0	24,936	0	0	0	0.00%
51245	RETIREMENT TERM VACATION	9,308	1,198	0	0	0	0.00%
51260	VACATION BUY PAY OUT	1,889	2,686	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	55,669	(47,716)	0	0	0	0.00%
51405	UNIFORM SALARIES	4,982,130	5,306,236	5,613,703	6,374,803	761,100	13.56%
51410	UNIFORM OVERTIME	660,041	1,591,587	1,191,297	1,199,387	8,090	0.68%
51420	UNIFORM SCHEDULED OVERTIME	117,497	123,170	129,472	159,666	30,194	23.32%
51430	UNIFORM SPECIAL ASSIGNMENT	21,809	28,546	13,275	20,013	6,738	50.76%
51440	LEAVE PAY OFF	99,328	103,865	107,841	136,620	28,779	26.69%
51445	LONGEVITY	52,498	54,685	57,696	58,464	768	1.33%
51455	SWORN VAC TWK	68,932	69,723	84,255	85,286	1,031	1.22%
51470	UNIFORM RETIREMENT COST	34,340	42,559	0	29,362	29,362	0.00%
51490	PARAMEDIC PRO PAY	18,616	21,277	23,155	24,089	934	4.03%
51610	PERA	119,257	116,345	135,929	138,769	2,840	2.09%
51612	RETIREMENT HEALTH SAVINGS	94,096	90,004	0	61,323	61,323	0.00%
51615	WORKERS COMPENSATION	217,973	223,049	231,777	251,441	19,664	8.48%
51620	EQUITABLE LIFE INSURANCE	16,366	16,654	20,713	27,029	6,316	30.49%
51640	DENTAL INSURANCE	33,153	31,612	33,600	38,060	4,460	13.27%
51645	NEW HIRE FIRE PENSION PLAN	558,007	878,321	705,866	803,802	97,936	13.87%
51647	STATEWIDE FIRE PENSION	159,605	155,016	187,410	251,578	64,168	34.24%
51665	CASH BACK	4,563	0	0	0	0	0.00%
51670	PARKING FOR EMPLOYEES	240	0	0	0	0	0.00%
51690	MEDICARE	76,004	83,455	84,270	93,794	9,524	11.30%
51695	CITY EPO MEDICAL PLAN	709,213	639,967	760,380	208,771	(551,609)	-72.54%
51696	ADVANTAGE HD MED PLAN	60,941	101,732	109,644	739,011	629,367	574.01%
51697	HRA BENEFIT TO ADV MED PLAN	5,056	9,730	7,500	50,208	42,708	569.44%
51699	BENEFITS REIMBURSEMENT	(830)	(6,638)	0	0	0	0.00%
Total Salaries and Benefits		9,060,547	10,520,033	10,523,582	11,806,686	1,283,104	12.19%
52105	MISCELLANEOUS OPERATING	(385)	0	0	0	0	0.00%
52110	OFFICE SUPPLIES	5,298	2,549	8,191	14,187	5,996	73.20%
52111	PAPER SUPPLIES	94	27	1,126	490	(636)	-56.48%
52115	MEDICAL SUPPLIES	31,101	35,445	41,815	46,931	5,116	12.23%
52120	COMPUTER SOFTWARE	5,907	49,418	650	650	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	315	30	1,743	4,019	2,276	130.58%
52125	GENERAL SUPPLIES	42,196	46,707	68,677	91,134	22,457	32.70%
52127	CONSTRUCTION SUPPLIES	3,576	0	6,000	2,500	(3,500)	-58.33%
52130	OTHER SUPPLIES	0	211	0	0	0	0.00%
52135	POSTAGE	1,464	983	1,850	900	(950)	-51.35%
52140	WEARING APPAREL	81,323	425,546	195,438	252,819	57,381	29.36%
52145	PAINT AND CHEMICAL	0	2,173	1,779	1,046	(733)	-41.20%
52160	FUEL	57,733	64,723	60,000	60,000	0	0.00%
52165	LICENSES AND TAGS	3,360	956	3,460	4,320	860	24.86%
52170	SPECIAL PHOTOGRAPHY ETC	0	115	0	0	0	0.00%
52190	JANITORIAL SUPPLIES	3,870	4,335	23,042	19,986	(3,056)	-13.26%
52225	MAINT COMPUTER SOFTWARE	1,295	0	0	0	0	0.00%
52235	MAINT MACHINERY AND APPARATUS	20,085	27,092	35,165	7,115	(28,050)	-79.77%
52240	MAINT NONFLEET VEHICLES EQP	20,316	21,069	21,050	36,650	15,600	74.11%
52265	MAINT BUILDINGS AND STRUCTURE	119,552	53,740	46,683	74,111	27,428	58.75%
52305	MAINT SOFTWARE	0	37,986	4,243	4,083	(160)	-3.77%
52405	ADVERTISING SERVICES	5,248	138	10,500	10,500	0	0.00%
52410	BUILDING SECURITY SERVICES	10,737	9,252	3,600	8,655	5,055	140.42%
52420	EMPLOYEE SERVICES	6,177	6,158	4,891	4,891	0	0.00%
52425	ENVIRONMENTAL SERVICES	389	0	6,000	0	(6,000)	-100.00%
52428	HOSTED IT SERVICES	3,100	0	0	0	0	0.00%
52435	GARBAGE REMOVAL SERVICES	1,129	1,484	1,086	1,086	0	0.00%
52450	LAUNDRY AND CLEANING SERVICES	0	0	0	25,950	25,950	0.00%
52455	LAWN MAINTENANCE SERVICE	0	0	0	3,585	3,585	0.00%

