Annual Budget

October 3, 2016

2017

COLORADO SPRINGS

OLYMPIC CITY USA

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City Leadership

Mayor's Office

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

John Suthers
Mayor

Department Heads

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

City Council

Colorado Springs City Council

Front Row (from left to right):

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

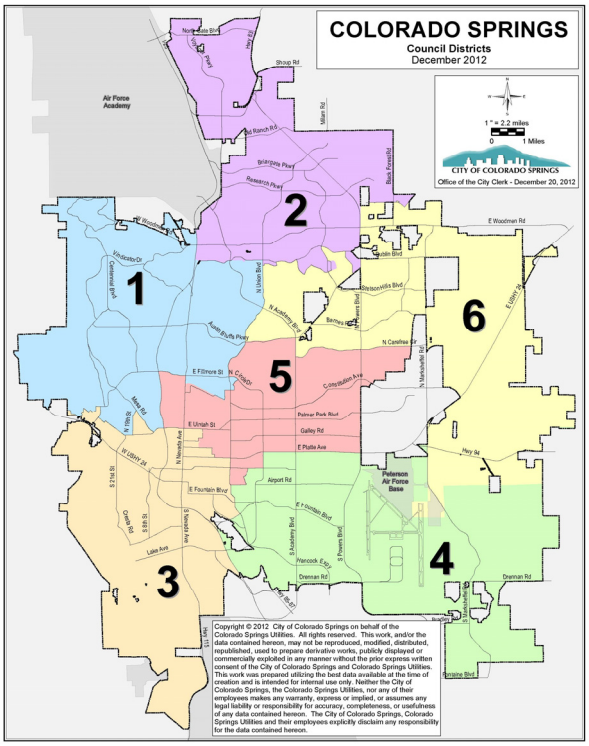
Back Row (from left to right):

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

City Council's Direct Report

City Auditor	Denny Nester
Utilities Chief Executive Officer	Jerry Forte
City Council Administrator	Eileen Gonzalez

Council District Map



JOHN W. SUTHERS
MAYOR

Honorable President Bennett, President Pro-tem Gaebler and City Council Members,

2017 BUDGET OVERVIEW

The City's General Fund is the City's main operating fund and the one over which the City has the most discretionary budget control. The 2017 General Fund budget is $272.4 million, $5.7 million or 2.1% more than the 2016 budget. The increase is largely due to a projected increase in sales and use tax revenue of 3.1% over the 2016 budget (and 3.2% over the current 2016 end-of-year forecast). As we began the 2017 budget process, we knew it would be challenging because over the last year we have identified a number of priorities that need to be funded: additional dollars for transit services to meet the Pikes Peak Rural Transportation Authority (PPRTA) transit services maintenance of effort funding level; the firefighting staff for the City's newest fire station – Station #22; a more robust stormwater control program in line with the Intergovernmental Agreement (IGA) with Pueblo County approved in April by City Council; and, a modest employee pay increase after foregoing one in 2016 due to budget constraints. The budget picture grew even more challenging when the City received its 2017 "bill" for contributions to its closed sworn pension plans, $2.2 million more than in 2016 due to an actuarial review of plans assumptions. With that, funding for pay increases was constrained and there was little room to fund other very high priority needs identified by chiefs and department directors. The City would not have been able to fund the priorities listed above with only a 2.1% overall increase to the General Fund had it not been for the retirement of the voter-approved Springs Community Improvement Program (SCIP) bonds. In December of this year, the City will have made its final SCIP debt service payment -– thereby "freeing up" approximately $2.8 million in budget.

More specifically, the high priority funding decisions included in the 2017 General Fund budget are the following:

- $577,000 increased funding to Mountain Metro Transit – increasing funding from $5.1 million to $5.7 million, which for the first time since the Great Recession, brings the City to the $5.7 million PPRTA transit maintenance of effort commitment made in 2004 when the PPRTA was created
- $995,000 funding for 12.0 additional firefighting staff (plus operational dollars) to staff the City's newest first station, Fire Station #22

- $1 million increased funding for the stormwater control program to meet our IGA commitment with Pueblo; with a plan to increase that funding further in subsequent years
- $3.2 million increased funding for employee pay increases: to address a number of pay band/zone/sworn rank adjustments based upon a market review, a 2% adjustment for other sworn ranks, and a 2% pay for performance pool for civilian employees
- $2.2 million increased funding for closed sworn police and fire pension plans to fund the annual required contribution as determined by actuarial reports

While we focus on the City's General Fund, it is important to acknowledge the City's other funding sources available, most significantly special revenue funds which have specific designated uses. Important special revenue funds include: 2C – Road tax fund, Public Safety Sales Tax (PSST) fund, Trails, Open Space and Parks (TOPS) fund, Conservation Trust Fund (CTF or Lottery Fund) for parks, and other federal, state and private grant funds. These designated revenue sources are critically important to the City's ability to provide core municipal services.

STRATEGIC PLAN GOAL: INVESTING IN INFRASTRUCTURE

Maintaining our City's infrastructure and assets are a core responsibility of our City and essential to effective service delivery. In addition, the quality of our streets, sidewalks, stormwater drainage and other infrastructure is a priority as it affects our citizens' quality of life and our ability to attract new business.

I am pleased to report we made extraordinary progress in the past year investing in public infrastructure. In November, voters overwhelmingly supported Issue 2C, with 65% of the vote. 2C raised the sales tax 0.62% for five years generating approximately $250 million for improvements to our deteriorating roads. We are now hard at work implementing 2C, coordinating with Colorado Springs Utilities, PPRTA and others to maximize the impact of our efforts. From May to the end of the paving season we will have paved approximately 221 lane miles and poured over 177,082 tons of asphalt. We will have also replaced 93,015 lineal feet of curb and gutter and replaced or repaired 240 pedestrian ramps. This 2017 budget includes the second year of 2C funding and honors the commitment to maintain the General Fund level of spending on road maintenance prior to the approval of 2C.

We have also made considerable progress in the past year confronting the serious deficiencies in our stormwater program. In April, we successfully negotiated an IGA with Pueblo under which the City and Colorado Springs Utilities will spend $460 million over the next 20 years on our stormwater program, to include the completion of 71 infrastructure projects. We are already working on 8 of these projects and have approximately $16 million budgeted for the stormwater program in 2017.

Highlights of funding decisions included in this 2017 Budget related to the Investing in Infrastructure strategic plan goal are the following:

- $50.0 million 2C funding for road and street improvements which includes the replacement of deteriorated adjacent curb, gutter, and sidewalk and to bring adjacent pedestrian ramps into compliance with ADA requirements
- $307,000 increased funding to Public Works Operations and Maintenance for streets maintenance activities to continue to comply with the PPRTA transportation maintenance level of effort commitment
- $15.9 million funding (General Fund and grants) for the City's stormwater control program
- $1.5 million for the first of 10 annual payments on the construction of a new Sand Creek Police Substation, which will allow the Colorado Springs Police Department (CSPD) to more effectively provide essential public safety services to the southeast part of the City
- $250,000 for a second year to fund the City's first Comprehensive Plan in 15 years – a plan that will be relevant to today's economic markets, and land use planning principles, which will reflect the City's vision to become a more progressive, mixed-use, revitalized, and multi-modal community.
- $500,000 funding to implement the first phase of a fleet replacement strategy. The first year is budget neutral as the City will enter into leases to replace highest priority vehicles and equipment (based upon age, mileage/hours and maintenance history) with offsetting revenue from the sale of the fleet being replaced. Lease payments in subsequent years will need to be funded from general revenue.
- $1.25 million funding (Pikes Peak America's Mountain Enterprise and Lodging and auto rental tax (LART)) for the much needed replacement of the Pikes Peak Summit House Complex – the visitor facility on top of North America's most visited mountain. This project will be funded by additional sources including private fundraising – total project is expected to be $45 to $50 million.
- $180,000 for a second application of aerial spraying to combat the Tussock Moth and preserve the City's parks, trails and open space
- $1.6 million in TOPS funding for trail connections and enhancements
- $1.1 million for critical facility maintenance – spread across the City's many facilities including police and fire stations, parks facilities, public works facilities, city hall and the city administration building
- $200,000 specifically for facility ADA improvements

STRATEGIC PLAN GOAL: PROMOTING JOB CREATION

After a decade of very little job growth, the city's economy is doing very well and good jobs are being created. According to the recently published 2015 census estimate, Colorado Springs grew by 11,000 people last year, becoming the 40th largest city in America. Most importantly, El Paso County added almost 9,000 jobs in 2015. Our unemployment rate has dropped from 9.6% in 2010 to as low as to 3.4 % this year, the lowest in 15 years, and many of our citizens are returning to the work force for the first time since the recession. The local real estate market is now considered one of the very best in the

country. The median price of a home rose 6.5% last year and residential demand is very high with 2016 home sales on pace to set a record.

The local tourism industry is having a very good year. Hotel and motel occupancy rates have climbed to record levels. LART revenues, after growing 13.4% last year, are up another 14.5% so far this year. Tourism is a very large segment of our economy and we need to continue to nurture and promote it.

Key to tourism is the success of our local airport. Our airport's commercial aeronautical zone continues to attract new businesses and see existing businesses expand. The increased revenues on the general aviation side of the airport, which allowed us to reduce fees charged to our commercial carriers, resulted in Frontier Airlines returning to Colorado Springs. Already this year Frontier announced daily direct flights to Las Vegas, Phoenix and Orlando and we are optimistic about the possibility of additional flights by multiple carriers in the future.

While a lot of our economic success over the last year reflects an improving economy, the Regional Business Alliance (RBA), the City's Economic Development Office and many other groups have been creating an environment conducive to economic growth. This 2017 budget includes the final business personal property tax (BPPT) credit phase-in, thereby eliminating the City's BPPT. This action helped Colorado Springs become a more business friendly city.

Highlights of funding decisions included in this 2017 Budget related to the Job Creation strategic plan goal are the following:

- Final BPPT tax credit phase-in, thereby eliminating the City's BPPT
- Continued funding for the RBA
- Increased funding of $27,500 for the Small Business Development Center
- Increased LART budget to $5.2 million based upon revenue forecasts, with funding allocated to arts and cultural organizations and events, sporting events, festivals and parades, and the Convention and Visitors Bureau for visitor promotion
- Increased funding of $740,000 from the Parking Enterprise for downtown streetscapes, which affects the attractiveness and vibrancy of the core of our City

STRATEGIC PLAN GOAL: BUILDING COMMUNITY & COLLABORATIVE RELATIONSHIPS

The 2017 budget was again the result of an open and collaborative process between City Council and Administration. In parallel, the City has worked to enhance and expand partnerships within our community, with local organizations, our business community, and non-profit sector to achieve more together. Much of what we do as the City, whether it is public safety, addressing homelessness or improving the walkability and bikeability of our City relies on strategic partnerships with others and the ability to align efforts and work together towards common goals.

Highlights of funding decisions included in this 2017 Budget related to the Building Community and Collaborative Relationships strategic plan goal are the following:

- Increased funding of $577,000 to Mountain Metro Transit to connect the community, improve overall quality of life and increase transportation options
- Continued funding for the Council of Neighborhood Organizations (CONO)
- $1.5 million continued funding for the City's contribution to the Pikes Peak Regional Communication Network (PPRCN) radio tower infrastructure upgrade
- Continued funding (General Fund and grants) for the Public Safety Community and Public Health program that integrates Emergency Medical Services into the broader healthcare system and provides the proper level of response in a timely and cost-effective manner
- Continued staff support and participation in the community response to homelessness, including the Springs Rescue Mission campus
- While not included in this budget document, we want to acknowledge that the Colorado Springs Health Foundation, a City established health foundation made possible through lease of the City's hospital system to the University of Colorado Health System, has extended funding of $2.5 million to 40 regional partners to address access to care for those in greatest need, primary care and/or psychiatric workforce development, suicide prevention, and school-based healthy eating/active living for children/families. Also, additional dollars will be invested with regional partners as the board continues to review grant proposals.

STRATEGIC PLAN GOAL: EXCELLING IN CITY SERVICES

Lastly, but certainly not least, it is imperative that the City, as a large organization and major employer, continues to seek efficiencies, improve effectiveness, and take steps to ensure long-term fiscal sustainability.

Highlights of funding decisions included in this 2017 Budget related to the Excelling in City Services strategic plan goal are the following:

- $3.6 million for employee pay adjustments to attract and retain highly qualified employees. Our employees are the key to successful, effective delivery of programs and services.
- $750,000 to upgrade the City's Enterprise Resource Planning System (PeopleSoft) which is a core financial, human resources, and payroll system (with additional funding planned for 2018)
- For 2017, centralized oversight of Citywide utility usage and expenses, records management and the armored car service contract for greater focus and accountability
- Continued support for the virtual Office of Sustainability and leadership for a cross-organization Sustainability Committee to develop a City Sustainability Plan/Strategy with goals of increased efficiency and lower costs

This 2017 budget is a reflection of our shared strategic goals and collaborative relationships between City Council and Administration and between our local government and our community. When building the annual budget there is always a tension between the need to invest in our facilities, infrastructure and services and the need to build reserves for emergencies and to withstand an economic downturn. We have built this 2017 balanced budget without a draw from the fund balance. While the Government Finance Officers Association (GFOA) specifically recommended that the City of Colorado Springs have an unrestricted fund balance target of 25% of the following year's expenditure budget, I have set a realistic goal of restoring the fund balance to 20%. As we close 2016, if revenue continues on budget and departments realize expenditure savings, we expect the unrestricted fund balance to be between 16% and 17%.

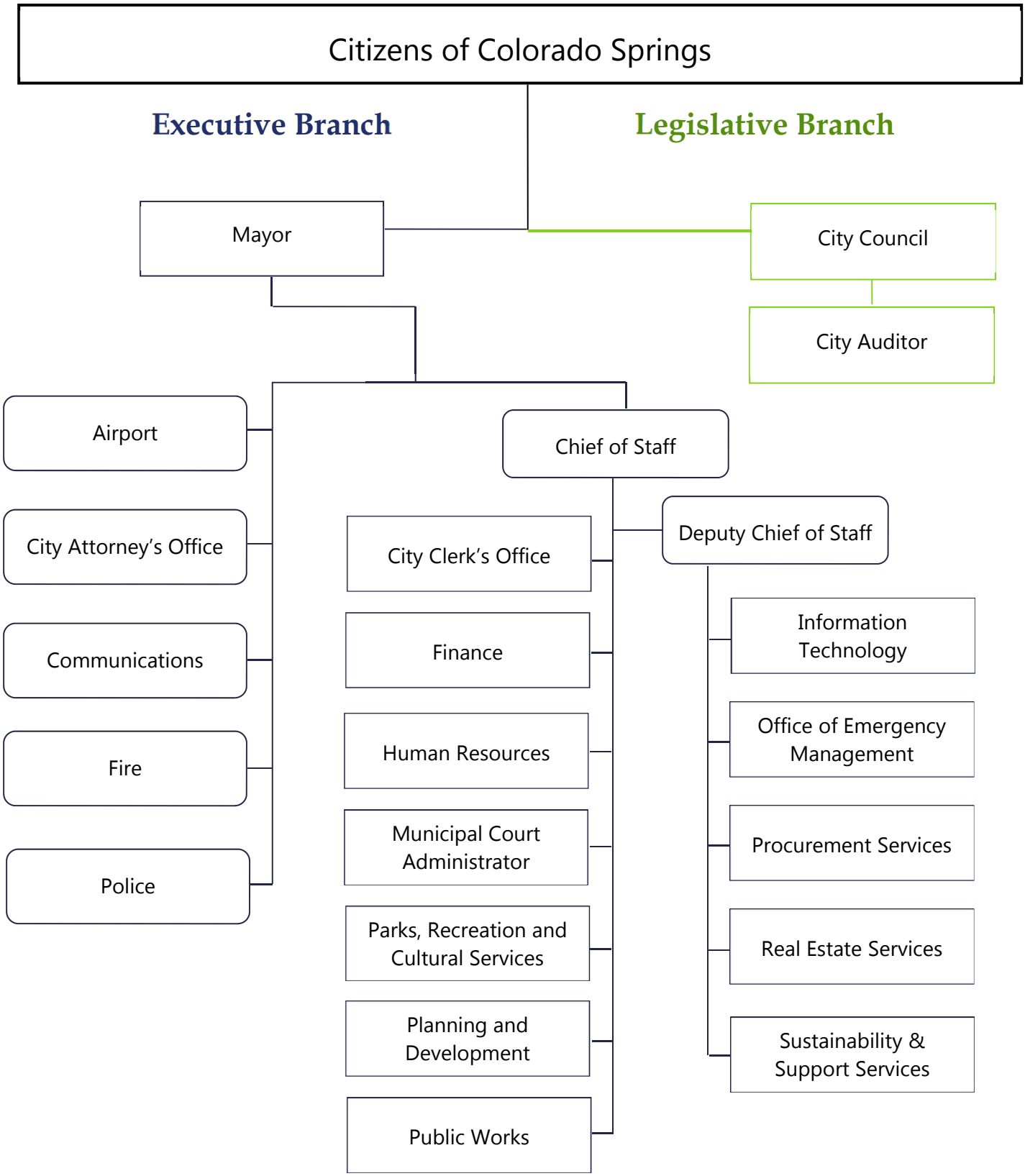
The 2017 budget document provides citizens an overview of the City's resources and costs of providing core municipal services. The document also provides very specific line-item expenditure details so citizens can see the City's specific spending plans. We acknowledge that we are accountable to the citizens and will provide the highest level of financial transparency. I would like to specifically thank all City department directors, their staff and the Budget Office – a great City team that worked collaboratively to develop the 2017 budget and produce the 2017 budget document before you.

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

Very Respectfully,

John W. Suthers
Mayor, City of Colorado Springs

City Organizational Chart



As of September 12, 2016

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Springs at a Glance

FORM OF GOVERNMENT

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

DEMOGRAPHICS

Population: 463,555 (2017 est.)

Elevation: 6,035 feet

College Population[1]: 41,399 (2015)

Median Age[2]: 34.4

Median Household Income[1]: $54,228 (2014)

Unemployment Rate[3]: 4.2% (July 2016)

Ethnicity[2]:
- White (79.6%)
- Hispanic American/Latino (17.0%)
- Black/African American (6.2%)
- American Indian/Alaska Native (0.6%)
- Asian (3.0%)
- Native Hawaiian/Pacific Islander (0.2%)
- Other (5.3%)
- Two or more races (5.1%)

Average # of Days of Sunshine[1]: 300

Average Annual Precipitation[4]: 16.33 inches

Serious Crimes per Thousand Population:
43.4 per 1,000 (Year 2014) compared to 2014 national average of 47 for cities with a population of 250,000-499,999; crimes include murder, sexual assault, robbery, aggravated assault, burglary, larceny, and auto theft

LAND USE

Area in Square Miles: 195 (2016)

Street Lane Miles: 5,688 (2016)

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

ECONOMICS

Sales Tax Rate:
City (3.12%); County (1.23%); State (2.9%); Pikes Peak Rural Transportation Authority (1.0%)

City Property Tax Rate:
4.279 mills (2016 mill rate levied for taxes payable in 2017)

Median Sales Price of Existing Home[6]:
$256,000 (Aug 2016)

Property Taxes Paid on a house with market value of $256,000 in School District 11:
$1,137 total, City share is $84 (for taxes payable in 2016)

Key Industries[1]:
- Aerospace/Defense/Homeland Security
- Customer Support/Financial Services/Back Office
- Cybersecurity
- Data Storage, Software IT
- Healthcare
- Higher Education
- Local Business
- Manufacturing
- Medical Innovation & Technology
- National Nonprofits
- Sports & Sports Related Organizations

COMMUNITY

Major Attractions:
- Cave of the Winds
- Cheyenne Mountain Zoo
- Garden of the Gods
- Pikes Peak – America's Mountain
- Pro Rodeo Hall of Fame & American Cowboy Museum
- Sky Sox Minor League Baseball
- United States Air Force Academy
- United States Olympic Committee Headquarters and Training Center

Sources:
1. Colorado Springs Regional Business Alliance Just the Facts (www.coloradospringsbusinessalliance.com) Quick Facts
2. American FactFinder (2010). Hispanics may be of any race, so also are included in applicable race categories
3. United States Department of Labor Bureau of Labor Statistics
4. Data provided by NOAA from 1948-2015 http://www.ncdc.noaa.gov/cag/time-series/us/
5. This includes the combined number of parks, open spaces, trails, cemeteries, golf courses, SIMDs, ROWs, and median acreage the City owns and/or manages
6. Pikes Peak Association of REALTORS (www.ppar.com/statisticssummary)

Community Profile

History

General William Jackson Palmer founded Colorado Springs in 1871, envisioning a resort community always in view of Colorado's famous Pikes Peak. Within seven years, the Antlers Hotel was built; and by 1918, the renowned Broadmoor Hotel was constructed.

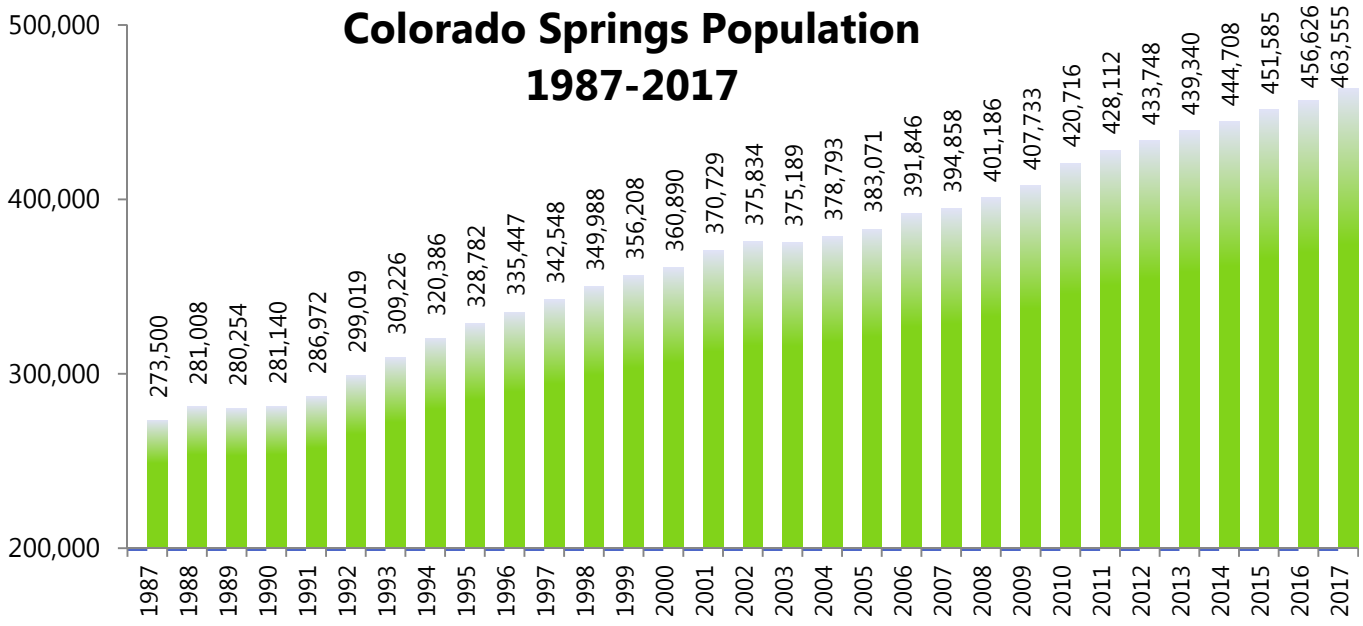
Beginning in the late 1800s, Colorado Springs became a natural health destination for tuberculosis patients because of the nearly 300 days of sunshine a year, natural mineral springs, and dry mountain air.

Throughout its history, Colorado Springs has been a popular tourist destination due to its surrounding natural beauty and magnificent climate. Some of the more visited sightseeing attractions in and around Colorado Springs include Garden of the Gods, Pikes Peak – America's Mountain, United States Olympic Headquarters and Training Center, Cheyenne Mountain Zoo, United States Air Force Academy, and The Broadmoor Hotel.

Population

Colorado Springs is located at the foot of Pikes Peak, 70 miles south of Denver. With a land area of 194.87 square miles and a 2017 estimated population of 463,555, Colorado Springs is the State's largest city in terms of area and second only to Denver in population.

The population of Colorado Springs has grown dramatically since the 1980s, increasing 69.48% from 1987 to the estimated 2017 population.



Local Economy

The economic base has become quite diversified with a mix of military installations, defense contracting, healthcare, software development, semiconductor manufacturing, telecommunications, data centers, religious and nonprofit associations, and tourism.

Area military installations are a significant factor in the local economy, constituting over 20% of all employment. Five major military installations are in the city: Fort Carson, Schriever and Peterson Air Force Bases, Cheyenne Mountain Air Station, and the United States Air Force Academy.

The spectacular climate makes it a choice location for software development, semiconductor manufacturing, data centers, and telecommunications. The Insurance industry is the second largest employer in the City.

Top Ten Private Sector Employers
(Excluding School Districts)

- United Services Automobile Association (USAA)
- Progressive Insurance Company
- The Broadmoor Hotel
- Lockheed Martin Corporation
- Atmel Corporation
- Northrop Grumman Corporation
- Comcast
- Xerox
- Compassion International
- Hewlett Packard

Source: Colorado Springs Regional Business Alliance (August 2016)

Education

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

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

Largest Post-Secondary Schools in the City

School	Students
1. Pikes Peak Community College	15,299
2. University of Colorado at Colorado Springs	11,129
3. United States Air Force Academy	3,952
4. Colorado College	2,050
5. Colorado Technical University	1,566
6. University of Phoenix	727
7. Intellitec College	679
8. National American University	643
9. Regis University	420
10. DeVry University	263

Source: Colorado Springs Regional Business Alliance (August 2016)

Government Finance Officers Association Award

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Colorado Springs

Colorado

For the Fiscal Year Beginning

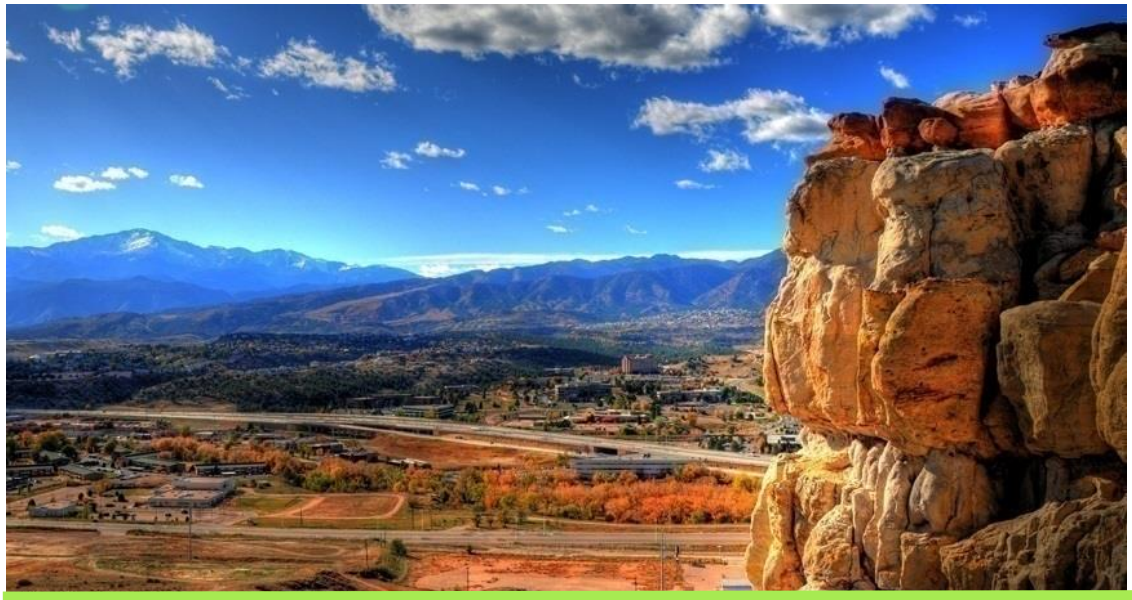
January 1, 2016

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Colorado Springs, Colorado, for its annual budget for the fiscal year beginning January 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

City of Colorado Springs



2016-2020 Strategic Plan

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INTRODUCTION FROM THE MAYOR

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

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

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

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

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

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

Sincerely,

John W. Suthers
Mayor

MISSION

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

VISION

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

CORE VALUES

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

Our City: Yesterday & Today

Colorado Springs

FOUNDED

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

1871

Population: 4,226

POPULATION BURST

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

WELCOMING THE MILITARY

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

1900

Population: 29,078

TURN OF THE 19TH CENTURY

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

1940

Population: 33,237

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

1970

Population: 135,060

NEW HIGHWAY BRINGS NEW OPPORTUNITIES

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

2000

Population: 360,890

TODAY

Today's Population: 445,830

ECONOMY

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

Our Future

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

Distributed/Shared Governance

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

Dynamic Pricing & Crowdsourcing

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

Peer-to-Peer, Community-Driven Cities

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

PLATFORM GOALS

1: Promoting Job Creation

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

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

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

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

2: Investing in Infrastructure

Maintain and preserve the City's vital infrastructure and assets

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

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

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

4: Excelling In City Services

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

4A: Support continuous improvement.

4B: Leverage technology to improve service delivery.

3: Building Community & Collaborative Relationships

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

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

3B: Expand and encourage citizen engagement.

Promoting Job Creation

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

1 PROMOTING JOB CREATION

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

PERSPECTIVE FROM 2020

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

STRATEGIC OBJECTIVES

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

CITY ROLES

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

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

COMMUNITY INITIATIVES

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

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

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

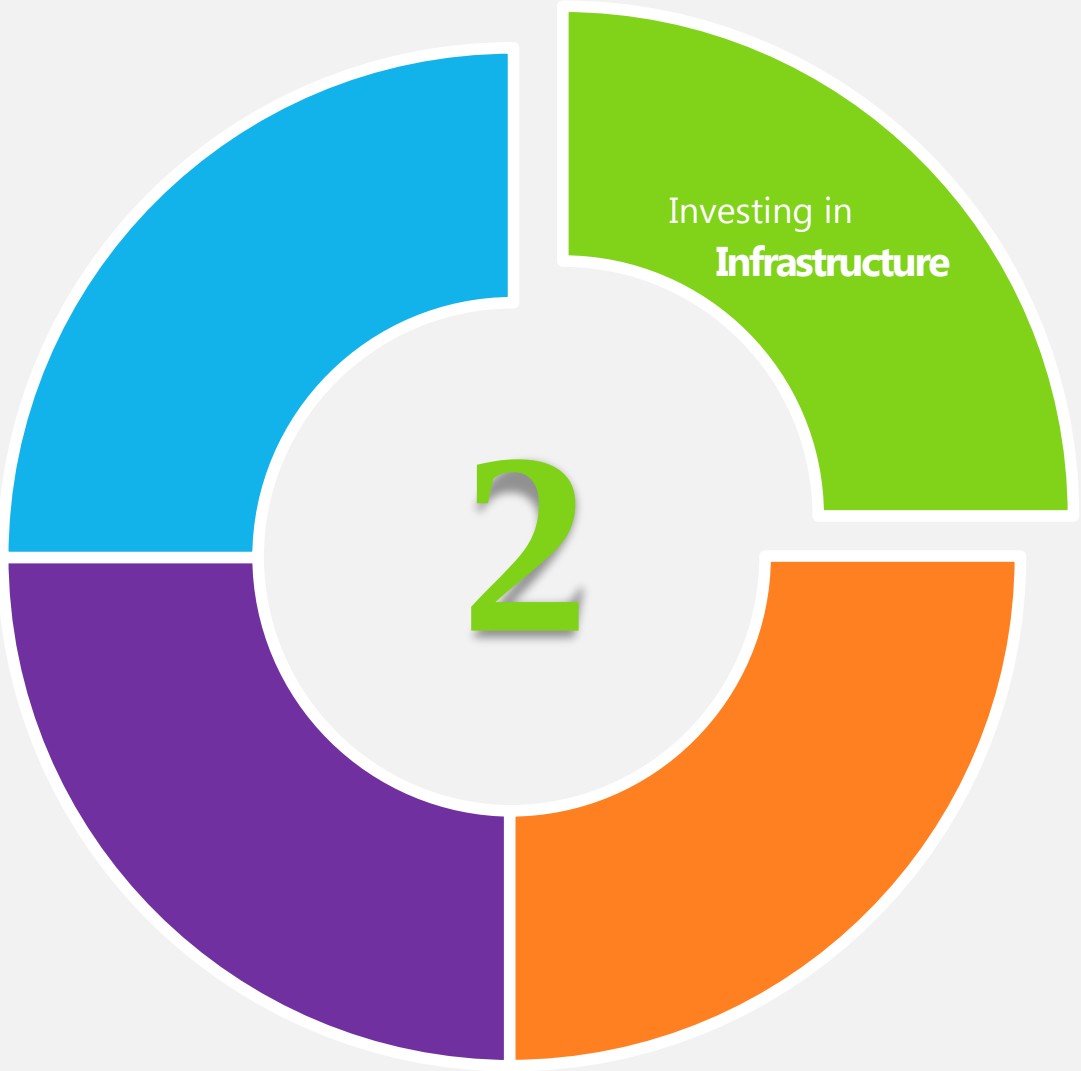
- Address public safety issues that impact our image and attractiveness to new businesses and residents
- Work with community organizations to better define and promote our community brand as a great place to live, work and play, to improve our marketing nationwide and ultimately improve our brand and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

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

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

PARTNERS

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



Investing in Infrastructure

Maintain and preserve the City's vital infrastructure and assets

2 INVESTING IN INFRASTRUCTURE

Maintain and preserve the City's vital infrastructure and assets

PERSPECTIVE FROM 2020

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

STRATEGIC OBJECTIVES

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

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

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

CITY ROLES

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

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

COMMUNITY INITIATIVES

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

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

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

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

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

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

PARTNERS

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

Building Community & Collaborative Relationships

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

3 BUILDING COMMUNITY & COLLABORATIVE RELATIONSHIPS

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

PERSPECTIVE FROM 2020

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

STRATEGIC OBJECTIVES

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

3B Expand and encourage citizen engagement.

CITY ROLES

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

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

COMMUNITY INITIATIVES

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

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

3B: Expand and encourage citizen engagement.

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

PARTNERS

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

Excelling in City Services

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

4 EXCELLING IN CITY SERVICES

PERSPECTIVE FROM 2020

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

STRATEGIC OBJECTIVES

4A Support continuous improvement.

4B Leverage technology to improve service delivery.

CITY ROLES

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

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

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

COMMUNITY INITIATIVES

4A: Support continuous improvement.

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

4B: Leverage technology to improve service delivery.

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

PARTNERS

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

Implementing our plan

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

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

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

How to get involved

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

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

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

Acknowledgments

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

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

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*Special thanks to our Finance Intern, Jessica Schenk

City of Colorado Springs 2016-2020 Strategic Plan

Mayor John Suthers

Jeff Greene, Chief of Staff

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

City Council Strategic Plan

Goal	Objective	City Council Initiative	Measurement of Success
Promoting Job Creation	Nurture local businesses and promote alignment of educational institutions, the local workforce and job opportunities.	Support regional workforce development goals that enhance the City's appeal to high-technology and manufacturing businesses	• Support efforts & policies that support regional workforce development goals
Promoting Job Creation	Nurture local businesses and promote alignment of educational institutions, the local workforce and job opportunities	Proactively engage with federal military leadership, with the goal of preserving and expanding, as appropriate, the military presence in the Pikes Peak region	• Enhance partnerships at local and federal level in support of military installations
Promoting Job Creation	Nurture local businesses and promote alignment of educational institutions, the local workforce and job opportunities	Identify and implement specific changes within Council's purview that attract and retain jobs, leveraging the City's strengths, including Colorado Springs Utilities' role as an economic engine for the region	• Increased awareness of COS General/Corporate Aviation opportunities through social media metrics & a COS GA/Corporate Aviation landing page on COS' website • Partner with Regional Business Alliance to identify specific policies at the Council level that impact job creation
Promoting Job Creation	Encourage the development of a defined and well-promoted City image	Identify tourism promotion and funding strategies that support regional efforts to expand tourism in the Pikes Peak Region	• Investigate policy modifications that maximize tax revenues available for tourism promotion and other business initiatives in the tourism arena • Form a Council subcommittee to investigate the feasibility of expanded tourism promotion funding in the region

Draft 2017 City Council Strategic Plan

Goal	Objective	City Council Initiative	Measurement of Success
Promoting Job Creation	Encourage the development of a defined and well-promoted City image	Encourage infill and develop job creation policies with a priority on West Colorado Avenue, Economic Opportunity Zones and Downtown	• Approve a North Nevada EOZ Master Plan and implementation of high-priority projects in the area
Promoting Job Creation	Make it easy to do business with the City	Identify and revise business-related City Code sections to improve customer focus, expedite processes, and eliminate barriers, in conjunction with City staff	• Comprehensive review of the Municipal Code, appropriate additions and revisions prescribed and implemented
Promoting Job Creation	Make it easy to do business with the City	Implement results of the infill steering committee's work and provide citizen input to City Council concerning the plan	• Implement a robust infill communication plan • Adopt code changes relating to infill
Promoting Job Creation	Make it easy to do business with the City	Focus on and engage with citizens on the Banning-Lewis property and master plan	• Solicit and evaluate citizen input on issues of specific concern to Banning-Lewis residents and other citizens relating to use of the property
Building Community & Collaborative Relationships	Make it easy to do business with the City	Work with Council Boards & Commissions to identify specific City Code or policy changes that improve important elements of citizens' quality of life	• Solicit specific input from selected Boards & Commissions for recommendations
Investing in Infrastructure	Lead the identification and funding plan for addressing infrastructure needs	Facilitate intergovernmental cooperation to support, as appropriate, efforts relating to stormwater, emergency response, transportation, and aging	• Creating of a long-term, realistic funding and action plan to address infrastructure needs
Investing in Infrastructure	Lead the identification and funding plan for addressing infrastructure needs	Continue to collaborate with stakeholders including El Paso County, PPRTA, PPACG, Colorado Springs Utilities, and the military to implement realistic and effective regional stormwater solutions, and other high-priority capital improvements and maintenance programs	• Creating of a long-term, realistic funding and action plan to address infrastructure needs
Investing in Infrastructure	Lead the identification and funding plan for addressing infrastructure needs	Examine adjusting local TABOR to reflect the community's ongoing resource needs with respect to City Council's responsibilities to fund those needs	• Continue to explore alternatives relating to stabilizing sustainable long-term revenue streams to fund high-priority needs

Draft 2017 City Council Strategic Plan

Goal	Objective	City Council Initiative	Measurement of Success
Building Community & Collaborative Relationships	Improve transportation and housing accessibility, safety and responsiveness by cultivating collaborative relationships with the community	Participate in regional Continuum of Care to support elimination of homelessness and vagrancy and their effect on citizens' quality of life	• Adopt a community plan for addressing homelessness with community organizations • Grant Funding is allocated to priorities of the homelessness plan
Building Community & Collaborative Relationships	Improve transportation and housing accessibility, safety and responsiveness by cultivating collaborative relationships with the community	Continue to lead the development of an effective legislative agenda and lobbying program, working in concert with Colorado Springs Utilities, the Colorado Municipal League, the executive branch, and municipal associations	• Engage with elected leaders to affect policy decisions at the State and Federal level that affect our City, in cooperation with the RBA and other organizations
Building Community & Collaborative Relationships	Improve transportation and housing accessibility, safety and responsiveness by cultivating collaborative relationships with the community	Partner with local non-profit organizations to promote effective neighborhood outreach and leadership development	• Increased City participation in neighborhood events (some organized through CONO) throughout the city
Building Community & Collaborative Relationships	Expand and encourage citizen engagement	Evaluate existing City Council Boards, Commissions and Task Forces to ensure effectiveness and citizen participation; revise and restructure to ensure robust citizen input, leverage new technology tools	• Work with other City departments to develop semi-annual educational events for boards and commissions members to educate members on all City departments and functions
Building Community & Collaborative Relationships	Expand and encourage citizen engagement	Continue to clarify and effectively execute the legislative role of City Council and refine Council processes to facilitate transparency, proactivity, and citizen engagement	• Support addition of new community engagement programs, targeted on underserved areas of the City
Excelling in City Services	Support continuous improvement	Review and direct municipal government audit function and deliverables to measure trends, efficiencies, effectiveness, and improvement opportunities	• Audit recommendations addressed
Excelling in City Services	Support continuous improvement	Work cooperatively with executive branch to examine the City's budget and strategic plan development processes, identify policy changes and opportunities for effective and early engagement	• Encourage evaluation of City processes and services across all departments to ensure that the City is continually improving and maximizing efficiency and effectiveness

Draft 2017 City Council Strategic Plan

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Performance Measures

All performance measures are based on strategic plan initiatives and initiatives developed by individual departments/divisions that align directly with a strategic plan goal. This document reflects all strategic plan and departmental initiatives beginning in 2016 or 2017.

The ID number referenced in each initiative was established to help identify and track each strategic plan/departmental initiative. The initial number (1, 2, 3, or 4) references the goal, the letter (A, B, or C) references an objective, and the final number (for example, 01) is specific to that initiative. The ending numbers are not necessarily sequential, as there are several strategic plan initiatives that do not begin until 2018 or 2019, and thus they are not reflected here.

For more information about the goals or objectives please reference the Strategic Plan located on page 1-1.