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
52465	MISCELLANEOUS SERVICES	1,842	876	7,999	9,454	1,455	18.19%
52565	PEST CONTROL	689	4,068	2,300	2,700	400	17.39%
52568	BANK AND INVESTMENT FEES	4,461	3,539	4,920	3,800	(1,120)	-22.76%
52575	SERVICES	136,471	109,006	97,585	120,974	23,389	23.97%
52605	CAR MILEAGE	632	347	650	0	(650)	-100.00%
52607	CELL PHONE ALLOWANCE	0	502	4,320	0	(4,320)	-100.00%
52615	DUES AND MEMBERSHIP	5,311	2,551	2,960	3,773	813	27.47%
52625	MEETING EXPENSES IN TOWN	283	769	720	1,510	790	109.72%
52630	TRAINING	50,494	43,091	53,744	87,717	33,973	63.21%
52635	EMPLOYEE EDUCATIONL ASSISTANCE	20,661	27,758	25,553	0	(25,553)	-100.00%
52645	SUBSCRIPTIONS	7,024	925	7,692	7,591	(101)	-1.31%
52655	TRAVEL OUT OF TOWN	56,303	58,012	27,056	56,034	28,978	107.10%
52705	COMMUNICATIONS	48,094	35,811	35,150	35,150	0	0.00%
52706	WIRELESS COMMUNICATION	6,819	7,203	1,500	507	(993)	-66.20%
52735	TELEPHONE LONG DIST CALLS	95	115	100	115	15	15.00%
52736	CELL PHONE AIRTIME	812	447	0	0	0	0.00%
52738	CELL PHONE BASE CHARGES	3,534	26,794	41,025	47,202	6,177	15.06%
52740	GENERAL INSURANCE-CITY	31,772	3,319	73,492	62,000	(11,492)	-15.64%
52746	UTILITIES ELECTRIC	50,070	57,198	57,118	60,798	3,680	6.44%
52747	UTILITIES GAS	31,935	35,300	45,212	36,706	(8,506)	-18.81%
52748	UTILITIES SEWER	5,337	5,433	6,626	6,846	220	3.32%
52749	UTILITIES WATER	15,864	15,570	24,596	16,159	(8,437)	-34.30%
52775	MINOR EQUIPMENT	311,697	166,951	189,800	248,794	58,994	31.08%
52776	PRINTER CONSOLIDATION COST	13,061	18,178	18,856	19,912	1,056	5.60%
52777	TOOL ALLOWANCE	0	0	1,000	1,000	0	0.00%
52795	RENTAL OF EQUIPMENT	4,854	125	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	4,705	3,204	6,100	6,100	0	0.00%
65170	TRANSFER TO OTHER FUNDS	0	19,019	0	0	0	0.00%
65357	VOLUNTEER RESOURCES	2,121	0	0	0	0	0.00%
Total Operating Expenses		1,238,821	1,436,248	1,283,063	1,510,450	227,387	17.72%
53010	OFFICE MACHINES	0	9,140	0	0	0	0.00%
53020	COMPUTERS NETWORKS	24,799	274,116	23,600	63,544	39,944	169.25%
53030	FURNITURE AND FIXTURES	10,197	43,634	12,760	14,610	1,850	14.50%
53050	MACHINERY AND APPARATUS	216,475	228,270	106,508	134,799	28,291	26.56%
53070	VEHICLES REPLACEMENT	7,134	0	0	16,000	16,000	0.00%
53090	BUILDINGS AND STRUCTURES	34,032	104,149	122,170	9,000	(113,170)	-92.63%
Total Capital Outlay		292,637	659,309	265,038	237,953	(27,085)	-10.22%
Total Expenses		10,592,005	12,615,590	12,071,683	13,555,089	1,483,406	12.29%
	CP - Restricted	637,416	2,989,035	2,550,000	0	(2,550,000)	-100.00%
Total Fund		11,229,421	15,604,625	14,621,683	13,555,089	(1,066,594)	-7.29%

Totals may differ from narrative due to rounding.

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Office of Emergency Management

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

2015 Breakthrough Strategies

Breakthrough Strategy	Measurable Outcome	Measured or Completed By:	Strategic Plan Goal
Increase City Departments' level of emergency preparedness to ensure the safety of the community during natural and human-caused disasters	Conduct four (4) exercises for city staff per year	Quarterly	Transforming Government
Enhance disaster recovery by building strong, cooperative partnerships with City, County, State and Federal government partners, and community and nongovernmental organizations	Conduct twelve (12) stakeholder meetings per year to coordinate recovery efforts across the Colorado Springs area	Quarterly	Transforming Government
Build community resiliency through direct interaction with members of our community	Conduct six (6) interactive community preparedness events	Quarterly	Building Community

All Funds Summary

	Use of Funds	2013	2014	* 2014	2015	2015 Budget -
		Actual	Original Budget	Amended Budget		Budget
<i>All Funds</i>	General Fund	\$442,795	\$568,570	\$568,570	\$655,502	\$86,932
	Grants Fund	815,992	450,000	450,000	536,000	86,000
	Total	\$1,258,787	\$1,018,570	\$1,018,570	\$1,191,502	\$172,932
	Positions					
	General Fund	3.50	4.50	4.50	5.50	1.00
	Grants Fund	1.50	1.50	1.50	2.00	0.50
	Total	5.00	6.00	6.00	7.50	1.50