ID	Goal	Initiative		Accountable Entity
1A-01	Promoting Job Creation	Support the community's economic development goals, working with the RBA (Regional Business Alliance) and other community organizations to identify and remove barriers to business growth and development		Finance - Economic Development
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Finance - Economic Development	Finance - Economic Development, Planning and Development	
	Measure(s) of Success			
	Increase in jobs Increase in municipal sales tax revenue			

ID	Goal	Initiative		Accountable Entity
1A-02	Promoting Job Creation	Promote the strengthening of skills and employment opportunities of Colorado Springs residents, through partnering with locally-connected businesses, entrepreneurs and local educational institutions to create an environment that fosters the recruitment and retention of young talent across the Pikes Peak Region		Finance - Economic Development
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Finance - Economic Development	Finance - Economic Development	
	Measure(s) of Success			
	Number of businesses and/or enterpreneurs supported by programs of our partners to include SDBC, Peak Startup 1 Million Cups and Thrive			

ID	Goal	Initiative		Accountable Entity
1A-03	Promoting Job Creation	Encourage local purchasing for City products and services to support our local economy		Procurement Services
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Procurement Services	Procurement Services	
	Measure(s) of Success			
	Citywide definition of "local" established 5% increase in local purchases			

ID	Goal	Initiative		Accountable Entity
1A-04	Promoting Job Creation	Support regional workforce development goals that enhance the City's appeal to high-technology and manufacturing businesses		City Council
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in City Council	City Council	
	Measure(s) of Success			
	Support efforts and policies that support regional workforce development goals			

ID	Goal	Initiative		Accountable Entity
1A-05	Promoting Job Creation	Nurture our local government-military installation relationships and support Council's and others engagement efforts that encourage and expand the military presence in the Pikes Peak region		Mayor's Office
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in the Mayor's Office	Mayor's Office, Office of Emergency Management, CSPD, CSFD	
	Measure(s) of Success			
	Continue collaborative engagements with military installations and City emergency response units Support of events and opportunities with shared interest of the City and military installations			

ID	Goal	Initiative		Accountable Entity
1A-07	Promoting Job Creation	Identify catalytic downtown projects and initiatives developed by other organizations and partner closely with those organizations leading those initiatives		Finance - Economic Development
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Finance and Planning and Development	Finance - Economic Development, Planning and Development - Urban Planning, Finance - Community Development, Finance - Parking	
	Measure(s) of Success			
	Urban Planning division created Support and provide feedback on the Downtown Master Plan Activate Rapid Response where appropriate and leverage available funding to facilitate downtown development			

ID	Goal	Initiative		Accountable Entity
1A-09	Promoting Job Creation	Support mentorship of young entrepreneurs, professionals and leaders		Mayor's Office
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	2017 budget includes funding for City participation in Colorado Springs Rising Professionals	Mayor's Office, City Council	
	Measure(s) of Success			
	Increase in employees joining professional development groups (for example, Colorado Springs Rising Professionals) Creation of a Mayor's Young Leaders Task Force and implementation of key initiatives/ideas raised by the Task Force Expansion of the existing Council Community Engagement Program			

ID	Goal	Initiative		Accountable Entity
1A-10	Promoting Job Creation	Proactively engage with federal military leadership, with the goal of preserving and expanding, as appropriate, the military presence in the Pikes Peak region		City Council
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in City Council	City Council	
	Measure(s) of Success			
	Enhance partnerships at local and federal level in support of military installations			

ID	Goal	Initiative		Accountable Entity
1A-11	Promoting Job Creation	Identify and implement specific changes within Council's purview that attract and retain jobs, leveraging the City's strengths, including Colorado Springs Utilities' role as an economic engine for the region		City Council
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in City Council	City Council	
	Measure(s) of Success			
	Implement any recommendations from CSU and/or the City to attract and retain jobs through Council action			

ID	Goal	Initiative		Accountable Entity
1B-01	Promoting Job Creation	Address public safety issues that impact our image and attractiveness to new businesses and residents		CSPD, CSFD, Office of Emergency Management
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in CSPD, CSFD, and the Office of Emergency Management	CSPD, CSFD, Office of Emergency Management	
	Measure(s) of Success			
	Major public safety issues are identified and addressed CSFD Development Review plan reviews are completed in 5 days, 90% of the time CSPD Homeless Outreach Team contributes toward facilitating community involvement in problem solving			

ID	Goal	Initiative		Accountable Entity
1B-02	Promoting Job Creation	Enhance traffic safety and modify the behavior of traffic violators by continuing to monitor the consequences of violations of traffic laws		Municipal Court
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Municipal Court	Municipal Court	
	Measure(s) of Success			
	Enhance traffic safety and modify the behavior of traffic violators by continuing to monitor the consequences of violations of traffic laws			

ID	Goal	Initiative		Accountable Entity
1B-08	Promoting Job Creation	Support community initiatives that improve livability and walkability of neighborhoods		Planning and Development
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	$250,000 budgeted in 2016 and 2017 for the Comprehensive Plan; $577,000 budgeted in 2017 for transit improvements	Planning and Development, Parks, Recreation and Cultural Services, Public Works, Finance - Community Development	
	Measure(s) of Success			
	By end of 2017, complete the Bicycle Master Plan and initial high-priority projects underway By 2020, City of Colorado Springs WalkScore improves over the current rating of 35 By 2018, complete the City's Comprehensive Plan update By 2018, develop a neighborhood planning template/standard process Improve service reliability, on-time performance and productivity of transit service			

ID	Goal	Initiative		Accountable Entity
1B-10	Promoting Job Creation	Support downtown renaissance through collaborating with City Departments and CSU to increase street-scaping projects and partnering with private enterprises on right-of-way improvements near mixed-use developments		Finance - Parking Enterprise
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	$1.8 milion budgeted in 2017 for street-scaping projects from the Parking Enterprise	Planning and Development, Parks, Recreation and Cultural Services, Public Works, Finance - Community Development	
	Measure(s) of Success			
	Support downtown renaissance through collaborating with City Departments and CSU to increase street-scaping projects and partnering with private enterprises on right-of-way improvements near mixed-use developments			

ID	Goal	Initiative		Accountable Entity
1B-11	Promoting Job Creation	Provide maintenance services to native rights-of-way, medians and Gateway Gems by contracting mowing services and providing enhanced services through existing staff in both high priority as well as blighted areas		Parks, Recreation and Cultural Services - Forestry
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Parks, Recreation and Cultural Services - Forestry	Parks, Recreation and Cultural Services - Forestry	
	Measure(s) of Success			
	Maintain a high level of care along the city's non-irrigated rights of way Perform mowing a minimum of 4 times throughout the growing season, spray weeds and invasive species			

ID	Goal	Initiative		Accountable Entity
1B-12	Promoting Job Creation	Increase the number of golf rounds played at both golf courses		Parks, Recreation and Cultural Services - Golf Courses
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Parks, Recreation and Cultural Services - Golf Courses	Parks, Recreation and Cultural Services - Golf Courses	
	Measure(s) of Success			
	Exceed 114,000 9-hole rounds played at Patty Jewett Exceed 55,000 rounds played at Valley Hi			

ID	Goal	Initiative		Accountable Entity
1B-13	Promoting Job Creation	Explore public and private funding opportunities for the design, development and construction of a new Summit House		Parks, Recreation and Cultural Services - Pikes Peak America's Mountain
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	$1.25 million budgeted in 2017 for the Summit House from Pikes Peak America's Mountain Enterprise	Parks, Recreation and Cultural Services - Pikes Peak America's Mountain	
	Measure(s) of Success			
	Final design accepted and approved Ground breaking and construction begins as approved and scheduled			

ID	Goal	Initiative		Accountable Entity
1B-14	Promoting Job Creation	Identify tourism promotion and funding strategies that support regional efforts to expand tourism in the Pikes Peak Region		City Council
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in City Council	City Council	
	Measure(s) of Success			
	Investigate policy modifications that maximize tax revenues available for tourism promotion and other business initiatives in the tourism arena			

ID	Goal	Initiative		Accountable Entity
1B-15	Promoting Job Creation	Encourage infill and develop job creation policies with a priority on West Colorado Avenue, Economic Opportunity Zones and Downtown		City Council
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	$2.5 million budgeted in 2017 from PPRTA funds for reconstruction on West Colorado from 31st Street to U.S. Hwy. 24	City Council	
	Measure(s) of Success			
	Consider approval of the North Nevada Master Plan			

ID	Goal	Initiative		Accountable Entity
1C-01	Promoting Job Creation	Review business-related City Code and eliminate barriers to doing business in the City; Identify and revise sections to improve customer focus, expedite processes, and eliminate barriers, in conjunction with City staff		Planning and Development
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Planning and Development and IT	Planning and Development, Information Technology, Finance - Economic Development, City Council	
	Measure(s) of Success			
	Comprehensive review of the Municipal Code, appropriate additions and revisions prescribed and implemented Meet plan review turnaround times (single family permit reviews under 3.0 days, commercial permit reviews under 5.0 days land use application under 28 days) Implement electronic submittal of procurement bids and proposals by the end of 2017			

ID	Goal	Initiative		Accountable Entity
1C-02	Promoting Job Creation	At the Colorado Springs Airport, further diversify and expand new revenue streams, while controlling operating expenses, and fostering an efficient and cost effective airport operation subsequently lowering the Cost per Enplanement and encouraging new air service opportunities through COS		Colorado Springs Airport
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Colorado Springs Airport	Colorado Springs Airport	
	Measure(s) of Success			
	Finalize a standard EDA for contractor / company and implement in 2017			

ID	Goal	Initiative		Accountable Entity
1C-02	Promoting Job Creation	Enhance economic development opportunities at the Colorado Springs Airport through site and land development planning to enable shovel-ready construction for future prospects and further compliment the lucrative economic incentives available through the Commercial Aeronautical Zone.		Colorado Springs Airport
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Colorado Springs Airport	Colorado Springs Airport	
	Measure(s) of Success			
	Finalize a standard EDA for contractor / company and implement in 2017			

ID	Goal	Initiative		Accountable Entity
1C-02	Promoting Job Creation	Enhance economic development opportunities at the Colorado Springs Airport through site and land development planning to enable shovel-ready construction for future prospects and further compliment the lucrative economic incentives available through the Commercial Aeronautical Zone		Colorado Springs Airport
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Colorado Springs Airport	Colorado Springs Airport	
	Measure(s) of Success			
	Finalize a standard EDA for contractor / company and implement in 2017			

ID	Goal	Initiative		Accountable Entity
1C-03	Promoting Job Creation	Enhance economic development opportunities at the Colorado Springs Airport through site and land development planning. This will enable shovel-ready construction for future prospects and further compliment the lucrative economic incentives available through the Commercial Aeronautical Zone		Colorado Springs Airport
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Colorado Springs Airport	Colorado Springs Airport	
	Measure(s) of Success			
	Certification programs/degree programs in place Internships/Apprenticeship programs in place			

ID	Goal	Initiative		Accountable Entity
1C-04	Promoting Job Creation	Continue to improve recruitment efforts to retain, expand, and attract aviation related businesses within the Commercial Aeronautical Zone		Colorado Springs Airport
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Colorado Springs Airport	Colorado Springs Airport	
	Measure(s) of Success			
	Increased awareness of COS General/Corporate Aviation opportunities through social media metrics Creation of a COS GA/Corporate Aviation landing page on COS' website			

ID	Goal	Initiative		Accountable Entity
1C-05	Promoting Job Creation	Engage City Council, City Planning Commission, and neighborhood groups on key land development issues, including implementing priorities of the Infill and Revitalization Steering Committee and educating the public on the benefits of infill		Planning and Development
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Planning and Development	Planning and Development, Communications	
	Measure(s) of Success			
	Formal approval of the infill chapter and action plan Implement a robust infill communication plan Implement code changes relating to infill			

ID	Goal	Initiative		Accountable Entity
2A-01	Investing in Infrastructure	Aggressively address aging infrastructure (roads and bridges, parks, stormwater and public safety), in a unified, long-term approach driven by the City (Administration and Council) in partnership with local businesses, non-profit organizations, and our citizens to implement realistic, preemptive and effective infrastructure solutions		Mayor's Office
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	$15.9 million budgeted in 2017 for Stormwater activity; $50 million budgeted in 2017 in the 2C - Road Improvement Special Revenue Fund	Mayor's Office, City Council, Public Works, Parks, Recreation and Cultural Services	
	Measure(s) of Success			
	Successfully implement 2C and 2D initiatives Execute and comply with the Intergovernmental Agreement with Pueblo County regarding stormwater funding			

ID	Goal	Initiative		Accountable Entity
2A-02	Investing in Infrastructure	Develop prioritization criteria for infrastructure and project planning which integrates specific goals for infrastructure throughout the City (specifying projects, partners, and outcomes) and coordinates infrastructure improvements across City departments/functions and with CSU		Public Works - City Engineering
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in Public Works, PRCS, Finance, Planning and Development, CSFD and CSPD	Public Works, Finance, Parks, Recreation and Cultural Services, Finance - Economic Development, Planning and Development, Finance - Community Development, CSPD, CSFD	
	Measure(s) of Success			
	By end of 2017, prioritization criteria established By end of 2018, neighborhood impact improved through coordination and strategic investments of resources			

ID	Goal	Initiative		Accountable Entity
2A-03	Investing in Infrastructure	In partnership with El Paso County, implement a strategy for effectively providing education and engaging citizens on infrastructure needs through existing communication tools of El Paso County		Communications
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in Communications and Public Works	Communications, Public Works	
	Measure(s) of Success			
	New, effective communication methods identified and implemented			

ID	Goal	Initiative		Accountable Entity
2A-04	Investing in Infrastructure	Improve City IT infrastructure to support City services, provide adequate security of data and information, and identify and address maintenance needs for the City's communications systems		Information Technology
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in IT	Information Technology	
	Measure(s) of Success			
	Implemention of an ongoing tech refresh program Decrease in IT infrastructure downtime and duration of downtime			

ID	Goal	Initiative		Accountable Entity
2A-05	Investing in Infrastructure	Update the City's Comprehensive Plan to better define economic growth and development objectives		Planning and Development
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	$250,000 budgeted in 2017 for the Comprehensive Plan	Planning and Development, Mayor's Office, City Council	
	Measure(s) of Success			
	Comprehensive Plan is updated and implemented, on time and within budget by 2018			

ID	Goal	Initiative		Accountable Entity
2A-06	Investing in Infrastructure	Develop a 10-year facilities master plan to prioritize and fund City facilities maintenance needs		Finance, Sustainability and Support Services
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in Finance and Sustainability and Support Services	Finance, Sustainability and Support Services, Citywide Facilities Maintenance Committee	
	Measure(s) of Success			
	10-Year Facilities Master Plan completed by end of January 2017			

ID	Goal	Initiative		Accountable Entity
2A-07	Investing in Infrastructure	Improve environmental sustainability of City infrastructure and assets		Sustainability and Support Services
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Sustainability and Support Services	Sustainability and Support Services	
	Measure(s) of Success			
	Ensure the 10-Year Facilities Master Plan addresses and plans for energy and space use Incorporate sustainability considerations into infrastructure, facilities and asset decisions			

ID	Goal	Initiative		Accountable Entity
2A-08	Investing in Infrastructure	Commit to developing a sustainable and resilient stormwater system which maximizes the utilization of existing infrastructure, while implementing policies and procedures that facilitate preventive maintenance of systems		Public Works - Stormwater
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	$15.9 million budgeted in 2017 for Stormwater activity	Public Works - Stormwater	
	Measure(s) of Success			
	Stormwater Program Implementation Plan completed by mid 2017 Complete high-priority projects identified in the Stormwater Program Implementation Plan by end of 2017			

ID	Goal	Initiative		Accountable Entity
2A-09	Investing in Infrastructure	Collaborate more closely with CDOT (Colorado Department of Transportation) on projects in Colorado Springs to improve aesthetics along major corridors and incorporate sustainability projects		Public Works - Traffic Engineering
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Public Works - Traffic Engineering and Parks, Recreation and Cultural Services	Public Works, Parks, Recreation and Cultural Services	
	Measure(s) of Success			
	Completion of I-25/Cimarron Interchange reconstruction with trail alignment and bike lanes completed by December 2017			

ID	Goal	Initiative		Accountable Entity
2A-10	Investing in Infrastructure	Successfully implement the 2C program		Public Works - Operations and Maintenance
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	$50.0 million budgeted in 2017 for 2C	Public Works - Operations and Maintenance	
	Measure(s) of Success			
	Coordinate implementation and paving and concrete activites with CSU and other stakeholders Complete the planned 2017 2C paving and concrete activities			

ID	Goal	Initiative		Accountable Entity
2A-12	Promoting Job Creation	Support downtown renaissance through collaborating with City Departments and CSU to increase street-scaping projects and partnering with private enterprises on right-of-way improvements near mixed-use developments.		Finance - Parking Enterprise
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	$1.8 milion budgeted in 2017 for street-scaping projects from the Parking Enterprise	Planning and Development, Parks, Recreation and Cultural Services, Public Works, Finance - Community Development	
	Measure(s) of Success			
	Support downtown renaissance through collaborating with City Departments and CSU to increase street-scaping projects and partnering with private enterprises on right-of-way improvements near mixed-use developments			

ID	Goal	Initiative		Accountable Entity
2B-01	Investing in Infrastructure	Update the park and school fee ordinance related to new development to improve the ability for the City to use development-related park fees on park infrastructure needs		Parks, Recreation and Cultural Services - Operations and Development
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in Parks, Recreation and Cultural Services	Parks, Recreation and Cultural Services - Operations and Development, Planning and Development - Urban Planning, City Council	
	Measure(s) of Success			
	Recommendation brought to City Council on a revised PLDO ordinance by end of 2017			

ID	Goal	Initiative		Accountable Entity
2B-02	Investing in Infrastructure	Collaborate with partners to identify potential local, state and federal grant opportunities and pursue appropriate opportunities		Finance
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Finance	Finance	
	Measure(s) of Success			
	Incorporate grant considerations/research into the prioritization criteria be end of 2017 Identify funding for a grant research assistant in 2017 Assist in pursuing important grant opportunities citywide beginning in 2017			

ID	Goal	Initiative		Accountable Entity
2B-05	Investing in Infrastructure	Partner with stakeholders to encourage economic development in EOZs		Finance - Economic Development
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	$200,000 budgeted in 2016 for the North Nevada Master Plan	Finance - Economic Development, Finance, Planning and Development	
	Measure(s) of Success			
	Completion of North Nevada Master Plan by mid 2017 High-priority projects from the North Nevada Master Plan implementation section underway by end of 2017 South Nevada redevelopment underway by mid 2017			

ID	Goal	Initiative		Accountable Entity
2B-06	Investing in Infrastructure	Continue to demonstrate progress in implementing the Comprehensive Plan Infill Supplement and Infill Action Plan in a collaborative cross-departmental fashion		Planning and Development
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Planning and Development	Planning and Development, Finance - Economic Development	
	Measure(s) of Success			
	Increase in infill activity in 2017			

ID	Goal	Initiative		Accountable Entity
2C-04	Investing in Infrastructure	Continue forest restoration practices in the Parks Wildland Urban Interface that increase forest health and reduce the threat of catastrophic wildfire		Parks, Recreation and Cultural Services - Forestry
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Parks, Recreation and Cultural Services - Forestry	Parks, Recreation and Cultural Services - Forestry	
	Measure(s) of Success			
	Complete forest restoration projects on City parks and open spaces Increase forest health and aesthetics along our City trail corridors Complete 70 acres of forest restoration and an additional 1 mile of trail beautification			

ID	Goal	Initiative		Accountable Entity
3A-01	Building Community and Collaborative Relationships	Partner with non-profit organizations and businesses to promote effective neighborhood outreach and leadership development and neighborhood revitalization		Planning and Development
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	$25,000 budgeted in 2017 to support CONO	Planning and Development, Finance - Community Development, CSFD, CSPD	
	Measure(s) of Success			
	Increased City participation in neighborhood events (some organized through CONO) throughout the city			

ID	Goal	Initiative		Accountable Entity
3A-02	Building Community and Collaborative Relationships	Maintain and enhance mutual aid relationships and improve interoperability among regional public safety agencies		Office of Emergency Management
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	$1.5 million budgeted in 2017 for the PPRCN radio tower infrastructure upgrade	Office of Emergency Management, CSFD, CSPD	
	Measure(s) of Success			
	Improve radio communication, and thus ease of response to emergencies, as a region Participate in a minimum of six joint training exercises with regional partners annually Complete electronic cataloguing of all existing agreements to proactively identify expiration dates and initiate renewal and review process			

ID	Goal	Initiative		Accountable Entity
3A-03	Building Community and Collaborative Relationships	Provide urban forest management practices that mitigate risk, and enhance public safety, stormwater retention and property value and address the aging urban forest through hazard tree removals		Parks, Recreation and Cultural Services - Forestry
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Parks, Recreation and Cultural Services - Forestry	Parks, Recreation and Cultural Services - Forestry	
	Measure(s) of Success			
	Identify a location for and complete limited area preventative pruning of at least 1,000 trees Complete removals of at least 400 city-owned hazardous trees Respond to citizen and other department concerns within 5 business days Maintain Tree City USA designation			

ID	Goal	Initiative		Accountable Entity
3A-04	Building Community and Collaborative Relationships	Reduce homelessness through creating a community plan for addressing homelessness through partnership with community organizations		Finance - Community Development
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	$2.5 million budgeted in 2016 from CDBG funds to support the Springs Rescue Mission campus	Finance - Community Development	
	Measure(s) of Success			
	Plan adopted by Continuum of Care Expanded campus supported by the City			

ID	Goal	Initiative		Accountable Entity
3A-05	Building Community and Collaborative Relationships	Enhance and preserve connectivity between trails, open spaces, parks, bike paths, historical sites and City attractions		Parks, Recreation and Cultural Services - Operations and Development
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	$1.6 million budgeted in 2017 in TOPS funding for trail connections and enhancements	Parks, Recreation and Cultural Services - Operations and Development, Public Works, Planning and Development	
	Measure(s) of Success			
	Implement several connectivity related projects in the 2014-2025 Colorado Springs Parks' Master Plan By 2020, improve the City of Colorado Springs WalkScore over the current rating of 35 By 2020, achieve a City of Colorado Springs League of American Bicyclists rating of Gold By end of 2017, construct the Legacy Loop trailhead			

3A-06	Building Community and Collaborative Relationships	Improve walking, biking, and transit mobility options in existing neighborhoods of the City		Public Works - Traffic Engineering
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	$577,000 budgeted in 2017 for transit improvements	Public Works - Traffic Engineering, Planning and Development, Parks, Recreation and Cultural Services, Transit	
	Measure(s) of Success			
	City of Colorado Springs WalkScore improves over the current rating of 35 by 2020 Achieve a City of Colorado Springs League of American Bicyclists rating of Gold by 2020 Increase transit service frequency on Academy Boulevard			

ID	Goal	Initiative		Accountable Entity
3A-07	Building Community and Collaborative Relationships	Implement the next phase of the Pioneer Museum's Story of Us project, including collaborating with other departments to improve connectivity of cultural sites with trails, bike paths, etc.		Parks, Recreation and Cultural Services - Cultural Services
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Parks, Recreation and Cultural Services - Cultural Services	Parks, Recreation and Cultural Services - Cultural Services	
	Measure(s) of Success			
	Story of Us project implemented by end of 2017			

ID	Goal	Initiative		Accountable Entity
3A-08	Building Community and Collaborative Relationships	Reach the transit maintenance of effort level of funding as a step toward ensuring long-term resiliency of affordable and effective transit services to facilitate economic and recreational activity		Public Works - Transit
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	$577,000 budgeted in 2017 for transit improvements	Public Works - Transit	
	Measure(s) of Success			
	Increasing bus frequency on Academy Boulevard (parts of routes #25 and #27) to 15 minute headways			

ID	Goal	Initiative		Accountable Entity
3A-11	Building Community and Collaborative Relationships	Improve public safety response times		CSPD, CSFD
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in CSFD and CSPD	CSPD, CSFD	
	Measure(s) of Success			
	Decrease the use of 911 by "Super-utilizers" for non-emergency situations Reduced call answering times in Communication Center (CSPD) Reduced number of 911 abandoned calls (CSPD) Improve retention rates for sworn positions and Communications Center (CSPD)			

ID	Goal	Initiative		Accountable Entity
3A-12	Building Community and Collaborative Relationships	Maintain and enhance the City's ability to prepare for, respond to, recover from, and mitigate against major emergencies and disasters		Office of Emergency Management
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in the Office of Emergency Management	Office of Emergency Management	
	Measure(s) of Success			
	Provide trainings for City Departments and partners to ensure response readiness Provide preparedness information to the public through community meetings, preparedness events, and website Revise emergency response plans according to need and pre-defined schedule			

ID	Goal	Initiative		Accountable Entity
3A-13	Building Community and Collaborative Relationships	Partner with community organizations to develop a public arts master plan		Parks, Recreation and Cultural Services - Cultural Services
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in Parks, Recreation and Cultural Services - Cultural Services	Parks, Recreation and Cultural Services - Cultural Services	
	Measure(s) of Success			
	Funding secured and project initiated by end of 2017			

ID	Goal	Initiative		Accountable Entity
3A-15	Building Community and Collaborative Relationships	Support Council and work with CML on policies at the State and Federal level that impact our community		Mayor's Office
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in City Council and the Mayor's Office	Mayor's Office, City Council	
	Measure(s) of Success			
	Our community helps to affect policy decisions at the State and Federal level that affect our City, in cooperation with the RBA and other organizations			

ID	Goal	Initiative		Accountable Entity
3A-16	Building Community and Collaborative Relationships	Continually build on a solid foundation of public trust and engage the community in public safety efforts		CSFD, CSPD
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in CSFD, CSPD	CSFD, CSPD	
	Measure(s) of Success			
	CAPS program is enhanced in alignment with strategic goals of Leadership Committee Results of citizen surveys are reported and service improvements are made where appropriate Increased participation in community events Body-worn camera program is successfully implemented and regularly evaluated			

ID	Goal	Initiative		Accountable Entity
3A-17	Building Community and Collaborative Relationships	Improve ADA accessibility with improvements/renovations to facilities		Citywide Facilities Maintenance Committee
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	$200,000 budgeted in 2017 for ADA facilities improvements	Citywide Facilities Maintenance Committee	
	Measure(s) of Success			
	High-priority ADA infrastructure projects identified			

ID	Goal	Initiative		Accountable Entity
3B-01	Building Community and Collaborative Relationships	Use technology to inform and engage the community, using a number of channels, including city-sponsored programs or events such as yourCOS		Communications
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in Communications and Mayor's Office	Communications, Mayor's Office	
	Measure(s) of Success			
	Increase in trained content managers Social media metrics such as "likes", "retweets", and others show an increase			

ID	Goal	Initiative		Accountable Entity
3B-02	Building Community and Collaborative Relationships	Foster outreach programs for K-12 youth with local schools and community centers to encourage outdoor recreation		Parks, Recreation and Cultural Services - Recreation and Administration
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Parks, Recreation and Cultural Services - Recreation and Administration	Parks, Recreation and Cultural Services - Recreation and Administration	
	Measure(s) of Success			
	Utilize Inspire grant initiative to develop and implement at least two outdoor programs for community youth by collaborating with School District 11 and community centers			

ID	Goal	Initiative		Accountable Entity
3B-03	Building Community and Collaborative Relationships	Enhance existing initiatives that improve existing, highly utilized City parks, and expand programs that bring the community together and improve sense of pride in our community		Parks, Recreation and Cultural Services - Operations and Maintenance
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in Parks, Recreation and Cultural Services - Operations and Maintenance	Parks, Recreation and Cultural Services - Operations and Maintenance and Parks, Recreation and Cultural Services - Recreation and Administration	
	Measure(s) of Success			
	By 2020, community center renovations completed By end of 2018, create and install signage in Garden of the Gods By 2020, complete the Fontanero Trailhead, Legacy Loop improvements, and Venezia Community Park			

ID	Goal	Initiative		Accountable Entity
3B-04	Building Community and Collaborative Relationships	Establish a unified city-wide guideline for the public input process		Communications
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Communications	Communications	
	Measure(s) of Success			
	Develop guideline and scope of the public input process, identifying communication's roles versus a consultant's roles			

ID	Goal	Initiative		Accountable Entity
3B-05	Building Community and Collaborative Relationships	Partner with CONO (Council of Neighbors and Organizations) and El Paso County on development of a regularly held local government citizen's academy		Strategic Advisory Team
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in various departments	Strategic Advisory Team	
	Measure(s) of Success			
	In partnership with CONO, host at least one Citizen's Academy annually			

ID	Goal	Initiative		Accountable Entity
3B-07	Building Community and Collaborative Relationships	Evaluate existing City Council boards, commissions, committees and task forces to ensure effectiveness and citizen participation		City Council
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in City Council	City Council, Mayor's Office, Strategic Advisory team	
	Measure(s) of Success			
	Complete evaluation of existing City boards, commissions, committees and task forces by the end of 2017			

ID	Goal	Initiative		Accountable Entity
3B-08	Building Community and Collaborative Relationships	Expand the City's internship program through reaching out to a broader academic/business community and graduates		Human Resources
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in Human Resources	Human Resources	
	Measure(s) of Success			
	Increase in the number of departments utilizing interns			

ID	Goal	Initiative		Accountable Entity
3B-09	Building Community and Collaborative Relationships	Work with Council to develop semi-annual educational events for boards and commissions members to educate members on all City departments and functions		Strategic Advisory Team
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in City Council	City Council, Strategic Advisory Team	
	Measure(s) of Success			
	City Council, with the Strategic Advisory Team, develop a semi-annual educational event piloted in 2017			

ID	Goal	Initiative		Accountable Entity
3B-10	Building Community and Collaborative Relationships	Continue to enhance volunteerism within the Parks, Recreation and Cultural Services Department		Parks, Recreation and Cultural Services - Recreation and Administration
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Parks, Recreation and Cultural Services - Recreation and Administration	Parks, Recreation and Cultural Services - Recreation and Administration	
	Measure(s) of Success			
	Increase the Department's total volunteer hours by at least 10% annually over the prior year			

ID	Goal	Initiative		Accountable Entity
4A-01	Excelling in City Services	Evaluate City processes and services across all departments to ensure that the City is continually improving and maximizing efficiency and effectiveness		Finance, Excelling in City Services Committee
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in Finance	Finance, Excelling in City Services Committee, All Departments	
	Measure(s) of Success			
	At least two process/policy/procedure improvements conducted annually By end of 2017, implement a Citywide process improvement program			

ID	Goal	Initiative		Accountable Entity
4A-02	Excelling in City Services	Research and implement best practices for specific processes or functions in departments across the City		Finance
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in Finance	Finance, Excelling in City Services Committee, All Departments	
	Measure(s) of Success			
	By mid-2017, centralize project management and standard metholodogy/tool implemented Citywide consensus-driven 5-year facilities maintenance CIP plan developed annually Pursue appropriate GFOA recommendations on finance function process and technology changes			

ID	Goal	Initiative		Accountable Entity
4A-03	Excelling in City Services	Enhance the City's environmental sustainability efforts in conjunction with other governmental entities		Sustainability and Support Services
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in Sustainability and Support Services	Sustainability and Support Services	
	Measure(s) of Success			
	By early 2017, complete the City Sustainability Plan/Strategy Sustainability goals set by the City's Sustainability Plan met for 2017 On-going monitoring, tracking, and reporting key performance indicators implemented, such as decreased utility consumption, cost savings, etc			

ID	Goal	Initiative		Accountable Entity
4A-04	Excelling in City Services	Explore cooperation and/or regionalization of services and programs with El Paso County, other regional partners, and the private sector, where appropriate		Mayor's Office
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in the Mayor's Office	Mayor's Office	
	Measure(s) of Success			
	Pursue potential public safety- related partnerships with El Paso County Continue regional emergency management-related exercises and trainings			

ID	Goal	Initiative		Accountable Entity
4A-05	Excelling in City Services	Modernize development review processes internally, and evaluate regulations, fees and rules, using best practices, in cooperation with other entities outside City government who are involved in the process		Planning and Development
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in Planning and Development	Planning and Development, Public Works, Finance	
	Measure(s) of Success			
	By early 2017, implement a more streamlined internal development review routing and review process By end of 2017, implement a digital and more streamlined relationship between the City's development review functions, CSU and other entities to improve timeliness and decrease data entry			

ID	Goal	Initiative		Accountable Entity
4A-06	Excelling in City Services	Improve IT utilization and IT resources in alignment with City goals		Information Technology
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Information Technology	Information Technology	
	Measure(s) of Success			
	IT resources and efforts align with the Strategic Plan and key initiatives/projects outlined in the Strategic Plan			

ID	Goal	Initiative		Accountable Entity
4A-07	Excelling in City Services	Identify opportunities to collaborate with the military and other government agencies on purchasing, service delivery, and other areas that may provide efficiencies		Finance
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in Finance	Finance, Mayor's Office	
	Measure(s) of Success			
	Increased purchasing and service delivery in concert with regional entities Increase in the number of Community Partnership initiatives that City is actively involved in			

ID	Goal	Initiative		Accountable Entity
4A-08	Excelling in City Services	Encourage continuous leadership/career development training opportunities		Human Resources
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Human Resources	Human Resources	
	Measure(s) of Success			
	Increase in perception of intra-City career development tools on the next employee survey			

ID	Goal	Initiative		Accountable Entity
4A-11	Excelling in City Services	Allow for competitive compensation to attract and retain high quality employees		Human Resources
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	$3.2 million budgeted in 2017 for compensation adjustments and pay for performance	Human Resources	
	Measure(s) of Success			
	Salaries are maintained close to the defined market averages to attract and retain talent			

ID	Goal	Initiative		Accountable Entity
4A-12	Excelling in City Services	Implement a culture of safety and safe work practice accountability		Human Resources - Risk Management
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Human Resources	Human Resources - Risk Management	
	Measure(s) of Success			
	Employee safety training completed monthly Accident reports are completed and logged monthly by supervisors Accident follow-up and incident investigations are completed monthly by safety committees Facility inspections completed monthly All safety documentation is communicated monthly by management and supervisors			

ID	Goal	Initiative		Accountable Entity
4A-15	Excelling in City Services	Continue to work with military installations and the County in the Community Partnership Initiative process and the Joint Land Use Study initiative to create a unified front of efficiency and effectiveness for the Pikes Peak Region		Mayor's Office
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in the Mayor's Office and Planning and Development	Mayor's Office	
	Measure(s) of Success			
	Participate in the Joint Land Use Study initiative and prepare deliverables as needed Participate in regular Community Parternship Initiative meetings and explore potential partnership opportunities The Joint Land Use Study is accepted and implemented with limited issues			

ID	Goal	Initiative		Accountable Entity
4A-16	Excelling in City Services	Provide quality, affordable golf services to the residents and visitors of the City of Colorado Springs		Parks, Recreation and Cultural Services - Golf Courses
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Parks, Recreation and Cultural Services - Golf Courses	Parks, Recreation and Cultural Services - Golf Courses	
	Measure(s) of Success			
	Average green fee revenue per 9-hole round at 85% or higher of rack rate Contributions to fund balances as both golf courses			

ID	Goal	Initiative		Accountable Entity
4A-17	Excelling in City Services	Provide professional legal services to the legislative, judicial and executive branches, City departments, and enterprises		City Attorney's Office
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in the City Attorney's Office	City Attorney's Office	
	Measure(s) of Success			
	Provide the legal services to City Council that approximate billable hours for a full-time attorney Review outcomes from legal matters and provide feedback to improve future outcomes Apply information obtained from end of year surveys to enhance legal services			

ID	Goal	Initiative		Accountable Entity
4A-18	Excelling in City Services	Proactively advise and educate officials, employees, departments, and enterprises on relevant law and practices		City Attorney's Office
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in the City Attorney's Office	City Attorney's Office	
	Measure(s) of Success			
	Provide a minimum of 4 training sessions to City officials, employees, departments, and enterprises As a result of interactions with our internal customers, provide advice related to potential challenges			

ID	Goal	Initiative		Accountable Entity
4A-19	Excelling in City Services	Complete Title II ADA Self Evaluation by end of 2017		Human Resources - Risk Management
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Human Resources - Risk Management	Human Resources - Risk Management	
	Measure(s) of Success			
	Title II ADA Self Evaluation Complete			

ID	Goal	Initiative		Accountable Entity
4A-20	Excelling in City Services	Support the Council, Mayor, CEO of Colorado Springs Utilities and their direct reports by aligning audits with associated strategic organizational goals, objectives and risks		City Auditor's Office
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in the City Auditor's Office	City Auditor's Office	
	Measure(s) of Success			
	Alignment documented and reviewed by the Audit Committee			

ID	Goal	Initiative		Accountable Entity
4A-21	Excelling in City Services	Review and direct municipal government audit function and deliverables to measure trends, efficiencies, effectiveness, and improvement opportunities		City Auditor's Office
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in the City Auditor's Office	City Auditor's Office	
	Measure(s) of Success			
	Complete several efficiency and effectiveness related audits			

ID	Goal	Initiative		Accountable Entity
4A-22	Excelling in City Services	Continue to provide excellent customer service at the Municipal Court		Municipal Court
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Municipal Court	Municipal Court	
	Measure(s) of Success			
	Maintain over 90% Customer Service Approval rating			

ID	Goal	Initiative		Accountable Entity
4A-23	Excelling in City Services	To maintain an average operational cost per visitor that is fair and equitable in relation to the expenditures of the Pikes Peak America's Mountain Enterprise necessary for long-term sustainability		Parks, Recreation and Cultural Services - Pikes Peak America's Mountain
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Parks, Recreation and Cultural Services - Pikes Peak America's Mountain	Parks, Recreation and Cultural Services - Pikes Peak America's Mountain	
	Measure(s) of Success			
	Operational cost of $14 or less per visitor			

ID	Goal	Initiative		Accountable Entity
4A-24	Excelling in City Services	Continue with fundraising and sustainability efforts at each of the Cultural Services sites in order to supplement the City's general fund appropriation and maintain current program levels		Parks, Recreation and Cultural Services - Cultural Services
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in Parks, Recreation and Cultural Services - Cultural Services)	Parks, Recreation and Cultural Services - Cultural Services	
	Measure(s) of Success			
	Revenue contribution of approximately $400,000 in donated and earned income			

ID	Goal	Initiative		Accountable Entity
4A-25	Excelling in City Services	Increase the City Cemeteries' market share in the community		Parks, Recreation and Cultural Services - Cemeteries
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Parks, Recreation and Cultural Services - Cemeteries	Parks, Recreation and Cultural Services - Cemeteries	
	Measure(s) of Success			
	Attain over 25% market share in El Paso County			

ID	Goal	Initiative		Accountable Entity
4A-26	Excelling in City Services	Stabilize the maintenance cost per site at Evergreen and Fairview Cemeteries		Parks, Recreation and Cultural Services - Cemeteries
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Parks, Recreation and Cultural Services - Cemeteries	Parks, Recreation and Cultural Services - Cemeteries	
	Measure(s) of Success			
	Achieve maintenance cost per site at $17.00 or lower			

ID	Goal	Initiative		Accountable Entity
4A-27	Excelling in City Services	Continue to refine the business licensing process in order to remove barriers and assist companies in obtaining a business license		City Clerk's Office
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in the City Clerk's Office	City Clerk's Office	
	Measure(s) of Success			
	Move all business license forms to a fillable pdf format in order to enable potential businesses to complete the form on line and print the form in order to submit with other licensing paperwork Reduce the required paperwork by eliminating duplicate forms that are already required by the State			

ID	Goal	Initiative		Accountable Entity
4A-28	Excelling in City Services	Elevate the records program by providing multiple group and individual training sessions with the departmental records liaisons to assist them with evaluating their onsite/offsite records to determine the correct retention period		City Clerk's Office
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in the City Clerk's Office	City Clerk's Office	
	Measure(s) of Success			
	Complete trainings with all department record liasions Review the remaining 1,400 unassigned boxes with the liaisons and assign the boxes to the correct department			

ID	Goal	Initiative		Accountable Entity
4A-29	Excelling in City Services	Increasing Office of City Auditor information technology knowledge and audit capacity to align with increasing related business risks		City Auditor's Office
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in the City Auditor's Office	City Auditor's Office	
	Measure(s) of Success			
	Launch the Procurement Card Pilot using data analysis tools with transaction tests to provide continuous monitoring Complete IT risk assessment for City, Airport and Colorado Springs Utilities by end of 2017			

ID	Goal	Initiative		Accountable Entity
4B-02	Excelling in City Services	Modernize citizen issue reporting and information request system to allow self-service for citizens and greater efficiency for City staff		Mayor's Office
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	To be determined	Mayor's Office	
	Measure(s) of Success			
	Work with Department of IT to develop requirements statements Work with Department of IT to develop a rough order magnitude estimate Work with Department of IT to develop a solution design package Initiate procurement mechanism for delivery of the system			

ID	Goal	Initiative		Accountable Entity
4B-07	Excelling in City Services	Initiate a City radio replacement strategy		Information Technology - Radio
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	$624,000 budgeted annually for 2019-2021 for radio replacement	Information Technology - Radio	
	Measure(s) of Success			
	Develop a radio replacement plan by end of 2017			

ID	Goal	Initiative		Accountable Entity
4B-08	Excelling in City Services	Enhance public web-based GIS map and information on city-owned properties		Real Estate Services
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2016	Work completed by personnel and operational expenses budgeted in Real Estate Services	Real Estate Services	
	Measure(s) of Success			
	Update map and information provided on City's website			

ID	Goal	Initiative		Accountable Entity
4B-11	Excelling in City Services	Implement a Cartegraph work ticket/asset tracking system		Information Technology - Radio
	Year Initiated	**Dedicated 2017 Funding (if applicable)**	**Responsible Entities**	
	2017	Work completed by personnel and operational expenses budgeted in Information Technology	Information Technology - Radio	
	Measure(s) of Success			
	Complete proof of concept for the cartegraph work ticket system in 2017			

General Fund Financial Forecast

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

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

Forecast Assumptions
3.5% Sales and Use Tax revenue growth – which is less than the average revenue growth in recent history when only considering years in which revenue grows and not years in which revenue actually declines. Therefore, the forecast assumes no recession in the next five years.
Property Tax revenue assumes an 8% increase in 2018 as it is a reassessment year and a conservative 1.1% growth beyond 2018
1% to 8% revenue growth for other revenues
Employee pay for performance/compensation update at a rate of 2% of total salary & benefit budget
Funding for changes to actual positions beginning $800K growing $200K more each year
Fund employee and sworn retiree healthcare cost increases of $500K annually
Incremental funding for utility rate increases
Contracts, fuel & other - relying on competitive procurement process to keep costs down plus additional increased for fuel beyond 2018 expecting fuel to rise again in the futures
Increase vehicle replacement budget by $500K in 2017 to $1Min 2020 as the average age of the City's fleet is 13 years and will need to be replaced
5-year CIP plan (excluding stormwater projects)
General Fund Projects including Stormwater – 5-year plan
Actual expenditures are 0.8% under budget each year

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

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

As shown on the following page, with the set of assumptions above, the fund balance would begin to grow to approximately 19% by the end of 2022.

General Fund
Five-Year Financial Forecast

	2017 Budget	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast
Unrestricted Beginning Fund Balance	**$45,763,996**	**$47,943,543**	**$50,206,747**	**$52,749,997**	**$55,911,037**	**$58,618,382**
Revenue						
Taxes - Sales and Use Tax	**162,146,245**	**167,821,364**	**173,695,111**	**179,774,440**	**186,066,546**	**192,578,875**
Taxes - Property Tax	**20,020,059**	**21,621,664**	**21,858,470**	**22,097,871**	**22,339,893**	**22,584,566**
Taxes - Other	**3,197,050**	**3,249,401**	**3,302,609**	**3,356,689**	**3,411,653**	**3,467,518**
Charges for Services	**14,336,766**	**14,551,817**	**14,770,095**	**14,991,646**	**15,216,521**	**15,444,769**
Fines	**5,051,801**	**5,279,132**	**5,516,693**	**5,764,944**	**6,024,367**	**6,295,463**
Intergovernmental	**22,072,272**	**22,401,631**	**22,735,904**	**23,075,165**	**23,419,489**	**23,768,950**
Licenses and Permits	**1,825,876**	**1,844,135**	**1,862,576**	**1,881,202**	**1,900,014**	**1,919,014**
Miscellaneous Revenue	**3,316,324**	**3,581,630**	**3,868,160**	**4,177,613**	**4,511,822**	**4,872,768**
Other Financing Sources	**40,477,016**	**41,286,556**	**42,112,287**	**42,954,533**	**43,813,624**	**44,689,896**
Budgeted Draw from Fund Balance		**-**	**-**	**-**	**-**	**-**
Total Revenue	**$272,443,409**	**$281,637,329**	**$289,721,906**	**$298,074,103**	**$306,703,928**	**$315,621,819**
	2017 Budget	**2018 Forecast**	**2019 Forecast**	**2020 Forecast**	**2021 Forecast**	**2022 Forecast**
Expenditures						
Total Salaries and Benefits	**185,256,684**					
Pay for performance/comp update		3,705,134	3,805,236	3,911,341	4,023,568	4,142,039
Changes to cost of positions/addl positions		800,000	1,000,000	1,200,000	1,400,000	1,600,000
Healthcare cost increases		500,000	500,000	500,000	500,000	500,000
Total Salaries and Benefits	**185,256,684**	**190,261,818**	**195,567,054**	**201,178,395**	**207,101,963**	**213,344,002**
Total Operating Expenditures	**64,590,873**					
Utilitity rate changes		250,000	250,000	250,000	250,000	250,000
Contract changes, fuel, other		650,000	906,500	1,163,065	1,169,696	1,176,393
Total Operating Expenditures	**64,590,873**	**65,490,873**	**66,647,373**	**68,060,438**	**69,480,134**	**70,906,526**
Total Capital Outlay	**4,163,889**					
Additional vehicle replacement		500,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Capital Outlay	**4,163,889**	**4,705,528**	**5,752,583**	**6,810,109**	**7,878,210**	**8,956,992**
CIP/Projects	**7,993,087**	**8,018,271**	**8,313,936**	**7,464,512**	**7,744,363**	**7,744,363**
General Fund Projects including Stormwater	**7,350,000**	**10,000,000**	**10,000,000**	**10,500,000**	**10,900,000**	**11,000,000**
Debt Service	**0**	**0**	**0**	**0**	**0**	**0**
Internal Services Charges	**3,088,876**	**3,150,654**	**3,213,667**	**3,277,940**	**3,343,499**	**3,410,369**
Total Expenditures	**$272,443,409**	**$281,627,143**	**$289,494,613**	**$297,291,394**	**$306,448,168**	**$315,362,252**
Budget to Budget $ Change	**5,682,905**	**9,183,734**	**7,867,470**	**7,796,781**	**9,156,774**	**8,914,084**
Budget to Budget % Change	**2.1%**	**3.4%**	**2.8%**	**2.7%**	**3.1%**	**2.9%**
Expenditure savings - 0.8%	**2,179,547**	**2,253,017**	**2,315,957**	**2,378,331**	**2,451,585**	**2,522,898**
(Draw from)/Contribution to Fund Balance	**0**	**10,186**	**227,293**	**782,709**	**255,760**	**259,567**
Unrestricted Ending Fund Balance	**$47,943,543**	**$50,206,747**	**$52,749,997**	**$55,911,037**	**$58,618,382**	**$61,400,847**
Unrestricted Fund Balance as a %	**17.0%**	**17.3%**	**17.7%**	**18.2%**	**18.6%**	**19.1%**
Mayor Suthers' Fund Balance Policy Goal	**20.0%**	**20.0%**	**20.0%**	**20.0%**	**20.0%**	**20.0%**
GFOA Recommendation	**25.0%**	**25.0%**	**25.0%**	**25.0%**	**25.0%**	**25.0%**

2017 GENERAL FUND EXPENDITURES $272,443,409

2015 Actual – 2017 General Fund Budget by Department

Department	2015 Actual	2016 Budget	2016 Amended Budget*	2017 Budget	2017 Budget - 2016 Amended Budget
City Attorney, City Clerk, Municipal Court	$8,718,988	$9,747,444	$9,747,444	$9,601,721	**($145,723)**
Positions	*82.00*	*85.50*	*85.50*	*85.50*	*0.00*
City Auditor	$1,328,823	$1,417,004	$1,417,004	$1,482,969	**$65,965**
Positions	*14.00*	*14.00*	*14.00*	*14.00*	*0.00*
City Council	$861,465	$930,413	$930,413	$936,887	**$6,475**
Positions	*5.00*	*5.00*	*5.00*	*5.00*	*0.00*
Finance, Community Development, Economic Development	$3,320,029	$3,661,140	$3,661,140	$3,881,503	**$220,363**
Positions	*34.75*	*34.75*	*34.75*	*38.75*	*4.00*
Fire & OEM	$46,171,308	$48,479,554	$48,479,554	$50,889,465	**$2,409,911**
Positions	*379.50*	*379.50*	*379.50*	*391.50*	*12.00*
Information Technology	$12,415,845	$12,754,444	$12,754,444	$12,941,733	**$187,289**
Positions	*52.00*	*54.00*	*58.00*	*66.00*	*8.00*
Mayor & Support Services	$15,790,534	$16,257,015	$16,257,015	$7,881,304	**($8,375,711)**
Positions	*40.25*	*42.25*	*44.25*	*44.25*	*0.00*
Parks, Recreation & Cultural Services	$14,600,540	$15,883,760	$15,883,760	$12,190,595	**($3,693,165)**
Positions	*72.75*	*72.75*	*76.75*	*75.75*	*(1.00)*
Planning & Development	$1,466,243	$2,786,028	$3,844,752	$4,194,925	**$350,173**
Positions	*16.00*	*29.00*	*43.00*	*46.00*	*3.00*
Police	$88,566,020	$88,883,725	$88,883,725	$90,747,578	**$1,863,854**
Positions	*825.50*	*813.50*	*815.50*	*812.50*	*(3.00)*
Public Works	$21,562,918	$22,671,648	$23,747,292	$25,899,072	**$2,151,780**
Positions	*191.00*	*191.00*	*195.00*	*217.00*	*22.00*
General Costs	21,156,761	22,247,410	22,247,410	36,452,570	**$14,205,160**
SCIP Debt Service	7,838,750	2,766,750	2,766,750	0	**($2,766,750)**
General Fund CIP & Projects	17,295,879	18,274,169	17,545,729	15,343,087	**($2,202,642)**
General Fund Expenditures	**$261,094,103**	**$266,760,504**	**$268,166,432**	**$272,443,409**	**$4,276,978**
General Fund Positions	**1,712.75**	**1,721.25**	**1,751.25**	**1,796.25**	**45.00**