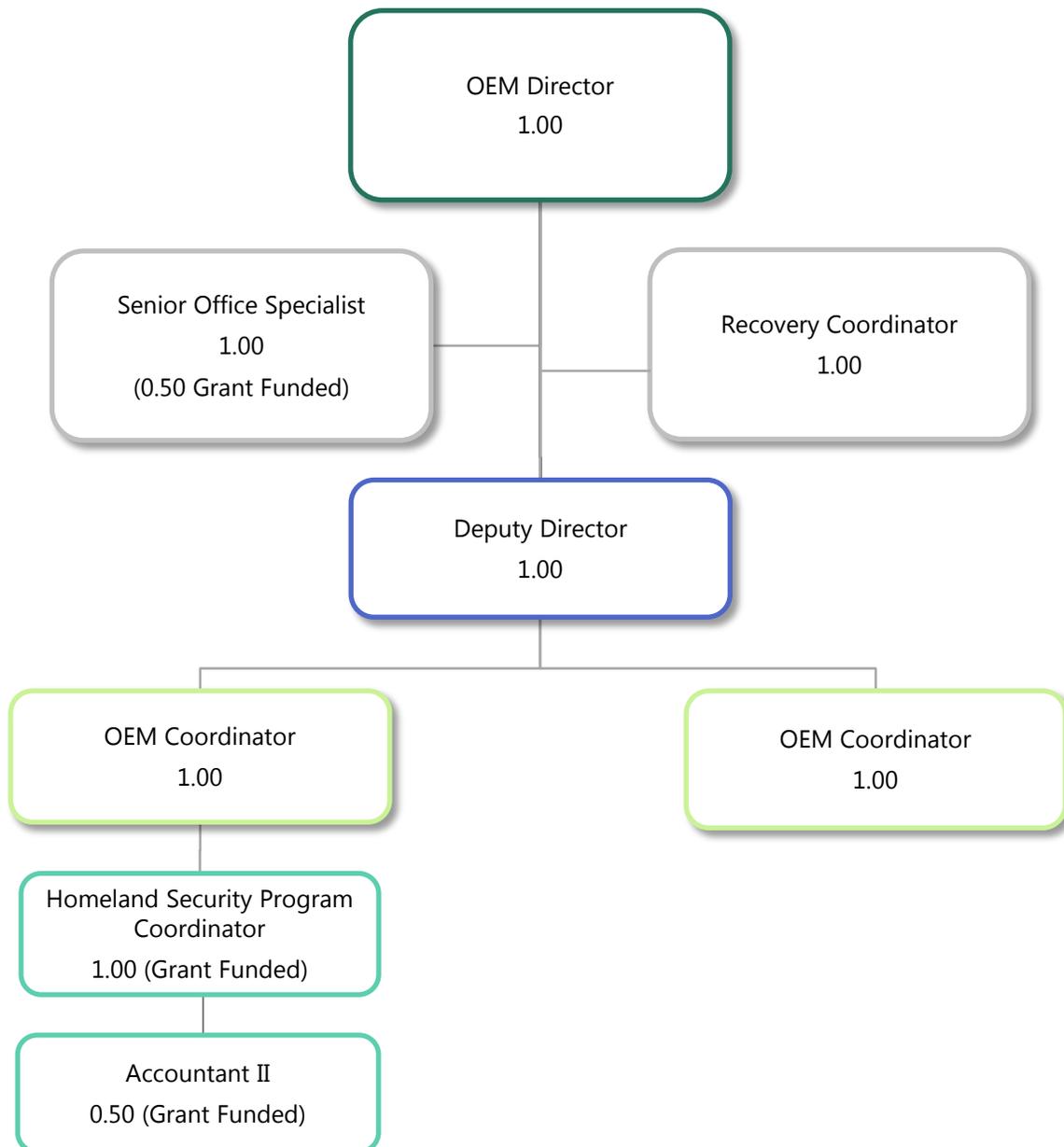
* 2014 Amended Budget as of 8/14/2014

Significant Changes vs. 2014

- Net increase of \$72,710 in the General Fund, largely due to the addition of 1.00 FTE (Recovery Coordinator)

Office of Emergency Management

With the devastating fires and floods in recent years, Emergency Management has become increasingly critical to the safety of our citizens. The mission of the Office of Emergency Management (OEM) is to provide mitigation, preparedness, response, recovery, and coordination for large-scale emergencies and disasters, both natural and human-caused, to the citizens of Colorado Springs for the purpose of saving lives and preventing property damage. The OEM develops and maintains crucial relationships with other governmental, non-governmental entities, and the private sector to coordinate regional preparedness activities. The OEM provides leadership and coordination to public and private entities and the general public during large multi-agency planned events, human-caused or natural hazard events, emergencies, and disasters. Staff maintains the City's Emergency Operations Center in a state of readiness.



The following sections provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2014, and changes occurring as part of the 2015 Budget for each fund including General Fund and Grants.

General Fund	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Salary/Benefits/Pensions	\$322,939	\$387,120	\$487,454	\$487,454	\$601,187	\$113,733
	Operating	82,202	55,675	54,315	54,315	54,315	0
	Capital Outlay	9,413	0	26,801	26,801	0	(26,801)
	Total	\$414,554	\$442,795	\$568,570	\$568,570	\$655,502	\$86,932
	Position Title	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	OEM Coordinator	1.00	1.00	1.00	2.00	1.00	
	OEM Deputy Director	0.00	1.00	1.00	1.00	0.00	
	OEM Director	1.00	1.00	1.00	1.00	0.00	
Principal Analyst	1.00	1.00	1.00	0.00	(1.00)		
Recovery Coordinator	0.00	0.00	0.00	1.00	1.00		
Senior Office Specialist	0.50	0.50	0.50	0.50	0.00		
Total Positions	3.50	4.50	4.50	5.50	1.00		

* 2014 Amended Budget as of 8/14/2014

Funding Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	\$20,213
	Increase for pay for performance	5,155
	Net increase for medical plan changes	1,322
	Increase to fund 1.00 FTE (Recovery Coordinator)	87,043
	Total Salaries/Benefits/Pensions	\$113,733
	Operating	
	Decrease due to transfer of warming shelter security service costs to the Housing Division	(\$4,400)
	Increase to fund ongoing operating costs for iPads and phones	4,400
	Total Operating	\$0
	Capital Outlay	
Decrease due to removal of 2014 one-time cost of vehicle acquisition	(\$26,801)	
Total Capital Outlay	(\$26,801)	
Total For 2015	\$86,932	

Position Changes	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Add 1.00 FTE (Recovery Coordinator)	1.00
	Total For 2015	1.00

* 2014 Amended Budget as of 8/14/2014

<i>Grants Fund</i>	Use of Funds	2012 Actual	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget
	Operating	\$1,316,436	\$815,992	\$450,000	\$450,000	\$536,000	\$86,000
	Total	\$1,316,436	\$815,992	\$450,000	\$450,000	\$536,000	\$86,000
	Grant funding is highly variable in nature. Grant funding for OEM ties directly to Emergency Management functions. Any grant funds for fire/flood mitigation or infrastructure repairs due to a disaster would reside in the respective operational department.						
	Position Titles	2013 Actual	2014 Original Budget	* 2014 Amended Budget	2015 Budget	2015 Budget - * 2014 Amended Budget	
	Accountant II	0.00	0.00	0.00	0.50	0.50	
	Homeland Security Program Coordinator	1.00	1.00	1.00	1.00	0.00	
	Senior Office Specialist	0.50	0.50	0.50	0.50	0.00	
	Total Positions	1.50	1.50	1.50	2.00	0.50	

<i>Funding Changes</i>	During 2014	* 2014 Amended - 2014 Original Budget
	None	\$0
	Total During 2014	\$0
	For 2015	2015 Budget - * 2014 Amended Budget
	Increase in expected grant funds for hazard mitigation	\$86,000
	Total For 2015	\$86,000

<i>Position Changes</i>	During 2014	* 2014 Amended - 2014 Original Budget
	None	0.00
	Total During 2014	0.00
	For 2015	2015 Budget - * 2014 Amended Budget
	Add 0.50 FTE to reflect current actual positions covered by Grant Funds	0.50
	Total For 2015	0.50