- For the 2017 budget, all utilities expenses were moved from department budgets to General Costs (totaling $5.9 million) and both the fleet contract and fuel purchase were moved from Support Services to General Costs (totaling $7.9 million)
- For the 2017 budget, utilities expenses were moved from Parks, Recreation & Cultural Services to General Costs, totaling $4.1 million
- For 2017 budget, 3.0 positions were transferred to Finance from Police to centralize financial transactions
- For the 2016 Budget, Neighborhood Services (f/k/a Code Enforcement) (totaling $1.3M and 12.00 General Fund FTE) was transferred from Police. Neighborhood Services is in the Planning and Development Department

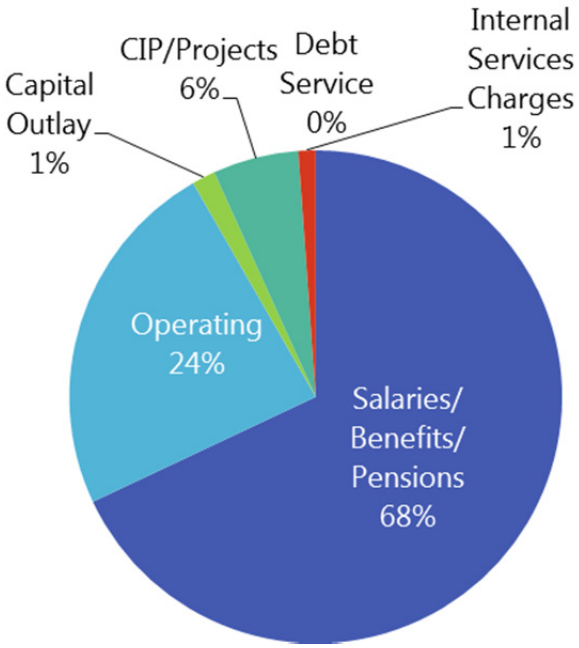
* 2016 amended budget as of 8/4/2016

2017 GENERAL FUND EXPENDITURES $272,443,409

2015 Actual – 2017 General Fund Budget by Category

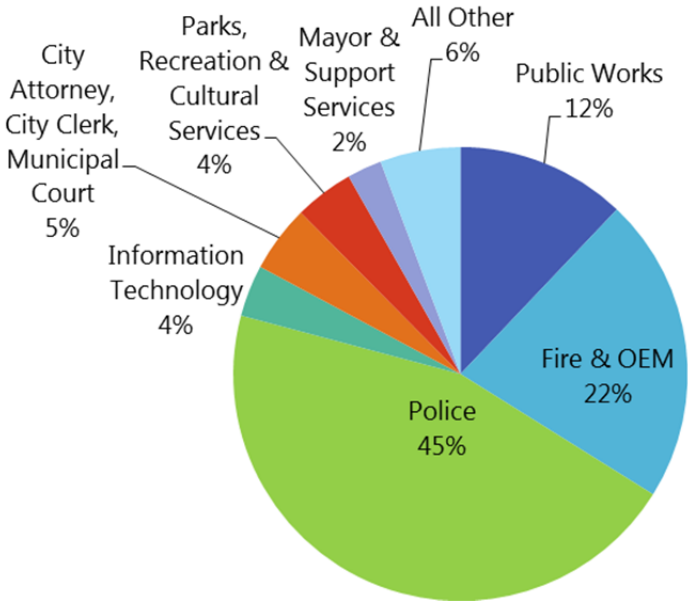
Category	2015 Actual	2016 Budget	2016 Amended Budget*	2017 Budget	2016 Budget - 2015 Amended Budget
Salaries/ Benefits/ Pensions	$169,066,366	$175,003,313	$175,139,468	$185,256,684	$10,117,216
Operating	60,044,871	63,766,531	65,135,719	64,590,873	(544,846)
Capital Outlay	4,386,835	3,786,862	4,415,887	4,163,889	(251,998)
CIP/Projects	17,295,879	18,274,169	17,545,729	15,343,087	(2,202,642)
Debt Service	7,838,750	2,766,750	2,766,750	0	(2,766,750)
Internal Services Charges	2,461,402	3,162,880	3,162,880	3,088,876	(74,004)
General Fund Expenditures	**$261,094,103**	**$266,760,504**	**$268,166,432**	**$272,443,409**	**$4,276,976**

* 2016 amended budget as of 8/4/2016

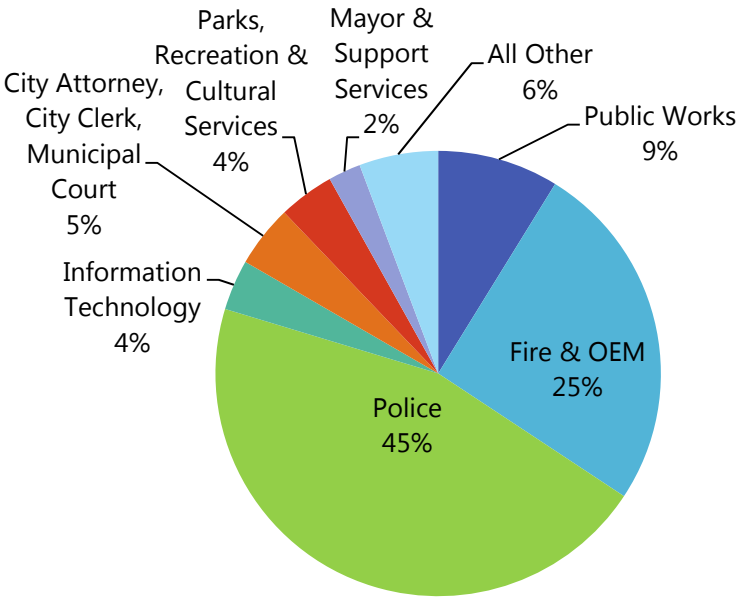


2017 GENERAL FUND EXPENDITURES $272,443,409

2017 Budgeted Positions by Department



2017 Budgeted Salaries/Benefits/Pensions by Department



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

- City Council
- City Auditor
- Finance, Community Development, Economic Development
- Planning & Development

2016 Budget – 2017 Budget Major Changes

2016 General Fund Budget	**$266,760,504**
2017 Revenue increases/(decreases)	$5,682,905
Total Projected 2017 General Fund Revenue	**$272,443,409**

2016 General Fund Expenditure Budget		**$266,760,504**
One-time 2016 expenditure items removed		
Misquito mitigation, equipment for Fire Code Inspector and Code Enforcement officers	(91,737)	
Additional payment to Health Insurance fund	(255,000)	
SCIP debt service (last payment in 2016)	(2,767,000)	
Citywide Salaries/Benefits/Pension Changes:		
Closed sworn pension plan cost increases	2,157,501	
Net change to fund existing positions & overtime	744,382	
Sworn rank progression (Police + Fire)	698,672	
Pay for performance & compensation update	3,200,000	
Pay practice change	(500,000)	
Citywide Operating Changes:		
Fuel & contract changes	(1,142,967)	
Utility rate increases	238,360	
Funding for SBDC (for total of $55,000)	27,500	
Municipal election (April only)	350,000	
Department Funding Changes:		
Fire station #22 staffing	992,000	
Close the PPRTA transit level of effort gap	577,000	
Stormwater	969,474	
Vehicle replacement (with offsetting revenue)	500,000	
Maintain the PPRTA transportation level of effort	307,000	
Other operating changes	(322,280)	
Total Estimated 2017 GF Expenditures		**$272,443,409**

Summary of Major General Fund Unfunded Operating Requests

Requesting Division	Description	Amount	Requested
City Attorney, City Clerk, Municipal Court			
City Attorney	eDiscovery Clerk	$48,189	1.00
City Clerk	License Enforcement Officer	73,352	1.00
City Clerk	Licensing Specialist II	56,698	1.00
Municipal Court	Additional Courtroom Assistant Position	67,085	1.00
Municipal Court	Additional Probation Officer	41,123	0.50
Municipal Court	Additional Municipal Court Clerk I - Probation	25,039	0.50
Municipal Court	Jury Commissioner	16,771	0.25
Municipal Court	Additional Municipal Court Clerk II - Violations Bureau	53,653	1.00
Fire & OEM			
Fire	Human Resource Recruiter	$64,177	1.00
Fire	Personal Protective Equipment for Firefighters	128,271	-
Fire	Medical Division assistant	55,417	1.00
Fire	Medical Lieutenants	61,289	-
Fire	Fire and Life Safety Educator	116,955	1.00
Fire	Chemical detection and identification equipment	150,000	-
Fire	Apparatus equipment and supplies	101,100	1.00
Information Technology			
IT - Information Technology	IT Tech Refresh for Desktop, Systems and Network	$468,218	-
IT - Information Technology	Esri ArcGIS Online User Licenses	45,000	-
IT - Information Technology	Benchstock for New Desktops/Laptops for Departments	320,000	-
IT - Information Technology	Disaster Recovery CIP O&M Costs	60,000	-
Mayor & Support Services			
HR - Employment Services	Diversity and Inclusion - Scholarships and Outreach Initiatives	$10,000	-
HR - Risk Management	Mosquitos Mitigation	10,000	-
Real Estate Services	Out of Town Travel	5,000	-
Real Estate Services	Real Estate Specialist I	63,000	1.00
Real Estate Services	Database-Real Estate	40,000	-
Communications	PIO for Public Works/Stormwater	77,238	1.00
Communications	Web Developer	45,000	1.00
Parks, Recreation & Cultural Services			
Parks - Cultural Services	Public Arts Master Plan	$50,000	-
Parks - Cultural Services	Admin Tech/Development Support ("Special" position)	52,000	1.00
Parks - Cultural Services	Museum Strategic Plan Implementation	13,000	-
Parks - Forestry	Forest Management Contracted Services	180,245	-
Parks - Forestry	Hazard Tree Removal Contract Funding	250,000	-
Parks - Park Operations and Development	Water	1,531,273	-
Parks - Park Operations and Development	Environmental Health and Safety Position	69,922	1.00
Parks - Park Operations and Development	Senior Maintenance Tech-North Athletic	58,153	1.00
Parks - Recreation and Administration	Middle School Afterschool Program - Deerfield Hills	15,900	-
Parks - Recreation and Administration	Recreation Assistant - Adult Sports	44,150	1.00

Summary of Major General Fund Unfunded Operating Requests

Requesting Division	Description	Amount	Requested
Planning and Development			
Planning and Development - Land Use Review	Additional Inspector II position - EDR	$99,845	1.00
Planning and Development - Land Use Review	Temporary Staff for review of Engineering applications and reports	10,000	-
Planning and Development - Land Use Review	Engineering Module to the Acella Programming	35,000	-
Planning and Development - Land Use Review	Additional Planner II Position for Comprehensive Planning	78,675	1.00
Planning and Development - Land Use Review	Intern for Urban Planning and Revisions to the Downtown FBZ	10,000	-
Planning and Development - Neighborhood Services	Additional Code Enforcement Officer	78,271	1.00
Planning and Development - Neighborhood Services	Reclassify Seasonal Temporary staff to Maintenance Technician I	7,560	1.00
Planning and Development - Neighborhood Services	Code Enforcement Module added to Acella Programming	35,000	-
Planning and Development - Neighborhood Services	Private Contract for Landscape and Weed Abatement	50,000	-
Police			
Police	Strategy to Reach and Maintain Authorized Staffing	$663,000	-
Police	Chemist Position	92,500	1.00
Police	Full Time Background Cadre Position	0	1.00
Police	Community Service Officers	288,195	4.00
Police	DNA Analyst Position	95,000	1.00
Police	Strategic Information Center Crime Analyst II	75,000	1.00
Police	Rifle Rated Tactical Blankets	80,000	-
Police	Community Relations Police Officer Position	97,000	1.00
Police	Background Cadre Clerical Position	0	1.00
Police	CSPD Human Resources Generalist Position	76,500	1.00
Police	Paralegal for Public Safety Attorney	61,500	1.00
Police	Crimes Against Children Civilian Criminal Investigator Seasonal/Temp	44,500	-
Police	Property Crimes Civilian Criminal Investigator Seasonal/Temp	44,500	-
Police	Impound Lot Evidence Technician Position	75,000	1.00
Police	Violent Crimes Civilian Criminal Investigator Seasonal/Temp	44,500	-
Police	Fraud Unit Civilian Criminal Investigator Seasonal/Temp	44,500	-
Police	Property Crimes Civilian Criminal Investigator Seasonal/Temp	44,500	-
Police	Metro VNI Civilian Criminal Investigator Seasonal/Temp	44,500	-
Police	Tactical Enforcement Team Sergeant	120,000	1.00
Police	Human Trafficking Grant Cash Match	75,000	-
Public Works			
City Engineering	GPS Survey Rover	$20,000	1.00
City Engineering	Accela Permit Integration into PeopleSoft and additional licenses	64,000	-
City Engineering	Vehicle Replacement	25,000	-
Operations & Maintenance	ESRI Roads and Highways Extension in ArcGIS	50,000	-
Operations & Maintenance	4 FTEs - Equipment Operator I	168,778	4.00
Operations & Maintenance	5 Vehicles (trucks)	175,000	-
Operations & Maintenance	Automated Vehicle Location System (AVL)	65,000	-
Traffic Engineering	LERMS Export File for Crash Magic Software	40,000	-
Traffic Engineering	Computer Upgrades	24,200	-
Traffic Engineering	Signal Maintenance Vans	74,570	1.00
Traffic Engineering	Senior Planner Position	85,434	-
Total Major General Fund Unfunded Operating Requests		**$7,485,726**	**39.25**

2017 Expenditure Summary

Department	2014 Actual	2015 Actual	2016 Budget (Jan 1)	2016 Amended (as of 8/4/16)	2017 Budget (Oct 3)	2017 Budget - 2016 Amended Budget
City Attorney, City Clerk, Municipal Court						
City Attorney						
Salaries/Benefits/Pensions	$4,099,454	$4,178,505	$4,761,945	$4,761,945	$4,764,771	$2,826
Operating	320,081	222,227	317,906	315,906	310,406	(5,500)
Capital	60,829	9,808	5,000	7,000	5,000	(2,000)
Total City Attorney	**$4,480,364**	**$4,410,540**	**$5,084,851**	**$5,084,851**	**$5,080,177**	**($4,674)**
FTE - budgeted	**43.00**	**41.50**	**42.00**	**42.00**	**42.00**	**0.00**
City Clerk						
Salaries/Benefits/Pensions	$616,980	$671,715	$713,770	$713,770	$714,355	$584
Operating	55,850	41,659	77,660	77,660	127,559	49,899
Capital	0	0	2,000	2,000	2,000	0
Total City Clerk	**$672,830**	**$713,374**	**$793,430**	**$793,430**	**$843,914**	**$50,483**
FTE - budgeted	**8.00**	**8.00**	**9.00**	**9.00**	**9.00**	**0.00**
Municipal Court						
Salaries/Benefits/Pensions	$2,456,883	$2,510,378	$2,918,095	$2,918,095	$2,864,220	($53,875)
Operating	964,630	1,084,696	951,068	951,068	813,410	(137,658)
Capital	0	0	0	0	0	0
Total Municipal Court	**$3,421,513**	**$3,595,074**	**$3,869,163**	**$3,869,163**	**$3,677,630**	**($191,533)**
FTE - budgeted	**35.00**	**32.50**	**34.50**	**34.50**	**34.50**	**0.00**
City Auditor						
Salaries/Benefits/Pensions	$1,241,565	$1,255,656	$1,347,747	$1,347,747	$1,414,012	$66,265
Operating	61,390	73,167	69,257	69,257	68,957	(300)
Capital	0	0	0	0	0	0
Total City Auditor	**$1,302,955**	**$1,328,823**	**$1,417,004**	**$1,417,004**	**$1,482,969**	**$65,965**
FTE - budgeted	**14.00**	**14.00**	**14.00**	**14.00**	**14.00**	**0.00**
City Council						
Salaries/Benefits/Pensions	$437,780	$427,220	$432,032	$432,032	$452,906	$20,875
Operating	425,796	431,196	496,591	496,591	482,191	(14,400)
Capital	13,389	3,049	1,790	1,790	1,790	0
Total City Council	**$876,965**	**$861,465**	**$930,413**	**$930,413**	**$936,887**	**$6,475**
FTE - budgeted	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**
Finance, Community Development, Economic Development						
Finance						
Salaries/Benefits/Pensions	$2,340,535	$2,335,392	$2,500,049	$2,500,049	$2,688,390	$188,341
Operating	205,341	282,956	390,363	390,363	383,094	(7,269)
Capital	0	800	2,050	2,050	3,737	1,687
Total Finance	**$2,545,876**	**$2,619,148**	**$2,892,462**	**$2,892,462**	**$3,075,221**	**$182,759**
FTE - budgeted	**30.75**	**30.75**	**30.75**	**30.75**	**34.75**	**4.00**
Community Development						
Salaries/Benefits/Pensions	$0	$130,547	$131,929	$131,929	$134,345	$2,416
Operating	253,516	306,340	300,966	300,966	300,966	0
Capital	0	0	0	0	0	0
Total Community Development	**$253,516**	**$436,887**	**$432,895**	**$432,895**	**$435,311**	**$2,416**
FTE - budgeted	**0.00**	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**
Economic Development						
Salaries/Benefits/Pensions	$400,922	$157,753	$240,424	$240,424	$275,612	$35,188
Operating	55,073	106,241	95,359	95,359	95,359	0
Capital	0	0	0	0	0	0
Total Economic Development	**$455,995**	**$263,994**	**$335,783**	**$335,783**	**$370,971**	**$35,188**
FTE - budgeted	**6.00**	**3.00**	**3.00**	**3.00**	**3.00**	**0.00**

Department	2014 Actual	2015 Actual	2016 Budget (Jan 1)	2016 Amended (as of 8/4/16)	2017 Budget (Oct 3)	2017 Budget - 2016 Amended Budget
Fire						
Fire						
Salaries/Benefits/Pensions	$41,414,736	$42,791,880	$43,883,580	$43,883,580	$46,605,255	$2,721,675
Operating	2,676,287	2,336,085	2,632,962	2,632,962	2,398,453	(234,509)
Capital	1,820,940	390,615	1,308,640	1,308,640	1,238,130	(70,510)
Total Fire	**$45,911,963**	**$45,518,580**	**$47,825,182**	**$47,825,182**	**$50,241,838**	**$2,416,656**
FTE - budgeted	**371.75**	**374.00**	**374.00**	**374.00**	**386.00**	**12.00**
Office of Emergency Management						
Salaries/Benefits/Pensions	$460,809	$575,108	$600,057	$575,157	$598,414	$23,257
Operating	63,925	77,620	54,315	79,215	49,213	(30,002)
Capital	26,801	0	0	0	0	0
Total Emergency Management	**$551,535**	**$652,728**	**$654,372**	**$654,372**	**$647,627**	**($6,745)**
FTE - budgeted	**4.50**	**5.50**	**5.50**	**5.50**	**5.50**	**0.00**
Information Technology						
Salaries/Benefits/Pensions	$3,999,024	$4,765,738	$5,663,102	$5,663,102	$6,809,394	$1,146,292
Operating	5,111,190	5,415,857	5,734,342	5,734,342	4,866,339	(868,003)
Capital	1,283,080	2,234,250	1,357,000	1,357,000	1,266,000	(91,000)
Total IT	**$10,393,294**	**$12,415,845**	**$12,754,444**	**$12,754,444**	**$12,941,733**	**$187,289**
FTE - budgeted	**44.00**	**52.00**	**54.00**	**58.00**	**66.00**	**8.00**
Mayor and Support Services						
Mayor's Office						
Salaries/Benefits/Pensions	$557,199	$518,717	$608,066	$608,066	$803,159	$195,094
Operating	55,615	50,032	81,150	81,150	77,850	(3,300)
Capital	0	0	0	0	2,000	2,000
Total Mayor's Office	**$612,814**	**$568,749**	**$689,216**	**$689,216**	**$883,009**	**$193,794**
FTE - budgeted	**5.00**	**5.00**	**5.00**	**6.00**	**6.00**	**0.00**
Communications						
Salaries/Benefits/Pensions	$352,274	$239,875	$312,082	$312,082	$325,021	$12,938
Operating	64,456	57,392	60,639	60,639	60,439	(200)
Capital	375	0	200	200	200	0
Total Communications	**$417,105**	**$297,267**	**$372,921**	**$372,921**	**$385,660**	**$12,738**
FTE - budgeted	**4.00**	**3.00**	**3.00**	**3.00**	**3.00**	**0.00**
Human Resources						
Employment Services						
Salaries/Benefits/Pensions	$1,072,201	$1,138,088	$1,208,700	$1,208,700	$1,267,701	$59,001
Operating	69,261	68,274	108,614	108,614	107,757	(857)
Capital	328	4,925	500	500	500	0
Total Human Resources	**$1,141,790**	**$1,211,287**	**$1,317,814**	**$1,317,814**	**$1,375,958**	**$58,144**
FTE - budgeted	11.00	13.00	13.00	13.00	13.00	0.00
Risk Management						
Salaries/Benefits/Pensions	$563,732	$534,661	$599,661	$599,661	$613,805	$14,144
Operating	90,464	48,544	142,815	142,815	128,315	(14,500)
Capital	0	2,859	0	0	0	0
Total Risk Management	**$654,196**	**$586,064**	**$742,476**	**$742,476**	**$742,120**	**($356)**
FTE - budgeted	7.40	7.25	7.25	7.25	7.25	0.00
Total Human Resources	**$1,795,986**	**$1,797,351**	**$2,060,289**	**$2,060,290**	**$2,118,077**	**$57,788**
Total FTE - budgeted	**18.40**	**20.25**	**20.25**	**20.25**	**20.25**	**0.00**
Procurement Services						
Salaries/Benefits/Pensions	$370,544	$385,835	$470,672	$470,672	$457,730	($12,943)
Operating	19,990	14,671	19,900	19,900	13,850	(6,050)
Capital	0	4,974	2,700	2,700	0	(2,700)
Total Procurement Services	**$390,534**	**$405,480**	**$493,272**	**$493,272**	**$471,580**	**($21,693)**
FTE - budgeted	**4.00**	**4.00**	**5.00**	**5.00**	**5.00**	**0.00**

Department	2014 Actual	2015 Actual	2016 Budget (Jan 1)	2016 Amended (as of 8/4/16)	2017 Budget (Oct 3)	2017 Budget - 2016 Amended Budget
Real Estate Services						
Salaries/Benefits/Pensions	$358,545	$301,701	$293,935	$293,935	$376,160	$82,225
Operating	8,935	11,308	14,217	14,217	14,217	0
Capital	0	0	0	0	0	0
Total Real Estate Services	**$367,480**	**$313,009**	**$308,152**	**$308,152**	**$390,377**	**$82,225**
FTE - budgeted	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	**0.00**
Sustainability and Support Services						
Salaries/Benefits/Pensions	$353,405	$383,016	$433,849	$433,849	$515,507	$81,658
Operating	11,107,893	10,624,401	10,942,833	10,942,833	2,160,612	(8,782,221)
Capital	912,383	1,401,261	956,482	956,482	956,482	0
Total Sustainability and Support Serivces	**$12,373,681**	**$12,408,678**	**$12,333,164**	**$12,333,164**	**$3,632,601**	**($8,700,563)**
FTE - budgeted	**4.00**	**4.00**	**5.00**	**6.00**	**6.00**	**0.00**
Parks						
Cultural Services						
Salaries/Benefits/Pensions	$1,161,063	$1,205,264	$1,285,268	$1,285,268	$1,328,320	$43,052
Operating	495,897	540,588	534,849	534,849	418,934	(115,915)
Capital	0	0	0	0	0	0
Total Cultural Services	**$1,656,960**	**$1,745,852**	**$1,820,117**	**$1,820,117**	**$1,747,254**	**($72,863)**
FTE - budgeted	10.00	12.00	12.00	13.00	13.00	0.00
Forestry						
Salaries/Benefits/Pensions	$529,107	$615,761	$606,113	$606,113	$637,172	$31,059
Operating	339,954	693,284	914,930	914,930	911,930	(3,000)
Capital	0	0	0	0	0	0
Total Forestry	**$869,061**	**$1,309,045**	**$1,521,043**	**$1,521,043**	**$1,549,102**	**$28,059**
FTE - budgeted	8.00	8.00	8.00	8.00	8.00	0.00
Park Operations and Development						
Salaries/Benefits/Pensions	$1,654,465	$1,679,411	$1,571,675	$1,571,675	$1,827,041	$255,366
Operating	4,621,728	3,971,310	4,891,847	4,891,847	1,550,906	(3,340,941)
Capital	0	0	0	0	0	0
Total Park Operations	**$6,276,193**	**$5,650,721**	**$6,463,522**	**$6,463,522**	**$3,377,947**	**($3,085,575)**
FTE - budgeted	17.50	19.50	19.50	21.50	21.50	0.00
Recreation & Administration						
Salaries/Benefits/Pensions	$3,096,778	$3,575,661	$3,624,032	$3,624,032	$3,705,710	$81,678
Operating	2,257,061	2,318,826	2,454,046	2,454,046	1,809,582	(644,464)
Capital	0	435	1,000	1,000	1,000	0
Total Recreation & Administration	**$5,353,839**	**$5,894,922**	**$6,079,078**	**$6,079,078**	**$5,516,292**	**($562,786)**
FTE - budgeted	25.25	33.25	33.25	34.25	33.25	(1.00)
Total Parks	**$14,156,053**	**$14,600,540**	**$15,883,760**	**$15,883,760**	**$12,190,595**	**($3,693,165)**
Total FTE - budgeted	**60.75**	**72.75**	**72.75**	**76.75**	**75.75**	**(1.00)**
Planning and Development						
Land Use Review						
Salaries/Benefits/Pensions	$1,420,822	$1,389,141	$1,308,928	$2,346,163	$2,746,930	$400,767
Operating	57,820	77,102	100,329	121,818	120,568	(1,250)
Capital	0	0	0	0	0	0
Total Land Use Review	**$1,478,642**	**$1,466,243**	**$1,409,257**	**$2,467,981**	**$2,867,498**	**$399,517**
FTE - budgeted	15.00	16.00	15.00	29.00	29.00	0.00
Neighborhood Services (fka Code Enf.)						
Salaries/Benefits/Pensions	$0	$0	$1,232,132	$1,154,008	$1,152,664	($1,344)
Operating	0	0	115,139	$191,263	169,263	(22,000)
Capital	0	0	29,500	$31,500	5,500	(26,000)
Total Neighborhood Services	**$0**	**$0**	**$1,376,771**	**$1,376,771**	**$1,327,427**	**($49,344)**
FTE - budgeted	0.00	0.00	14.00	14.00	17.00	3.00
Total Planning and Development	**$1,478,642**	**$1,466,243**	**$2,786,028**	**$3,844,752**	**$4,194,925**	**$350,173**
Total FTE - budgeted	**15.00**	**16.00**	**29.00**	**43.00**	**46.00**	**3.00**

Department	2014 Actual	2015 Actual	2016 Budget (Jan 1)	2016 Amended (as of 8/4/16)	2017 Budget (Oct 3)	2017 Budget - 2016 Amended Budget
Police						
Salaries/Benefits/Pensions	$76,460,955	$81,807,677	$81,880,242	$81,830,242	$84,088,359	$2,258,117
Operating	5,463,325	6,430,764	6,928,483	6,978,483	6,584,220	(394,263)
Capital	49,105	327,579	75,000	75,000	75,000	0
Total Police	**$81,973,385**	**$88,566,020**	**$88,883,725**	**$88,883,725**	**$90,747,578**	**$1,863,854**
FTE - budgeted	**801.50**	**825.50**	**813.50**	**815.50**	**812.50**	**(3.00)**
Public Works						
City Engineering						
Salaries/Benefits/Pensions	$3,542,475	$3,624,353	$3,558,341	$1,520,889	$1,624,714	$103,826
Operating	240,875	359,860	280,216	104,658	100,033	(4,625)
Capital	0	0	40,000	25	0	(25)
Total City Engineering	**$3,783,350**	**$3,984,213**	**$3,878,557**	**$1,625,572**	**$1,724,747**	**$99,176**
FTE - budgeted	43.00	43.75	42.25	17.75	17.75	0.00
Public Works Operations and Maintenance						
Salaries/Benefits/Pensions	$4,980,493	$5,422,434	$5,730,093	$6,119,374	$6,500,924	$381,550
Operating	4,310,088	2,053,908	1,942,388	2,045,232	1,892,444	(152,788)
Capital	34,097	6,280	5,000	83,000	45,000	(38,000)
Total Streets	**$9,324,678**	**$7,482,622**	**$7,677,481**	**$8,247,606**	**$8,438,368**	**$190,762**
FTE - budgeted	79.00	87.00	85.00	88.00	96.00	8.00
Stormwater						
Salaries/Benefits/Pensions	$1,906,699	$1,870,685	$2,348,411	$3,077,898	$5,012,406	$1,934,508
Operating	617,088	688,889	898,625	2,168,914	1,586,600	(582,314)
Capital	0	0	0	587,000	561,550	(25,450)
Total Stormwater	**$2,523,787**	**$2,559,574**	**$3,247,036**	**$5,833,812**	**$7,160,556**	**$1,326,744**
FTE - budgeted	25.00	25.25	28.75	52.25	66.25	14.00
Traffic Engineering						
Salaries/Benefits/Pensions	$2,762,128	$2,091,631	$2,262,229	$2,432,857	$2,464,917	$32,060
Operating	1,183,336	1,062,421	786,541	787,641	483,804	(303,837)
Capital	0	0	0	0	0	0
Total Traffic Engineering	**$3,945,464**	**$3,154,052**	**$3,048,770**	**$3,220,498**	**$2,948,721**	**($271,777)**
FTE - budgeted	35.50	26.00	26.00	28.00	28.00	0.00
Transit						
Salaries/Benefits/Pensions	$633,333	$678,937	$706,154	$706,154	$716,772	$10,618
Operating	3,137,039	3,703,520	4,113,651	4,113,651	4,909,909	796,258
Capital	0	0	0	0	0	0
Total Transit	**$3,770,372**	**$4,382,457**	**$4,819,805**	**$4,819,805**	**$5,626,681**	**$806,876**
FTE - budgeted	9.00	9.00	9.00	9.00	9.00	0.00
Total Public Works	**$23,347,651**	**$21,562,918**	**$22,671,648**	**$23,747,292**	**$25,899,072**	**$2,151,780**
Total FTE - budgeted	**191.50**	**191.00**	**191.00**	**195.00**	**217.00**	**22.00**
General Costs						
Salaries/Benefits/Pensions	$2,255,261	$1,803,626	$1,770,000	$1,770,000	$1,770,000	$0
Operating	16,011,049	16,891,733	17,314,530	17,314,530	31,593,694	14,279,164
Capital	0	0	0	0	0	0
Total General Costs	**$18,266,310**	**$18,695,359**	**$19,084,530**	**$19,084,530**	**$33,363,694**	**$14,279,164**
SCIP Debt Service	7,843,450	7,838,750	2,766,750	2,766,750	0	(2,766,750)
Internal Service Charges	2,541,762	2,461,402	3,162,880	3,162,880	3,088,876	(74,004)
General Fund CIP	10,204,472	13,092,565	18,024,169	15,696,729	7,993,087	(14,723,173)
General Fund - Projects	9,230,276	4,203,314	250,000	1,576,000	7,350,000	5,774,000
General Fund Budget Total	**255,866,407**	**261,094,103**	**266,760,504**	**268,166,432**	**272,443,409**	**(2,469,554)**
FTE	**1,670.15**	**1,712.75**	**1,721.25**	**1,751.25**	**1,796.25**	**45.00**

Department	2014 Actual	2015 Actual	2016 Budget (Jan 1)	2016 Amended (as of 8/4/16)	2017 Budget (Oct 3)	2017 Budget - 2016 Amended Budget
Public Safety Sales Tax (PSST) Fund						
Fire						
Salaries/Benefits/Pensions	$10,486,532	$11,593,576	$12,640,219	$12,640,219	$13,275,594	$635,375
Operating	1,251,062	1,244,426	1,389,741	1,389,741	1,491,738	101,997
Capital	301,885	160,653	487,021	487,021	543,906	56,885
Capital Projects	(41,740)	296,493	249,087	249,087	0	(249,087)
Total	**$11,997,739**	**$13,295,148**	**$14,766,068**	**$14,766,068**	**$15,311,238**	**$545,170**
FTE - budgeted	89.50	101.50	101.50	101.50	104.50	3.00
Police						
Salaries/Benefits/Pensions	$13,731,480	$11,576,100	$14,529,248	$14,529,248	$15,055,360	$526,112
Operating	1,339,950	1,144,553	1,544,144	1,544,144	1,781,941	237,797
Capital	966,633	327,699	247,000	247,000	248,000	1,000
Total	**$16,038,063**	**$13,048,352**	**$16,320,392**	**$16,320,392**	**$17,085,301**	**$764,909**
FTE - budgeted	127.00	128.00	128.00	129.00	129.00	0.00
Fund Total	**$28,035,802**	**$0**	**$31,086,460**	**$31,086,460**	**$32,396,539**	**$1,310,079**
FTE	**216.50**	**0.00**	**229.50**	**230.50**	**233.50**	**3.00**
Enterprise Funds						
Airport						
Salaries/Benefits/Pensions	$6,732,792	$6,800,877	$7,507,677	$7,507,677	$7,874,638	$366,961
Operating	6,952,144	6,145,012	8,365,258	8,365,258	10,229,401	1,864,143
Capital	86,118	319,590	125,484	125,484	130,182	4,698
Debt Service	0	0	2,000,000	2,000,000	0	(2,000,000)
Operating Sub-Total	**$13,771,054**	**$13,265,479**	**$17,998,419**	**$17,998,419**	**$18,234,221**	**235,802**
CIP	13,820,806	2,065,189	18,864,944	18,864,944	10,581,995	(8,282,949)
Debt Service	1,361,309	861,901	10,040,450	10,040,450	2,630,550	(7,409,900)
PFC - Capital Projects/SIB Loan	(29,290)	64,746	2,655,658	2,655,658	5,973,116	3,317,458
CFC - Capital Projects	0	0	1,000,000	1,000,000	500,000	(500,000)
Grant	0	0	13,190,108	28,440,084	13,222,222	(15,217,862)
Total	**$28,923,879**	**$16,257,315**	**$63,749,579**	**$78,999,555**	**$51,142,104**	**($27,857,451)**
FTE - budgeted	96.00	93.00	93.00	95.00	96.00	1.00
Cemeteries						
Salaries/Benefits/Pensions	$480,089	$445,839	$530,078	$530,078	$487,916	($42,162)
Operating	818,819	749,989	839,527	839,527	892,663	53,136
Capital	37,327	0	35,000	35,000	35,000	0
Total	**$1,336,235**	**$1,195,828**	**$1,404,605**	**$1,404,605**	**$1,415,579**	**$10,974**
FTE - budgeted	6.00	6.00	6.00	6.00	6.00	0.00
Development Review Enterprise						
Salaries/Benefits/Pensions	$878,871	$1,368,504	$1,202,344	$1,202,344	$1,052,429	($149,915)
Operating	359,419	349,392	618,553	618,553	621,286	2,733
Capital	58,970	877	103,764	103,764	83,458	(20,306)
Total	**$1,297,260**	**$1,718,773**	**$1,924,661**	**$1,924,661**	**$1,757,173**	**($167,488)**
FTE - budgeted	11.00	14.50	15.50	15.00	15.00	0.00
Memorial Health System						
Salaries/Benefits/Pensions	$715,267	$77,948	$7,000	$7,000	$1,000	($6,000)
Operating	270,904,039	2,053,313	5,705,112	10,969,112	5,663,112	(5,306,000)
Capital	0	0	0	0	0	0
Total	**$271,619,306**	**$2,131,261**	**$5,712,112**	**$10,976,112**	**$5,664,112**	**($5,312,000)**
FTE - budgeted	0.00	0.00	0.00	0.00	0.00	0.00

Department	2014 Actual	2015 Actual	2016 Budget (Jan 1)	2016 Amended (as of 8/4/16)	2017 Budget (Oct 3)	2017 Budget - 2016 Amended Budget
Parking System						
Salaries/Benefits/Pensions	$548,504	$509,200	$571,690	$571,690	$584,556	$12,866
Operating	1,103,299	1,324,446	1,209,251	1,209,251	1,340,387	131,136
Capital	15,400	3,048	20,000	20,000	20,000	0
Debt Service	1,055,664	1,069,565	910,420	910,420	908,511	(1,909)
CIP Projects	807,102	1,235,670	865,000	865,000	2,335,000	1,470,000
Total	**$3,529,969**	**$4,141,929**	**$3,576,361**	**$3,576,361**	**$5,188,454**	**$1,612,093**
FTE - budgeted	8.50	8.50	8.50	8.50	8.50	0.00
Patty Jewett Golf Course						
Salaries/Benefits/Pensions	$683,367	$694,647	$684,707	$684,707	$690,262	$5,555
Operating	1,178,775	1,065,279	1,288,835	1,288,835	1,237,458	(51,377)
Capital	46,583	85,827	130,997	130,997	101,000	(29,997)
Total	**$1,908,725**	**$1,845,753**	**$2,104,539**	**$2,104,539**	**$2,028,720**	**($75,819)**
FTE - budgeted	8.00	6.50	6.50	7.00	7.00	0.00
Pikes Peak - America's Mountain						
Salaries/Benefits/Pensions	$1,207,282	$1,176,649	$1,389,272	$1,389,272	$1,355,450	($33,822)
Operating	1,574,972	1,633,395	1,531,794	1,531,794	2,566,916	1,035,122
Capital	40,469	143,114	232,000	232,000	104,000	(128,000)
CIP Projects	84,358	720,641	1,100,000	1,250,000	1,250,000	0
Total	**$2,907,081**	**$3,673,799**	**$4,253,066**	**$4,403,066**	**$5,276,366**	**$873,300**
FTE - budgeted	19.00	19.00	19.00	19.00	19.00	0.00
Valley Hi Golf Course						
Salaries/Benefits/Pensions	$296,830	$283,777	$291,663	$291,663	$286,582	($5,081)
Operating	748,678	668,806	823,101	823,101	744,012	(79,089)
Capital	0	0	0	0	0	0
Total	**$1,045,508**	**$952,583**	**$1,114,764**	**$1,114,764**	**$1,030,594**	**($84,170)**
FTE - budgeted	3.00	3.50	3.50	3.00	3.00	0.00
Support Services Fund						
Fleet Management						
Salaries/Benefits/Pensions	$485,151	$1,350	$0	$0	$0	$0
Operating	189,837	1,251,531	0	0	0	0
Capital	0	0	0	0	0	0
Total	**$674,988**	**$1,252,881**	**$0**	**$0**	**$0**	**$0**
FTE - budgeted	0.00	0.00	0.00	0.00	0.00	0.00
Office Services Fund						
Salaries/Benefits/Pensions	$578,300	$590,342	$601,064	$601,064	$543,510	($57,554)
Operating	1,005,913	1,055,611	1,135,378	1,135,378	1,068,797	(66,581)
Capital	0	0	0	0	17,000	17,000
Total	**$1,584,213**	**$1,645,953**	**$1,736,442**	**$1,736,442**	**$1,629,307**	**($107,135)**
FTE - budgeted	9.00	9.00	9.00	8.00	8.00	0.00
Radio Communications Fund						
Salaries/Benefits/Pensions	$352,128	$367,179	$447,478	$447,478	$559,694	$112,216
Operating	965,862	863,805	1,045,645	1,045,645	943,019	(102,626)
Capital	0	0	0	0	0	0
Total	**$1,317,990**	**$1,230,984**	**$1,493,123**	**$1,493,123**	**$1,502,713**	**$9,590**
FTE - budgeted	8.00	6.00	6.00	8.00	8.00	0.00

Department	2014 Actual	2015 Actual	2016 Budget (Jan 1)	2016 Amended (as of 8/4/16)	2017 Budget (Oct 3)	2017 Budget - 2016 Amended Budget
Special Revenue Funds						
TOPS						
Salaries/Benefits/Pensions	$609,981	$673,474	$815,265	$815,265	$889,785	$74,520
Operating	71,966	530,227	1,286,320	1,286,320	1,227,186	(59,134)
Capital	0	74,983	28,000	28,000	103,000	75,000
CIP Projects	4,680,349	7,757,485	4,200,137	6,035,558	3,955,000	(2,080,558)
Total	**$5,362,296**	**$9,036,169**	**$6,329,722**	**$8,165,143**	**$6,174,971**	**($1,990,172)**
FTE - budgeted	8.00	8.50	9.50	9.50	9.50	0.00
CTF						
Salaries/Benefits/Pensions	$2,845,130	$2,998,498	$3,304,690	$3,304,690	$3,415,776	$111,086
Operating	1,139,173	1,388,271	840,790	840,790	835,134	(5,656)
Capital	0	0	28,000	28,000	28,000	0
CIP Projects	1,013,403	417,055	75,000	75,000	90,000	15,000
Total	**$4,997,706**	**$4,803,824**	**$4,248,480**	**$4,248,480**	**$4,368,910**	**$120,430**
FTE - budgeted	35.00	40.50	41.50	41.50	41.50	0.00
Internal Services Funds						
Claims Reserve (502-7750)						
Salaries/Benefits/Pensions	$210,516	$227,182	$217,458	$217,458	$184,691	($32,767)
Operating	658,057	744,587	794,042	794,042	794,042	0
Capital	0	0	0	0	0	0
Total	**$868,573**	**$971,769**	**$1,011,500**	**$1,011,500**	**$978,733**	**($32,767)**
FTE - budgeted	2.45	2.50	2.50	2.50	2.50	0.00
Employee Benefits Self-Insurance (504-						
Salaries/Benefits/Pensions	$270,991	$272,372	$287,346	$287,346	$340,865	$53,519
Operating	23,076,193	24,882,041	28,135,009	28,135,009	28,135,009	0
Capital	0	800	0	0	0	0
Total	**$23,347,184**	**$25,155,213**	**$28,422,355**	**$28,422,355**	**$28,475,874**	**$53,519**
FTE - budgeted	4.30	4.00	4.00	4.00	4.00	0.00
Workers' Compensation (503-7720, 7730, 7740)						
Salaries/Benefits/Pensions	$638,609	$651,296	$698,576	$698,576	$713,156	$14,580
Operating	9,080,449	7,310,485	7,301,424	7,301,424	7,301,499	75
Capital	0	5,718	0	0	0	0
Total	**$9,719,058**	**$7,967,499**	**$8,000,000**	**$8,000,000**	**$8,014,655**	**$14,655**
FTE - budgeted	8.35	8.75	8.25	8.25	8.25	0.00
Special Improvement Maintenance Districts (SIMD) Funds						
Briargate SIMD						
Salaries/Benefits/Pensions	$425,165	$418,754	$414,136	$414,136	$453,249	$39,113
Operating	503,129	471,779	492,364	492,364	461,163	(31,201)
Capital	7,685	14,160	0	0	0	0
Total	**$935,979**	**$904,693**	**$906,500**	**$906,500**	**$914,412**	**$7,912**
FTE - budgeted	5.00	5.00	5.00	5.00	5.00	0.00
Colorado Gateway SIMD						
Salaries/Benefits/Pensions	$0	$0	$0	$0	$462	$462
Operating	7,563	1,224	4,080	4,080	6,708	2,628
Capital	0	0	0	0	0	0
Total	**$7,563**	**$1,224**	**$4,080**	**$4,080**	**$7,170**	**$3,090**
FTE - budgeted	0.00	0.00	0.00	0.00	0.00	0.00
Nor'wood SIMD						
Salaries/Benefits/Pensions	$326,428	$269,295	$262,633	$262,633	$273,013	$10,380
Operating	453,161	397,914	583,726	583,726	530,481	(53,245)
Capital	6,716	5,645	20,000	20,000	20,000	0
Total	**$786,305**	**$672,854**	**$866,359**	**$866,359**	**$823,494**	**($42,865)**
FTE - budgeted	4.00	4.00	4.00	4.00	4.00	0.00

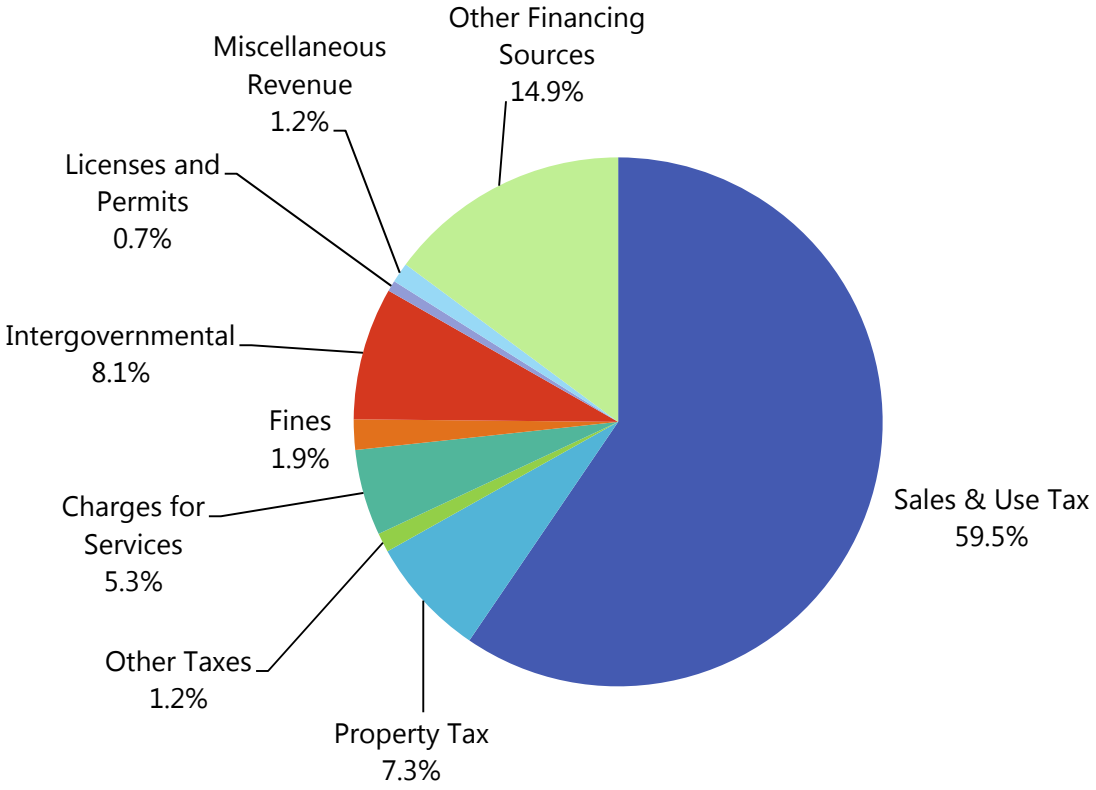
Department	2014 Actual	2015 Actual	2016 Budget (Jan 1)	2016 Amended (as of 8/4/16)	2017 Budget (Oct 3)	2017 Budget - 2016 Amended Budget
Old Colorado City SIMD						
Salaries/Benefits/Pensions	$60,155	$64,435	$65,687	$65,687	$66,915	$1,228
Operating	27,769	26,143	32,975	32,975	32,387	(588)
Capital	15,129	686	20,000	20,000	20,000	0
Total	**$103,053**	**$91,264**	**$118,662**	**$118,662**	**$119,302**	**$640**
FTE - budgeted	1.00	1.00	1.00	1.00	1.00	0.00
Platte Avenue SIMD						
Salaries/Benefits/Pensions	$0	$0	$0	$0	$577	$577
Operating	7,040	7,705	52,620	52,620	18,788	(33,832)
Capital	0	0	0	0	0	0
Total	**$7,040**	**$7,705**	**$52,620**	**$52,620**	**$19,365**	**($33,255)**
FTE - budgeted	0.00	0.00	0.00	0.00	0.00	0.00
Stetson Hills SIMD						
Salaries/Benefits/Pensions	$67,917	$140,658	$139,613	$139,613	$138,575	($1,038)
Operating	126,360	102,443	224,818	224,818	188,848	(35,970)
Capital	1,164	4,710	20,000	20,000	20,000	0
Total	**$195,441**	**$247,811**	**$384,431**	**$384,431**	**$347,423**	**($37,008)**
FTE - budgeted	1.00	1.00	1.00	1.00	1.00	0.00
Woodstone SIMD						
Salaries/Benefits/Pensions	$0	$0	$0	$0	$230	$230
Operating	43,396	44,573	40,800	40,800	33,741	(7,059)
Capital	0	0	0	0	0	0
Total	**$43,396**	**$44,573**	**$40,800**	**$40,800**	**$33,971**	**($6,829)**
FTE - budgeted	0.00	0.00	0.00	0.00	0.00	0.00
Total of SIMD Funds	**$2,078,777**	**$1,970,124**	**$2,373,453**	**$2,373,453**	**$2,265,138**	**($108,315)**
FTE	**11.00**	**11.00**	**11.00**	**11.00**	**11.00**	**0.00**

2017 GENERAL FUND REVENUE

$272,443,409

Revenue Type	2015 Actual	2016 Budget	Current 2016 End-of-Year Forecast*	2017 Budget	2017 Budget-2016 Budget
Sales & Use Tax	$148,056,105	$157,319,940	$156,385,940	$162,146,245	$4,826,305
Property Tax	19,491,558	19,894,550	20,035,000	20,020,059	125,509
Other Taxes	3,004,326	2,999,582	3,204,082	3,197,050	197,468
Charges for Services	15,476,073	14,379,655	14,574,155	14,336,766	(42,889)
Fines	5,104,132	5,554,892	4,873,111	5,051,801	(503,091)
Intergovernmental	21,341,195	20,178,116	21,255,116	22,072,272	1,894,156
Licenses and Permits	2,112,769	1,905,320	2,281,720	1,825,876	(79,444)
Miscellaneous Revenue	2,912,656	2,496,960	2,595,261	3,316,324	819,364
Other Financing Sources	40,301,158	42,031,489	41,356,789	40,477,016	(1,554,473)
General Fund Revenue	**$257,799,971**	**$266,760,504**	**$266,561,174**	**$272,443,409**	**$5,682,905**

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



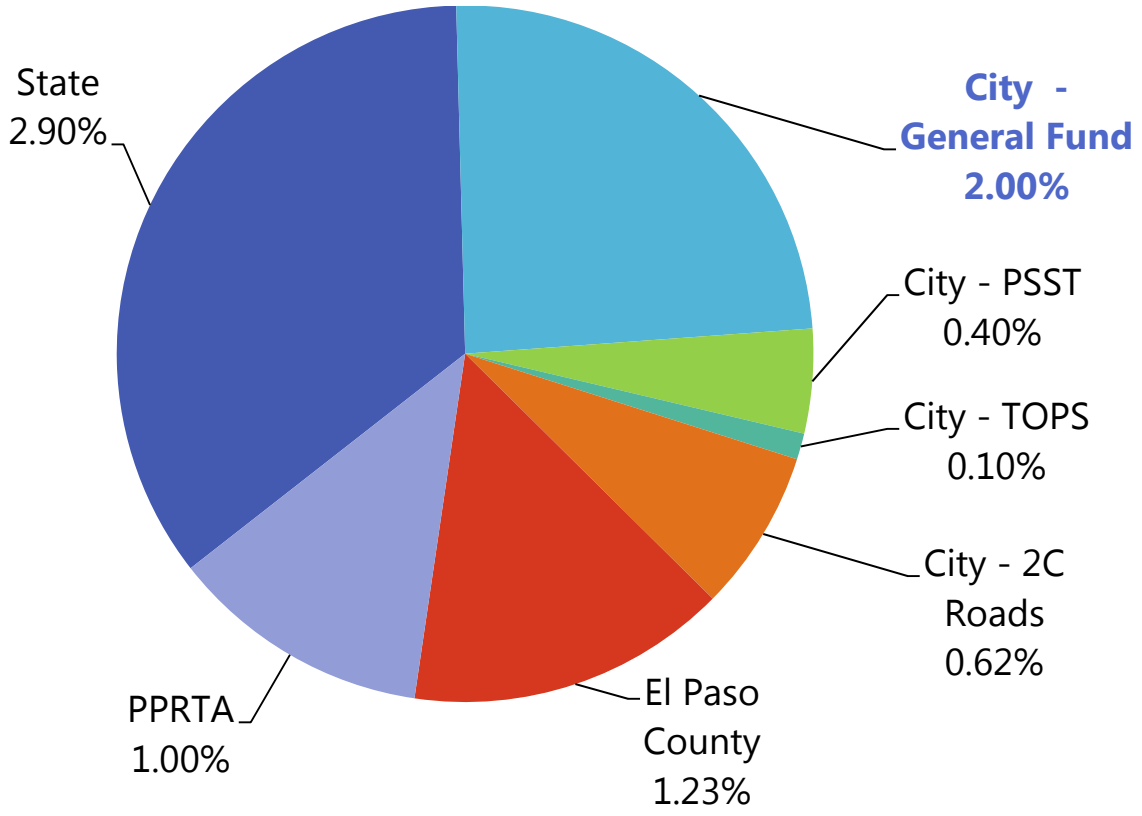
2017 GENERAL FUND SALES & USE TAX REVENUE

$162,146,245

- Largest source of revenue for the City's General Fund
- Budgeted to grow 3.1% over 2016

The Total Local Sales Tax Rate is:

8.25%

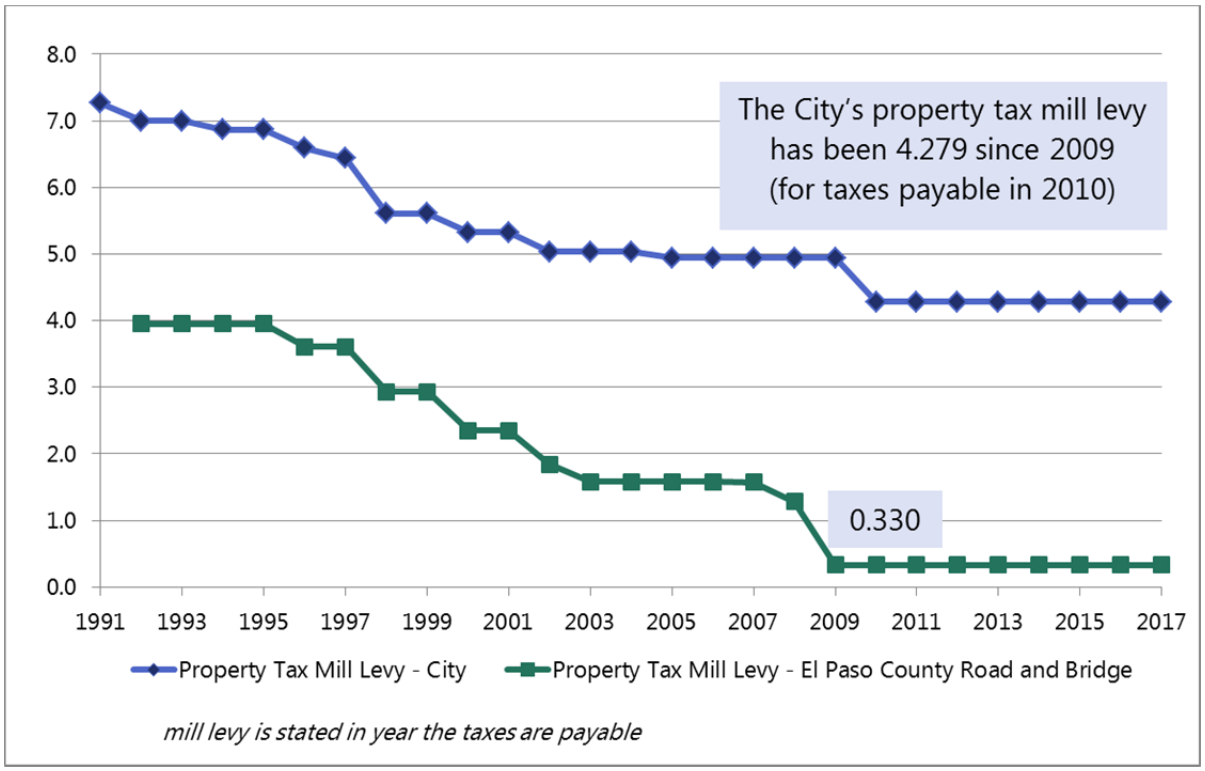


The total City portion of the Sales Tax Rate is 3.12%

2017 GENERAL FUND PROPERTY TAX REVENUE

$20,020,059

- 7.3% of total General Fund revenues



Property Tax

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

El Paso County Road & Bridge Levy

The El Paso County Road and Bridge mill levy (for which the City receives half of the revenue) was reduced from 1991 through 2008. In 2008, the mill levy was reduced to 0.330 and has remained at that level since. The City's share of the revenue from the El Paso County Road and Bridge mill levy was impacted greatly by this mill levy reduction – from 2008 to 2009, the Road and Bridge mill levy revenue decreased by $2,205,888. For the 2017 budget, the Road and Bridge mill levy revenue is projected to be $824,000.

2017 GENERAL FUND OTHER REVENUE

Other Taxes Revenue $3,197,050

Includes occupational tax on establishments selling alcoholic beverages and specific ownership taxes imposed by the State.

MAJOR NON-TAX REVENUE SOURCES

Charges for Services $14,336,766

Includes charges and fees for specific City services (i.e. plan review fees, park field rentals) and reimbursement from enterprises for provision of services.

Fines $5,051,801

Includes fines from general violations, parking meter violations, and traffic violations, which are projected to increase 3.7% over 2016 year-end projections.

Intergovernmental Revenue $22,072,272

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

Licenses and Permits $1,825,876

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

Other Financing Sources $40,477,016

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

Taxpayer's Bill of Rights (TABOR) Calculation

The revenue limitation provisions of the State TABOR and the City Charter continue to impact the City's fiscal condition. TABOR essentially establishes an annual City revenue cap. Any City revenue subject to the cap received above the annual revenue cap must be refunded to local taxpayers or can be retained upon voter approval.

Under TABOR, the annual growth formula is applied to either previous year's actual revenue or to the previous year's TABOR revenue limit, whichever is less. During periods of economic downturn and lagging City revenue collections, City revenue can fall below the TABOR revenue limit for that year. In that event, the TABOR growth formula for the next fiscal year is applied to the actual revenue amount, not the higher TABOR limit. Thus, the TABOR limit is ratcheted down. In subsequent years, when the economy and City revenue rebound, the TABOR formula increase is applied to the lower previous year's actual revenue.

While the calculation of the annual TABOR revenue cap appears to be relatively straightforward, it is difficult as data for both of the growth components is not available until well after the start of the fiscal year in question. Specifically, the Denver/Boulder/Greeley Consumer Price Index (CPI) figure is not available until early spring of the fiscal year to which it is to be applied. Similarly, the data for the local growth component is not available from the County Assessor until August of the year to which it is to be applied. Thus, in preparing the budget for the next year, it is necessary to forecast the CPI and local growth. Generally, the annual TABOR revenue cap is calculated through the application of the percentage change in the CPI and local growth for the previous calendar year to actual City revenue for the previous year. Local growth is the net change in the market value of construction expressed as a percent of all taxable and nontaxable property on the assessment rolls plus the value of new annexations.

For the 2017 growth formula, the percentage change in the CPI is projected to be 2.71% and local growth is expected to be 1.27%. Thus, the combined formula increase is projected to total 3.98%.

Five-Year TABOR Limit

City of Colorado Springs
2013 – 2017
Projected TABOR & City Charter Revenue Limits

Revenue					
Fiscal Year	**Total Eligible Revenue**		**TABOR Limit**		**Over (Under) Limit**
2013	$226,427,567		$228,130,957		($1,703,390)
2014	$239,423,575		$239,435,801		($12,226)
2015	$239,849,761		$244,930,323		($5,080,562)
2016 est.	$253,399,529		$251,093,169		$2,306,360
2017 proj.	$261,308,121		$263,962,003		($2,653,882)
Revenue Limitation Estimates					
Fiscal Year	**Inflation**		**Local Growth**		**Limit**
2013	1.94%	+	1.28%	=	3.22%
2014	2.77%	+	2.05%	=	4.82%
2015	2.78%	+	1.44%	=	4.22%
2016 est.	1.18%	+	1.27%	=	2.44%
2017 proj.	2.71%	+	1.27%	=	3.98%

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Level of Effort

Level of Effort Overview

Pikes Peak Rural Transportation Authority (PPRTA)

General Fund Transportation Maintenance of Effort (MOE)

	2004 Budget Maintenance of Effort Requirement	2015	2016	2017
City Engineering (including Development Review)	$2,649,453	$4,218,642	$3,878,557	$2,814,492
Public Works Operations and Maintenance (f/k/a Streets)	7,272,135	7,328,976	7,677,481	8,629,856
Traffic Engineering	4,986,046	3,610,230	3,048,770	3,252,558
Fleet Expenses	2,809,098	2,921,039	3,343,818	3,246,047
Radio Communications	385,824	394,764	393,289	393,289
Total Transportation Maintenance	**$18,102,556**	**$18,473,651**	**$18,341,915**	**$18,336,242**
$ Above the MOE		**$371,096**	**$239,359**	**$233,686**

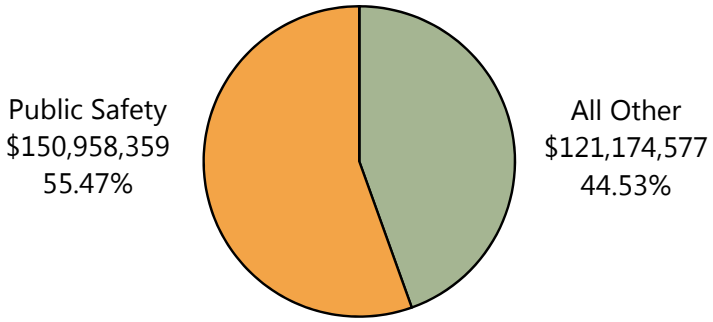
General Fund Transit Maintenance of Effort (MOE)

	2004 Budget Maintenance of Effort Requirement	2015	2016	2017
Transit	$5,717,814	$4,325,960	$5,140,598	$5,717,896
% change in Transit Funding		**12.2%**	**18.8%**	**11.2%**
$ Above (Below) the MOE		**($1,391,854)**	**($577,216)**	**$82**

Public Safety Sales Tax (PSST)

The Public Safety Sales Tax (PSST) requires General Fund Public Safety budget allocations, including the Police and Fire Departments, the Office of Emergency Management, as well as the Police and Fire functions of Fleet, IT and Radio be at least 47.65% of General Fund; in 2017 it is 55.47%. The 2017 Budget exceeds the Level of Effort by 7.82%, or $21.3 million.

Public Safety Level of Effort



Road Maintenance

From 2012-2014, the Public Works Operations and Maintenance (f/k/a Streets) spent an average of **$2.7 million** per year from the General Fund on **street and road maintenance**. The City is committed to maintain General Fund spending on street and road maintenance at the $2.7 million level. This 2017 Budget honors that commitment – there is **$1.5 million** budgeted in the capital improvements program **for street pavement improvements**, and the Public Works Operations and Maintenance (f/k/a Streets) will spend at least **$1.2 million** from their **operations** budget.

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

	Revenue	2016 Original Budget	2017 Original Budget
	Highway User Tax - Regular	$16,785,602	$18,508,299
	Highway User Tax - Additional Fees	1,400,000	1,500,000
	Road & Bridge	800,000	824,000
Line (1)	**HUTF & Road & Bridge Generated Transportation Revenues**	**$18,985,602**	**$20,832,299**
	Highways and streets permits and fees	$1,812,784	$1,885,779
	Signal maintenance	787,447	783,067
	Highways & Streets portion of Miscellaneous-Other Revenue	491,000	6,500
	Highways & Streets portion of Miscellaneous-Interfund Services Provided	81,500	57,502
	Highways & Streets portion of Business Licenses and Permits	576,752	576,752
	School Safety Surcharge portion of Court Costs and Charges	460,289	460,289
Line (2)	**Other Revenue**	**$4,209,772**	**$3,769,889**
Line (3)	**TOTAL REVENUE**	**$23,195,374**	**$24,602,188**
	Expenditures	**2016 Original Budget**	**2017 Original Budget**
	Highways & Streets portion of Maintenance of Condition (non Stormwater) *	$7,677,481	$8,629,856
	Traffic services	3,048,770	3,252,558
	Engineering	3,878,557	2,814,492
	Highways & Streets portion of Transfer out to capital improvement projects	2,795,574	2,245,980
	Highways & Streets portion of Total debt service **	1,134,368	0
	Transit ***	2,727,840	3,001,245
	Fleet maintenance, fuel, vehicle lease (non Stormwater)	4,046,189	4,154,130
Line (4)	**TOTAL EXPENDITURES**	**$25,308,779**	**$24,098,261**
	Administration - 5% of the HUTF revenue ****	909,280	1,000,415
Line (5)	**TOTAL EXPENDITURES INCLUDING ADMIN COSTS**	**$26,218,059**	**$25,098,676**
Line (5) -Line(3)	**Total Expenditures in Excess of Total Revenue**	**$3,022,685**	**$496,488**

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

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

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

**** Per HUTF CRS 43-4-208. Municipal allocation - The amount to be expended for administrative purposes shall not exceed 5% of each City's share of the funds available

Economic Overview

Economic Overview

The Mayor and City Council support proactively enhancing the local business climate, retaining existing businesses and jobs, and bringing new companies and industries to Colorado Springs. The City of Colorado Springs has a portfolio of economic development programs. Economic development agreements primarily are executed with criteria that they must be performance-based agreements.

The following sections display the City's portion of shared revenue or direct payments provided for economic development efforts through Urban Renewal Areas, Economic Development Partners, Economic Development Programs, and other Economic Development Agreements.

Urban Renewal Areas

City Council approved ten Urban Renewal Areas (URAs) in the City: City Auditorium, CityGate, Copper Ridge, Gold Hill Mesa, Gold Hill Mesa Commercial Area, Ivywild Neighborhood, North Nevada Avenue, South Nevada Avenue Area, Southwest Downtown, and Vineyard Property. All ten have Tax Increment Financing (TIF) agreements in place for property tax sharing. Tax increment financing (TIF) is a method of using tax collections within a designated area to finance public infrastructure improvements or other improvements. Infrastructure improvements may include upgraded on-site drainage systems and adjacent intersections, roadway capacity, and pedestrian improvements, etc. Currently, the North Nevada Avenue, Copper Ridge, and Ivywild Neighborhood, Gold Hill Mesa Commercial, and South Nevada Avenue URAs have additional sales tax TIF sharing agreements.

Property Tax TIF

This funding comes from the additional new property tax revenue generated from the increased assessed value of the new development. Only the increment of increased tax revenue collected is shared.

Property Tax Revenue *	2014 Actual	2015 Actual	2016 Budget	2017 Budget
City Auditorium URA	$1,108	$1,188	$1,197	$1,407
CityGate URA	793	734	1,140	889
Copper Ridge at Northgate URA	21,056	32,637	54,298	63,425
Gold Hill Mesa URA	19,175	22,494	28,362	33,042
Gold Hill Mesa Commercial Area URA[1]	0	0	0	0
Ivywild Neighborhood URA	1,600	5,162	6,675	6,747
North Nevada Avenue URA	69,833	74,032	88,828	109,648
South Central Downtown URA (Lowell project)[2]	12,886	0	0	0
South Nevada Avenue Area URA[3]	0	0	0	0
Southwest Downtown URA	0	286	521	759
Vineyard Property URA	6,060	6,060	6,060	6,060

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

1 The Gold Hill Mesa Commercial Area URA Plan was approved on June 23, 2015 (Resolution No. 69-15). However, based upon assessed valuation certifications for the County there is no property tax TIF revenue expected for 2017.

2 The South Central Downtown URA has reached the end of its lifespan and no longer produces an increment.

3 The South Nevada Avenue Area URA Plan was approved on November 24, 2015 (Resolution No. 120-15). However, based upon assessed valuation certifications for the County there is no property tax TIF revenue expected for 2017.

Sales Tax TIF

City Council approved Resolution No. 46-06, dated April 11, 2006, adopting guidelines for the use of sales tax revenue to promote economic activity, job creation, and assist urban renewal area projects. This funding comes from a portion of the new sales tax revenue generated from the new retail businesses that locate within the designated boundaries.

Shared Sales Tax Revenue **	2014 Actual	2015 Actual	2016 Budget	2017 Budget
Copper Ridge at Northgate URA	$305,823	$373,285	$625,155	$500,000
Gold Hill Mesa Commercial Area URA[1]	0	0	0	0
Ivywild Neighborhood URA	33,007	40,536	45,000	39,750
North Nevada Avenue URA	3,189,490	3,782,414	4,634,845	4,110,000
South Nevada Avenue Area URA[2]	0	0	0	0

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

[1] Cooperation Agreement between the Colorado Springs URA and the City of Colorado Springs approved by City Council (Resolution No. 147-15) on December 8, 2015.

[2] Cooperation Agreement between the Colorado Springs URA and the City of Colorado Springs approved by City Council (Resolution No. 148-15) on December 8, 2015.

Economic Development Partners

For 2017, the City of Colorado Springs has partnered with the following organizations:

Colorado Springs Regional Business Alliance (pka: Economic Development Corporation and Greater Colorado Springs Chamber of Commerce) is a privately-funded organization whose sole purpose is to provide primary employers with complementary, comprehensive relocation and expansion services. The Business Alliance is focused on the attraction, retention, and creation of quality jobs for the region. It is the only organization that actively works to bring into our region the primary employers who import wealth and jobs. The success of our primary employers is the key to our economic vitality, the future of our community, and the preservation of our quality of life in the entire region.

Small Business Development Center (SBDC) is one of the 14 Colorado Small Business Development Centers. The Colorado SBDC Network is a partnership between the Federal Small Business Administration (SBA) and the State of Colorado. The SBDC is dedicated to helping small businesses in the region achieve their goals of growth, expansion, innovation, increased productivity, management improvement and success. In partnership with the University of Colorado Springs (UCCS) and the City, the SBDC provides one-on-one business counseling and training to business startups and ongoing businesses. The major objective is to foster the successful growth and development of small businesses that result in a positive economic impact.

Cultural Office of the Pikes Peak Region (COPPeR) serves as the lead organization for centralizing and coordinating information about cultural services in the community. COPPeR maintains a comprehensive community arts and cultural web site, PeakRadar.com, in efforts to build cultural participation in the region, foster sustainability of the region's cultural arts industry, advocate for the region's cultural vitality, leverage cultural assets to promote positive regional brand and image, and foster authenticity by celebrating aspects unique to our region's heritage and future. Cultural elements of a community continue to be paramount in workforce availability. National studies continue to show an upward trend indicating that young professionals move to "cool" communities first and then seek employment. Local companies convey that they are successful in recruiting specialized talent but struggle to retain these employees because their young people "can't get plugged-in" to Colorado Springs. COPPeR helps to bridge this gap.

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

Colorado Springs Technology Incubator (CSTI) is a non-profit organization dedicated to helping entrepreneurs accelerate the growth and success of their startup companies, and in the process, creates more jobs and wealth in the region. CSTI provides strategic counsel, operational guidance, business services and resources to its start-up clients including: business planning, executive mentoring, investor relations, financial forecasting, competitor analysis, business networking, market research, training courses, and affordable facilities.

Expenditures	2014 Actual	2015 Actual	2016 Budget	2017 Budget
Colorado Springs Regional Business Alliance (RBA) (pka: Economic Development Corporation and Colorado Springs Chamber of Commerce)	$70,000	$70,000	$75,000	$75,000
Colorado Springs Regional Business Alliance (RBA) Marketing campaign**	0	0	0	25,000
Small Business Development Center (SBDC)*	55,000	55,000	55,000	55,000
Colorado Springs Technology Incubator (CSTI)	10,000		0	0
COPPeR**	43,000	40,000	50,000	50,000
Innovations In Aging – Aging in El Paso County	20,000		0	0
Annual Expenditures	**$198,000**	**$165,000**	**$180,000**	**$205,000**

*For 2016, funding for the SBDC was shared 50/50 from the General Fund and LART. For 2017, the entire funding is from the General Fund.
**2017 funding is from LART.

Economic Development Programs

Economic Development Programs are available to all companies that meet certain criteria and proceed with a formal agreement with the City. These programs include the Alternative Rate of Tax for manufacturing equipment, Business Personal Property Tax incentive payments, the Commercial Aeronautical Zone, and the access to Private Activity Bonds.

Alternative Rate of Tax for Manufacturing Equipment

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

Alternative Tax Agreement Payments	2014 Actual	2015 Actual	2016 Budget	2017 Budget
Manufacturing company	$0	$44,255	$93,500	$93,500

Business Personal Property Tax

On November 24, 2015, City Council approved Ordinance No. 15-85, which authorizes implementation of a two-year phase-in of a Business Personal Property Tax (BPPT) Tax Credit program – making the City's business tax environment more competitive and equitable across industries. The businesses pay personal property tax is assessed on equipment used to conduct business, such as large machinery, computer equipment, desks and furniture. For 2016, the BPPT Tax Credit was equal to one-half the amount of BPPT due on the 2016 property tax statements (for 2015 taxes payable in 2016). For 2016, the tax credit was issued as a refund after June 30, 2016– this refund mechanism was used in 2016 as there was not be time following formal approval for El Paso County to modify the property tax bills that will be mailed early 2016. For 2017, the proposed BPPT Tax Credit will be equal to the entire amount of BPPT due and therefore, a net zero amount due will be reflected on the 2017 property tax statements (for 2016 taxes payable in 2017).

Prior to 2016, City Council reauthorized a BPPT Economic Development Agreement program in September 2004 by Resolution No. 203-04. The BPPT Agreement program was only available to primary employer companies. Companies were required to create at least new jobs and invest in business personal property. The length of the BPPT economic development agreement and incentive payment terms were based upon threshold values for new jobs created and investment dollars. For 2016, there was $167,000 budgeted for payments associated with agreements through 2015. With the proposed phase-in of the BPPT Tax Credit program as described above, there may be payments for 2017 based upon the net amount paid by participants after the credit in 2016, but for 2018 the BPPT Agreement program will conclude as all businesses will not pay BPPT in 2017.

Description	2014 Actual	2015 Actual	2016 Budget	2017 Budget
Payments	$148,885	$221,389	$167,000	$80,000

Commercial Aeronautical Zone (CAZ)

On April 8, 2014, City Council adopted Ordinance No. 14-22 amending City Code to establish a limited sales and use tax exemption within a Commercial Aeronautical Zone (CAZ) and on August 11, 2015, City Council adopted Ordinance No. 15-48 expanding the boundaries of the CAZ to include other areas within the Enterprise Zone that are contiguous to the existing CAZ boundaries. Specifically, sales and use tax is exempt within the zone on aircraft parts used or consumed in the manufacture, maintenance, repair or overhaul of aircraft. The goal of the CAZ is to encourage new businesses to hanger aircraft, fuel, and conduct maintenance operations at the Colorado Springs Airport, thereby increasing the number of skilled and highly-paid aircraft mechanic and aeronautic engineering jobs in Colorado Springs, as well as expanding the World War II aviation museum's collection of aircraft and attracting jobs associated with the collection.

Since the creation of the CAZ in 2014, the Airport has experienced tremendous growth with new and existing tenants. In addition to increasing non-Airline revenue for the Airport, the CAZ is stimulating the creation of new jobs within our community. The Airport welcomed new tenants in 2016 and 2017 economic growth at the Airport is anticipated to be as equally strong. The CAZ has been very successful in supporting the airports strategic initiatives which has since reduced operating costs, significantly lowered airport debt, while increasing non-airline revenues. These efforts have resulted in the reduction of airline rates and charges at COS by nearly 50% since 2013. Along with its enhanced marketing and air service incentive programs, the Airport is now better position to attract new and expanded commercial air service.

Private Activity Bonds

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

Economic Development Agreements

The City has specific performance based Economic Development Agreements (EDAs), which are negotiated based upon economic impact analyses. The current EDAs are listed below:

Payments Based On Sales and Use Tax Revenue	2014 Actual	2015 Actual	2015 Budget	2017 Budget
Agilent Technologies	$0	$0	$0	0
Bal Seal Engineering	270,568	0	10,000	10,000
Lowe's	50,000	50,000	50,000	50,000
Mining Exchange	69,559	82,273	85,000	90,000
Wal-Mart	349,814	0	50,000	0

SkyWest Airlines Use Tax Agreement

In 2004, City officials worked with SkyWest Airlines representatives to secure an aircraft maintenance center and flight crew base in Colorado Springs. City Council approved an EDA based upon the City Use Tax paid by SkyWest on purchases of aircraft parts. The City retains a maximum of $40,000 annually in Use Tax from SkyWest's qualifying purchases of aircraft parts; any Use Tax collected by the City in excess of $40,000 the company keeps under the EDA. SkyWest qualifies for exemption under the CAZ but has not yet applied.

Description	2014 Actual	2015 Actual	2016 Budget	2017 Budget
Payments	$103,750	$0	$0	$0

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

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

USOC COP Payment	2014 Actual	2015 Actual	2016 Budget	2017 Budget
Scheduled payment	$1,700,275	$1,739,650	$1,782,225	$1,822,625

Utility Usage Agreements

In 2006, City Council approved two 10-year EDAs with two companies (a medical imaging manufacturing company and an insurance company), which established local regional headquarters in Colorado Springs. Under these EDAs, the City provides a payment to the company based upon their electric and natural gas utility usage. These agreements:

- Do not involve any sharing of existing revenue;
- Target new utility revenue generated directly from the company;
- Establish the payment on a use and percentage basis, which therefore reduces the City's risk (if revenue collections underperform) since the payment is not tied to a specific annual amount; or
- Minimize financial risk since the payment is strictly performance-based, and payments are made only after revenue is collected.

Payments Based On Utility Usage *	**2014 Actual**	**2015 Actual**	**2016 Budget**	**2017 Budget**
Manufacturing company	$182,501	$185,524	$186,000	$170,000
Insurance company regional headquarters	105,104	103,368	105,000	91,000
Annual Payments	**$287,605**	**$288,892**	**$291,000**	**$261,000**

* Actuals are for the previous year utility usage.

For information about the local economy and Southern Colorado Economic Forum's *Quarterly Updates and Estimates* (QUE), please contact the:

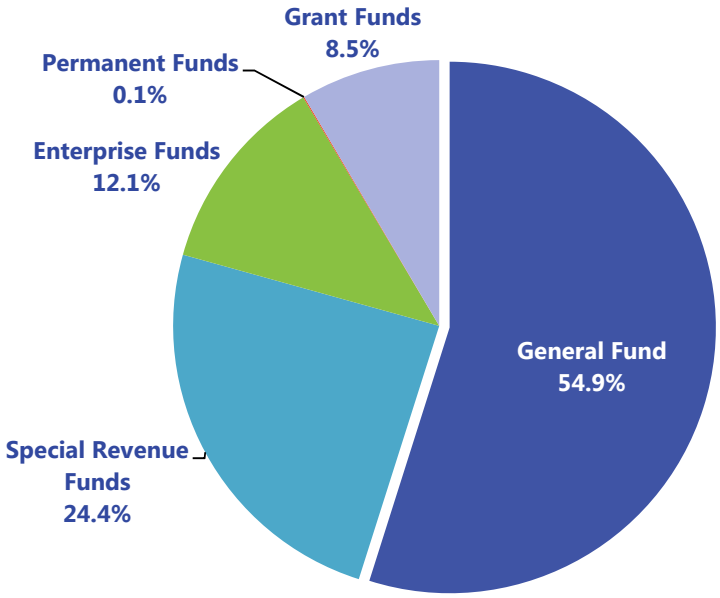
College of Business and Administration
University of Colorado at Colorado Springs
1420 Austin Bluffs Parkway, Colorado Springs, CO 80933-7150
Office 719-255-3241 | Fax 719-255-3494
http://www.SouthernColoradoEconomicForum.com/

All Funds Overview

2017 All Funds Expenditures

Fund		Amount
General Fund		$272,443,409
Special Revenue Funds		121,250,211
Enterprise Funds		60,286,887
Airport	37,919,885	
Cemeteries	1,415,579	
Development Review	1,763,177	
Memorial Health System	5,664,112	
Parking System	5,188,454	
Patty Jewett Golf Course	2,028,720	
Pikes Peak - America's Mountain	5,276,366	
Valley Hi Golf Course	1,030,594	
Permanent Funds		345,264
Grant Funds		42,039,733
All Funds Total		**$496,365,504**

Note: The total of the Internal Services Funds is $41,864,646. A portion of this is allocated in the General Fund and Enterprise Funds.



Fund Balance Summary

Fund	Estimated Funds Available for Appropriation 1/1/16	Revenue 2016 Forecast	Expenditures 2016 Forecast	Estimated Funds Available for Appropriation 1/1/17	Revenue 2017 Budget	Expenditures 2017 Budget	Estimated Funds Available for Appropriation 1/1/18
GENERAL FUND	42,487,313	266,561,174	264,092,899	44,955,588	272,443,409	272,443,409	44,955,588
Funds Available for Appropriation 1/1/14 excludes TABOR emergency reserve of $7,545,241							
SPECIAL REVENUE FUNDS							
Parks							
Ballfield CIP	43,586	53,000	53,000	43,586	60,800	53,000	51,386
Briargate SIMD	36,145	896,724	906,500	26,369	914,412	914,412	26,369
Colorado Avenue Gateway SIMD	7,587	3,415	4,080	6,922	3,307	7,170	3,059
Conservation Trust (CTF)	543,193	4,070,800	4,248,480	365,513	4,107,200	4,368,910	103,803
Nor'wood SIMD	243,644	781,485	866,359	158,770	742,885	823,494	78,161
Old Colorado City Maint./Sec. SIMD	68,730	98,662	118,662	48,730	99,421	119,302	28,849
Platte Avenue SIMD	70,736	9,572	52,620	27,688	9,472	19,365	17,795
Public Space/Development (PLDO)	(357,825)	1,210,000	800,000	52,175	1,185,000	826,500	410,675
Stetson Hills SIMD	253,512	307,829	384,431	176,910	310,032	347,423	139,519
Street Tree	85,524	2,000	12,000	75,524	1,100	12,000	64,624
Therapeutic Recreation	4,486	300	100	4,686	200	100	4,786
Trails, Open Space and Parks (TOPS)	6,094,002	8,008,000	6,329,723	7,772,279	8,245,312	6,174,971	9,842,620
Woodstone SIMD	54,225	20,208	40,800	33,633	20,101	33,971	19,763
Planning							
Banning Lewis Ranch (BLR)	1,511,384	271,500	8,838	1,774,046	271,500	8,838	2,036,708
Public Works							
Arterial Roadway	1,437,367	250,000	250,000	1,437,367	250,000	250,000	1,437,367
Bicycle Tax	22,168	85,000	85,000	22,168	86,500	86,500	22,168
2C-Road Repair, Maintenance, and Improvements Sales and Use Tax	0	50,000,000	50,000,000	0	50,000,000	50,000,000	0
Subdivision Drainage	2,882,066	8,000,000	8,000,000	2,882,066	8,000,000	8,000,000	2,882,066
Public Safety							
Public Safety Sales Tax (PSST)	8,159,762	31,332,188	34,143,648	5,348,302	32,517,169	32,498,192	5,367,279
Administration							
Cable Franchise	452,585	1,030,000	1,030,000	452,585	1,068,000	1,068,000	452,585
City-funded CIP	123,238	18,131,169	18,131,169	123,238	8,215,087	8,215,087	123,238
Gift Trust	3,202,171	1,900,000	1,900,000	3,202,171	1,900,000	1,900,000	3,202,171
Lodgers & Auto Rental Tax (LART)	326,103	4,875,600	4,768,402	433,301	5,518,000	5,240,976	710,325
Senior Programs	632,388	290,000	348,000	574,388	282,000	282,000	574,388
ENTERPRISE FUNDS *							
Airport - Gross Rev Fund	11,471,210	20,463,836	17,998,419	13,936,627	16,988,159	18,234,221	12,690,565
Airport- CIP Fund	33,248	18,344,444	18,344,444	33,248	10,548,747	10,581,995	0
Airport - Bond Fund	0	10,040,450	10,040,450	0	2,693,224	2,630,550	62,674
Airport - PFC Fund	2,575,619	2,655,658	2,655,658	2,575,619	3,397,500	5,973,119	0
Airport - CFC Fund	0	1,060,862	1,000,000	60,862	1,189,866	500,000	750,728
Cemeteries	(626,323)	1,390,792	1,404,605	(640,136)	1,392,392	1,415,579	(663,323)
Development Review	779,758	2,309,295	1,924,661	1,164,392	2,125,217	1,763,177	1,526,432
Memorial Health System (MHS)	0	5,712,112	5,712,112	0	5,664,112	5,664,112	0
Parking System	6,948,697	4,410,516	3,576,361	7,782,852	4,644,269	5,188,454	7,238,667
Patty Jewett Golf Course	142,829	2,148,529	2,104,539	186,819	2,097,101	2,028,720	255,200
Pikes Peak - America's Mtn	10,306,829	3,953,066	4,253,066	10,006,829	5,276,366	5,276,366	10,006,829
Valley Hi Golf Course	(19,889)	1,135,911	1,114,764	1,258	1,059,692	1,030,594	30,356

In most cases, the 2016 Revenue and Expenditures are equal to the 2016 Budget amount; however, in certain cases, an end-of-year forecast is used to account for revenue adjustments or supplemental appropriations.

* Beginning in 2016, the Enterprise and Internal Service Funds' amount Available for Appropriation includes the pension liability, per GASB 68.

Fund Balance Summary

Fund	Estimated Funds Available for Appropriation 1/1/16	Revenue 2016 Forecast	Expenditures 2016 Forecast	Estimated Funds Available for Appropriation 1/1/17	Revenue 2017 Budget	Expenditures 2017 Budget	Estimated Funds Available for Appropriation 1/1/18
INTERNAL SERVICE FUNDS *							
Claims Reserve Self-Insurance	(884,362)	1,011,500	1,011,500	(884,362)	1,011,500	1,011,500	(884,362)
Employee Benefits Self-Insurance	(5,014,269)	26,733,568	28,422,355	(6,703,056)	27,914,272	29,708,764	(8,497,548)
Office Services	322,883	1,736,442	1,736,442	322,883	1,639,861	1,629,307	333,437
Radio	661,062	1,364,750	1,493,123	532,689	1,362,457	1,500,420	394,726
Workers' Compensation	(10,181,323)	6,735,446	8,000,000	(11,445,877)	6,732,646	8,014,655	(12,727,886)
PERMANENT FUNDS **							
C. D. Smith Trust	0	75,000	75,000	0	75,000	75,000	0
Cemetery Endowment Trust	0	250,000	250,000	0	250,000	250,000	0
Trails, Open Space and Parks Maint.	17,864	1,150	1,150	17,864	2,400	20,264	0
GRANT FUNDS **							
Airport Grants	0	28,440,084	28,440,084	0	13,222,222	13,222,222	0
Grants	0	35,091,239	35,091,239	0	24,919,199	24,919,199	0
CDBG	0	2,641,000	2,641,000	0	2,667,638	2,667,638	0
Home Investment Partnership	0	1,393,000	1,393,000	0	1,230,674	1,230,674	0

In most cases, the 2016 Revenue and Expenditures are equal to the 2016 Budget amount; however, in certain cases, an end-of-year forecast is used to account for revenue adjustments or supplemental appropriations.

* Beginning in 2016, the Enterprise and Internal Service Funds' amount Available for Appropriation includes the pension liability, per GASB 68.

** For some Permanent and Grant Funds, any amount of fund balance is restricted and therefore not available for appropriation - as such the amount is shown as zero.

Overview of 2017 Budgets for All Funds

The overview includes a fund balance summary and description of the City's funds, how funds interact, basis of accounting, and changes to the adopted budget. The fund balance summary indicates the beginning and ending fund balances available for appropriation as well as 2017 budgets by specific fund.

The budget document focuses primarily on the General Fund because it is the largest fund. The 2017 General Fund Budget is $272,443,409, which is 54.9% of the total funds.

Another significant type of fund is the Special Revenue Funds. The 2017 Special Revenue Funds budgets total $121,250,211, which is 24.4% of the total funds.

The Grant Funds budget totals $42,039,733, which is 8.5% of the total funds for 2017.

For 2017, Enterprise Funds budgets total $60,286,887, which is 12.1% of the total funds. The balance of the total funds is comprised of the 2017 Permanent Funds budgets, which total $345,264.

The total of all these funds is $496,365,504.

City Services Overview

The City of Colorado Springs is a home-rule city, organized under provisions of the Colorado constitution. The City provides a full range of municipal government services to an estimated 2017 population of 463,555 residents. The services include:

- City Attorney, City Clerk, Municipal Court
- City Auditor
- City Council
- Finance, Community Development, Economic Development, General Costs
- Fire protection, Emergency Management
- Information Technology
- Mayor, Communications, Human Resources, Procurement, Real Estate Services, Sustainability & Support Services
- Parks, Recreation and Cultural Services
- Planning & Development, Neighborhood Services
- Police protection
- Public Works

Also, the City owns and operates enterprise activities including:

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

Fund Structure

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

Basis of Accounting and Accounting Structure

Basis of Accounting

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

Basis of Budgeting

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

Annual Budget Process and Budget Controls

In accordance with City Charter, Section 4-40(i), the Mayor presents a balanced budget to City Council on or before the first Monday in October in each year.

In accordance with City Charter, Section 7-30(a), the City Council shall, upon receipt of the budget, adopt the budget with or without amendment. In amending the budget, the Council may add or increase programs or amounts and may delete or decrease any programs or amounts, except amounts required by law or for debt service obligations or for estimated cash deficit.

As part of the annual budget cycle, budgets are adopted for all funds of the City. Budgetary controls are maintained for all funds of the City in conformance with the City Charter and Code to assure fiscally sound management.

After the annual appropriations ordinance is approved, with approval from the Chief Financial Officer, budget can be transferred within an appropriating department; however, transfers between appropriating departments or funds require City Council approval. Also, after the annual appropriations ordinance is approved, the Mayor may propose amendments to the annual appropriations ordinance. Such supplemental appropriation requests are transmitted to City Council for approval.

An encumbrance accounting system is used to assist in accomplishing budgetary control.

General Fund

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

Special Revenue Funds – overseen by the Parks Department

BALLFIELD CAPITAL IMPROVEMENTS

2016 Budget: $53,000 **2017 Budget:** $53,000

Purpose

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

Revenue source

Fees paid by softball and baseball teams upon league registration.

Designated expenditure

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

BRIARGATE SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2016 Budget: $906,500 **2017 Budget:** $914,412

Purpose

Provide for the maintenance of certain public improvements of general benefit to the residents of the district.

Revenue source

Assessments against the real property in the district.

Designated expenditure

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

COLORADO AVENUE GATEWAY SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2016 Budget: $4,080 **2017 Budget:** $7,170

Purpose

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

Revenue source

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

Designated expenditure

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

CONSERVATION TRUST (CTF)

Mission

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

Overview

Local governments receive 40% of the total revenue generated by the State Lottery, and the City share is distributed based on population. These funds are received and expended from the Conservation Trust Fund (CTF). A total of $4,107,200 is the amount of Lottery funds expected in 2017, which includes $13,200 of estimated interest income. Additional information can be found in the Parks, Recreation and Cultural Services narratives.