*2014 Amended Budget as of 8/14/2014

**City of Colorado Springs
Budget Detail Report**

001 GENERAL FUND
FIRE OEM DEPT

Account #	Description	2012 Actuals	2013 Actuals	2014 Budget	2015 Budget	2014 Budget to	2014 Budget to
						2015 Budget	2015 Budget
						\$ Change	% Change
51205	CIVILIAN SALARIES	244,171	296,103	373,170	462,248	89,078	23.87%
51210	OVERTIME	1,357	1,080	0	0	0	0.00%
51220	SEASONAL TEMPORARY	1,154	7,187	0	0	0	0.00%
51299	SALARIES REIMBURSEMENTS	(1,625)	(856)	0	0	0	0.00%
51610	PERA	34,709	41,615	49,853	66,500	16,647	33.39%
51615	WORKERS COMPENSATION	2,952	2,918	2,868	6,161	3,293	114.82%
51620	EQUITABLE LIFE INSURANCE	972	906	1,092	1,896	804	73.63%
51640	DENTAL INSURANCE	1,366	1,430	2,100	1,398	(702)	-33.43%
51690	MEDICARE	5,088	5,395	5,277	7,052	1,775	33.64%
51695	CITY EPO MEDICAL PLAN	30,032	26,753	44,376	55,182	10,806	24.35%
51696	ADVANTAGE HD MED PLAN	2,630	4,205	7,968	0	(7,968)	-100.00%
51697	HRA BENEFIT TO ADV MED PLAN	301	439	750	750	0	0.00%
51699	BENEFITS REIMBURSEMENT	(168)	(55)	0	0	0	0.00%
Total Salaries and Benefits		322,939	387,120	487,454	601,187	113,733	23.33%
52110	OFFICE SUPPLIES	1,023	2,903	1,117	1,117	0	0.00%
52111	PAPER SUPPLIES	0	0	1,000	1,000	0	0.00%
52120	COMPUTER SOFTWARE	0	38	355	355	0	0.00%
52122	CELL PHONES EQUIP AND SUPPLIES	100	730	0	0	0	0.00%
52125	GENERAL SUPPLIES	4,253	1,969	158	158	0	0.00%
52135	POSTAGE	21	12	0	0	0	0.00%
52140	WEARING APPAREL	1,267	1,217	987	987	0	0.00%
52575	SERVICES	59,953	38,125	34,385	29,985	(4,400)	-12.80%
52605	CAR MILEAGE	0	0	300	300	0	0.00%
52607	CELL PHONE ALLOWANCE	2,084	2,596	2,880	2,880	0	0.00%
52615	DUES AND MEMBERSHIP	45	45	0	0	0	0.00%
52625	MEETING EXPENSES IN TOWN	1,303	10	900	900	0	0.00%
52630	TRAINING	454	170	800	800	0	0.00%
52655	TRAVEL OUT OF TOWN	1,629	840	3,028	3,028	0	0.00%
52706	WIRELESS COMMUNICATION	1,633	978	0	4,400	4,400	0.00%
52735	TELEPHONE LONG DIST CALLS	145	153	132	132	0	0.00%
52738	CELL PHONE BASE CHARGES	1,475	1,044	0	0	0	0.00%
52776	PRINTER CONSOLIDATION COST	3,010	3,890	5,334	5,334	0	0.00%
52795	RENTAL OF EQUIPMENT	1,105	0	0	0	0	0.00%
52874	OFFICE SERVICES PRINTING	264	298	2,837	2,837	0	0.00%
52875	OFFICE SERVICES RECORDS	56	57	102	102	0	0.00%
Total Operating Expenses		82,202	55,675	54,315	54,315	(4,400)	-8.10%
53020	COMPUTERS NETWORKS	713	0	0	0	0	0.00%
53030	FURNITURE AND FIXTURES	8,700	0	0	0	0	0.00%
53080	VEHICLES ADDITIONS	0	0	26,801	0	(26,801)	-100.00%
Total Capital Outlay		9,413	0	26,801	0	(26,801)	-100.00%
Total Expenses		414,554	442,795	568,570	655,502	82,532	14.52%