CTF Budget Summary	2014 Actual	2015 Actual	2016 Budget	2017 Budget
Operating	$4,189,684	$4,386,769	$4,173,480	$4,278,910
Projects	1,013,402	417,055	75,000	90,000
Total	$5,203,086	$4,803,824	$4,248,480	$4,368,910

CTF Operating Budget by District	2017 Budget
North District	$358,128
South District	524,358
Regional Parks & Trails	549,657
North Athletic District	667,229
South Athletic District	806,605
Primary Parks	283,868
Maintenance Operations	962,307
Forestry	126,758
Total CTF Operating	**$4,278,910**

CTF Operating Budget by Project *	2017 Budget
Red Rock Canyon Landfill	$75,000
Outdoor Sculpture Preservation	15,000
Total CTF Projects	**$90,000**

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

NORWOOD SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2016 Budget: $866,359 **2017 Budget:** $823,494

Purpose

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

Revenue source

Assessments against the real properties within the district.

Designated expenditure

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

OLD COLORADO CITY MAINTENANCE AND SECURITY DISTRICT

2016 Budget: $118,662 **2017 Budget:** $119,302

Purpose

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

Revenue source

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

Designated expenditure

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

PLATTE AVENUE SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2016 Budget: $52,600 **2017 Budget:** $19,365

Purpose

Secure and maintain numerous public improvements unique to Platte Avenue.

Revenue source

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

Designated expenditure

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

PUBLIC SPACE AND DEVELOPMENT (commonly referred to as PLDO)

2016 Budget: $800,000 **2017 Budget:** $826,590

Purpose

Provide for the development of parks and open space in new subdivisions.

Revenue source

In lieu of land dedication, the developer may pay an amount equal to 4% of the land into this fund.

Designated expenditure

Acquisition or development of parks, recreational or similar purposes in the designated area. For 2017, the expenditure is for the Venezia Park project.

STETSON HILLS SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2016 Budget: $384,431 **2017 Budget:** $347,423

Purpose

Provide for the maintenance of certain public improvements of general benefit to the residents of the district.

Revenue source

Assessments against the real property in the district.

Designated expenditure

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

STREET TREE

2016 Budget: $12,000 **2017 Budget:** $12,000

Purpose

Assure a regular program of planting and care of new trees in previously underdeveloped lots.

Revenue source

Owner and developer fees collected at the time a building permit is issued along with a City match.

Designated expenditure

Purchase and installation of good quality trees.

THERAPEUTIC RECREATION

2016 Budget: $100 **2017 Budget:** $100

Purpose

Provide therapeutic recreation events, program activities, and facilities within the Pikes Peak Region.

Revenue source

Undesignated gifts

Designated expenditure

Therapeutic recreation events, programs, activities and facilities within the Pikes Peak Region.

TRAILS, OPEN SPACE AND PARKS (TOPS)

Mission

To provide a means of acquiring and preserving new open space and providing parks and trails for recreational purposes on any public sites within the city and areas within the immediate vicinity.

Overview

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

For 2017, TOPS revenue is projected to be $8,245,312, of which $138,000 is estimated interest. As allowed in the TOPS ordinance, 3% of TOPS revenue is allocated for program administrative expenses and 6% is allocated for Maintenance Expenses. The remaining funds are allocated 20% for Park Acquisition and Development, 20% for Trails Acquisition, Development and Maintenance, and 60% for Open Space Acquisition. However, based on voter approval at the April 2013 election, the Parks category can now be used for Park Maintenance as well. Additional information can be found in the Parks, Recreation and Cultural Services narratives.

TOPS Budget by Category/Project	**2017 Budget**
Administration (3%)	**$274,503**
Maintenance (6%)	**$505,768**
Trails (20% max)	**$1,620,000**
Project – Briargate Trail	65,000
Project – Cottonwood Trail – Academy Blvd. Underpass	450,000
Project – Cottonwood Trail – Austin Bluffs to Powers	325,000
Project – Midland Trail (west) – 8th St. to 21st St. (design)	110,000
Project – Shooks Run Trail – Las Vegas Underpass	495,000
Project – Sinton Trail – Chestnut Underpass	175,000
Open Space (60% min)	**$2,544,000**
Acquisition Project – Red Rock Canyon Annual Payment	1,010,000
Acquisition Project – Open Space Acquisition Account	70,000
Stewardship Project – Red Rock Canyon Master Plan Implementation	575,000
Stewardship Project – Ute Valley Master Plan Implementation	240,000
Stewardship – Education	100,000
Stewardship – Rangers	175,000
Stewardship – Land Management	95,000
Stewardship – Resource Management	279,000
Parks (20% max)	**$1,230,700**
Operating – Park Maintenance	790,700
Project – Playground Renovation/Replacement	315,000
Project – North Cheyenne Canon Park Master Plan Update	125,000
Total TOPS Budget by Category/Project	**$6,174,971**

Administrative and Maintenance Costs

Provisions of the ordinance allocate 3% for administrative costs and 6% for maintenance of trails, open space and parks.

Open Space Acquisition & Stewardship

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

Trails Land Acquisition, Development and Maintenance

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

Parkland Acquisition, Development, and Maintenance

Funding for new parkland acquisition and development will receive a maximum of 20% of revenue collected over the lifetime of the tax. Based on voter approval at the April 2013 election, this category can now be used for maintenance as well as acquisition and development.

Budget Summary	2014 Actual	2015 Actual	2016 Budget	2017 Budget
Operating	$2,104,681	$1,278,684	$2,129,585	$2,219,971
Projects	4,621,671	7,757,485	4,200,137	3,955,000
Total	**$6,726,352**	**$9,036,169**	**$6,329,722**	**$6,174,971**

WOODSTONE SPECIAL IMPROVEMENT MAINTENANCE DISTRICT (SIMD)

2016 Budget: $40,800 **2017 Budget:** $33,971

Purpose

Provide for the maintenance of certain public improvements of general benefit to the residents of the district.

Revenue source

Assessments against the real property in the district.

Designated expenditure

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

Special Revenue Funds – overseen by the Planning & Development Department

BANNING LEWIS RANCH

2016 Budget: $8,838 **2017 Budget:** $8,838

Purpose

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

Revenue source

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

Designated expenditure

Reimburse those annexors who construct shared infrastructure or who fulfill Annexation Agreement obligations identified as reimbursable shared obligations within the BLR Annexor Shared Infrastructure Study.

Special Revenue Funds – overseen by the Public Works Department

ARTERIAL ROADWAY

2016 Budget: $250,000 **2017 Budget:** $250,000

Purpose

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

Revenue source

Fees from landowners.

Designated expenditure

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

BICYCLE TAX

2016 Budget: $85,000 **2017 Budget:** $86,500

Purpose

Provide a funding source for bikeway improvements throughout the city.

Revenue source

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

Designated expenditure

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

2C-ROAD REPAIR, MAINTENANCE, AND IMPROVEMENTS SALES AND USE TAX

Mission

Provide a dedicated source of revenue to fund road repair, maintenance, and improvements.

Overview

In November 2015, City voters approved Ballot Question 2C, authorizing the City to temporarily increase its sales and use tax by 0.62% (6.2 pennies on a $10 purchase) for five years to fund only road repairs and improvements, and be permitted to retain all such revenues generated and to expend the same only for road repairs and improvements, exempt from spending and revenue limitations. As approved, the existing sales and use tax rate of 2.5% established by the City Code is increased by 0.62% dedicated to road repairs and improvements to make an effective City tax rate of 3.12% as of January 1, 2016. This tax will sunset (expire) exactly five (5) years from the date of its implementation and will not affect or apply to purchases of food for domestic home consumption, prescriptions, residential utility bills or other items exempt from City sales and use tax under the City Code. This temporary increase in sales and use tax revenue will be placed in a

dedicated fund to be used only for funding the cost to repair roads and streets throughout all areas of the City, including cost of road reconstruction where severe deterioration does not allow repair. None of the additional sales and use tax revenue will be used to hire additional City employees or purchase additional equipment for City road projects. The repair work will be contracted out to the private sector.

2017 2C-Road Tax Fund		
Revenue		
0.62% Sales and Use Tax		$ 50,000,000
	Total Revenue	**$ 50,000,000**
Expenditures		
Special Revenue Fund-Roadway Improvements		$ 50,000,000
	Total Expenditures	**$ 50,000,000**

Revenue Overview
For 2017, the estimated revenue resulting from the dedicated 0.62% portion of the City's sales and use tax is $50 million.

Expenditure Overview
The 2C-Road Tax Fund is overseen by the Public Works Streets Division and will used to repair and/or improve roads and streets throughout all areas of the City, including cost of road reconstruction where severe deterioration does not allow repair. For 2017, funds will be used to repair and/or improve concrete such as curb and gutter, sidewalks, and pedestrian ramps in advance of overlay of the same roadway segments, and to repair and/or improve roadway segments.

SUBDIVISION DRAINAGE

2016 Budget: $4,000,000 **2017 Budget:** $8,000,000

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

Revenue source
Fees charged to subdivision developers.

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

Special Revenue Funds – overseen by Public Safety

PUBLIC SAFETY SALES TAX (PSST)

Mission

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

Overview

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

Budget Summary	2014 Actual	2015 Actual	2016 Budget	2017 Budget
Uses of Funds				
Salaries/Benefits	$24,218,012	$23,169,676	$27,154,880	$28,330,952
Operating	2,591,012	2,388,979	2,948,472	3,375,334
Capital Outlay	1,268,518	488,352	734,021	791,906
CIP	(41,470)	296,493	249,087	0
Total	**$28,036,072**	**$26,343,500**	**$31,086,460**	**$32,498,192**
Personnel				
Uniformed FTE	158.00	171.00	171.00	171.00
Civilian FTE	58.50	58.50	58.50	62.50
Total Positions	**216.50**	**229.50**	**229.50**	**233.50**

Expenditure Overview

For 2017, $32.6 million in PSST revenue is projected. Given the volatility of sales and use tax revenue, and to help protect against any revenue shortfalls and unforeseen fiscal events, a fund balance target of at least 16.67% is maintained. For 2017, a small contribution to the fund balance of $72,977 is included, maintaining the available fund balance to 16.64% of revenue. Overall, there is $32.5 million available for appropriation in 2017.

For 2017, PSST funding for the Fire Department totals $15.4 million. The funding is used for uniformed and civilian staffing, operating, and equipment expenses. This includes projects and equipment, and other ongoing expenditures and one-time capital outlay.

For 2017, PSST funding for the Police Department totals $17.1 million. The funding is used for uniformed and civilian staffing, operating, and equipment expenses. This includes projects and equipment, and other ongoing expenditures and one-time capital outlay.

City of Colorado Springs
Public Safety Sales Tax Fund
Ten-Year Plan 2017 - 2026

	2017 Budget	2018 Projected	2019 Projected	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FTE Employees										
Sworn	171.00	171.00	171.00	171.00	171.00	171.00	171.00	171.00	170.00	168.00
Civilian	62.50	62.50	62.50	62.50	62.50	62.50	62.50	62.50	62.50	62.50
Total FTE Employees	**233.50**	**233.50**	**233.50**	**233.50**	**233.50**	**233.50**	**233.50**	**233.50**	**232.50**	**230.50**
Beginning Fund Balance	**$5,348,302**	**$5,421,279**	**$5,523,112**	**$5,633,562**	**$5,746,234**	**$5,861,158**	**$5,978,382**	**$6,097,950**	**$6,219,909**	**$6,344,307**
Revenue										
Sales & Use Tax	$32,429,249	$33,077,834	$33,739,391	$34,414,178	$35,102,462	$35,804,511	$36,520,602	$37,251,014	$37,996,034	$38,755,954
Interest	91,920	54,213	55,231	56,336	57,462	58,612	59,784	60,980	62,199	63,443
Reimbursement from other govt.	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Total Fund Revenue	**$32,571,169**	**$33,182,047**	**$33,844,622**	**$34,520,514**	**$35,209,924**	**$35,913,123**	**$36,630,385**	**$37,361,993**	**$38,108,233**	**$38,869,398**
Expenditures										
Fire										
Salaries and Benefits	$13,275,594	$13,541,106	$13,811,928	$14,088,167	$14,369,930	$14,657,328	$14,950,475	$15,249,485	$15,554,474	$15,865,564
Operating Expenses	1,593,391	1,643,943	1,566,440	1,597,764	1,629,719	1,662,313	1,695,559	1,729,471	1,764,061	1,799,342
Capital Outlay	543,906	504,303	501,833	585,576	314,411	320,699	327,113	333,655	340,328	347,135
Public Safety CIP	0	0	119,780	48,469	332,315	338,961	345,741	352,655	359,708	366,902
Fire total	**$15,412,891**	**$15,689,352**	**$15,999,981**	**$16,319,976**	**$16,646,375**	**$16,979,302**	**$17,318,888**	**$17,665,266**	**$18,018,572**	**$18,378,943**
Sworn FTE	*85.00*	*85.00*	*85.00*	*85.00*	*85.00*	*85.00*	*85.00*	*85.00*	*85.00*	*85.00*
Civilian FTE	*19.50*	*19.50*	*19.50*	*19.50*	*19.50*	*19.50*	*19.50*	*19.50*	*19.50*	*19.50*
Police										
Salaries and Benefits	$15,055,358	$15,360,919	$15,704,247	$15,857,924	$16,218,682	$16,705,675	$17,161,986	$17,544,825	$17,935,320	$18,333,625
Operating Expenses	1,781,943	1,781,943	1,781,943	1,781,943	1,781,943	1,781,943	1,781,943	1,781,943	1,781,943	1,781,943
Capital Outlay	248,000	248,000	248,000	448,000	448,000	328,979	248,000	248,000	248,000	248,000
Support Services CIP	0	0	0	0	0	0	0	0	0	0
Police total	**$17,085,301**	**$17,390,862**	**$17,734,190**	**$18,087,867**	**$18,448,625**	**$18,816,597**	**$19,191,929**	**$19,574,768**	**$19,965,263**	**$20,363,568**
Sworn FTE	*86.00*	*86.00*	*86.00*	*86.00*	*86.00*	*86.00*	*86.00*	*86.00*	*85.00*	*83.00*
Civilian FTE	*43.00*	*43.00*	*43.00*	*43.00*	*43.00*	*43.00*	*43.00*	*43.00*	*43.00*	*43.00*
Total Fund Expenditures	**$32,498,192**	**$33,080,214**	**$33,734,171**	**$34,407,843**	**$35,095,000**	**$35,795,899**	**$36,510,817**	**$37,240,034**	**$37,983,835**	**$38,742,511**
Fund Balance Contribution (Draw)	**$72,977**	**$101,833**	**$110,450**	**$112,672**	**$114,924**	**$117,224**	**$119,568**	**$121,959**	**$124,398**	**$126,887**
Ending Fund Balance	**$5,421,279**	**$5,523,112**	**$5,633,562**	**$5,746,234**	**$5,861,158**	**$5,978,382**	**$6,097,950**	**$6,219,909**	**$6,344,307**	**$6,471,194**
Fund Balance % of Revenue	**16.64%**	**16.64%**	**16.65%**	**16.65%**	**16.65%**	**16.65%**	**16.65%**	**16.65%**	**16.65%**	**16.65%**

Special Revenue Funds – overseen by the Finance Department

CABLE FRANCHISE

Mission

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

Overview

In July 2000, City Council approved Ordinances No. 00-118 and 00-119 establishing the terms, fees, compensation, conditions, and other matters of franchise between the City and Adelphia Communications and WideOpen West. On November 7, 2000, Colorado Springs voters approved Measures 2A and 2B to grant nonexclusive franchise agreements to Adelphia Communications and WideOpen West (WideOpen West's financial circumstances precluded the company from initiating the infrastructure required to offer cable service in Colorado Springs). As of August 1, 2006, control of the Adelphia cable system serving Colorado Springs was finalized when Adelphia was transitioned to Comcast. According to the terms of the franchise agreement, Comcast assumed the obligations of the franchise and the franchise remains unmodified and in full force and effect. In November 2006, Colorado Springs voters approved Measure 2A to grant a nonexclusive franchise agreement to Falcon Broadband; and in April 2007, voters approved Measure E to grant a nonexclusive franchise agreement to Porchlight Communications. However, effective July 15, 2009, Porchlight is no longer a cable provider. In accordance with the Comcast franchise agreement, the SCETC will receive 20% of the funds; and the City will apply its share towards information technology and communication needs. The SCETC will receive 10% of the funds from Falcon.

2017 Cable Franchise Grant	
Revenue	
Subscriber revenue	$ 1,068,000
Total Revenue	**$1,068,000**
Expenditures	
City information technology strategic needs	$ 377,900
Southern Colorado Educational Television Consortium (SCETC)	213,000
SpringsTV implementation equipment and staffing	374,440
Citizen engagement staffing	102,660
Total Expenditures	**$1,068,000**

Revenue Overview

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

Expenditure Overview

City Information Technology Strategic Needs **$377,900**

Support of the City's information technology strategic needs. These funds service existing lease payments related to the acquisition and implementation of systems, contribute to server upgrades, annual software maintenance fees, enhanced functionality, and other strategic projects.

Southern Colorado Educational Television Consortium Share **$213,000**

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

SpringsTV **$374,440**

Five positions are funded along with operational costs to allow SpringsTV to meet programming and equipment requirements in addition to the resources required for live broadcasting and department program requests.

Citizen Engagement **$102,660**

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

CITY-FUNDED CAPITAL IMPROVEMENTS PROGRAM (CIP)

Mission

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

Overview

The General Fund's total Capital Improvements Program (CIP) budget is $15,290,667 in 2017. However, $7.1 million is retained in the General Fund – capital projects for stormwater. The General Fund transfer to the City Funded CIP Fund is $7,993,087, which is budgeted in General Costs. In addition, there is $222,000 in anticipated interest earnings. This will fund $1.5 million for roads & bridge projects, nearly $600,000 for grant matches, $750,000 technology improvements, $1.5 million for facility improvements, and nearly $2.4 million for various payments and other projects. A detailed list of projects is in Section 32, Capital Improvements Program (CIP).

Budget Summary	2014 Actual	2015 Actual	2016 Budget	2017 Budget
CIP Construction	$10,204,472	$14,054,024	$18,131,169	$8,215,084
Total	**$10,204,472**	**$14,054,024**	**$18,131,169**	**$8,215,084**

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

GIFT TRUST

2016 Budget: $1,900,000 **2017 Budget:** $1,900,000

Purpose

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

Revenue source

Donations from private individuals or businesses.

Designated expenditure

As designated by donor.

LODGERS AND AUTOMOBILE RENTAL TAX (LART)

Mission

To attract visitors and enhance the economy of the City and the Pikes Peak Region. Revenue not otherwise obligated may be used for the acquisition, construction, maintenance, and operation of public infrastructure or public improvements; which constitute, in part, visitor or tourist attractions. Revenue may also be appropriated for economic development activities as determined by City Council.

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

LART resources available for appropriation in 2017 are projected at $5,518,000. This amount is based on a collaborative projection by the Colorado Springs Convention & Visitors Bureau (CVB) and City Finance staff.

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

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

For 2017, the largest award is to the Colorado Springs Convention & Visitors Bureau (CVB), which is equivalent to 2/3 of the LART revenue. According to the contract with the CVB, in the event total annual revenue to the LART Fund during the year, including any amounts carried forward from prior years, are less than the appropriated amount, the CVB will pay the City back a percentage, equal to the percentage originally appropriated, of the difference between the budgeted amount and the actual collections. In the event total revenue to the LART Fund are more than the appropriated amount, the City will pay the CVB, in addition to the allocated amount, a percentage, equal to the percentage originally appropriated, of the difference between the budgeted amount and the actual collection.

LODGERS AND AUTOMOBILE RENTAL TAX (LART)
Total Anticipated Revenues from LART: $5,518,000

Organization	Event/Project Name	LART Expenditures
	Resolution Events	
Pikes Peak Auto Hill Climb Educational Museum Inc.	Pikes Peak International Hill Climb	$150,000
Colorado Springs Veterans Day Parade, Inc.	Veterans Day Parade	$10,000
Colorado Springs Sports Corporation	Rocky Mountain State Games	$25,000
Hot Apple Productions, LLC	Labor Day Lift Off	$122,000
Colorado Springs Philharmonic Orchestra	Summer Symphony	$142,100
Trails and Open Space Coalition	Starlight Spectacular	$4,000
Holly Berry House, Inc. Rock Ledge Ranch Foundation	Holly Berry House Folk Art Festival	$2,000
Colorado Springs Rodeo Association	Pikes Peak or Bust Rodeo	$20,000
Festival of Lights	Festival of Lights Parade	$12,500
Pikes Peak Range Rider Foundation	Colorado Springs Western Street Breakfast	$4,000
IAFF Local 5	Fallen Firefighter Memorial	$9,553
	Subtotal for City Sponsored by Resolution	**$501,153**
	Tourism	
Colorado Springs Convention & Visitors Bureau	(2/3 of total LART revenue)	$3,678,667
Bruno Event Team	2018 U.S. Senior Open	$165,000
Great White North Communications Ltd.	Colorado Springs International Dragon Boat Festival	$15,000
Sk8-Strong	Rocky Mountain Rampage	$20,000
Pikes Peak Pickleball Association	2nd Annual Great Plains Regional Pickleball Tournament	$10,000
El Pomar Foundation	Regional Air Service Task Force Airport Advertising	$150,000
Community Ventures	Summer tourism magazine	$16,000
Pikes Peak Marathon, Inc.	Pikes Peak Ascent & Marathon	$10,000
Colorado Springs Youth Sports, Inc./El Pomar Youth Sports Pa	2017 Adrenaline Boys and Girls Tournament	$18,000
Rocky Mountain Athletic Conference	RMAC Wrestling Championship	$4,000
Colorado Springs Sports Corporation	Speedskating Olympic Trials	$25,000
Triple Crown Sports	Sparkler Junior	$75,000
Colorado Springs Sports Corporation	Pikes Peak Cycling Hill Climb & USA Cycling Hill Climb National	$15,000
Colorado Springs Regional Business Alliance	Marketing Campaign	$25,000
Pikes Peak Outdoor Recreation Alliance	Outside Pikes Peak	$10,000
	Subtotal for Tourism	**$4,236,667**
	Community Events	
Colorado Springs Sports Corporation	2017 Xfinity Roller Sports Extravaganza	$5,000
Cultural Office of the Pikes Peak Region (COPPeR)	PeakRadar.com	$50,000
Colorado Springs Fine Arts Center	Colorado Springs Fine Arts Center	$50,000
Pikes Peak Celtic Festival	Pikes Peak Celtic Festival	$8,000
Colorado Military Music Society	Colorado Military Taptoo	$12,500
Revvolution-Shift-S3ctor, LLC	Pikes Peak Airstrip Attack	$15,000
Colorado Springs Switchbacks FC	Colorado Springs Switchbacks FC	$20,000
Theatreworks	Summer Shakespeare Festival	$7,500
Gleneagle Sertoma Club	Pikes Peak Soap Box Derby	$864
Good Times Car Show	Good Times Car Show	$2,304
El Paso County Homeless Veterans Coalition	Annual Veterans Recognition Ride	$2,160
Rocky Mountain Motorcycle Museum & Hall of Fame, Inc.	16th Annual Tejon Street Bike Fest	$6,400
Pikes Peak Road Runners, Inc.	Super Half Marathon & 5K	$1,008
Pikes Peak Road Runners, Inc.	American Discovery Trail Marathon	$576
Angels of America's Fallen	Chick-fil-A Patriots' Festival	$396
Friendly Sons & Daughters of St. Patrick	St. Pat's Parade, 5K Run, 50K Bike Ride	$10,000
Grand Prix of Running	Take 5 in the Garden	$648
Grand Prix of Running	Classic 10K	$216
KRCC-FM Colorado College	Blues Under the Bridge	$5,000
Springs Spree: A City in Celebration, Inc.	Springs Spree	$7,000
YMCA of the Pikes Peak Region	Turkey Trot 5K	$2,304
Imagination Celebration	What If…Festival of Innovation and Imagination	$2,500
National MS Society	Walk MS Colorado Springs	$1,080

Organization	Event/Project Name	LART Expenditures
Old Colorado City Associates, Ltd	41st Annual Territory Days	$15,000
Colorado Springs Rodeo Inc.	Colorado Springs Rodeo Summer Series	$10,000
Rocky Mountain Motorcycle Museum & Hall of Fame, Inc.	29th Annual High Country Toy Run	$2,700
Eclectic Fandom, LLC dba GalaxyFest	GalaxyFest	$5,000
	Subtotal for Community	**$243,156**
Capital Improvement		
City of Colorado Springs	Pikes Peak Summit Complex	$250,000
Rocky Mountain Field Institute	Garden of the Gods Community Restoration Program	$10,000
	Subtotal for Capital Improvement	**$260,000**
	Total 2017 LART Expenditures	**$5,240,976**
	2017 Amount Available to be Appropriated	**$735,326**

SENIOR PROGRAMS

Mission

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

Overview

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

In 2014, the Housing Authority notified the City that it could no longer operate the Golf Acres Complex including the Senior Center under the existing model. In October 2014, the City issued a Request for Qualifications ("RFQ") to identify qualified firms capable of operating the Senior Center. The YMCA of the Pikes Peak Region ("YMCA") was the only respondent to the RFQ and was determined to be highly qualified by the RFQ review team. After determining that the City could take over operations, with the assistance of the YMCA, the City agreed to exercise its first right to reacquire the property. City staff, in coordination with the Senior Center staff, Housing Authority and YMCA, held multiple meetings with stakeholders to gather public input about the Senior Center transition. In addition, City staff accepted comments on comment cards provided at the Senior Center, by email, and through many phone calls. In response to the input received, the City, Housing Authority and YMCA agreed to transfer the ownership and management of the complex on or about August 31, 2015, with a transition period between June 1 and August 31 to better ensure a seamless transition from Housing Authority ownership and management to City ownership and YMCA management. In order to accomplish that goal, the parties entered into three agreements.

1. **Conveyance agreement** – conveying from the Housing Authority to the City all real property at the Golf Acres Complex, all personal property related to the Senior Center and the remaining balances of the funds that were transferred to the Housing Authority in 2011.

2. **Professional services agreement** – between the City and the YMCA under which the YMCA served as the City's agent during the transition period. The YMCA was responsible for evaluating the Senior Center operations, working with the City to create a transition plan, and implementing the transition plan.
3. **Management agreement** – under which the YMCA will operate and manage the Senior Center starting August 31, 2015.

In August 2015, City Council approved a supplemental appropriation ordinance (Ordinance No. 15-51) to adopt the 2015 budget and appropriate monies for the Senior Programs Fund to support all expenses incurred from September 1 through December 31, 2015 for the YMCA contract and operations of the Golf Acres Complex. The 2017 budget for the Senior Programs Fund is provided in the table below.

2017 Senior Programs	
Revenue	
CD Smith Trust	$ 25,000
Koch Trust	$ 5,000
Elliot Trust	$ 7,000
Leases	$ 238,000
Interest	$ 7,000
Total Revenue	**$ 282,000**
Expenditures	
Maintenance and utilities – Golf Acres	$ 92,000
CD Smith Trust eligible expenses	$ 25,000
Commercial management fee	$ 25,000
YMCA contract	$ 140,000
Total Expenditures	**$ 282,000**

Revenue Overview
For 2017, rental revenue from tenants of the Golf Acres Complex is estimated to be $238,000; dedicated revenue from the three trusts is estimated to be $37,000; and interest revenue is estimated at $7,000.

Expenditure Overview
For 2017, an estimated payment of $140,000 will be made per the YMCA contract to offset its operating costs, $117,000 will be used by the City for operations of the Golf Acres Complex; and $25,000 is estimated for certain expenditures allowed by the CD Smith Trust.

Enterprise Funds

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

Internal Service Funds

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

Fund	Location in Budget Book
Claims Reserve Self-Insurance Fund	Human Resources
Employee Benefits Self-Insurance Fund	Human Resources
Office Services Fund	Contract Compliance & Sustainability
Radio Fund	Information Technology
Workers' Compensation Fund	Human Resources

Permanent Funds

These funds account for assets held by the City in a trustee capacity or as an agent for other agencies, individuals, private organizations, or governmental units. Included in this category are non-expendable trust funds and agency funds. Additional information on these funds can be found where noted.

C. D. SMITH TRUST FUND

2016 Budget: $75,000 **2017 Budget:** $75,000

Purpose:
Provide funding for senior programs.

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

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

CEMETERY ENDOWMENT FUND

2016 Budget: $250,000 **2017 Budget:** $250,000

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

Revenue source:
Investment earnings and endowments.

Designated expenditure:
Cemetery operations.

TRAILS, OPEN SPACE AND PARKS MAINTENANCE

2016 Budget: $1,150 **2017 Budget:** $20,264

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

Revenue source:
Income from endowments and interest earnings.

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

Grants Funds

AIRPORT GRANTS FUND

2016 Budget: $13,190,108 **2017 Budget:** $13,222,222

Purpose:
All anticipated grant revenue and interest earnings are budgeted, which streamlines the process for accepting grants. A resolution from City Council is still required to accept all grants, but a separate appropriation is not necessary.

Revenue source:
Airport Improvement Program (AIP) and Colorado Discretionary Aviation Grant funds, as well as any anticipated interest earnings.

Designated expenditure:
Grant activities as approved by City Council or Mayor, as required per the granting agency, plus interest earnings for those grants eligible to earn and spend interest income.

GRANTS FUNDS

2016 Budget: $34,749,889 **2017 Budget:** $24,919,199

Purpose:
All anticipated grant revenue and interest earnings are budgeted, which streamlines the process for accepting grants. A resolution from City Council is still required to accept all grants, but a separate appropriation is not necessary.

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

Designated expenditure:
Grant activities as approved by City Council or Mayor, as required per the granting agency, plus interest earnings for those grants eligible to earn and spend interest income.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

Mission – To ensure decent affordable housing, to provide services to the most vulnerable in our communities, and to create jobs through the expansion and retention of businesses.

Each activity must meet one of the following national objectives for the program: benefit low- and moderate-income persons, prevention or elimination of slums or blight, or address community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community for which other funding is not available.

(See the Community Development narrative for details of this fund.)

EMERGENCY SHELTER ACT GRANT

ESG funds can be used for five program components: street outreach, emergency shelter, homelessness prevention, rapid re-housing assistance, and data collection through the Homeless Management Information System or HMIS.

(See the Community Development narrative for details of this fund.)

HOME INVESTMENT PARTNERSHIP (HOME)

Awarded annually as formula grants to participating jurisdictions, the program allows States and local governments to use funds for grants, direct loans, loan guarantees or other forms of credit enhancements, or rental assistance or security deposits.

(See the Community Development narrative for details of this fund.)

Debt Overview

The City has long-term financial obligations in the form of several instruments such as Bonds, Certificates of Participation (COPs), and Leases. While Bonds are considered a multi-year obligation, the other instruments are subject to annual appropriations and, therefore, not considered debt per the Tax Payer's Bill of Rights (TABOR).

Bond Ratings

To attain the lowest possible interest rates, the City obtains a credit rating from the major rating services. A strong rating provides for a lower interest rate which results in a lower cost to city taxpayers. The three major rating services are Moody's, Standard & Poor's, and Fitch. The following table presents a comparison of their respective ratings and their meaning:

Description	Moody's Rating	Standard & Poor's Rating	Fitch Rating
Best quality, extremely strong capacity to pay principal and interest	Aaa	AAA	AAA
High quality, very strong capacity to pay principal and interest	Aa	AA	AA
Upper medium quality, strong capacity to pay principal and interest	A	A	A
Medium grade quality, adequate capacity to pay principal and interest	Bbb	BBB to A-	BBB to A-
Speculative quality, low capacity to pay principal and interest	Ba and lower	BB and lower	BB and lower

Note: Within groups, Moody's designates those bonds with strongest attributes with a 1, for instance A1 or Aa1 would be of slightly higher quality than A2 or Aa2. Standard & Poor's and Fitch attach a "+" or a "-" to indicate slight variation within the rating groups. Examples would be AA- or A+ to indicate a credit better than an "A" but less than "AA."

The City's latest bond and certificate ratings are as follows:

Description	Moody's Rating	Standard & Poor's Rating	Fitch Rating
Bond / COP Issue Type			
Sales & Use Tax Revenue Bonds			
Series 2007 – SCIP	Aa3	AA+	N/A
Series 2009 – SCIP	Aa3	AA+	N/A
Certificates of Participation			
Series 2009 – USOC	Aa3	AA-	N/A
Series 2011 – Old City Hall, Red Rock Canyon, Skyview	Aa3	AA-	N/A
Parking Revenue Bonds	not rated	not rated	not rated
Airport Revenue Bonds	Baa1	BBB+	BBB+

General Obligation Debt

General Obligation bonds are direct obligations that pledge the full faith and credit of the City for the repayment of principal and interest. The City's total general obligation debt limit per the City Charter is 10% of the assessed valuation; therefore for 2017 the preliminary limit is $498.5 million. The total general obligation bonded indebtedness in 2017 is $0. This leaves an available debt margin of $498.5 million or 100% of the City's debt limit remains available.

Sales Tax Revenue Bonds

Sales Tax Revenue bonds are issued to finance the construction of various capital improvements. Sales Tax Revenues are used to repay the principal and interest of the bonds.

In May 1999, the City issued $87,975,000 in Sales Tax Revenue Bonds. The bonds were issued for various capital improvement projects recommended by the Springs Community Improvements Program (SCIP) citizen committees. While these bonds do not count against the City's debt limit, they commit sales tax revenue to pay them. During 2007, the City refinanced approximately $10.4 million of these bonds; in 2009, the City refinanced the remaining $34.5 million. The final payment totals $2,766,750, which will be paid from a General Fund – General Cost account in December 2016, after which the City will have no outstanding Sales Tax Revenue Bonds.

Airport Revenue Bonds

2014 Airport System Revenue (previously 2002 Terminal Project) Bonds
In 2014 the Series 2002 Terminal Project (previously 1992A) was refinanced with a principal value of $11,185,000 at an interest rate of 5.00%.

Interest Rate on Outstanding Debt: 5.00% (True Interest Cost 3.29%)
These bonds are not callable prior to maturity.
The 2017 payment totals $1,463,000 and is paid through the Airport Enterprise Fund.

Year	Principal	Interest	Total
2017	1,040,000	423,000	1,463,000
2018	1,090,000	371,000	1,461,000
2019	1,145,000	316,500	1,461,500
2020	1,205,000	259,250	1,464,250
2021	1,265,000	199,000	1,464,000
2022	1,325,000	135,750	1,460,750
2023	1,390,000	69,500	1,459,500
Total	**$8,460,000**	**$1,774,000**	**$10,234,000**

2007A and 2007B Airport System Revenue Bonds
In 2016, the Airport budgeted $7.5 million to retire the 2007A and 2007B Series Airport System Revenue bonds as they are callable in whole or in part at any time beginning December 15, 2016, with no call premium. It is the intention of the Airport to retire the bonds as part of its strategy to lower costs for airlines and enhance opportunities for profitable air service.

Parking System Revenue Bonds

2015 Parking System Revenue Bonds

In 2015 the Series 1999 and Series 2006 Parking System Revenue Bonds were combined and refinanced with a principal value of $9,520,000 at an interest rate of 2.43%.

These bonds are callable in whole on the first of any month beginning December 1, 2020, with no call premium. The 2017 payment totals $908,530 and is paid through the Parking System Enterprise Fund.

Year	Principal	Interest	Total
2017	710,000	198,530	908,530
2018	720,000	181,278	901,278
2019	700,000	163,782	863,782
2020	715,000	146,772	861,772
2021	735,000	129,398	864,398
2022	750,000	111,537	861,537
2023	770,000	93,312	863,312
2024	790,000	74,601	864,601
2025	810,000	55,404	865,404
2026	830,000	35,721	865,721
2027	640,000	15,552	655,552
Total	**$8,170,000**	**$1,205,887**	**$9,375,887**

Certificates of Participation (COP)

Certificates of Participation (COPs) are issued for particular projects and are repaid from lease payments made by the City for use of the acquired property.

In October 2009, the City entered into a lease-purchase agreement with the City of Colorado Springs Public Facilities Authority to issue COPs for the United States Olympic Committee (USOC) facilities project in the amount of $31,470,000. The project includes office space for the USOC Headquarters in downtown Colorado Springs and certain improvements at the USOC Olympic Training Center. The 2017 payment totals $1,822,625, which is paid from a General Fund – General Cost account.

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

Year	Principal	Interest	Total
2017	370,000	1,452,625	1,822,625
2018	425,000	1,440,600	1,865,600
2019	480,000	1,425,725	1,905,725
2020	540,000	1,408,925	1,948,925
2021	615,000	1,381,925	1,996,925
2022	690,000	1,351,175	2,041,175
2023	770,000	1,316,675	2,086,675
2024	850,000	1,278,175	2,128,175
2025	935,000	1,244,175	2,179,175
2026	1,025,000	1,206,775	2,231,775
2027	1,115,000	1,164,494	2,279,494
2028	1,210,000	1,118,500	2,328,500
2029	1,325,000	1,058,000	2,383,000
2030	1,445,000	991,750	2,436,750
2031	1,570,000	919,500	2,489,500
2032	1,710,000	841,000	2,551,000
2033	1,855,000	755,500	2,610,500
2034	1,950,000	662,750	2,612,750
2035	2,045,000	565,250	2,610,250
2036	2,150,000	463,000	2,613,000
2037	2,255,000	355,500	2,610,500
2038	2,370,000	242,750	2,612,750
2039	2,485,000	124,250	2,609,250
Total	**$30,185,000**	**$22,769,019**	**$52,954,019**

Certificates of Participation (COP)

In May 2011, the City and the City of Colorado Springs Public Facilities Authority refinanced the 1999 Series Skyview Softball Complex, Series 2000 Old City Hall Project and the Series 2003 Red Rock Canyon Project COPs. Although this is part of a combined refinancing, the payments are separated as a result of multiple funding sources.

Skyview Softball Complex Series 2011 (1999 portion of combined 2011 series)
Interest Rates on Outstanding Debt: 3.25% – 5.0%
These bonds are not callable prior to maturity.

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

The 2017 payment totals $269,900 and is made from the Conservation Trust Fund and the Ballfield Capital Improvements Fund.

Year	Principal	Interest	Total
2017	240,000	29,900	269,900
2018	250,000	20,300	270,300
2019	240,000	7,800	247,800
Total	**$730,000**	**$58,000**	**$788,000**

Old City Hall Project Series 2011 (2000 portion of combined 2011 series)
Interest Rates on Outstanding Debt: 3.25% – 5.0%
These bonds are not callable prior to maturity.

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

The 2017 payment totals $524,325 and is made from the General Fund – General Costs and Police Department accounts.

Year	Principal	Interest	Total
2017	460,000	64,325	524,325
2018	475,000	45,925	520,925
2019	300,000	22,175	322,175
2020	205,000	7,175	212,175
Total	**$1,440,000**	**$139,600**	**$1,579,600**

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

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

The 2017 payment totals $1,123,825 and is made from the Conservation Trust Fund and the Trails, Open Space and Parks Fund.

Year	Principal	Interest	Total
2017	1,030,000	93,825	1,123,825
2018	1,075,000	53,750	1,128,750
Total	**$2,105,000**	**$147,575**	**$2,252,575**

Lease/Lease-Purchase Financing

State Statue 29-1-103 (3) requires that all local governments set forth in the budget document all amounts for lease-purchase agreement obligations which involve funding commitments beyond the forthcoming fiscal year.

City Administration Building – 2013

In August 2013, City Council approved a bank lease-purchase agreement in the amount of $7.4 million to refinance the 2007 bank lease-purchase agreement for the purchase of the City Administration Building (CAB). At the end of the term, the City will have the option to purchase the building for $4,066,212. The total payment for 2016 is $626,759 and is made from the General Fund – General Costs account.

Interest component of payment based upon: 2.49%

Year	Principal	Interest	Total
2017	485,214	141,545	626,759
2018	497,435	129,324	626,759
2019	509,963	116,796	626,759
2020	390,884	79,185	470,069
Total	**$1,883,496**	**$466,850**	**$2,350,346**

Sand Creek Police Substation – 2016

In August 2016, City staff presented to City Council a proposal to Lease/Lease-Purchase the construction and improvement of the new Sand Creek Police Substation. The Ordinance approving the transaction was approved by City Council on September 27, 2016. While the transaction has not closed as of the printing of this document, the principal amount is expected to be approximately $13.5 million with annual payments of approximately $1.5 million over 10 years. $1.5 million is programmed for the first year payment in the General Fund CIP budget.

Interest component of payment based upon: LIBOR 6 and 7 year swap rate + 40 basis points

Other Lease-Purchase Obligations

Description	1-1-17 Balance**	2017 Payment	12-31-17 Remaining
General Fund Lease-Purchase Obligations*	$487,478	$305,595	$304,315

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

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

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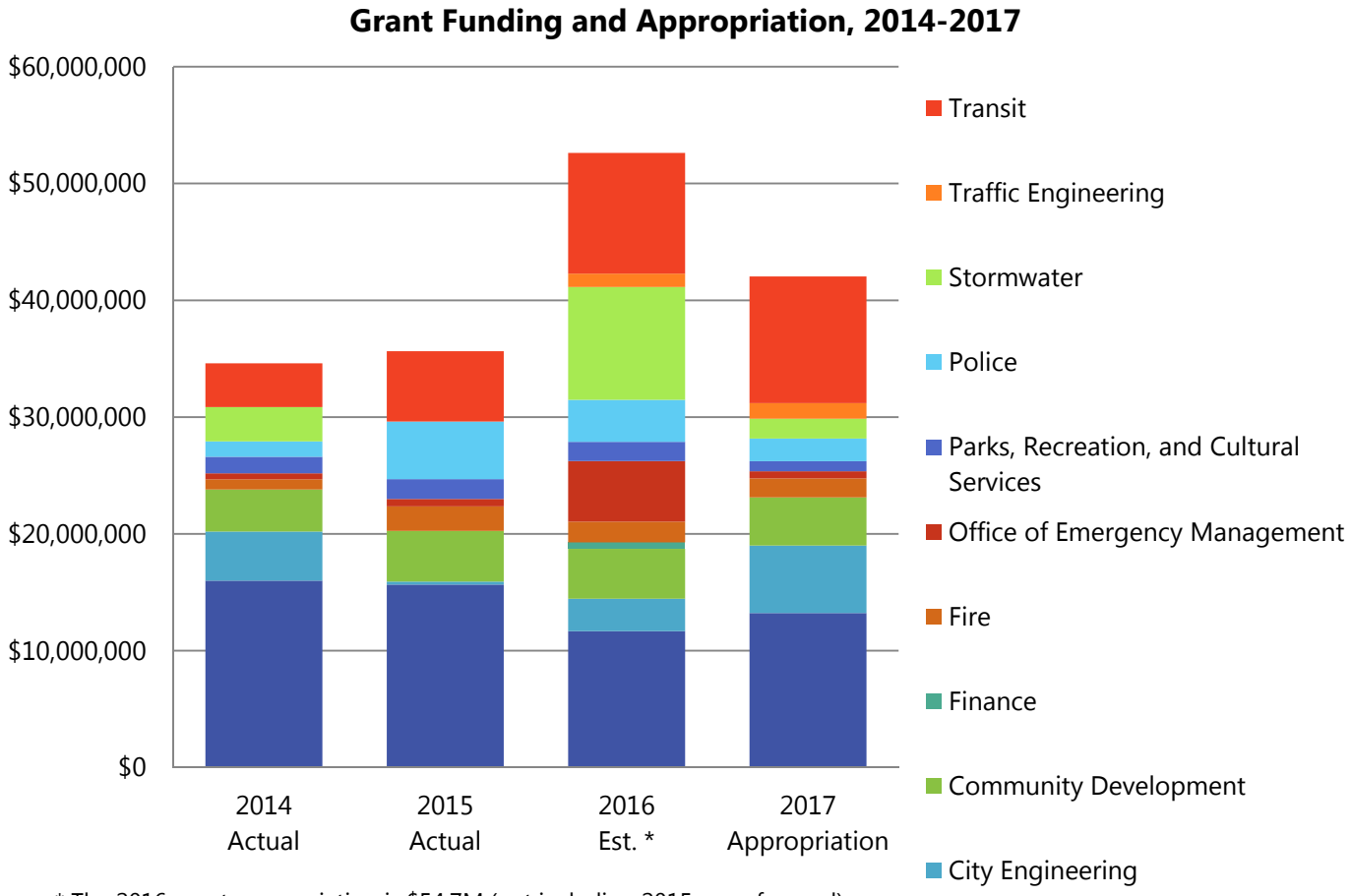
Grants Overview

Grants Appropriation $42,039,733

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

The City estimates a decrease of $12.7 million in the amount of grants to be appropriated in 2017. The prior year amounts shown below include the total amount of the grants appropriation pool that was used during that respective year. The grants appropriation amount includes grant dollars as well as match dollars. Therefore, the grant appropriation amount each year is greater than the actual grant funds received by the City. The total for 2017 includes potential grants, both capital grants and operating grants, for which departments intend to apply, including highly competitive grants that are not guaranteed.



* The 2016 grant appropriation is $54.7M (not including 2015 carry forward); however, the estimated actual activity of nearly $52.6M includes grants awarded through August 31, 2016, as well as grants projected to be awarded from September 1, 2016 through year end.

Grants Appropriation **	2016	2017	Variance
Capital Improvement Grants †	$21,248,577	$27,970,087	$6,721,510
Disaster Grants (FEMA DR-4229)	14,879,848	0	(14,879,848)
Operating Grants	18,634,036	14,069,646	(4,564,390)
Total Grants Appropriation	**$54,762,461**	**$42,039,733**	**($12,722,728)**

** The Grants Appropriation includes the anticipated federal/state/private grant funding, and local grant match.

† For 2016, federal disaster grant funds for the FEMA Public Assistance (PA) grant program was available for eligible projects related to the 2015 flooding. For 2017, these disaster grant programs are not available.

Grant Administration

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

Types of Grants

Grants facilitate capital investment and operational capacity that would otherwise be impossible for the City to accomplish due to financial constraints. Grant funding supports local capital improvement projects, local government operations, and disaster recovery efforts—these funds are designated specifically to projects and improvements in line with the intent of the grantor. Grant funding, therefore, is temporary assistance to accomplish policy or infrastructure goals on behalf of the grantor.

Capital Improvement grants fund projects involving infrastructure improvement projects, purchases of equipment or property, and renovation of City facilities creating a fixed asset and having a long life. Capital Improvement Grants are discussed in the Capital Improvement Section, starting on page 32-1.

Operating grants fund programs undertaken by the City to provide services such as transit services, DUI enforcement checkpoints, Office of Emergency Management efforts, and community development programs. Grant funding awarded for operations is listed in each relevant department narrative of the Budget document.

Matching Funds

Certain grants require matching funds as the recipient's demonstration of financial commitment to the grant-funded project. Matching funds can be contributed by the General Fund and other City funds through the Budget process, or by in-kind third party contributions.

Matching funds leverage City dollars to accomplish projects that otherwise could not be undertaken due to lack of financial resources. The return on the City's investment varies depending on the structure of the grant. Grantors may require differing levels of matching funds, some of which are required by federal, state, or other grantor statute. When possible, matching funds are sought from other entities.

Formula vs. Discretionary Grants

Formula grants are awarded according to the grantor's determination of equitable distribution of grant funds to the City of Colorado Springs. These include the Community Development Block Grant (CDBG), and Transit Section 5307, among others.

Discretionary grants are generally competitive grants for which the City develops an application and the grantor determines the recipient. Discretionary grants award funds based on the viability of the proposed project, evidence of support from stakeholders, and quality of the application materials.

Grant Appropriation Detail

Type of Funding/Recipient	Anticipated Grant Funding	Budgeted Grant Match	2017 Grants Appropriation
Capital Improvement Grants			
Airport	$11,985,555	$1,236,667	$13,222,222
City Engineering	4,624,919	1,156,248	5,781,167
Community Development	933,673	0	933,673
Stormwater	1,700,000	0	1,700,000
Transit	4,078,310	921,000	4,999,310
Total Capital Improvement Grants	**$24,416,440**	**$3,553,647**	**$27,970,087**
Operating Grants			
Airport	$0	$0	$0
Community Development	3,193,440	0	3,193,440
Finance	0	0	0
Fire	1,625,000	0	1,625,000
Office of Emergency Management	610,450	0	610,450
Parks, Recreation, and Cultural Services	625,000	240,000	865,000
Police	1,936,520	0	1,936,520
Transit	5,742,904	96,332	5,839,236
Total Operating Grants	**$13,733,314**	**$336,332**	**$14,069,646**
Total Grants Appropriation	**$38,149,754**	**$3,889,979**	**$42,039,733**

Capital Improvement Grants:
Capital Improvement grant funding and contributed match is included within the Capital Improvement Program All Funds Detail, starting on page 32-1. Match identified above is a component of the non-grant CIP funding sources, but may not make up the non-grant funded sources in their entirety.

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

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Personnel Overview

Position changes

General Fund – Position changes from 2016 Amended Budget to 2017 Budget

- Convert Information Technology contractors to 8 regular positions to meet operational needs more effectively
- Transfer 3 Neighborhood Services positions from grant funds to General Fund – to align with grant requirements, these positions are now in the General Fund and will receive reimbursement for grant related activities
- Add 12 sworn firefighting positions to staff the City's newest fires station, Station #22
- Add 14 positions to Stormwater to build a more robust stormwater management program
- Add 8 positions to Public Works Operations and Maintenance to continue to meet the PPRTA Transportation Maintenance Level of Effort

All Other Funds – Position changes from 2016 Amended Budget to 2017 Budget

- Transfer 3 Neighborhood Services positions from grant funds to General Fund – to align with grant requirements, these positions are now in the General Fund and will receive reimbursement for grant related activities
- Reduce 0.5 grant funded position at the Office of Emergency Management
- Add 1 grant funded position in Transit
- Add 1 position in the Airport Enterprise
- Add 3 PSST civilian positions to Fire
- Add 1.5 grant funded position to Fire

Pension Plan Costs

- Closed sworn pension plan cost increase of $2.2 million to the General Fund

Benefit Changes

- Medical Plan
    - No change to employee medical, dental or vision premiums for 2017 and no change to employer costs of the plan
    - Plan design changes to incentivize members to seek care at the Anthem Blue Cross Blue Shield narrow network of providers that provide low cost, high quality care.

Pay Changes

Civilian

- Pay for Performance

  Civilian employees will receive increases based on their 2016 performance relative to their compa-ratio, with an overall merit pool of 2%.

- Maintain Market Average on Salary Structure

  Civilian jobs are placed on the Salary Structure based on the market average. Current market data reflects that 19 classifications should be moved to remain competitive in the market. 375+ classifications will remain in their current zone. Based on the 2016 Salary Review the Market Average our Salary Schedule was found to be sound, with no adjustment needed to the Market Average (data was aged to January 1, 2017).

Sworn

- 2% Sworn Rank Increase

  Sworn employees who are paid by their rank will receive a 2% across the board increase as long as their performance meets expectations, with the exception of the other changes listed below.

- Police Recruits and Police Step Progression

  Current market data reflects that Police Recruits should be hired at $50,000 to remain competitive in the market. After our recruits graduate, they progress through a series of four steps up to the Police Officer 1st rate. The steps are reset based on the recruits being paid $50,000.

- Fire – Paramedics – Restore 4.37% Differential over the Fire Driver Engineers

  Since the 2013 Total Compensation Study was implemented, we have experienced significant difficulties maintaining paramedic staffing. Prior to 2013, Paramedics were placed 4.37% above the Fire Driver Engineers in the salary schedule. The low Paramedic staffing significantly increases acting pay and overtime expenses. If we restore the salary structure we will stabilize staffing for this rank and provide additional incentive for Firefighters to promote to Paramedic.

Pay Practice Change

- Overtime – Remove Vacation Time from the Calculation

  Most municipalities and private sector entities that we compare to do not include vacation in their definition of hours worked for overtime calculations. Employees will be paid overtime based on their actual hours worked in their applicable FLSA cycle.

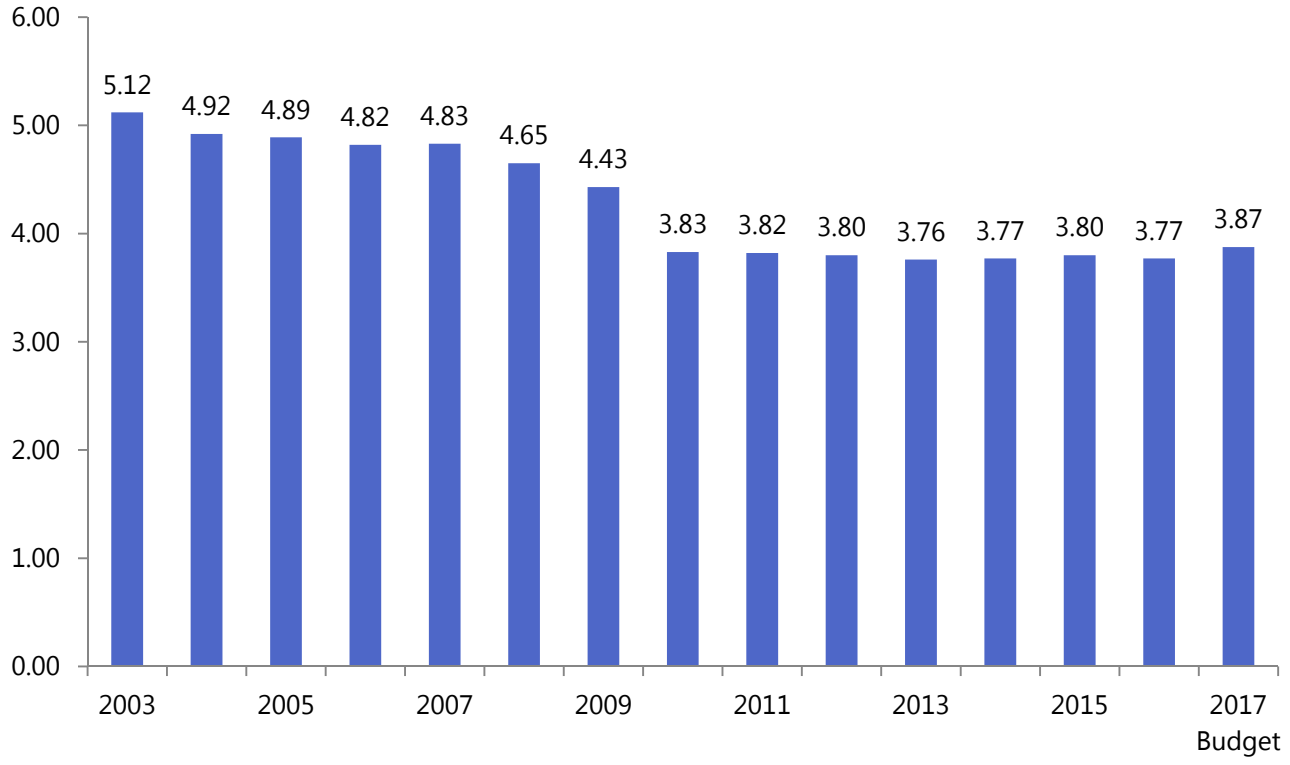
The Total Compensation of city employees to include salary, benefits and pay practices is generally competitive to the market given fiscal constraints under which the City has been working. We will continue to work to maintain our market competitiveness.

48.00 Net positions added across all funds from 2016 Amended Budget

	2015 Amended	2016 Budget	2016 Amended	Transfer	Add	Eliminate	2017 Budget	Difference: 2016 A - 2017 B
General Fund	1,712.75	1,721.25	1,751.25	3.00	42.00	0.00	1,796.25	45.00
Public Safety Sales Tax Fund	229.50	229.50	230.50	0.00	3.00	0.00	233.50	3.00
Enterprise Funds	151.00	152.00	153.50	0.00	1.00	0.00	154.50	1.00
Special Revenue Funds - Other	66.00	68.00	68.00	0.00	0.00	0.00	68.00	0.00
Grant Funds	62.00	62.00	62.50	(3.00)	2.50	(0.50)	61.50	(1.00)
Radio Communications Fund	6.00	6.00	8.00	0.00	0.00	0.00	8.00	0.00
Office Services Fund	9.00	9.00	8.00	0.00	0.00	0.00	8.00	0.00
Workers' Compensation Fund	8.75	8.25	8.25	0.00	0.00	0.00	8.25	0.00
Employee Benefits Self - Insurance Fund	4.00	4.00	4.00	0.00	0.00	0.00	4.00	0.00
Claims Reserve Self - Insurance Fund	2.50	2.50	2.50	0.00	0.00	0.00	2.50	0.00
Total All Funds	**2,251.50**	**2,262.50**	**2,296.50**	**0.00**	**48.50**	**(0.50)**	**2,344.50**	**48.00**

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

General Fund Employees per 1,000 Population



Since 2003, the General Fund employees per 1,000 population have decreased more than 24%.

General Fund Position Change Details

	2015 Amended	2016 Budget	2016 Amended	Transfer	Add	Eliminate	2017 Budget	Difference: 2016 A - 2017 B
General Fund								
City Attorney, City Clerk, Municipal Court								
City Attorney	41.50	42.00	42.00				42.00	0.00
City Clerk	8.00	9.00	9.00				9.00	0.00
Municipal Court	32.50	34.50	34.50				34.50	0.00
City Auditor	14.00	14.00	14.00				14.00	0.00
City Council	5.00	5.00	5.00				5.00	0.00
Finance, Community Development, Economic Development								
Finance	30.75	30.75	30.75	4.00			34.75	4.00
Community Development (f/k/a Housing)	1.00	1.00	1.00				1.00	0.00
Economic Development	3.00	3.00	3.00				3.00	0.00
Fire								
Fire	374.00	374.00	374.00		12.00		386.00	12.00
Office of Emergency Management	5.50	5.50	5.50				5.50	0.00
Information Technology	52.00	54.00	58.00		8.00		66.00	8.00
Mayor and Support Services								
Mayor's Office	5.00	5.00	6.00				6.00	0.00
Communications	3.00	3.00	3.00				3.00	0.00
Human Resources								
Employment Services	13.00	13.00	13.00				13.00	0.00
Risk Management	7.25	7.25	7.25				7.25	0.00
Procurement	4.00	5.00	5.00				5.00	
Real Estate Services	4.00	4.00	4.00				4.00	0.00
Sustainability & Support Services	4.00	5.00	6.00				6.00	0.00
Parks, Recreation & Cultural Services								
Cultural Services	12.00	12.00	13.00				13.00	0.00
Forestry	8.00	8.00	8.00				8.00	0.00
Parks Operations & Development	19.50	19.50	21.50				21.50	0.00
Recreation & Administration	33.25	33.25	34.25	(1.00)			33.25	(1.00)
Planning and Development								
Land Use Review	16.00	15.00	29.00				29.00	0.00
Neighborhood Services (f/k/a Code Enforcement)	0.00	14.00	14.00	3.00			17.00	3.00
Police	825.50	813.50	815.50	(3.00)			812.50	(3.00)
Public Works								
City Engineering	43.75	42.25	17.75				17.75	0.00
Public Works Operations & Maintenance (f/k/a Streets)	87.00	85.00	88.00		8.00		96.00	8.00
Stormwater	25.25	28.75	52.25		14.00		66.25	14.00
Traffic Engineering	26.00	26.00	28.00				28.00	0.00
Transit	9.00	9.00	9.00				9.00	0.00
Total General Fund	**1,712.75**	**1,721.25**	**1,751.25**	**3.00**	**42.00**	**0.00**	**1,796.25**	**45.00**

Other Funds Position Change Details

	2015 Amended	2016 Budget	2016 Amended	Transfer	Add	Eliminate	2017 Budget	Difference: 2016 A - 2017 B
Support Services Funds								
Office Services Fund	9.00	9.00	8.00				8.00	0.00
Radio Communications Fund	6.00	6.00	8.00				8.00	0.00
Total Support Services Funds	**15.00**	**15.00**	**16.00**	**0.00**	**0.00**	**0.00**	**16.00**	**0.00**
Internal Services Funds								
Claims Reserve Self - Insurance Fund	2.50	2.50	2.50				2.50	0.00
Employee Benefits Self - Insurance Fund	4.00	4.00	4.00				4.00	0.00
Workers' Compensation Fund	8.75	8.25	8.25				8.25	0.00
Total Internal Services Funds	**15.25**	**14.75**	**14.75**	**0.00**	**0.00**	**0.00**	**14.75**	**0.00**
Enterprise Funds								
Airport	93.00	93.00	95.00		1.00		96.00	1.00
Cemeteries	6.00	6.00	6.00				6.00	0.00
Development Review Enterprise	14.50	15.50	15.00				15.00	0.00
Parking System	8.50	8.50	8.50				8.50	0.00
Patty Jewett Golf Course	6.50	6.50	7.00				7.00	0.00
Pikes Peak - America's Mountain	19.00	19.00	19.00				19.00	0.00
Valley Hi Golf Course	3.50	3.50	3.00				3.00	0.00
Total Enterprise Funds	**151.00**	**152.00**	**153.50**	**0.00**	**1.00**	**0.00**	**154.50**	**1.00**
Special Revenue Funds - Public Safety Sales Tax Fund								
Fire	101.50	101.50	101.50		3.00		104.50	3.00
Police	128.00	128.00	129.00				129.00	0.00
Total Public Safety Sales Tax Fund	**229.50**	**229.50**	**230.50**	**0.00**	**3.00**	**0.00**	**233.50**	**3.00**
Special Revenue Funds - Other								
Cable Franchise Grant Fund	6.00	6.00	6.00				6.00	0.00
Conservation Trust (CTF)	40.50	41.50	41.50				41.50	0.00
SIMD Funds	11.00	11.00	11.00				11.00	0.00
Trails, Open Space and Parks (TOPS)	8.50	9.50	9.50				9.50	0.00
Total Special Revenue Funds - Other	**66.00**	**68.00**	**68.00**	**0.00**	**0.00**	**0.00**	**68.00**	**0.00**
Grant Funds								
CDBG, HOME, HOPE III and ESG	9.00	9.00	9.00				9.00	0.00
Emergency Management	2.00	2.00	3.00			(0.50)	2.50	(0.50)
Fire	7.00	7.00	8.50		1.50		10.00	1.50
Planning - Neighborhood Services (f/k/a Code Enforcement)	0.00	3.00	3.00	(3.00)			0.00	(3.00)
Police	27.00	24.00	22.00				22.00	0.00
Public Works - Transit	17.00	17.00	17.00		1.00		18.00	1.00
Total Grant Funds	**62.00**	**62.00**	**62.50**	**(3.00)**	**2.50**	**(0.50)**	**61.50**	**(1.00)**
All Funds Total	**2,251.50**	**2,262.50**	**2,296.50**	**0.00**	**48.50**	**(0.50)**	**2,344.50**	**48.00**

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City Attorney

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

2017 Initiatives

ID	Goal	Initiative
4A-17	Excelling in City Services	Provide professional legal services to the legislative, judicial and executive branches, City departments, and enterprises.
4A-18	Excelling in City Services	Proactively advise and educate officials, employees, departments, and enterprises on relevant law and practices.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$4,410,540	$5,084,851	$5,084,851	$5,080,177	($4,674)
	Total	**$4,410,540**	**$5,084,851**	**$5,084,851**	**$5,080,177**	**($4,674)**
	Positions					
	General Fund	41.50	42.00	42.00	42.00	0.00
	Total	**41.50**	**42.00**	**42.00**	**42.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

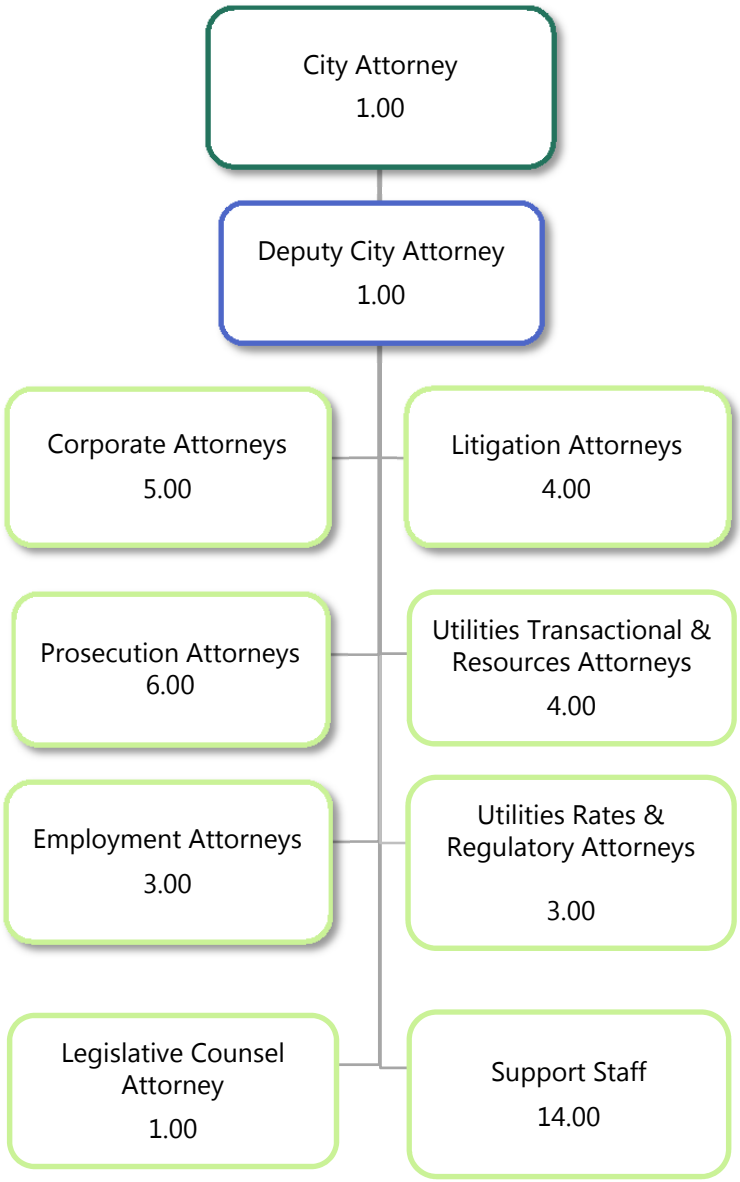
Significant Changes vs. 2016

- None

City Attorney

The City Attorney's Office is the legal advisor to the Mayor, City Council, commissions, and staff of the municipal government and City enterprises in relation to their duties as set forth in City Charter Art. XIII, §13-80. The City Attorney's Office:

- Represents the City in all court cases where the City has an interest and prosecutes all cases docketed into Municipal Court
- Provides legal representation to Colorado Springs Utilities and the Memorial Health System Enterprise
- Provides assistance in transactional matters and employment matters on behalf of the City and all its enterprises
- Reviews, updates, and maintains the City Code and provides legal services to special district, annexation, and finance issues



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 General Fund Budget.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$4,099,454	$4,178,505	$4,761,945	$4,761,945	$4,764,771	$2,826
Operating	320,081	222,227	317,906	315,906	310,406	(5,500)
Capital Outlay	60,829	9,808	5,000	7,000	5,000	(2,000)
Total	**$4,480,364**	**$4,410,540**	**$5,084,851**	**$5,084,851**	**$5,080,177**	**($4,674)**
Revenue	**$1,429,584**	**$1,571,171**	**$1,450,116**	**$1,450,116**	**$1,498,726**	**$48,610**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Attorney	7.00	4.00	4.00	3.00	(1.00)
City Attorney	1.00	1.00	1.00	1.00	0.00
Deputy City Attorney	1.00	1.00	1.00	1.00	0.00
Division Chief	5.00	6.00	6.00	6.00	0.00
Legal Administrator	1.00	1.00	1.00	1.00	0.00
Legal Secretary	5.00	5.00	5.00	5.00	0.00
Legislative Counsel	0.50	1.00	1.00	1.00	0.00
Office Specialist	0.00	1.00	1.00	0.00	(1.00)
Paralegal	6.00	5.00	5.00	5.00	0.00
Prosecutor	5.00	4.00	4.00	4.00	0.00
Senior Attorney	8.00	11.00	11.00	11.00	0.00
Senior Attorney	1.00	2.00	2.00	2.00	0.00
Senior Legal Secretary	1.00	0.00	0.00	0.00	0.00
Senior Office Specialist	0.00	0.00	0.00	1.00	1.00
Staff Assistant	0.00	0.00	0.00	1.00	1.00
Total Positions	**41.50**	**42.00**	**42.00**	**42.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes	During 2016	* 2016 Amended - 2016 Original Budget
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($74,692)
	Increase to fund pay for performance and position movements in salary structure	$77,518
	Total Salaries/Benefits/Pensions	**$2,826**
	Operating	
	Decrease to operations	($5,500)
	Total Operating	**($5,500)**
	Capital Outlay	
	Decrease for furniture and fixtures	($2,000)
	Total Capital Outlay	**($2,000)**
	Total For 2017	**($4,674)**

Position Changes	During 2016	* 2016 Amended - 2016 Original Budget
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Converted 1.00 FTE Attorney to Senior Attorney	0.00
	Converted 1.00 FTE Office Specialist to Senior Office Specialist	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
City Attorney

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	3,286,833	3,357,961	3,737,307	3,737,307	3,824,532	87,225
51210 - OVERTIME	4,163	506	1,500	1,500	1,500	0
51220 - SEASONAL TEMPORARY	30,770	29,147	5,000	5,000	5,000	0
51245 - RETIREMENT TERM VACATION	17,367	3,549	0	0	0	0
51260 - VACATION BUY PAY OUT	10,913	8,897	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(29,622)	(28,876)	0	0	0	0
51610 - PERA	436,180	448,522	519,212	519,212	523,082	3,870
51612 - RETIREMENT HEALTH SAVINGS	0	0	25,000	25,000	25,000	0
51615 - WORKERS COMPENSATION	7,019	6,897	7,932	7,932	7,887	(45)
51620 - EQUITABLE LIFE INSURANCE	9,027	9,296	16,576	16,576	14,791	(1,785)
51640 - DENTAL INSURANCE	12,632	12,649	15,017	15,017	14,760	(257)
51670 - PARKING FOR EMPLOYEES	9,040	8,620	12,240	12,240	12,240	0
51690 - MEDICARE	46,769	47,735	53,602	53,602	55,363	1,761
51695 - CITY EPO MEDICAL PLAN	129,745	69,449	86,688	86,688	73,284	(13,404)
51696 - ADVANTAGE HD MED PLAN	118,806	190,649	258,892	258,892	193,332	(65,560)
51697 - HRA BENEFIT TO ADV MED PLAN	9,812	13,504	22,979	22,979	14,000	(8,979)
Salaries/Benefits/Pensions Total	**4,099,454**	**4,178,505**	**4,761,945**	**4,761,945**	**4,764,771**	**2,826**
Operating						0
52105 - MISCELLANEOUS OPERATING	(1,568)	1	0	0	0	0
52110 - OFFICE SUPPLIES	10,434	8,863	11,000	11,000	11,000	0
52111 - PAPER SUPPLIES	2,140	2,654	4,000	4,000	4,000	0
52120 - COMPUTER SOFTWARE	278	696	2,000	2,000	9,968	7,968
52122 - CELL PHONES EQUIP AND SUPPLIES	521	634	2,000	2,000	2,000	0
52125 - GENERAL SUPPLIES	0	0	500	500	500	0
52135 - POSTAGE	8,437	7,983	7,400	7,400	7,400	0
52145 - PAINT AND CHEMICAL	169	0	0	0	0	0
52155 - AUTOMOTIVE	0	0	500	500	500	0
52165 - LICENSES AND TAGS	(493)	0	100	100	100	0
52220 - MAINT OFFICE MACHINES	0	0	500	500	500	0
52282 - MAINT DATA COMMUNICATION	0	0	500	500	500	0
52428 - HOSTED IT SERVICES	0	0	1,500	1,500	1,500	0
52431 - CONSULTING SERVICES	16,430	0	0	0	0	0
52465 - MISCELLANEOUS SERVICES	264	0	0	0	0	0
52572 - BAD DEBT EXPENSE	(734)	0	0	0	0	0
52574 - LEGAL SERVICES	103,529	91,148	102,176	102,176	94,208	(7,968)
52575 - SERVICES	33,393	494	28,877	28,877	28,877	0
52590 - TEMPORARY EMPLOYMENT	28,731	6,146	10,763	10,763	10,763	0
52605 - CAR MILEAGE	1,876	3,373	8,650	8,650	8,650	0
52607 - CELL PHONE ALLOWANCE	2,228	2,722	3,150	3,150	3,150	0
52615 - DUES AND MEMBERSHIP	13,231	19,184	20,755	20,755	20,755	0
52625 - MEETING EXPENSES IN TOWN	811	603	938	938	938	0
52630 - TRAINING	20,304	12,123	26,900	26,900	26,900	0
52635 - EMPLOYEE EDUCATIONL ASSISTANCE	0	0	0	0	0	0
52645 - SUBSCRIPTIONS	10,912	10,005	10,000	10,000	10,000	0
52655 - TRAVEL OUT OF TOWN	14,704	7,805	9,500	9,500	9,500	0
52735 - TELEPHONE LONG DIST CALLS	615	0	1,500	1,500	1,500	0
52736 - CELL PHONE AIRTIME	0	0	360	360	360	0
52738 - CELL PHONE BASE CHARGES	8,099	6,829	11,600	11,600	11,600	0

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
City Attorney

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52775 - MINOR EQUIPMENT	2,181	1,609	6,000	4,000	6,000	2,000
52776 - PRINTER CONSOLIDATION COST	26,424	26,107	32,637	32,637	32,637	0
52874 - OFFICE SERVICES PRINTING	3,376	6,201	6,000	6,000	6,000	0
52875 - OFFICE SERVICES RECORDS	6,518	7,047	7,500	7,500	0	(7,500)
65150 - LEGAL DEFENSE	(136)	0	0	0	0	0
65160 - RECRUITMENT	7,407	0	600	600	600	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**320,081**	**222,227**	**317,906**	**315,906**	**310,406**	**(5,500)**
Capital Outlay						0
53030 - FURNITURE AND FIXTURES	60,829	9,808	5,000	7,000	5,000	(2,000)
Capital Outlay Total	**60,829**	**9,808**	**5,000**	**7,000**	**5,000**	**(2,000)**
Grand Total	**4,480,364**	**4,410,540**	**5,084,851**	**5,084,851**	**5,080,177**	**(4,674)**
Revenue						
41400 - MISCELLANEOUS ADMIN REVENUE	160	0	0	0	0	0
45631 - LEGAL FEES	448,350	248,557	0	0	25,000	25,000
46170 - REIMBURSEMENT FR OTHER FUNDS	155,062	197,793	167,000	167,000	167,000	0
46173 - REIMBURSEMENT FR UTILITY FUND	826,012	1,124,821	1,283,116	1,283,116	1,306,726	23,610
Grand Total	**1,429,584**	**1,571,171**	**1,450,116**	**1,450,116**	**1,498,726**	**48,610**

City Clerk

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

2017 Initiatives

ID	Goal	Initiative
4A-27	Excelling in City Services	Continue to refine the business licensing process in order to remove barriers and assist companies in obtaining a business license.
4A-28	Excelling in City Services	Elevate the records program by providing multiple group and individual training sessions with the departmental records liaisons to assist them with evaluating their onsite/offsite records to determine the correct retention period. Review the remaining 1400 unassigned boxes with the liaisons and assign the boxes to the correct department.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds						
	Use of Funds	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2016 Budget - * 2015 Amended Budget**
	General Fund	$713,374	$793,430	$793,430	$843,913	$50,483
	Total	**$713,374**	**$793,430**	**$793,430**	**$843,913**	**$50,483**
	Positions					
	General Fund	8.00	9.00	9.00	9.00	0.00
	Total	**8.00**	**9.00**	**9.00**	**9.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Significant Changes vs. 2016

- Net increase of $50,483 due mainly to the centralization of records management spending in the City Clerk budget for central oversight in 2017 and going forward

City Clerk

The City Clerk's Office is the custodian of official City documents and records of proceedings of the City pertaining to the operation of City government, specifically:

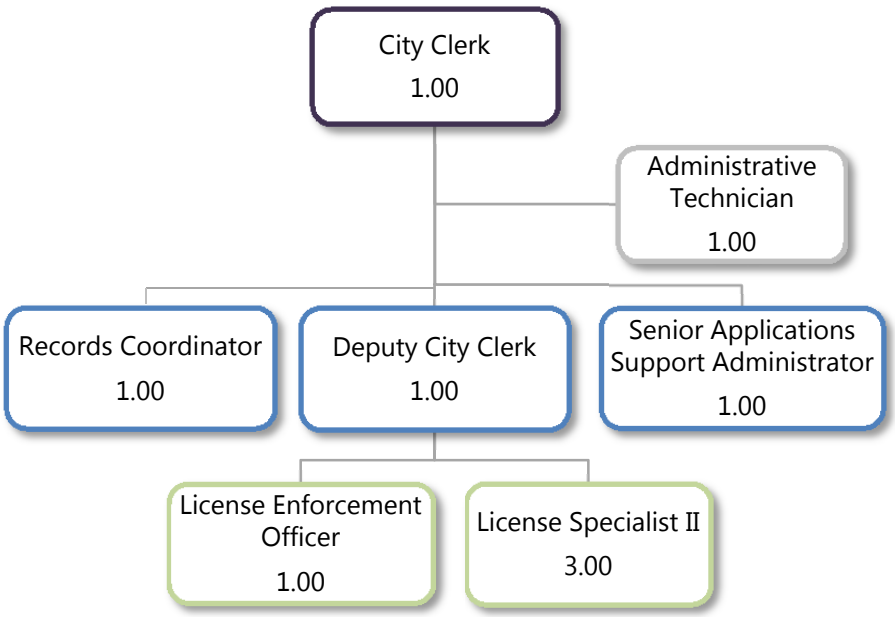
- Records, files, manages and ensures safekeeping of public records
- Updates and maintains the City Charter
- Maintains the City seal
- Attests to official documents
- Publicizes and posts legal notices in compliance with local and state laws
- Prepares the City Council agendas, attends City Council meetings, and records and transcribes meeting actions and decisions
- Accepts service of summonses and subpoenas, and ensures appropriate distribution and processing on behalf of the City

The City Clerk's Office supervises and conducts municipal elections, specifically:

- Serves as the Designated Local Election Official
- Divides the City in 6 contiguous City Council Districts that are substantially equal in population and complies with all applicable laws during the year before District council elections
- Issues, accepts, and verifies Mayoral Candidate petitions, City Council candidate petitions and all citizen initiative, referendum, recall or charter amendments/petitions
- Oversees ballot preparation, voting process, tabulation process and certification of vote totals
- Receives candidate and committee campaign finance reports
- Maintains and enforces the applicable election sections of City Charter, City Code, State Statutes and Federal law

The City Clerk's Office administers and enforces business licenses (approximately 3,100 licensed entities at this time). The City Clerk's Office:

- Issues and renews general business licenses (19 license types at this time), liquor licenses and medical marijuana licenses in accordance with City and state laws and regulations
- Provides support to the City Liquor and Beer Licensing Board
- Conducts administrative, suspension, revocation, and renewal hearings for all business licenses



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 General Fund Budget.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$616,980	$671,715	$713,770	$713,770	$714,354	$584
Operating	55,850	41,659	77,660	77,660	127,559	49,899
Capital Outlay	0	0	2,000	2,000	2,000	0
Total	**$672,830**	**$713,374**	**$793,430**	**$793,430**	**$843,913**	**$50,483**
Revenue **	**$1,413,332**	**$1,462,641**	**$1,500,468**	**$1,500,468**	**$1,417,460**	**($83,008)**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Administrative Technician	1.00	1.00	1.00	1.00	0.00
City Clerk	1.00	1.00	1.00	1.00	0.00
Deputy City Clerk	1.00	1.00	1.00	1.00	0.00
License Enforcement Officer	1.00	1.00	1.00	1.00	0.00
License Specialist II	3.00	3.00	3.00	3.00	0.00
Records Retention Coordinator	0.00	1.00	1.00	1.00	0.00
Senior Applications Support Administrator	1.00	1.00	1.00	1.00	0.00
Total Positions	**8.00**	**9.00**	**9.00**	**9.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

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

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($4,364)
	Increase to fund pay for performance and position movements in salary structure	4,948
	Total Salaries/Benefits/Pensions	**$584**
	Operating	
	Transfer of department budgets for records management to the City Clerk's Office budget for central contract oversight	$49,899
	Total Operating	**$49,899**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2017	**$50,483**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
City Clerk

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	471,448	497,157	536,430	536,430	538,887	2,457
51210 - OVERTIME	5,411	14,139	6,000	6,000	6,000	0
51220 - SEASONAL TEMPORARY	12,672	14,117	10,926	10,926	10,926	0
51245 - RETIREMENT TERM VACATION	876	0	0	0	0	0
51260 - VACATION BUY PAY OUT	1,081	2,256	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(2,718)	(2,675)	0	0	0	0
51610 - PERA	65,017	75,154	73,491	73,491	75,324	1,833
51615 - WORKERS COMPENSATION	1,425	1,856	1,816	1,816	1,865	49
51620 - EQUITABLE LIFE INSURANCE	1,308	1,383	1,963	1,963	1,954	(9)
51640 - DENTAL INSURANCE	2,927	3,202	3,802	3,802	3,780	(22)
51670 - PARKING FOR EMPLOYEES	1,800	1,920	1,980	1,980	1,980	0
51690 - MEDICARE	6,905	7,989	7,779	7,779	7,972	193
51695 - CITY EPO MEDICAL PLAN	17,767	10,614	13,432	13,432	9,192	(4,240)
51696 - ADVANTAGE HD MED PLAN	28,349	41,076	51,901	51,901	52,224	323
51697 - HRA BENEFIT TO ADV MED PLAN	2,712	3,527	4,250	4,250	4,250	0
Salaries/Benefits/Pensions Total	**616,980**	**671,715**	**713,770**	**713,770**	**714,354**	**584**
Operating						
52110 - OFFICE SUPPLIES	948	2,363	3,800	3,800	3,800	0
52111 - PAPER SUPPLIES	132	0	0	0	0	0
52120 - COMPUTER SOFTWARE	0	0	200	200	200	0
52135 - POSTAGE	5,277	4,370	5,250	5,250	5,250	0
52165 - LICENSES AND TAGS	234	2,027	3,500	3,500	3,500	0
52405 - ADVERTISING SERVICES	13,918	13,115	13,000	13,000	13,000	0
52415 - CONTRACTS AND SPEC PROJECTS	0	0	350	350	350	0
52573 - CREDIT CARD FEES	798	1,100	600	600	600	0
52575 - SERVICES	(3,071)	536	3,000	3,000	900	(2,100)
52590 - TEMPORARY EMPLOYMENT	0	2,078	3,000	3,000	3,000	0
52605 - CAR MILEAGE	0	33	0	0	0	0
52615 - DUES AND MEMBERSHIP	520	540	520	520	1,120	600
52625 - MEETING EXPENSES IN TOWN	264	334	350	350	350	0
52630 - TRAINING	5,363	970	4,400	4,400	4,400	0
52655 - TRAVEL OUT OF TOWN	458	1,429	0	0	0	0
52735 - TELEPHONE LONG DIST CALLS	190	0	150	150	150	0
52736 - CELL PHONE AIRTIME	0	0	50	50	50	0
52738 - CELL PHONE BASE CHARGES	1,121	1,276	1,390	1,390	1,390	0
52775 - MINOR EQUIPMENT	0	0	0	0	0	0
52776 - PRINTER CONSOLIDATION COST	5,210	5,725	4,100	4,100	4,100	0
52874 - OFFICE SERVICES PRINTING	4,606	3,181	5,000	5,000	5,000	0
52875 - OFFICE SERVICES RECORDS	2,770	2,879	3,000	3,000	52,899	49,899
60440 - CBI BACKGROUND INVESTIGATIONS	17,096	(297)	20,000	20,000	21,500	1,500
65105 - ELECTION EXPENSES	16	0	6,000	6,000	6,000	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**55,850**	**41,659**	**77,660**	**77,660**	**127,559**	**49,899**
Capital Outlay						
53020 - COMPUTERS NETWORKS	0	0	2,000	2,000	2,000	0
Capital Outlay Total	**0**	**0**	**2,000**	**2,000**	**2,000**	**0**
Grand Total	**672,830**	**713,374**	**793,430**	**793,430**	**843,913**	**50,483**

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
City Clerk

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Revenue						
44025 - CASH OVER SHORT	2	0	0	0	0	0
45151 - OCCU TAX 3 2 BEER	48,622	48,665	52,500	52,500	49,000	(3,500)
45152 - OCCU TAX HOTEL OR RESTAURANT	135,663	141,814	140,000	140,000	143,000	3,000
45153 - OCCU TAX ARTS	565	600	600	600	600	0
45154 - OCCU TAX BEER OR WINE	8,191	9,010	9,250	9,250	11,650	2,400
45155 - OCCU TAX CLUB	3,300	3,300	3,300	3,300	3,300	0
45157 - OCCU TAX RETAIL LIQUOR STORE	33,703	33,398	36,000	36,000	35,000	(1,000)
45158 - OCCU TAX LATE PENALTY	415	323	1,000	1,000	500	(500)
45160 - OCCU TAX TAVERN	36,344	36,015	38,500	38,500	36,000	(2,500)
45225 - TASTING LICENSE	3,680	3,620	2,000	2,000	2,000	0
45226 - CIRCUS/CARNIVAL	1,260	0	0	0	0	0
45228 - BILLIARDS/POOL	330	0	0	0	0	0
45229 - CONCRETE CONTRACTOR	45,025	19,845	33,475	33,475	15,000	(18,475)
45230 - COIN OPERATED GAMES	35,515	0	0	0	0	0
45231 - FOOD PEDDLER	10,920	8,390	8,595	8,595	6,000	(2,595)
45232 - EXCAVATION	0	18,810	0	0	16,000	16,000
45233 - REFUSE	18,553	0	0	0	0	0
45235 - LIQUOR APPLICATION FEE	198,623	174,613	192,500	192,500	175,000	(17,500)
45238 - MASSAGE APPRENTICE	0	0	0	0	0	0
45239 - SECURITY AGENCY/OFFICER	168,040	141,458	151,570	151,570	151,570	0
45240 - PAWN BROKER	5,028	3,848	4,500	4,500	4,500	0
45241 - MEDICAL MARIJUANA LICENSE FEE	522,020	712,909	728,070	728,070	665,000	(63,070)
45242 - MARIJUANA CONSUMPTION CLUB LICENS	0	0	0	0	1,800	1,800
45243 - SEXUALLY ORIENTED BUSINESS	2,500	2,000	2,500	2,500	2,000	(500)
45245 - TAXICAB	32,355	30,247	25,000	25,000	30,000	5,000
45246 - TREE SERVICE	6,035	4,350	2,160	2,160	3,000	840
45249 - ESCORT SERVICES BUSINESS	0	0	2,000	2,000	0	(2,000)
45250 - BED AND BREAKFAST PERMITS	50	50	70	70	50	(20)
45252 - PEDAL-CAB AGENCY/DRIVER	0	180	568	568	180	(388)
45271 - CITY LIQUOR LICENSE FEE	45,402	45,331	44,000	44,000	44,000	0
45277 - GOING OUT OF BUSINESS	215	0	0	0	0	0
45278 - SALES TAX LICENSES	0	270	0	0	0	0
45279 - ALARM BUSINESS LICENCE	50,640	20,520	20,560	20,560	20,560	0
45671 - ADMINISTRATIVE FILING FEES	0	352	0	0	0	0
45673 - SPECIAL DIST SVC PLAN FEE	0	1,000	0	0	0	0
45712 - MAPS BOOKS CODES ETC	336	1,723	1,750	1,750	1,750	0
Total Revenue	**1,413,332**	**1,462,641**	**1,500,468**	**1,500,468**	**1,417,460**	**(83,008)**

Municipal Court

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

2017 Initiatives

ID	Goal	Initiative
1B-02	Promoting Job Creation	Enhance traffic safety and modify the behavior of traffic violators by continuing to monitor the consequences of violations of traffic laws
4A-22	Excelling in City Services	Continue to provide excellent customer service at the Municipal Court

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$3,595,074	$3,869,163	$3,869,163	$3,677,629	($191,534)
	General Fund - CIP	0	1,200,000	1,200,000	0	(1,200,000)
	Total	**$3,595,074**	**$5,069,163**	**$5,069,163**	**$3,677,629**	**($1,391,534)**
	Positions					
	General Fund	34.60	37.80	37.80	37.80	0.00
	Total**	**34.60**	**37.80**	**37.80**	**37.80**	**0.00**

* 2016 Amended Budget as of 8/4/2016

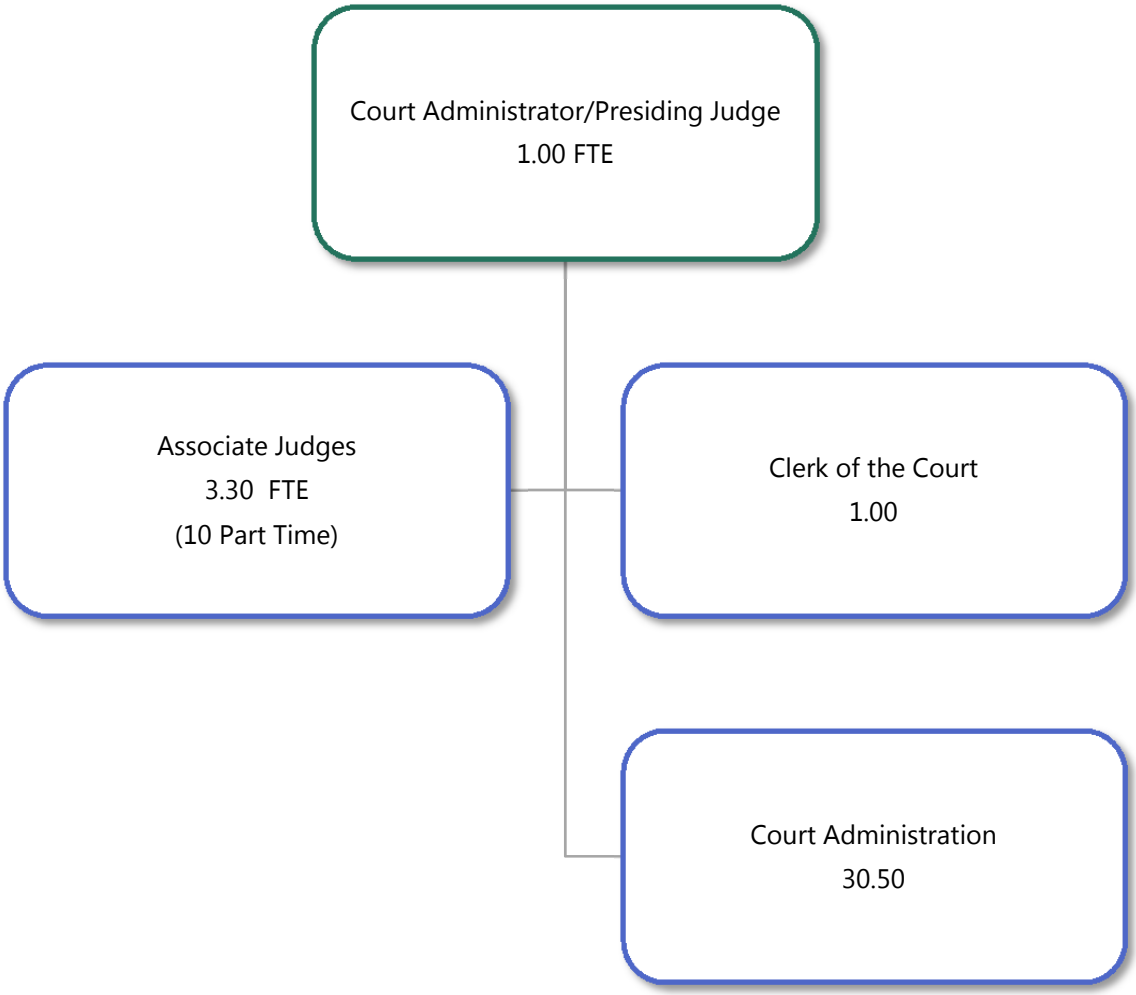
** Includes part-time judges that total 3.30 in full time equivalency for budgeting purposes

Significant Changes vs. 2016

- Decrease of $1.2 million in General Fund – CIP to reflect removal of 2016 CIP project

Municipal Court

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



* The organizational chart illustrates all positions that report to this department, not including 2.00 positions that report to the Information Technology department but are funded by the Municipal Court; however, positions funded by the Municipal Court are reflected in the Position Totals of the funding tables in this narrative.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 General Fund Budget.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$2,456,883	$2,510,378	$2,918,095	$2,918,095	$2,864,219	($53,876)
Operating	964,630	1,084,696	951,068	951,068	813,410	(137,658)
Capital Outlay	0	0	0	0	0	0
Total	**$3,421,513**	**$3,595,074**	**$3,869,163**	**$3,869,163**	**$3,677,629**	**($191,534)**
CIP	**$0**	**$0**	**$1,200,000**	**$1,200,000**	**$0**	**($1,200,000)**
Revenue	**$5,694,515**	**$5,766,470**	**$6,193,196**	**$6,193,196**	**$5,690,105**	**($503,091)**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Administrative Technician	1.00	1.00	1.00	1.00	0.00
Applications Programmer Analyst II	0.00	1.00	1.00	1.00	0.00
Senior Applications Programmer Analyst	0.00	1.00	1.00	1.00	0.00
Chief Probation Officer	1.00	1.00	1.00	1.00	0.00
Clerk of Court	1.00	1.00	1.00	1.00	0.00
Court Administrator	1.00	1.00	1.00	1.00	0.00
Courtroom Assistant	7.00	7.00	7.00	7.00	0.00
Municipal Court Clerk I/II	8.00	9.00	9.00	9.00	0.00
Office Specialist	0.50	0.50	0.50	0.50	0.00
Senior Courtroom Assistant	1.00	1.00	1.00	1.00	0.00
Senior Information Systems Analyst	1.00	1.00	1.00	1.00	0.00
Senior Municipal Court Clerk	1.00	1.00	1.00	1.00	0.00
Senior Probation Officer/ Probation Officer	3.00	3.00	3.00	3.00	0.00
Senior Probation Tech/Probation Tech	5.00	5.00	5.00	5.00	0.00
Staff Assistant	1.00	1.00	1.00	1.00	0.00
Total FTE	**31.50**	**34.50**	**34.50**	**34.50**	**0.00**
Associate Judge	3.10	3.30	3.30	3.30	0.00
Total Positions	**34.60**	**37.80**	**37.80**	**37.80**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($82,534)
	Increase to fund pay for performance and position movements in salary structure	28,659
	Total Salaries/Benefits/Pensions	**($53,875)**
	Operating	
	Transfer of the department's budget for armored car services to the Finance Department budget for central contract oversight	($3,729)
	Transfer of the department's budget for utilities (electric, gas, electric, & water) to the Finance/General Costs budget for central oversight	(141,027)
	Increase for security contract increase	7,098
	Total Operating	**($137,658)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	CIP	
	Decrease to remove 2016 CIP project	($1,200,000)
	Total CIP	**($1,200,000)**
	Total For 2017	**($1,391,533)**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Municipal Court

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	1,465,114	1,523,659	1,890,038	1,890,038	1,825,372	(64,666)
51210 - OVERTIME	2,921	3,703	200	200	200	0
51220 - SEASONAL TEMPORARY	43,895	43,019	60,567	60,567	60,567	0
51222 - JUDICIAL COMPENSATION	451,303	407,062	419,371	419,371	419,371	0
51230 - SHIFT DIFFERENTIAL	0	39	0	0	0	0
51240 - RETIREMENT TERMINATION SICK	0	10,824	0	0	0	0
51245 - RETIREMENT TERM VACATION	15,759	17,836	0	0	0	0
51260 - VACATION BUY PAY OUT	6,925	7,855	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(10,099)	(13,447)	0	0	0	0
51610 - PERA	262,881	263,599	245,651	245,651	256,358	10,707
51612 - RETIREMENT HEALTH SAVINGS	6,578	0	0	0	0	0
51615 - WORKERS COMPENSATION	3,774	4,091	3,765	3,765	3,929	164
51620 - EQUITABLE LIFE INSURANCE	4,098	4,237	6,322	6,322	6,264	(58)
51640 - DENTAL INSURANCE	8,271	9,600	12,038	12,038	12,828	790
51670 - PARKING FOR EMPLOYEES	260	200	40	40	40	0
51690 - MEDICARE	27,903	28,130	26,000	26,000	27,132	1,132
51695 - CITY EPO MEDICAL PLAN	14,615	36,691	42,481	42,481	38,472	(4,009)
51696 - ADVANTAGE HD MED PLAN	139,860	151,666	197,372	197,372	198,936	1,564
51697 - HRA BENEFIT TO ADV MED PLAN	12,825	11,614	14,250	14,250	14,750	500
Salaries/Benefits/Pensions Total	**2,456,883**	**2,510,378**	**2,918,095**	**2,918,095**	**2,864,219**	**(53,876)**
Operating						0
52110 - OFFICE SUPPLIES	32,128	11,566	18,351	18,351	13,351	(5,000)
52111 - PAPER SUPPLIES	0	5,034	6,000	6,000	6,000	0
52120 - COMPUTER SOFTWARE	0	265	0	0	0	0
52125 - GENERAL SUPPLIES	(15)	0	0	0	0	0
52135 - POSTAGE	22,893	19,696	23,661	23,661	20,661	(3,000)
52265 - MAINT BUILDINGS AND STRUCTURE	25,149	31,871	28,246	28,246	27,246	(1,000)
52410 - BUILDING SECURITY SERVICES	91,524	101,828	101,406	101,406	108,504	7,098
52415 - CONTRACTS AND SPEC PROJECTS	0	230	0	0	0	0
52419 - CRIMINAL JUSTICE INFO SYSTEM	45,259	31,110	0	0	0	0
52435 - GARBAGE REMOVAL SERVICES	0	(24)	0	0	0	0
52440 - HUMAN SERVICES	1,546	1,455	3,713	3,713	1,713	(2,000)
52445 - JANITORIAL SERVICES	38,374	37,858	37,000	37,000	38,000	1,000
52565 - PEST CONTROL	1,254	696	696	696	696	0
52570 - REIMBURSABLE SERVICES	0	168	0	0	0	0
52571 - SNOW REMOVAL	3,157	4,131	3,700	3,700	3,700	0
52573 - CREDIT CARD FEES	41,096	44,308	35,935	35,935	35,935	0
52574 - LEGAL SERVICES	0	330,750	340,000	340,000	340,000	0
52575 - SERVICES	373,153	124,190	115,000	115,000	111,271	(3,729)
52578 - INTERPRETING SERVICES	28,303	31,887	30,339	30,339	30,339	0
52590 - TEMPORARY EMPLOYMENT	40,000	73,776	0	0	0	0
52605 - CAR MILEAGE	716	831	624	624	624	0
52615 - DUES AND MEMBERSHIP	125	4,050	1,500	1,500	1,500	0
52630 - TRAINING	5,205	2,492	3,949	3,949	3,949	0
52655 - TRAVEL OUT OF TOWN	1,812	1,017	1,849	1,849	1,849	0
52735 - TELEPHONE LONG DIST CALLS	511	0	549	549	549	0
52738 - CELL PHONE BASE CHARGES	0	200	289	289	289	0

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Municipal Court

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52746 - UTILITIES ELECTRIC	101,207	112,253	111,858	111,858	0	(111,858)
52747 - UTILITIES GAS	24,288	21,645	24,502	24,502	0	(24,502)
52748 - UTILITIES SEWER	1,677	1,448	1,488	1,488	0	(1,488)
52749 - UTILITIES WATER	4,061	1,709	3,179	3,179	0	(3,179)
52775 - MINOR EQUIPMENT	46,658	54,265	35,514	35,514	20,514	(15,000)
52776 - PRINTER CONSOLIDATION COST	13,709	20,499	2,627	2,627	27,627	25,000
52873 - PRINTING OUTSOURCE	12,545	3,912	8,000	8,000	8,000	0
52874 - OFFICE SERVICES PRINTING	4,263	1,910	2,823	2,823	2,823	0
65165 - JURY FEES AND EXPENSES	4,032	7,670	8,270	8,270	8,270	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**964,630**	**1,084,696**	**951,068**	**951,068**	**813,410**	**(137,658)**
Total Expenses	**3,421,513**	**3,595,074**	**3,869,163**	**3,869,163**	**3,677,629**	**(191,534)**
CIP Total	**0**	**0**	**1,200,000**	**1,200,000**	**0**	**(1,200,000)**
Grand Total	**3,421,513**	**3,595,074**	**5,069,163**	**5,069,163**	**3,677,629**	**(1,391,534)**
Revenue						
40131 - VOLUNTEER MEDICAL COVERAGE	535	665	443	443	443	0
40153 - CT ST COLLECT WARRANTS	(360)	0	120	120	120	0
40172 - COLLECTION AGENCY	0	0	0	0	0	0
40471 - DISABILITY PARKING TICKETS	0	250	0	0	0	0
44021 - OVER PAYMENTS	936	1,302	0	0	0	0
44025 - CASH OVER SHORT	101	(78)	0	0	0	0
45652 - BONDSMEN JUDGEMENTS	4,625	11,275	0	0	0	0
45653 - CASH BONDS	(5,995)	(570)	0	0	0	0
45654 - COURT COSTS	367,164	372,631	367,164	367,164	367,164	0
45655 - JURY FEES	(2,650)	0	0	0	0	0
45656 - MISC MUNICIPAL COURT	231	370	0	0	0	0
45657 - OJW CITY	56,694	63,490	40,713	40,713	40,713	0
45658 - TRANSCRIPT FEE	740	2,882	1,162	1,162	1,162	0
45659 - WARRANT COSTS	186,626	201,687	186,626	186,626	186,626	0
45660 - PAYMENT PLAN FEE	29,021	24,933	28,222	28,222	28,222	0
45661 - NSF FEE	800	560	1,087	1,087	1,087	0
45662 - BOOT FEE	3,400	3,540	3,992	3,992	3,992	0
45663 - APPEAL FEE	0	150	0	0	0	0
45665 - COPY FEES	390	499	175	175	175	0
45666 - PROBATION FEE	0	0	5,000	5,000	5,000	0
45905 - RENTAL INCOME	6,300	3,600	3,600	3,600	3,600	0
45951 - GENERAL VIOLATIONS	94,613	93,378	94,612	94,612	94,612	0
45952 - PARKING METERS	604,599	542,816	604,599	604,599	525,000	(79,599)
45953 - VIOLATION SURCHARGE	460,289	446,003	460,289	460,289	460,289	0
45954 - TRAFFIC VIOLATIONS	3,897,493	4,021,188	4,173,492	4,173,492	3,750,000	(423,492)
45955 - VIOLATION SURCHARGE-IT	0	0	221,900	221,900	221,900	0
45958 - COMBINED VIOLATIONS	830	500	0	0	0	0
45959 - REVENUE CLEARING ACCOUNT	(11,867)	(24,601)	0	0	0	0
Total Revenue	**5,694,515**	**5,766,470**	**6,193,196**	**6,193,196**	**5,690,105**	**(503,091)**

City Auditor

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

2017 Initiatives

ID	Goal	Initiative
4A-20	Excelling in City Services	Support the Council, Mayor, CEO of Colorado Springs Utilities and their direct reports by aligning audits with associated strategic organizational goals, objectives and risks
4A-21	Excelling in City Services	Review and direct municipal government audit function and deliverables to measure trends, efficiencies, effectiveness, and improvement opportunities
4A-29	Excelling in City Services	Increasing Office of City Auditor information technology knowledge and audit capacity to align with increasing related business risks

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund **	$1,328,823	$1,417,005	$1,417,005	$1,482,969	$65,964
	Total	**$1,328,823**	**$1,417,005**	**$1,417,005**	**$1,482,969**	**$65,964**
	Positions					
	General Fund	14.00	14.00	14.00	14.00	0.00
	Total	**14.00**	**14.00**	**14.00**	**14.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

** While the entire budget is included in the General Fund, the Auditor's Office invoices Colorado Springs Utilities and Colorado Springs Airport for related audits and recognizes the payments as General Fund revenue.

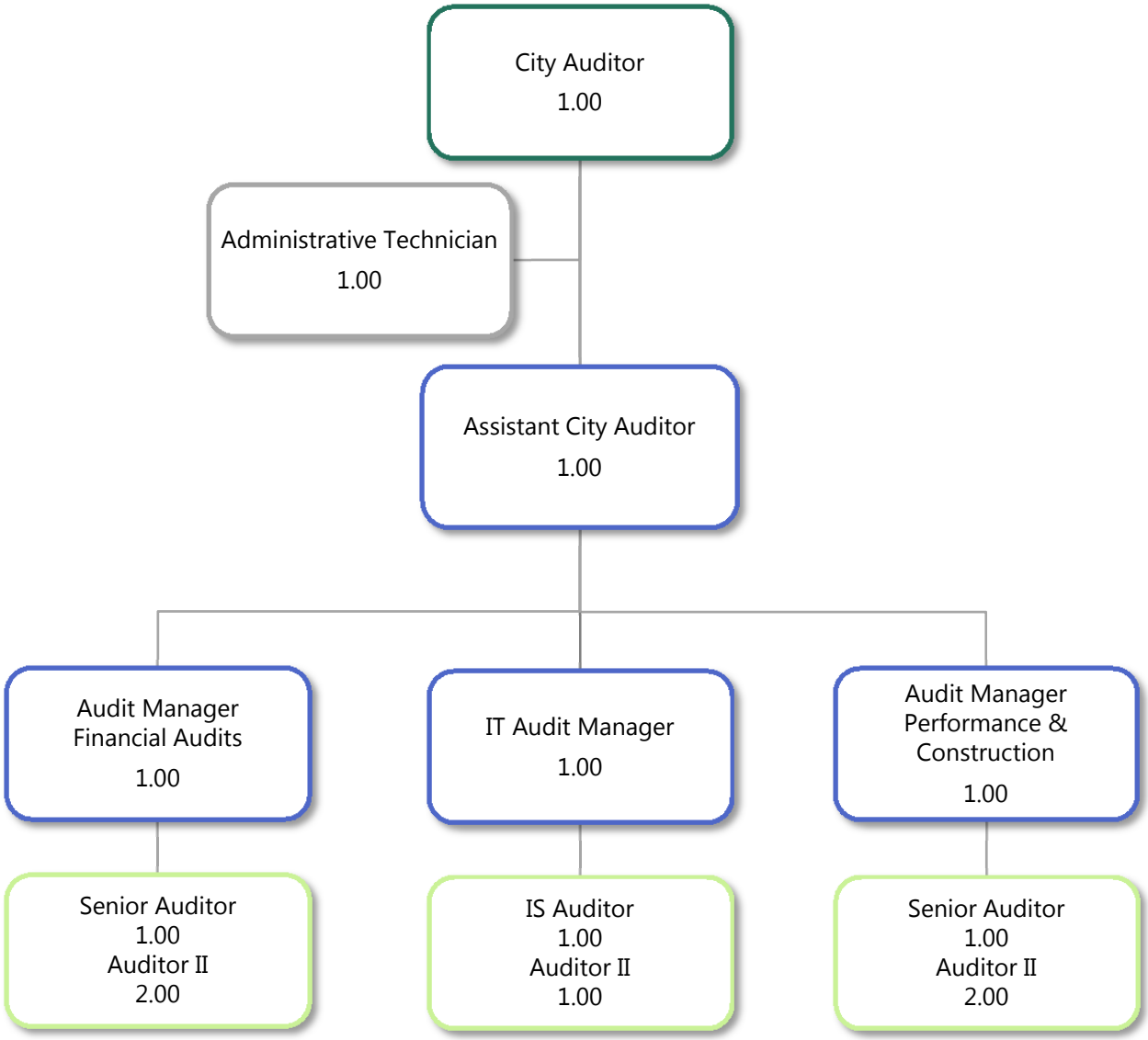
Significant Changes vs. 2016

- Increase of $66,254 to fund existing positions, pay for performance, and movements within the salary structure

City Auditor

The City Auditor's mission is to provide City Council an independent, objective and comprehensive auditing program for operations of the City to include City enterprises—Colorado Springs Utilities and Colorado Springs Airport. The Office of the City Auditor conducts financial, regulatory, information technology, compliance, and performance audits to:

- Evaluate the adequacy of financial controls, records and organizational operations;
- Provide objective analyses, appraisals and recommendations for improving systems and activities;
- Review policies, plans, procedures, laws and regulations to ensure overall compliance;
- Review the means to safeguard assets;
- Review operations and programs to ascertain whether results are consistent with established objectives; and
- Review financial and operating information and the means used to identify, measure, classify, and report such information to determine its reliability and integrity.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 General Fund Budget.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$1,241,565	$1,255,656	$1,347,748	$1,347,748	$1,414,012	$66,264
Operating	61,390	73,167	69,257	69,257	68,957	(300)
Capital Outlay	0	0	0	0	0	0
Total	**$1,302,955**	**$1,328,823**	**$1,417,005**	**$1,417,005**	**$1,482,969**	**$65,964**
Revenue		**$997,393**	**$996,053**	**$996,053**	**$996,053**	**$0**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Administrative Technician	1.00	1.00	1.00	1.00	0.00
Assistant City Auditor	1.00	1.00	1.00	1.00	0.00
Audit Manager	3.00	3.00	3.00	3.00	0.00
Auditor I/II	5.00	5.00	5.00	5.00	0.00
City Auditor	1.00	1.00	1.00	1.00	0.00
Information Systems (IS) Auditor	1.00	1.00	1.00	1.00	0.00
Senior Auditor	2.00	2.00	2.00	2.00	0.00
Total Positions	**14.00**	**14.00**	**14.00**	**14.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$19,452
	Increase to fund pay for performance and position movements in salary structure	46,813
	Total Salaries/Benefits/Pensions	**$66,265**
	Operating	
	Transer of the department's budget for records management to the City Clerk's Office budget for central contract oversight	($300)
	Total Operating	**($300)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2017	**$65,965**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
City Auditor

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	978,421	973,845	1,056,006	1,056,006	1,096,314	40,308
51210 - OVERTIME	0	3	0	0	0	0
51220 - SEASONAL TEMPORARY	2,243	17,032	0	0	0	0
51245 - RETIREMENT TERM VACATION	3,701	2,639	0	0	0	0
51260 - VACATION BUY PAY OUT	4,873	8,016	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(9,834)	(11,217)	0	0	0	0
51610 - PERA	129,940	132,350	144,044	144,044	147,642	3,598
51615 - WORKERS COMPENSATION	1,977	2,329	2,449	2,449	2,441	(8)
51620 - EQUITABLE LIFE INSURANCE	2,729	2,714	4,037	4,037	4,031	(6)
51640 - DENTAL INSURANCE	4,863	4,400	5,069	5,069	5,556	487
51670 - PARKING FOR EMPLOYEES	3,800	3,880	3,360	3,360	3,360	0
51690 - MEDICARE	13,906	14,150	15,246	15,246	15,626	380
51695 - CITY EPO MEDICAL PLAN	3,944	13,240	8,875	8,875	13,428	4,553
51696 - ADVANTAGE HD MED PLAN	92,891	85,079	101,162	101,162	117,864	16,702
51697 - HRA BENEFIT TO ADV MED PLAN	8,111	7,196	7,500	7,500	7,750	250
Salaries/Benefits/Pensions Total	**1,241,565**	**1,255,656**	**1,347,748**	**1,347,748**	**1,414,012**	**66,264**
Operating						0
52105 - MISCELLANEOUS OPERATING	0	2	0	0	0	0
52110 - OFFICE SUPPLIES	483	209	1,000	1,000	1,000	0
52111 - PAPER SUPPLIES	363	67	396	396	396	0
52125 - GENERAL SUPPLIES	1,074	4,069	1,500	1,500	1,500	0
52135 - POSTAGE	32	9	100	100	100	0
52220 - MAINT OFFICE MACHINES	282	0	680	680	680	0
52305 - MAINT SOFTWARE	13,217	13,703	15,745	15,745	15,745	0
52415 - CONTRACTS AND SPEC PROJECTS	0	16,400	5,000	5,000	5,000	0
52575 - SERVICES	231	340	150	150	150	0
52590 - TEMPORARY EMPLOYMENT	9,945	0	0	0	0	0
52605 - CAR MILEAGE	568	217	654	654	654	0
52607 - CELL PHONE ALLOWANCE	640	605	0	0	0	0
52615 - DUES AND MEMBERSHIP	7,911	7,370	7,502	7,502	7,502	0
52625 - MEETING EXPENSES IN TOWN	308	962	526	526	526	0
52630 - TRAINING	17,023	22,935	16,097	16,097	16,097	0
52645 - SUBSCRIPTIONS	4	0	267	267	267	0
52655 - TRAVEL OUT OF TOWN	6,364	3,493	10,629	10,629	10,629	0
52735 - TELEPHONE LONG DIST CALLS	45	0	35	35	35	0
52738 - CELL PHONE BASE CHARGES	0	0	1,116	1,116	1,116	0
52776 - PRINTER CONSOLIDATION COST	2,692	2,412	7,449	7,449	7,449	0
52874 - OFFICE SERVICES PRINTING	49	124	111	111	111	0
52875 - OFFICE SERVICES RECORDS	159	250	300	300	0	(300)
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**61,390**	**73,167**	**69,257**	**69,257**	**68,957**	**(300)**
Grand Total	**1,302,955**	**1,328,823**	**1,417,005**	**1,417,005**	**1,482,969**	**65,964**
Revenue						
46170 - REIMBURSEMENT FR OTHER FUNDS	75,000	82,802	75,000	75,000	75,000	0
46173 - REIMBURSEMENT FR UTILITY FUND	846,830	914,591	921,053	921,053	921,053	0
Grand Total	**921,830**	**997,393**	**996,053**	**996,053**	**996,053**	**0**

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City Council

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

Larry Bagley, District 2
Helen Collins, District 4
Jill Gaebler, President Pro-Tem, District 5
Keith King, District 3
Don Knight, District 1
Bill Murray, At-Large
Andy Pico, District 6
Tom Strand, At-Large

2017 Initiatives

ID	Goal	Initiative
1A-04	Promoting Job Creation	Support regional workforce development goals that enhance the City's appeal to high-technology and manufacturing businesses
1A-10	Promoting Job Creation	Proactively engage with federal military leadership, with the goal of preserving and expanding, as appropriate, the military presence in the Pikes Peak region
1A-11	Promoting Job Creation	Identify and implement specific changes within Council's purview that attract and retain jobs, leveraging the City's strengths, including Colorado Springs Utilities' role as an economic engine for the region
1B-14	Promoting Job Creation	Identify tourism promotion and funding strategies that support regional efforts to expand tourism in the Pikes Peak Region
1B-15	Promoting Job Creation	Encourage infill and develop job creation policies with a priority on West Colorado Avenue, Economic Opportunity Zones and Downtown
3B-07	Building Community and Collaborative Relationships	Evaluate existing City Council boards, commissions, committees and task forces to ensure effectiveness and citizen participation.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$861,465	$930,413	$930,413	$936,888	$6,475
	Total	**$861,465**	**$930,413**	**$930,413**	**$936,888**	**$6,475**
	Positions					
	General Fund	5.00	5.00	5.00	5.00	0.00
	Total	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Significant Changes vs. 2016

- None

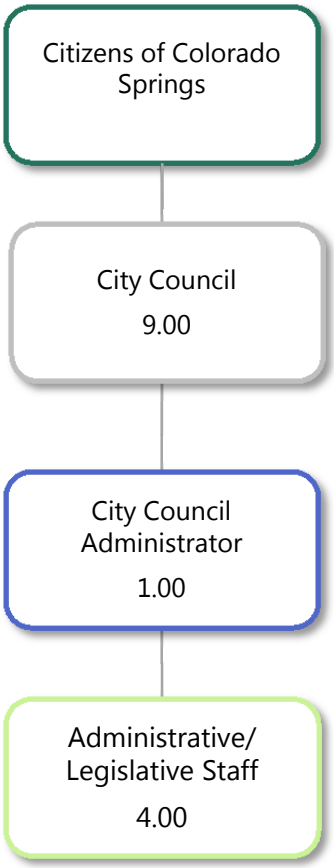
City Council

Under the new Council-Mayor form of government, the Colorado Springs City Council continues to act as the City's legislative body, which includes three Council members at-large and six from the districts in which the candidate resides. The Mayor is no longer a member of City Council, but is now a full-time, paid, elected official. A Council President, elected by vote from among Council members, replaces the Mayor as the presiding member of City Council.

City Council's responsibilities are to:

- Set legislative policies
- Approve budgets and appropriate funds
- Approve ordinances and resolutions to govern the City
- Appoint citizen volunteers to more than 40 City advisory boards, committees, and commissions
- Review and approve the City's personnel policies and contracting rules and regulations
- Oversee the appointment and performance of the Utilities Director and the City Auditor

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



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 General Fund Budget.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$437,780	$427,220	$432,032	$432,032	$452,907	$20,875
Operating	425,796	431,196	496,591	496,591	482,191	(14,400)
Capital Outlay	13,389	3,049	1,790	1,790	1,790	0
Total	**$876,965**	**$861,465**	**$930,413**	**$930,413**	**$936,888**	**$6,475**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Administrative Technician	1.00	1.00	1.00	1.00	0.00
Analyst II Legislative Assistant	1.00	1.00	1.00	1.00	0.00
Assistant to Council	1.00	1.00	1.00	1.00	0.00
City Council Administrator	1.00	1.00	1.00	1.00	0.00
Communications Specialist II	1.00	1.00	1.00	1.00	0.00
Total Positions	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2015	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund exisiting positions	$14,473
	Increase to fund pay for performance and position movements in salary structure	6,402
	Total Salaries/Benefits/Pensions	**$20,875**
	Operating	
	Funding for computer software moved to IT budget	($14,400)
	Total Operating	**($14,400)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2017	**$6,475**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2015 Amended Budget as of 8/4/2016

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
City Council

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	325,848	332,862	330,694	330,694	341,627	10,933
51210 - OVERTIME	6,877	3,493	123	123	123	0
51220 - SEASONAL TEMPORARY	3,000	9,237	19,200	19,200	19,200	0
51245 - RETIREMENT TERM VACATION	9,141	4,013	0	0	0	0
51260 - VACATION BUY PAY OUT	2,709	376	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(2,662)	(1,800)	0	0	0	0
51610 - PERA	41,584	42,876	44,449	44,449	48,260	3,811
51612 - RETIREMENT HEALTH SAVINGS	6,364	0	0	0	0	0
51615 - WORKERS COMPENSATION	681	826	694	694	617	(77)
51620 - EQUITABLE LIFE INSURANCE	755	806	1,183	1,183	1,172	(11)
51640 - DENTAL INSURANCE	1,228	829	887	887	1,332	445
51670 - PARKING FOR EMPLOYEES	6,480	6,560	6,200	6,200	6,200	0
51690 - MEDICARE	4,888	4,950	4,795	4,795	5,198	403
51695 - CITY EPO MEDICAL PLAN	1,006	0	0	0	0	0
51696 - ADVANTAGE HD MED PLAN	27,886	20,714	22,307	22,307	26,928	4,621
51697 - HRA BENEFIT TO ADV MED PLAN	1,995	1,478	1,500	1,500	2,250	750
Salaries/Benefits/Pensions Total	**437,780**	**427,220**	**432,032**	**432,032**	**452,907**	**20,875**
Operating						0
52105 - MISCELLANEOUS OPERATING	0	491	0	0	0	0
52110 - OFFICE SUPPLIES	3,380	3,412	2,124	2,124	2,124	0
52111 - PAPER SUPPLIES	338	141	780	780	780	0
52120 - COMPUTER SOFTWARE	252	950	18,660	18,660	4,260	(14,400)
52122 - CELL PHONES EQUIP AND SUPPLIES	100	0	1,562	1,562	1,562	0
52125 - GENERAL SUPPLIES	9,217	12,034	7,600	7,600	7,600	0
52135 - POSTAGE	94	246	62	62	62	0
52401 - LEADERSHIP PIKES PEAK	6,000	6,000	6,000	6,000	6,000	0
52405 - ADVERTISING SERVICES	70	0	0	0	0	0
52431 - CONSULTING SERVICES	2,447	1,706	5,000	5,000	5,000	0
52560 - PARKING SERVICES	0	7	0	0	0	0
52575 - SERVICES	14,342	454	15,350	15,350	15,350	0
52578 - INTERPRETING SERVICES	0	384	0	0	0	0
52590 - TEMPORARY EMPLOYMENT	9,508	0	0	0	0	0
52605 - CAR MILEAGE	426	861	1,500	1,500	1,500	0
52607 - CELL PHONE ALLOWANCE	605	605	0	0	0	0
52615 - DUES AND MEMBERSHIP	334,464	339,469	378,343	378,343	378,343	0
52625 - MEETING EXPENSES IN TOWN	11,376	30,760	3,645	3,645	3,645	0
52630 - TRAINING	275	184	2,446	2,446	2,446	0
52645 - SUBSCRIPTIONS	996	104	560	560	560	0
52655 - TRAVEL OUT OF TOWN	10,309	12,462	36,000	36,000	36,000	0
52705 - COMMUNICATIONS	(62)	1	0	0	0	0
52735 - TELEPHONE LONG DIST CALLS	101	0	129	129	129	0
52736 - CELL PHONE AIRTIME	0	0	500	500	500	0
52738 - CELL PHONE BASE CHARGES	10,899	13,289	9,900	9,900	9,900	0
52775 - MINOR EQUIPMENT	4,104	437	0	0	0	0
52776 - PRINTER CONSOLIDATION COST	5,068	4,243	3,800	3,800	3,800	0
52874 - OFFICE SERVICES PRINTING	1,487	2,956	2,630	2,630	2,630	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**425,796**	**431,196**	**496,591**	**496,591**	**482,191**	**(14,400)**

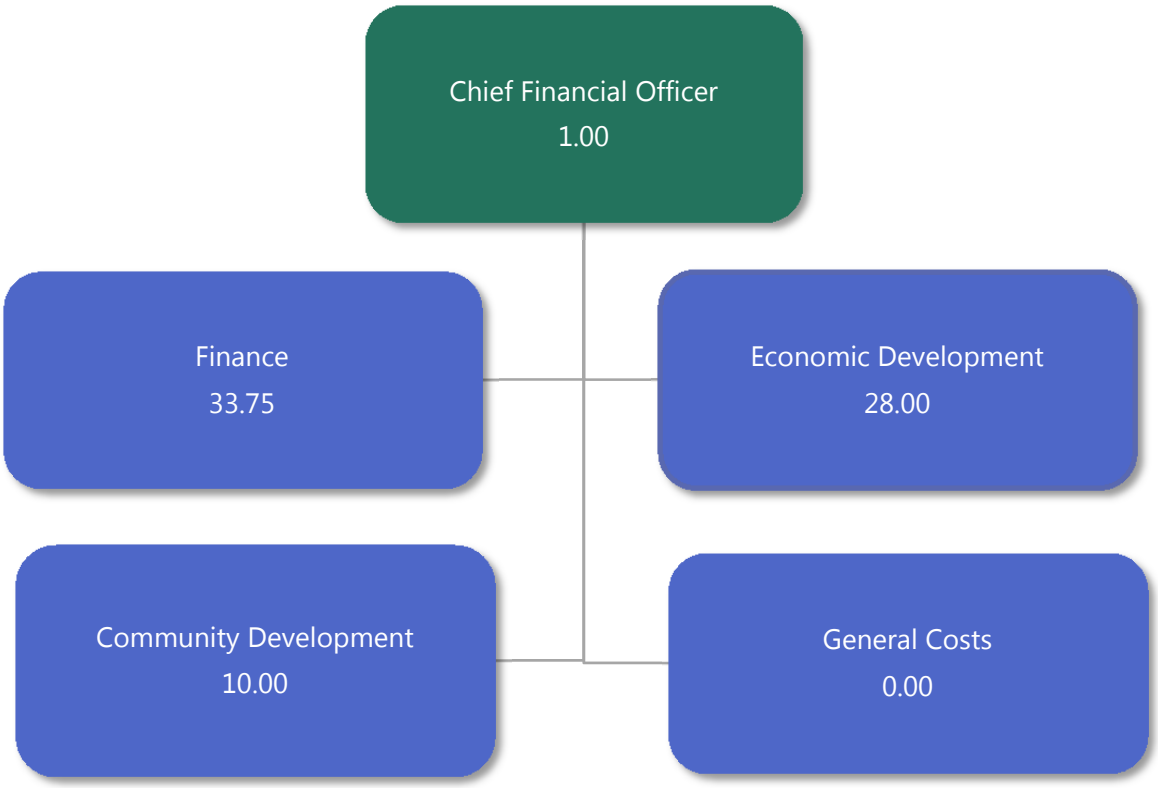
City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
City Council

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Capital Outlay						0
53030 - FURNITURE AND FIXTURES	13,389	3,049	1,790	1,790	1,790	0
Capital Outlay Total	**13,389**	**3,049**	**1,790**	**1,790**	**1,790**	**0**
Grand Total	**876,965**	**861,465**	**930,413**	**930,413**	**936,888**	**6,475**

Finance

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



All Funds Summary

Division	General Fund	Other Funds	Total Budget
Finance	$5,681,616	$0	$5,681,616
Community Development	435,312	4,127,113	4,562,425
Economic Development	370,972	0	370,972
General Costs	51,795,657	0	51,795,657
Total	**$58,283,557**	**$4,127,113**	**$62,410,670**
Total Positions	**38.75**	**9.00**	**47.75**

Finance

All Funds History

Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
General Fund	$32,315,540	$28,675,301	$28,675,301	$40,334,072	$11,658,771
General Fund - CIP	17,847,095	20,314,426	26,332,517	17,949,483	(8,383,034)
Grants Fund - Awards	3,546,656	4,912,397	4,912,397	4,127,113	(785,284)
Total	**$53,709,291**	**$53,902,124**	**$59,920,215**	**$62,410,668**	**$2,490,453**
Total Positions	**43.75**	**43.75**	**43.75**	**47.75**	**4.00**

* 2016 Amended City Budget as of 8/4/2016.

Finance

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

2017 Initiatives

ID	Goal	Initiative
2B-02	Investing in Infrastructure	Collaborate with partners to identify potential local, state and federal grant opportunities and pursue appropriate opportunities
4A-01	Excelling in City Services	Evaluate City processes and services across all departments to ensure that the City is continually improving and maximizing efficiency and effectiveness
4A-02	Excelling in City Services	Research and implement best practices for specific processes or functions in departments across the City.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$2,619,148	$2,892,462	$2,892,462	$3,075,220	$182,757
	General Fund - CIP	551,216	2,040,257	2,040,257	2,606,396	566,139
	Grants Fund - Awards	0	657,047	657,047	0	(657,047)
	Total	**$3,170,364**	**$5,589,766**	**$5,589,766**	**$5,681,616**	**$91,849**
	Positions					
	General Fund	30.75	30.75	30.75	34.75	4.00
	Total	**30.75**	**30.75**	**30.75**	**34.75**	**4.00**

* 2016 Amended Budget as of 8/4/2016

Significant Changes vs. 2016

- Increase of approximately $566,000 in General Fund – CIP to continue the ERP technology review process, annual payment of the City's share for the Radio Infrastructure (PPRCN radio tower upgrades), and other high priority CIP projects
- Decrease of $657,000 in the Grants Fund to remove the two grants applied for by the City in 2016 on behalf of Springs Utilities and O'Neil Group Co.

Finance

The Finance Department is responsible for maintaining a fiscally sound organization that conforms to legal requirements and to generally accepted accounting practices and financial management principles. Services provided include accounting and financial reporting; accounts receivable, accounts payable, and payroll services; sales tax licensing, revenue collection and compliance; financial planning including annual budget preparation, long-term fiscal planning and capital improvement program planning; analytical support to the Mayor, City Council, Chief of staff and departments; and capital financing. Beginning in 2016, the Finance Department began implementing a new finance business model based upon best practices, particularly regarding finance transactions and building a central finance transaction center.

Accounting and Accounts Receivable

- Provides accounting and financial reporting services for City departments, enterprises, component units, and federal and state grants.
- Maintains accounting information for 70 funds and approximately $400 million in expenditures.
- Oversees the City's cash, investment, and debt activities, which include approximately $186 million in cash and investments, and $83 million in debt across all funds.
- Oversees the accounts receivable process.

Budget

- Maintains the City's fiscal integrity through efficient allocation of resources and presents information with fiscal transparency to the Mayor, City Council, and the citizens of this community.
- Manages the annual budget process and prepares the annual budget document.
- Provides analytical support to the Mayor, Chief of Staff, City Council, and City departments.
- Conducts fiscal review and management of special districts in the City.
- Develops and manages the City's capital improvement program.

Grants Administration

- Manages a citywide grant coordination, administration and compliance to ensure proper reporting and compliance, and to maximize grant funding opportunities.

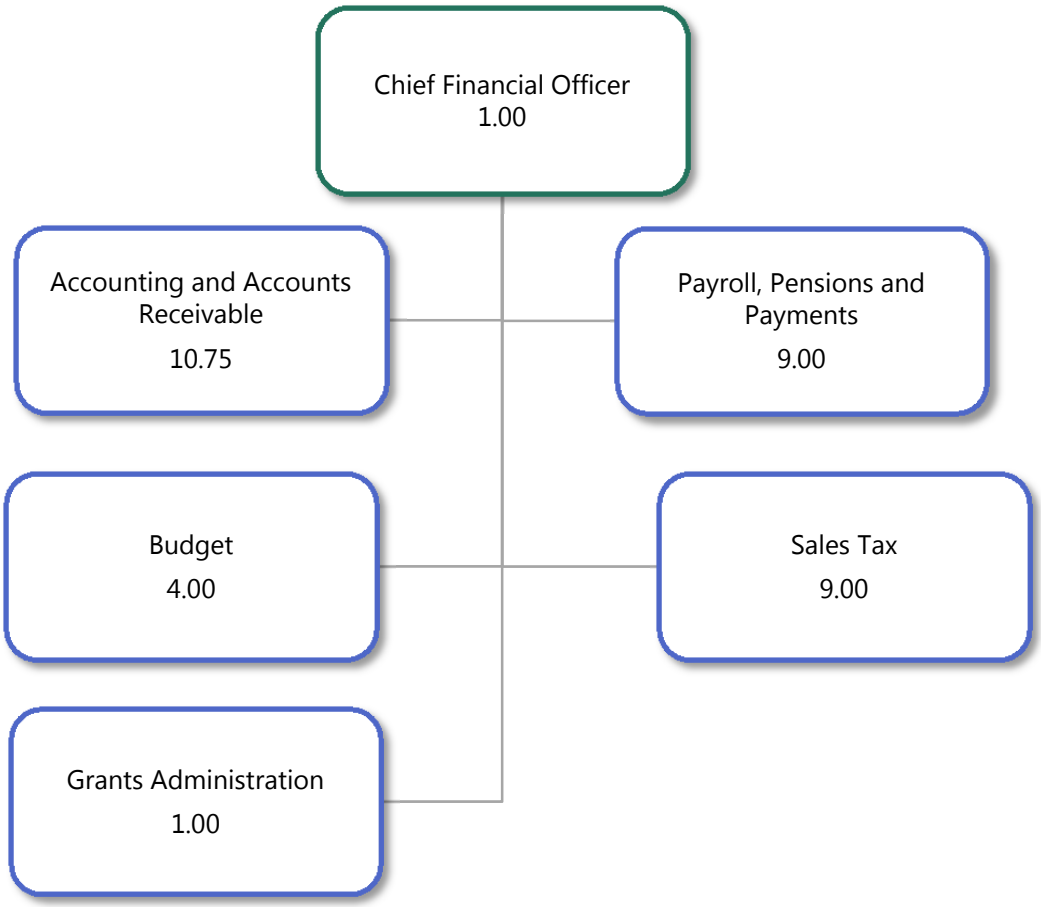
Payroll, Pensions, and Payments

- Provides all time, payroll, and pension support to all City departments and enterprises.
- Administers payroll, new hire and job action processes.
- Processes terminations, workers' compensation calculations, benefits processing and remittance to vendors, time administration, and many other payroll related activities.
- Processes invoices for payment and manages encumbrances including all contract, purchase order and change orders.
- Disburses payments for the Pikes Peak Regional Communications Network and invoice tracking/ oversight for the Pikes Peak Rural Transportation Authority (PPRTA) – processing over 45,000 invoices amounting to over $166 million annually for payment, and over 2,300 invoices are reviewed and audited for the PPRTA.

Sales Tax

- Administers sales and use taxes.
- Registers applicants for new sales and use tax licenses.
- Collects sales and use tax from taxpayers.
- Interprets and ensures compliance with the City Code.
- Delivers a high level of customer service to taxpayers.
- Conducts taxpayer education classes.

Finance Functions	2014 Actual	2015 Actual	2016 Original Budget	2016 Amended Budget	2017 Budget
Accounting	$841,368	$887,807	$988,096	$988,096	$1,175,350
Accounts Payable	282,597	251,146	242,405	242,405	303,172
Budget Office	354,886	393,767	395,658	395,658	399,707
Payroll and Pensions	262,655	260,360	290,910	290,910	261,676
Sales Tax	804,370	826,068	975,393	975,393	935,315
Total Finance Functions	**$2,545,877**	**$2,619,148**	**$2,892,462**	**$2,892,462**	**$3,075,220**



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Budget for each fund including General Fund, Grants Fund, and CIP.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$2,340,535	$2,335,392	$2,500,049	$2,500,049	$2,688,389	$188,340
Operating	205,341	282,956	390,363	390,363	383,094	(7,269)
Capital Outlay	0	800	2,050	2,050	3,737	1,687
Total	**$2,545,876**	**$2,619,148**	**$2,892,462**	**$2,892,462**	**$3,075,220**	**$182,758**
CIP	**$1,638,295**	**$551,216**	**$2,040,257**	**$2,040,257**	**$2,606,396**	**$566,139**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
A/P & A/R Supervisor	0.00	0.00	0.00	1.00	1.00
Accountant II	0.75	0.75	0.75	0.75	0.00
Accounting Manager	1.00	1.00	1.00	1.00	0.00
Accounting Technician II	2.00	2.00	1.00	1.00	0.00
Accounts Pay/Rec Specialist	1.00	0.00	0.00	0.00	0.00
Accounts Payable Supervisor	1.00	1.00	0.00	0.00	0.00
Administrative Technician	1.00	1.00	2.00	2.00	0.00
Analyst II	2.00	2.00	2.00	2.00	0.00
Budget Manager	1.00	1.00	1.00	1.00	0.00
Central Finance lead	0.00	0.00	2.00	2.00	0.00
Central Finance Manager I	0.00	0.00	1.00	1.00	0.00
Central Finance Technician I	0.00	0.00	2.00	3.00	1.00
Chief Financial Officer	1.00	1.00	1.00	1.00	0.00
Grants Administrator	1.00	1.00	1.00	1.00	0.00
Payroll & Pension Administrator	1.00	1.00	0.00	0.00	0.00
Payroll & Pension Tech II	2.00	2.00	2.00	2.00	0.00
Payroll Specialist	1.00	0.00	0.00	0.00	0.00
Sales Tax Auditor II	1.00	0.00	0.00	0.00	0.00
Sales Tax Enforcement Spvsr	1.00	0.00	0.00	0.00	0.00
Sales Tax Investigator	2.00	2.00	2.00	2.00	0.00
Sales Tax Investigator II	1.00	1.00	1.00	1.00	0.00
Sales Tax Manager	1.00	1.00	1.00	1.00	0.00
Sales Tax Technician	2.00	1.00	2.00	2.00	0.00
Senior Accountant	4.00	4.00	4.00	4.00	0.00
Senior Accounting Technician	1.00	2.00	1.00	1.00	0.00
Senior Analyst-BDG,CRM,FIN,GRT	2.00	4.00	2.00	2.00	0.00
Senior Office Specialist	0.00	0.00	0.00	1.00	1.00
Senior Payroll & Pension Tech	0.00	1.00	0.00	0.00	0.00
Senior Sales Tax Auditor	0.00	1.00	1.00	1.00	0.00
Vacant	0.00	0.00	0.00	1.00	1.00
Total Positions	**30.75**	**30.75**	**30.75**	**34.75**	**4.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($47,596)
	Increase to fund pay for performance and position movements in salary structure	32,227
	Increase to fund 3.00 FTE positions transferred from Police to Finance	176,370
	Increase due to redistribution from Operating	27,340
	Total Salaries/Benefits/Pensions	**$188,341**
	Operating	
	Transfer of the department budgets for armored car services to the Finance Department budget for central contract oversight	$23,758
	Transfer of the department's budget for records management to the City Clerk's Office budget for central contract oversight	(9,800)
	Decrease due to redistribution to Salaries/Pensions/Benefits	(21,227)
	Total Operating	**($7,269)**
	Capital Outlay	
	Increase due to redistribution from Operating	$1,687
	Total Capital Outlay	**$1,687**
	CIP	
	Increase to fund high priority CIP projects	$566,139
	Total CIP	**$566,139**
	Total For 2017	**$748,898**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Transfer of 3.00 FTE positions from Police to Finance for Accounts Receivalbe and Accounts Payable functions	3.00
	Transfer of 1.00 FTE vacant position	1.00
	Total For 2017	**4.00**

* 2016 Amended Budget as of 8/4/2016

Grants Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Grant Award	$0	$0	$657,047	$657,047	$0	($657,047)
Total	**$0**	**$0**	**$657,047**	**$657,047**	**$0**	**($657,047)**

Grant funding is highly variable in nature. In 2016, the City applied for two grants--one grant on behalf of Springs Utilities and the other on behalf of O'Neil Group Co. If awarded, the related grant match will come from the associated agency.

Position Titles	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Contract Specialist II *	1.00	0.00	0.00	0.00	0.00
Total Positions	**1.00**	**0.00**	**0.00**	**0.00**	**0.00**

* This position is funded by the Transit Grant Fund and beginning in 2016 was shown in the Transit narrative.

Funding Changes

During 2016	* 2016 Amended - 2016 Original Budget
None	$0
Total During 2016	**$0**
For 2017	**2017 Budget - * 2016 Amended Budget**
Decrease to remove 2016 potential grant funds being requested for on behalf of outside agencies.	($657,047)
Total For 2017	**($657,047)**

Position Changes

During 2016	* 2016 Amended - 2016 Original Budget
None	0.00
Total During 2016	**0.00**
For 2017	**2017 Budget - * 2016 Amended Budget**
None	0.00
Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

2017 CIP Program

Project	General Fund	Total 2017 Allocation
High Priority CIP Projects	356,396	356,396
Radio Infrastructure (PPRCN)	1,500,000	1,500,000
Technology	750,000	750,000
Total 2017 CIP	**$2,606,396**	**$2,606,396**

For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 32-1

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Finance

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	1,862,111	1,860,833	1,972,102	1,972,102	2,112,130	140,028
51210 - OVERTIME	137	415	2,500	2,500	6,200	3,700
51220 - SEASONAL TEMPORARY	5,998	10,912	10,600	10,600	29,600	19,000
51245 - RETIREMENT TERM VACATION	8,870	16,449	0	0	0	0
51260 - VACATION BUY PAY OUT	4,683	5,633	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(13,519)	(12,404)	0	0	0	0
51610 - PERA	248,620	249,989	269,838	269,838	288,048	18,210
51612 - RETIREMENT HEALTH SAVINGS	11,114	0	0	0	0	0
51615 - WORKERS COMPENSATION	3,277	3,573	3,829	3,829	3,994	165
51620 - EQUITABLE LIFE INSURANCE	5,193	5,124	7,324	7,324	7,520	196
51640 - DENTAL INSURANCE	8,317	8,002	9,981	9,981	10,752	771
51670 - PARKING FOR EMPLOYEES	9,160	8,880	10,680	10,680	10,320	(360)
51690 - MEDICARE	25,391	25,443	28,560	28,560	30,487	1,927
51695 - CITY EPO MEDICAL PLAN	54,909	29,236	34,152	34,152	28,980	(5,172)
51696 - ADVANTAGE HD MED PLAN	97,901	114,241	139,733	139,733	155,064	15,331
51697 - HRA BENEFIT TO ADV MED PLAN	8,373	9,282	10,750	10,750	12,500	1,750
51699 - BENEFITS REIMBURSEMENT	0	(216)	0	0	0	0
Salaries/Benefits/Pensions Total	**2,340,535**	**2,335,392**	**2,500,049**	**2,500,049**	**2,695,595**	**195,546**
Operating						0
52105 - MISCELLANEOUS OPERATING	1,999	520	0	0	0	0
52110 - OFFICE SUPPLIES	10,422	3,983	8,250	8,250	6,350	(1,900)
52111 - PAPER SUPPLIES	330	0	0	0	650	650
52120 - COMPUTER SOFTWARE	2,262	596	1,850	1,850	1,550	(300)
52122 - CELL PHONES EQUIP AND SUPPLIES	0	0	0	0	0	0
52125 - GENERAL SUPPLIES	0	551	101	101	50	(51)
52135 - POSTAGE	49,958	49,152	46,400	46,400	50,050	3,650
52210 - MAINT TREES	0	328	0	0	0	0
52220 - MAINT OFFICE MACHINES	0	0	650	650	600	(50)
52405 - ADVERTISING SERVICES	75	0	200	200	200	0
52418 - COMPUTER SERVICES	705	615	1,000	1,000	800	(200)
52560 - PARKING SERVICES	13	125	197	197	247	50
52568 - BANK AND INVESTMENT FEES	15,829	25,525	24,000	24,000	38,000	14,000
52573 - CREDIT CARD FEES	101	61	175	175	175	0
52575 - SERVICES	26,638	12,327	10,150	10,150	31,172	21,022
52576 - AUDIT SERVICES	17,010	117,336	200,000	200,000	175,000	(25,000)
52590 - TEMPORARY EMPLOYMENT	23,363	14,503	17,000	17,000	17,000	0
52607 - CELL PHONE ALLOWANCE	698	0	0	0	0	0
52615 - DUES AND MEMBERSHIP	2,587	3,677	4,400	4,400	3,900	(500)
52625 - MEETING EXPENSES IN TOWN	2,422	1,067	2,100	2,100	2,400	300
52630 - TRAINING	4,050	2,554	12,360	12,360	11,250	(1,110)
52645 - SUBSCRIPTIONS	1,337	55	1,300	1,300	600	(700)
52655 - TRAVEL OUT OF TOWN	1,508	4,996	10,000	10,000	7,500	(2,500)
52706 - WIRELESS COMMUNICATION	810	789	1,000	1,000	500	(500)
52735 - TELEPHONE LONG DIST CALLS	701	0	0	0	0	0
52738 - CELL PHONE BASE CHARGES	3,616	3,329	5,330	5,330	3,300	(2,030)
52775 - MINOR EQUIPMENT	0	2,554	500	500	500	0
52776 - PRINTER CONSOLIDATION COST	13,459	13,532	15,400	15,400	14,100	(1,300)

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Finance

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52874 - OFFICE SERVICES PRINTING	16,139	15,435	18,200	18,200	17,200	(1,000)
52875 - OFFICE SERVICES RECORDS	9,309	9,346	9,800	9,800	0	(9,800)
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**205,341**	**282,956**	**390,363**	**390,363**	**383,094**	**(7,269)**
Capital Outlay						
53010 - OFFICE MACHINES	0	800	0	0	0	0
53030 - FURNITURE AND FIXTURES	0	0	2,050	2,050	3,737	1,687
Capital Outlay Total	**0**	**800**	**2,050**	**2,050**	**3,737**	**1,687**
Total Expenses	**2,545,876**	**2,619,148**	**2,892,462**	**2,892,462**	**3,075,220**	**182,758**
CIP Total	**1,638,295**	**551,216**	**2,040,257**	**2,040,257**	**2,606,396**	**566,139**
Grand Total	**4,184,171**	**3,170,364**	**4,932,719**	**4,932,719**	**5,681,616**	**748,897**

Community Development

Aimee Cox, Manager | (719) 385-6609 | aicox@springsgov.com

2017 Initiatives

ID	Goal	Initiative
3A-04	Building Community and Collaborative Relationships	Reduce homelessness through creating a community plan for addressing homelessness through partnership with community organizations.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$436,887	$432,896	$432,896	$435,312	$2,416
	Grants Fund (Operating & CIP)	3,546,656	4,255,350	4,255,350	4,127,113	(128,237)
	Total	**$3,983,543**	**$4,688,246**	**$4,688,246**	**$4,562,425**	**($125,821)**
	Positions					
	General Fund	1.00	1.00	1.00	1.00	0.00
	Grants Fund	9.00	9.00	9.00	9.00	0.00
	Total	**10.00**	**10.00**	**10.00**	**10.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016 (General Fund). The federal program year for the CDBG, HOME and ESG grants is April 1 to March 31. The Original Budget is prepared based on estimated allocations. The Amended Budget is prepared based on actual funding allocations. As a result, the Amended Budget may reflect a significant difference from Original Budget.

Note: Beginning in 2016, Community Development is no longer included in Economic Development. All historical numbers have been adjusted accordingly.

Significant Changes vs. 2016

- None

Community Development

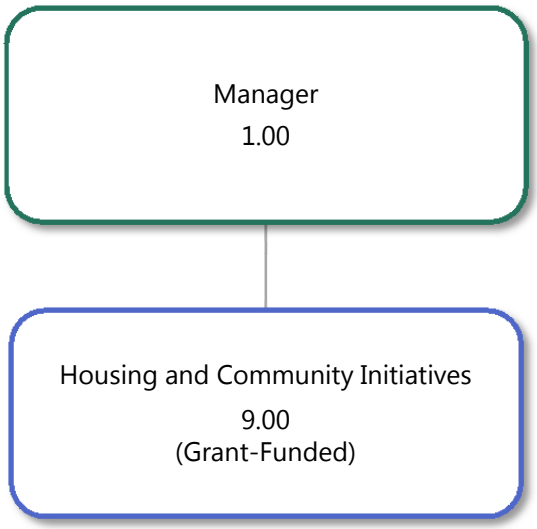
Housing and Community Initiatives

The City will make strategic investments and develop partnerships that strengthen neighborhoods, ensure the availability of quality affordable housing, and support economic opportunity for the whole community. The City receives restricted federal entitlement grants and competitive grants which fund the following programs:

- *Housing Development and Rehabilitation.* Work with nonprofit and for-profit developers to encourage the development of affordable and workforce housing, and prevent slum and blight conditions.

- *Neighborhood Improvement.* Encourage safe and livable neighborhoods through targeted planning, services, economic development activities, and capital improvements.

- *Homeless Services.* Make ending homelessness a citywide priority through leadership, advocacy, strategic investments, and policy making.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Budget for each fund including General Fund, CDBG Grant Funds, HOME Grant Funds, HOPE III Grant Funds, ESG Grant Funds, and CIP.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$0	$130,547	$131,930	$131,930	$134,346	$2,416
Operating	253,516	306,340	300,966	300,966	300,966	0
Capital Outlay	0	0	0	0	0	0
Total	**$253,516**	**$436,887**	**$432,896**	**$432,896**	**$435,312**	**$2,416**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Community Development Manager	1.00	1.00	1.00	1.00	0.00
Total Positions	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**

Funding Changes

During 2016	* 2016 Amended - 2016 Original Budget
None	$0
Total During 2016	**$0**
For 2017	**2017 Budget - * 2016 Amended Budget**
Salaries/Benefits/Pensions	
Net change to fund existing positions	($7)
Increase to fund pay for performance and position movements in salary structure	2,423
Total Salaries/Benefits/Pensions	**$2,416**
Operating	
None	$0
Total Operating	**$0**
Capital Outlay	
None	$0
Total Capital Outlay	**$0**
Total For 2017	**$2,416**

* 2016 Amended Budget as of 8/4/2016

Position Changes	During 2016	* 2016 Amended - 2016 Original Budget
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

CDBG Grant Funds						
Source of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
CDBG Entitlement	$1,851,448	$1,118,701	$2,541,000	$2,541,000	$2,567,638	$26,638
Program Income	604,713	233,022	100,000	100,000	100,000	0
Total	**$2,456,161**	**$1,351,723**	**$2,641,000**	**$2,641,000**	**$2,667,638**	**$26,638**
Use of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
Admin and Planning	$670,828	$460,840	$556,429	$556,429	$533,528	($22,901)
Public Services	799,193	139,691	556,000	556,000	428,557	(127,443)
Housing and Property Activities	523,371	496,676	628,571	628,571	771,880	143,309
Public Facilities/Infrastructure	592,506	611,479	900,000	900,000	933,673	33,673
Total	**$2,585,898**	**$1,708,686**	**$2,641,000**	**$2,641,000**	**$2,667,638**	**$26,638**

HOME Grant Funds						
Source of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
Home Entitlement	$1,408,964	$1,450,553	$968,000	$968,000	$1,030,674	$62,674
Program Income	282,712	251,855	425,000	425,000	200,000	(225,000)
Total	**$1,691,676**	**$1,702,408**	**$1,393,000**	**$1,393,000**	**$1,230,674**	**($162,326)**
Use of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
Admin and Planning	$44,565	$97,732	$213,312	$213,312	$123,068	($90,244)
Public Services	0	122,845	300,000	300,000	285,000	(15,000)
Housing and Property Activities	1,678,093	1,422,750	879,688	879,688	822,606	(57,082)
Total	**$1,722,658**	**$1,643,327**	**$1,393,000**	**$1,393,000**	**$1,230,674**	**($162,326)**

* The federal program year for the CDBG, HOME and ESG grants is April 1 to March 31. The Original Budget is prepared based on estimated allocations. The Amended Budget is prepared based on actual funding allocations. As a result, the Amended Budget may reflect a significant difference from Original Budget.

HOPE III Grant Funds						
Source of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
Revenue	$240	$240	$0	$0	$0	$0
Total	**$240**	**$240**	**$0**	**$0**	**$0**	**$0**
Use of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
Acquisition/Rehab/Resale	$33,561	$42,498	$0	$0	$0	$0
Total	**$33,561**	**$42,498**	**$0**	**$0**	**$0**	**$0**

ESG Grant Funds						
Source of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
ESG Entitlement	$126,130	$251,321	$221,350	$221,350	$228,801	$7,451
Total	**$126,130**	**$251,321**	**$221,350**	**$221,350**	**$228,801**	**$7,451**
Use of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
Admin	$0	$1,922	$0	$0	$11,440	$11,440
Emergency Shelter	45,598	133,892	221,350	221,350	137,281	(84,069)
Homelessness	5,561	16,330	0	0	80,080	80,080
Total	**$51,159**	**$152,144**	**$221,350**	**$221,350**	**$228,801**	**$7,451**

* The federal program year for the CDBG, HOME and ESG grants is April 1 to March 31. The Original Budget is prepared based on estimated allocations. The Amended Budget is prepared based on actual funding allocations. As a result, the Amended Budget may reflect a significant difference from Original Budget.

Summary

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
CDBG Grant	$2,585,898	$1,708,686	$2,641,000	$2,641,000	$2,667,638	$26,638
HOME Grant	1,722,658	1,643,327	1,393,000	1,393,000	1,230,674	(162,326)
HOPE III Grant	33,561	42,498	0	0	0	0
ESG Grant	51,159	152,144	221,350	221,350	228,801	7,451
Total	**$4,393,276**	**$3,546,656**	**$4,255,350**	**$4,255,350**	**$4,127,113**	**($128,237)**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Administrative Technician	1.00	1.00	1.00	1.00	0.00
Analyst I	1.00	1.00	1.00	1.00	0.00
Analyst II	1.00	2.00	2.00	2.00	0.00
CDBG Specialist I	1.00	0.00	0.00	0.00	0.00
Redevelopment Specialist	2.00	2.00	2.00	2.00	0.00
Senior Analyst	1.00	1.00	1.00	1.00	0.00
Senior Office Specialist	1.00	1.00	1.00	1.00	0.00
Senior Redevelopment Specialist	1.00	1.00	1.00	1.00	0.00
Total Positions	**9.00**	**9.00**	**9.00**	**9.00**	**0.00**

Funding Changes

During 2016	* 2016 Amended - 2016 Original Budget
None	$0
Total During 2016	**$0**

For 2017	2017 Budget - * 2016 Amended Budget
Increase in CDBG Grant funds due to projected entitlement increase	$26,638
Decrease in HOME Grant funds due to projected entitlement decrease	(162,326)
Increase in ESG Grant funds based on projected entitlement increase	7,451
Total For 2017	**($128,237)**

* The federal program year for the CDBG, HOME and ESG grants is April 1 to March 31. The Original Budget is prepared based on estimated allocations. The Amended Budget is prepared based on actual funding allocations. As a result, the Amended Budget may reflect a significant difference from Original Budget.

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* The federal program year for the CDBG, HOME and ESG grants is April 1 to March 31. The Original Budget is prepared based on estimated allocations. The Amended Budget is prepared based on actual funding allocations. As a result, the Amended Budget may reflect a significant difference from Original Budget.

2017 CIP Program			
	Project Name	**Grants**	**Total 2017 Allocation**
	Public Facilities/Infrastructure Projects	933,673	933,673
	Total 2017 CIP	**$933,673**	**$933,673**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 32-1		

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Community Development

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	0	104,736	105,060	105,060	107,161	2,101
51610 - PERA	0	13,962	14,393	14,393	14,681	288
51615 - WORKERS COMPENSATION	0	212	221	221	225	4
51620 - EQUITABLE LIFE INSURANCE	0	288	424	424	424	0
51640 - DENTAL INSURANCE	0	424	444	444	444	0
51670 - PARKING FOR EMPLOYEES	0	240	240	240	240	0
51690 - MEDICARE	0	1,486	1,523	1,523	1,553	30
51696 - ADVANTAGE HD MED PLAN	0	8,442	8,875	8,875	8,868	(7)
51697 - HRA BENEFIT TO ADV MED PLAN	0	757	750	750	750	0
Salaries/Benefits/Pensions Total	**0**	**130,547**	**131,930**	**131,930**	**134,346**	**2,416**
Operating						0
52125 - GENERAL SUPPLIES	0	0	1,500	1,500	1,500	0
52410 - BUILDING SECURITY SERVICES	659	0	0	0	0	0
52440 - HUMAN SERVICES	93,509	141,290	172,548	172,548	172,548	0
52441 - TRANSIT PASSES	13,737	10,350	18,000	18,000	18,000	0
52575 - SERVICES	41,698	50,068	1,300	1,300	1,300	0
52605 - CAR MILEAGE	0	0	1,500	1,500	1,500	0
52607 - CELL PHONE ALLOWANCE	0	367	0	0	0	0
52625 - MEETING EXPENSES IN TOWN	0	0	500	500	500	0
52630 - TRAINING	0	0	750	750	750	0
52655 - TRAVEL OUT OF TOWN	0	2,233	1,500	1,500	1,500	0
52738 - CELL PHONE BASE CHARGES	0	0	1,368	1,368	1,368	0
52746 - UTILITIES ELECTRIC	194	(1)	0	0	0	0
52747 - UTILITIES GAS	768	0	0	0	0	0
52748 - UTILITIES SEWER	291	2	0	0	0	0
52749 - UTILITIES WATER	460	1	0	0	0	0
52874 - OFFICE SERVICES PRINTING	200	30	0	0	0	0
65343 - HOUSING AUTHORITY STAFF	102,000	102,000	0	0	0	0
65349 - GOLDEN CIRCLE NUTRITION	0	0	102,000	102,000	102,000	0
Operating Total	**253,516**	**306,340**	**300,966**	**300,966**	**300,966**	**0**
Grand Total	**253,516**	**436,887**	**432,896**	**432,896**	**435,312**	**2,416**

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Economic Development

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2017 Initiatives

ID	Goal	Initiative
1A-01	Promoting Job Creation	Support the community's economic development goals, working with the RBA (Regional Business Alliance) and other community organizations to identify and remove barriers to business growth and development.
1A-02	Promoting Job Creation	Promote the strengthening of skills and employment opportunities of Colorado Springs residents, through partnering with locally-connected businesses, entrepreneurs and local educational institutions to create an environment that fosters the recruitment and retention of young talent across the Pikes Peak Region.
1A-07	Promoting Job Creation	Identify catalytic downtown projects developed by other organizations and partner closely with those organizations leading those initiatives (for example, a public market).
2B-05	Investing in Infrastructure	Partner with stakeholders to encourage economic development in EOZs.

Note: The ID number above is used in the Performance Measures chapter to reference specific strategic plan initiatives by goal and objective

All Funds Summary

Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
General Fund	$263,994	$335,783	$335,783	$370,972	$35,189
Total	**$263,994**	**$335,783**	**$335,783**	**$370,972**	**$35,189**
Positions					
General Fund	3.00	3.00	3.00	3.00	0.00
Total	**3.00**	**3.00**	**3.00**	**3.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Significant Changes vs. 2016

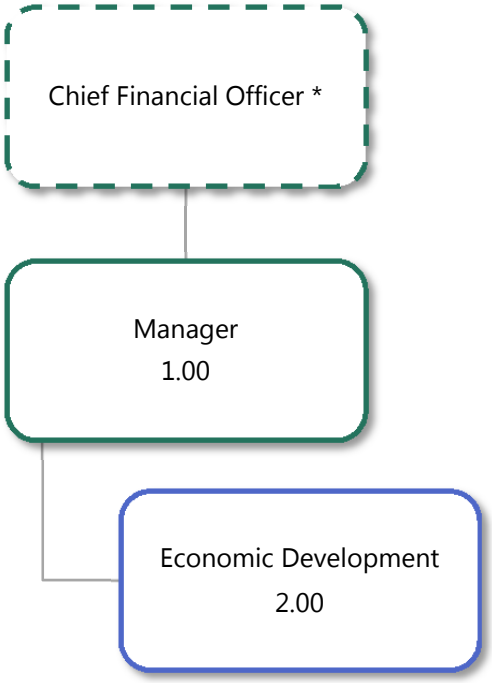
- None

Economic Development

The Office of Economic Development (OED) is focused on cultivating a healthy and vibrant economic climate in Colorado Springs that supports business and personal prosperity. Quality of life is Colorado Springs' key competitive advantage, and OED staff works with a wide variety of community partners to eliminate barriers to business development, catalyze investments in key business corridors, and grow jobs in targeted industries.

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

- Rapid, courteous responses to all business requests for permits and approvals
- Fair regulations and requirements
- Reasonable fees and charges associated with conducting business
- Consistent, high-quality core services with limited resources
- Competitive utility rates
- Encouragement of community building and partnerships
- Ongoing dialogue with primary employers, entrepreneurs, and business groups to continuously improve the business climate
- Recommendations from the Economic Opportunity Zone (EOZ) plans for the Southeast Colorado Springs EOZ and North Nevada EOZ implemented
- Continued collaboration with City for Champions project element sponsors



* The Chief Financial Officer position is funded as part of the Finance Department budget. This position is not reflected in the position count in the Budget Summary below.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 General Fund Budget.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$400,922	$157,753	$240,424	$240,424	$275,613	$35,189
Operating	55,073	106,241	95,359	95,359	95,359	0
Capital Outlay	0	0	0	0	0	0
Total	**$455,995**	**$263,994**	**$335,783**	**$335,783**	**$370,972**	**$35,189**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Administrative Techician	1.00	1.00	1.00	1.00	0.00
Economic Development Manager	1.00	1.00	1.00	1.00	0.00
Senior Economic Development Analyst	0.00	1.00	1.00	1.00	0.00
Senior Economic Vitality Specialist	1.00	0.00	0.00	0.00	0.00
Total Positions	**3.00**	**3.00**	**3.00**	**3.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$31,887
	Increase to fund pay for performance and position movements in salary structure	3,301
	Total Salaries/Benefits/Pensions	**$35,188**
	Operating	
	None	$0
	Total Operating	**$0**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2017	**$35,188**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Economic Development

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	325,460	128,838	190,247	190,247	216,562	26,315
51220 - SEASONAL TEMPORARY	(403)	0	0	0	0	0
51245 - RETIREMENT TERM VACATION	2,699	0	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(1,156)	0	0	0	0	0
51610 - PERA	43,590	16,850	25,638	25,638	29,669	4,031
51615 - WORKERS COMPENSATION	641	266	393	393	455	62
51620 - EQUITABLE LIFE INSURANCE	910	354	691	691	809	118
51640 - DENTAL INSURANCE	1,637	427	887	887	888	1
51670 - PARKING FOR EMPLOYEES	714	480	720	720	720	0
51690 - MEDICARE	4,629	1,794	2,714	2,714	3,140	426
51695 - CITY EPO MEDICAL PLAN	8,410	8,743	9,192	9,192	9,192	0
51696 - ADVANTAGE HD MED PLAN	12,528	(1)	9,192	9,192	13,428	4,236
51697 - HRA BENEFIT TO ADV MED PLAN	1,263	2	750	750	750	0
Salaries/Benefits/Pensions Total	**400,922**	**157,753**	**240,424**	**240,424**	**275,613**	**35,189**
Operating						0
52105 - MISCELLANEOUS OPERATING	230	1,200	0	0	0	0
52110 - OFFICE SUPPLIES	295	467	1,000	1,000	750	(250)
52120 - COMPUTER SOFTWARE	265	0	500	500	300	(200)
52122 - CELL PHONES EQUIP AND SUPPLIES	0	0	500	500	250	(250)
52125 - GENERAL SUPPLIES	7,290	0	500	500	100	(400)
52135 - POSTAGE	400	124	100	100	150	50
52405 - ADVERTISING SERVICES	200	0	0	0	0	0
52560 - PARKING SERVICES	5	0	231	231	50	(181)
52575 - SERVICES	18,969	55,021	75,300	75,300	75,709	409
52605 - CAR MILEAGE	416	0	500	500	500	0
52615 - DUES AND MEMBERSHIP	4,872	100	365	365	200	(165)
52625 - MEETING EXPENSES IN TOWN	2,349	4,832	2,500	2,500	4,000	1,500
52630 - TRAINING	700	159	735	735	750	15
52645 - SUBSCRIPTIONS	89	0	100	100	100	0
52650 - MARKETING EXP	4,332	0	0	0	0	0
52655 - TRAVEL OUT OF TOWN	4,072	3,200	5,000	5,000	5,000	0
52735 - TELEPHONE LONG DIST CALLS	142	0	0	0	0	0
52738 - CELL PHONE BASE CHARGES	3,246	903	2,068	2,068	1,500	(568)
52775 - MINOR EQUIPMENT	322	0	500	500	500	0
52776 - PRINTER CONSOLIDATION COST	4,514	4,932	4,500	4,500	5,000	500
52874 - OFFICE SERVICES PRINTING	1,545	303	960	960	500	(460)
60607 - ECONOMIC DEVELOPMENT CORP	0	35,000	0	0	0	0
65160 - RECRUITMENT	820	0	0	0	0	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**55,073**	**106,241**	**95,359**	**95,359**	**95,359**	**0**
Grand Total	**455,995**	**263,994**	**335,783**	**335,783**	**370,972**	**35,189**

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General Costs

Overview

The General Cost section of the budget provides a funding source for the general expenses of City government, which are for the responsibility of or benefit of the organization as a whole, or cannot be identified with a specific function.

Budget Summary

	2014 Actual	2015 Actual	2016 Budget	2017 Budget
Retired Employees Insurance	1,508,177	1,234,534	1,250,000	1,250,000
Unemployment Insurance	205,327	120,296	100,000	100,000
Other Salaries and Benefits	26,659	11,382	0	0
Special Events - Overtime	515,098	437,414	420,000	420,000
Total Salaries and Benefits	**2,255,261**	**1,803,626**	**1,770,000**	**1,770,000**
Internal Services Charges and Allocations				
Barricading	125,000	56,776	56,776	56,776
Environmental Protection Program	60,408	60,408	60,408	60,408
Health Insurance Fund - Add'l pmt.	0	0	255,195	0
Machine/Weld Shop	30,000	23,623	23,623	23,623
Office Services	589,630	679,180	679,180	609,455
Radio Communications	695,958	550,825	995,958	991,679
Animal Control Contract	1,080,000	1,125,424	1,423,495	1,423,495
Annual Financial Audit	139,810	119,445	170,000	170,000
City Admin Building (CAB) - Lease-Purchase Payment	626,759	626,759	626,760	626,760
City Building Security Contract Management	91,740	91,740	91,740	91,740
City Hall/Impound lot/Police Training Academy COP Payment	381,567	393,565	387,417	387,417
Claims Reserve Self-Insurance Fund	800,004	800,000	1,000,000	1,000,000
Economic Development				
Regional Business Alliance	0	0	75,000	75,000
Economic Development Agreements	4,718,002	5,167,656	5,500,000	5,500,000
Small Business Development Center (SBDC)	0	0	27,500	55,000
USOC COP Payment	1,704,944	1,739,858	1,782,225	1,822,625
Election Expenses	0	930,531	0	350,000
Employee Awards Program	64,174	64,065	76,000	76,000
Energy Efficiency Retrofit	165,871	99,260	99,259	99,259

Budget Summary

	2014 Actual	2015 Actual	2016 Budget	2017 Budget
Facilities Maintenance Contract	949,026	998,850	1,000,000	1,060,000
Fleet Services and Fuel Contracts	0	0	0	7,863,243
Health Programs	304,136	326,846	0	0
Homeward Pikes Peak	60,000	0	0	0
Insurance premiums	670,621	914,573	1,008,664	1,008,664
Legal Defense Reserve	142,304	261,716	250,000	250,000
Legal Defense Reserve - City Council	0	14,895	50,000	50,000
Legal Settlement Costs	10,634	1,504	0	0
Membership Dues - Sister Cities and Alliance for Innovation	8,690	5,425	9,500	9,500
Pikes Peak Regional Development Center Rent and CAM	124,525	128,847	132,000	132,000
Retirement Awards	13,900	13,333	15,000	15,000
SCIP – Debt Service Payment	7,843,450	7,838,750	2,766,750	0
Services	855,886	15,448	552,710	724,626
Special Events - operating	8,884	13,611	0	0
Utilities - consolidated program				
Utilities Electric	0	0	0	1,696,934
Utilities Gas	0	0	0	551,360
Utilities Sewer	0	0	0	139,180
Utilities Streetlights	4,130,134	4,129,000	4,129,000	4,125,038
Utilities Traffic Signals	0	0	0	284,820
Utilities Water	0	0	0	3,352,966
Total Operating Expenses	**26,396,057**	**27,191,913**	**23,244,160**	**34,682,568**
General Fund contribution to CIP	10,204,472	13,092,565	18,024,169	7,993,087
General Fund - Projects	9,230,276	4,203,314	250,000	250,000
Total CIP*	**19,434,748**	**17,295,879**	**18,274,169**	**8,243,087**
Organization Total	**$48,086,066**	**$46,291,417**	**$43,288,329**	**$44,695,655**

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

Expenditure Detail

SALARY AND BENEFITS EXPENDITURES

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

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

Special Events - Overtime – For 2017, funding of $420,000 is included for services provided by City department personnel for special events.

OPERATING EXPENDITURES

Allocations/Internal Service Charges –The City has a number of Internal Services that are accounted for in separate funds or programs. These programs/funds include Barricading, Environmental Protection, Machine/Weld Shop, Office Services and Radio Communications.

Animal Control Contract – The City's cost for the Humane Society of the Pikes Peak Region (HSPRR) animal control services contract. For 2017, the 2016 contract amount of $1,423,495 is included as a cost of service study is being conducted through a 3rd party consultant. The contract cost could be adjusted based on the results of that study.

Annual Financial Audit – Annually, the City contracts with a private firm to provide a comprehensive financial audit. For 2017, the contract is with BKD.

City Administration Building (CAB) - **Lease-Purchase Payment**– During 2003, the City entered into a lease-purchase agreement with Colorado Springs Utilities to acquire the CAB. In 2007, the City refinanced the remaining portion of the agreement with a bank lease-purchase and in 2013, the lease-purchase was refinanced to take advantage of lower interest rates.

City Building Security Contract Management – This is payment the City makes to Colorado Springs Utilities to manage the citywide security contract.

City Hall/Impound Lot/Police Training Academy COP Payment – The lease-purchase payment on certificates of participation (COPs) used to finance the renovation of City Hall and the acquisition of the Police Impound Lot and Police Training Academy. In 2011, the City did a combined refinancing of series 1999, 2000, 2003 COPS significantly reducing total payments. For 2017, the payment amount is $387,417. Additional funding for a portion of the COP payment for the Police Impound Lot and Training Academy is budgeted in the Police Department's budget.

Claims Reserve Self-Insurance Fund – The Liability Claims Reserve Self-Insurance Fund was established in 1986 to provide a mechanism for claims adjustment, investigation, settlement, and defense of general and auto liability claims filed against City, its officials, and employees. Expenditures made out of the claims reserve fund are made to pay claims and related expenses pursuant to the Colorado Governmental Immunity Act and claims against the City arising under Federal Law. For 2017, the transfer from the General Fund to fund expected 2017 expenditures is $1,000,000.

Economic Development –For 2017, this category includes allocating $75,000 in support to the Regional Business Alliance, $5,500,000 in Economic Development Agreement payments including Urban Renewal Area Sales Tax TIF agreements (described more fully in the Economic Overview section), increased funding of $27,500 in support to the Small Business Development Center (SBDC), and the COP payment related to the United States Olympic Committee (USOC) Economic Development agreement. Prior to 2016 some economic development related

payments were made directly from the Lodgers and Auto Rental Tax (LART) as the establishing ordinance allowed expenditures for economic development purposes.

Election Expenses – For 2017, funding $350,000 funding is included for the April municipal election. This amount is based upon cost estimates provided by the City Clerk's office.

Employee Awards Program – As part of employee total compensation, the City has two primary employee awards programs, Service Awards ($36,000) and Employee Recognition Awards ($40,000).

Energy Efficiency Retrofit (Lease-Purchase Costs – Other) – For 2017, the lease-purchase payments total $99,259 for building improvements to City facilities including City Administration Building (CAB) and Sertich Ice Arena.

Facilities Maintenance Contract – El Paso County provides facilities maintenance under an Intergovernmental Agreement (IGA) and Service Level Agreement (SLA).

Fleet Services and Fuel Contracts – For 2017, the cost of the outsourced fleet services contract and the fuel contract is moved to General Costs as it is a cost that benefits departments across the organization. For 2017, the City has a combined budget of $7,863,243 for fleet services and fuel.

Health Programs – This budget was transferred to the Police Department as it related Investigations.

Homeward Pikes Peak – This funding was for coordination of the Colorado Springs homeless service programs and was discontinued for 2015. Since, the City's Community Services division works with the Continuum of Care for coordination of the Colorado Springs homeless service programs.

Insurance Premiums – The City's comprehensive risk management program includes various property and liability policies that provide either primary or excess coverage to protect City from large and uncertain losses.

Legal Defense Reserve – This is an amount for costs not covered by self-insurance for specialized legal services and expenses associated with legal actions against the City.

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

Legal Settlement Costs – The City does not specifically budget for legal settlement costs, but does book expenses to this line for tracking purposes if the City has settlement expenses.

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

Pikes Peak Regional Development Center (PPRDC Rent and CAM) – This funding is for rental payments to the PPRDC for pro rata office space and Central Area Maintenance (CAM) charges used by City operations in the PPRDC. Other entities, including Development Review Enterprise and Colorado Springs Utilities also pay PPRDC for their assigned square footage.

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

SCIP Debt Service Payment – In October 2007, approximately $10.4 million of the outstanding debt was refinanced to obtain a better interest rate and generate savings to the City of approximately $4.0 million. In May 2009, the remaining $34,460,000 outstanding debt was refinanced at a better interest rate and generated savings of approximately $2.0 million. While the debt was originally scheduled to be retired in 2015, the refinancing extends a portion of the debt by one year, to 2016. The debt was retired in 2016.

Services – This funding is for services required by the City that do not relate to or directly benefit a particular organizational division such as bonding/processing services, banking services, full cost allocation plan, financial consulting, lobbying, West Nile Virus payments to El Paso County, and other miscellaneous services.

Special Events – Beginning with 2016, the budget of $420,000 is reflected in the Salaries and Benefits category of General Costs as it is for personnel time providing services for special events.

Utilities – Consolidated Program – For 2017, the City has transferred budgets from all the departments and divisions to General Costs for all City utilities expenses in order to better manage utility usage and achieve sustainability goals. The charge from Colorado Springs Utilities for the operation of the Streetlight system has always been budgeted in General Costs and is incorporated in this consolidated program.

CAPITAL OUTLAY EXPENDITURES

General Fund Contribution to City CIP Fund – For 2017, the General Fund contribution is $7,993,087, which is augmented by $222,000 in anticipated interest earnings and investment/bank fees. These projects are for roads and bridges projects, grant matches, technology, the Sand Creek substation lease/lease purchase payment and other payments, and City facility repairs. For 2017, stormwater projects are not budgeted in the CIP fund, but rather are reflected in the Public Works, Stormwater budget.

General Fund – Projects – For 2017, a second year of funding - $250,000 is included for an update of the City's Comprehensive Plan.

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Fire

Ted Collas, Fire Chief | (719) 385-7201 | tcollas@springsgov.com

2017 Initiatives

ID	Goal	Initiative
1B-01	Promoting Job Creation	Address public safety issues that impact our image and attractiveness to new businesses and residents.
3A-11	Building Community and Collaborative Relationships	Improve public safety response times.
3A-16	Building Community and Collaborative Relationships	Continually build on a solid foundation of public trust and engage the community in public safety efforts

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$45,518,580	$47,825,182	$47,825,182	$50,241,838	$2,416,656
	General Fund - CIP	40,770	100,000	100,000	364,718	264,718
	PSST	12,998,655	14,516,981	14,516,981	15,311,238	794,257
	PSST - CIP	296,493	249,087	249,087	0	(249,087)
	Grants Fund - Awards	2,103,500	1,775,000	1,775,000	1,625,000	(150,000)
	All Funds Total	**$60,957,998**	**$64,466,250**	**$64,466,250**	**$67,542,794**	**$3,076,544**
	Positions					
	General Fund	374.00	374.00	374.00	386.00	12.00
	Other Funds	108.50	108.50	110.00	114.50	4.50
	Total	**482.50**	**482.50**	**484.00**	**500.50**	**16.50**

* 2016 Amended Budget as of 8/4/2016

Significant Changes vs. 2016

- Increase to fund Station 22 staffing & equipment

Fire Department

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

Operations Division

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

Support Services Division

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

Finance, Planning and Analysis Division

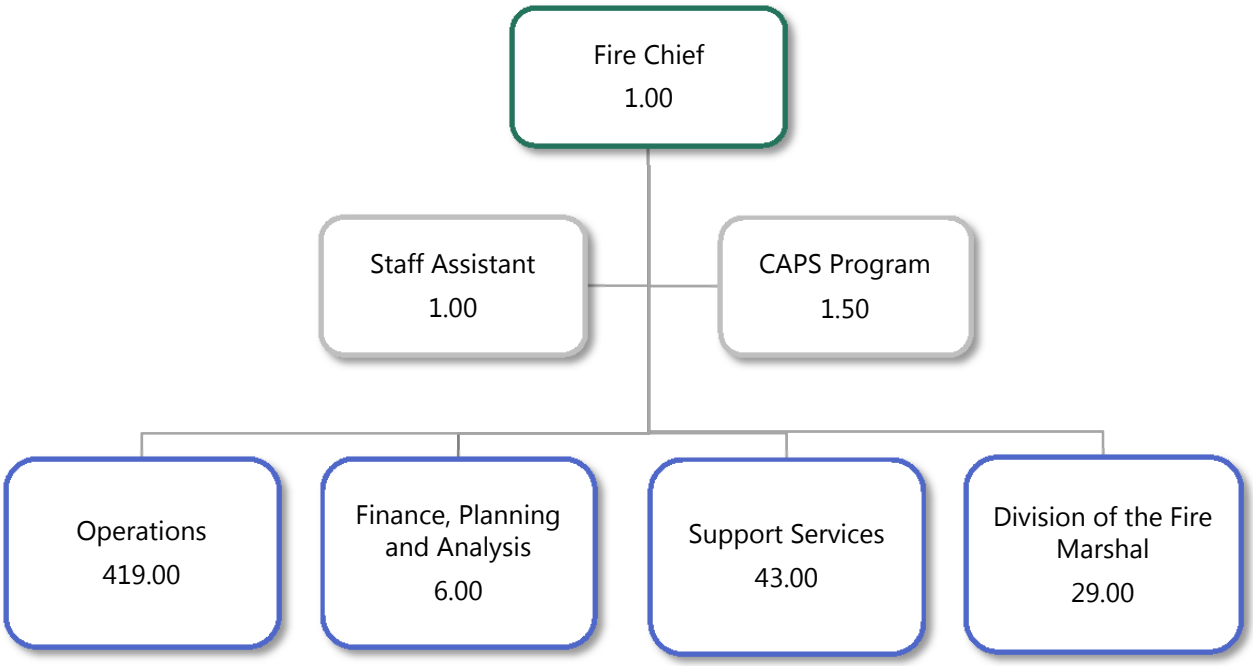
This division develops and monitors the budget, coordinates purchasing, assists with grant applications, ensures compliance with grant requirements, as well as with the ambulance contract, provides data analysis, engages in analysis of operational activities and proposals, and provides strategic planning. 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 incident cause and origin, 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, and residential evaluations and mitigation of the WUI.

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

Fire Functions	2015 Actual	2016 Original Budget	2016 Amended Budget	2017 Budget
Fire Prevention	$2,285,406	$2,579,986	$2,579,986	$2,171,631
Public Education	291,674	337,304	337,304	347,509
Fire Suppression	47,125,391	49,374,696	49,374,696	52,136,405
Hazardous Material	1,748,148	1,785,779	1,785,779	1,819,506
Medical Division	1,614,339	1,679,416	1,679,416	1,631,042
Community Health	343,116	405,371	405,371	557,355
Direct Public Services Functions	**$53,408,074**	**$56,162,552**	**$56,162,552**	**$58,663,448**
All other support/management functions	5,109,161	6,179,611	6,179,611	6,889,628
All Fire Functions	**$58,517,235**	**$62,342,163**	**$62,342,163**	**$65,553,076**



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Budget for each fund including General Fund, PSST, Grants, and CIP.

General Fund	Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Salary/Benefits/ Pensions	$41,414,736	$42,791,880	$43,883,580	$43,883,580	$46,605,255	$2,721,675
	Operating	2,676,487	2,336,085	2,632,962	2,632,962	2,398,453	(234,509)
	Capital Outlay	1,820,940	390,615	1,308,640	1,308,640	1,238,130	(70,510)
	Total	**$45,912,163**	**$45,518,580**	**$47,825,182**	**$47,825,182**	**$50,241,838**	**$2,416,656**
	CIP	**$362,602**	**$40,770**	**$100,000**	**$100,000**	**$364,718**	**264,718**
	Revenue	**$2,077,426**	**$2,282,116**	**$2,101,503**	**$2,101,503**	**$2,095,941**	**($5,562)**
	Total Civilian		35.00	35.00	34.00	34.00	0.00
	Total Sworn		339.00	339.00	340.00	352.00	12.00
	Total Positions		**374.00**	**374.00**	**374.00**	**386.00**	**12.00**

* 2016 Amended Budget as of 8/4/2016

General Fund Positions	Civilian Positions	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Administrative Technician	3.00	3.00	3.00	3.00	0.00
	Ambulance Contract Administrator	1.00	1.00	1.00	1.00	0.00
	Analyst I/II	0.00	0.00	0.00	0.00	0.00
	CAPS Program Coordinator	1.00	1.00	1.00	1.00	0.00
	City Administration Maintenance Technician	0.00	0.00	0.00	0.00	0.00
	City Facility Administrator	1.00	1.00	1.00	1.00	0.00
	Deputy Fire Marshal	1.00	1.00	1.00	1.00	0.00
	Fire Accreditation Tech.	1.00	1.00	1.00	1.00	0.00
	Fire Admin. Services Manager	1.00	1.00	1.00	1.00	0.00
	Fire and Life Safety Educator	2.00	2.00	2.00	2.00	0.00
	Fire Code Inspector I/II	6.00	7.00	7.00	7.00	0.00
	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	0.00	0.00	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	2.00	1.00	1.00	1.00	0.00
	Office Specialist	1.00	1.00	1.00	1.00	0.00
	Public Safety Volunteer Administrator	0.50	0.50	0.50	0.50	0.00
	Senior Analyst	2.00	2.00	2.00	2.00	0.00
	Senior Fire Code Inspector	1.00	1.00	1.00	1.00	0.00
	Senior Office Specialist	1.00	1.00	1.00	1.00	0.00
	Sr. Public 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	**35.00**	**35.00**	**34.00**	**34.00**	**0.00**

* 2016 Amended Budget as of 8/4/2015

General Fund Positions	Sworn Positions	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Battalion Chief	6.00	9.00	9.00	9.00	0.00
	Fire Captain	24.00	24.00	25.00	25.00	0.00
	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
	Fire Driver Engineer	72.00	69.00	69.00	72.00	3.00
	Fire Lieutenant	54.00	55.00	55.00	58.00	3.00
	Fire Paramedic	68.00	65.00	65.00	68.00	3.00
	Firefighter	112.00	114.00	114.00	117.00	3.00
	Total Sworn	**339.00**	**339.00**	**340.00**	**352.00**	**12.00**
	Total Positions	**374.00**	**374.00**	**374.00**	**386.00**	**12.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Increase to fund pay for performance and position movements in salary structure	$686,255
	Decrease for pay practice changes	(145,000)
	Increase for Pension Costs	1,081,825
	Increase staffing costs for Station 22	944,000
	Net increase for sworn rank movement	180,274
	Redistribution of funds to Operating	(25,679)
	Total Salaries/Benefits/Pensions	**$2,721,675**
	Operating	
	Transfer of the department's budget for records management to the City Clerk's Office budget for central contract oversight	($1,000)
	Transfer of the department's budget for utilities (electirc, gas, & water) to the Finance/General Costs budget for central oversight	(313,931)
	Decrease due to consolidation of services	(18,680)
	Redistribution of funds from Salaries/Benefits/Pensions and Capital Outlay	66,010
	Removal of one-time expense to equip Fire Code Inspector	(5,558)
	Decrease due to efficiencies realized	(9,350)
	Equipment and gear for new staff of Station 22	48,000
	Total Operating	**($234,509)**
	Capital Outlay	
	Net decrease in funding for vehicles and apparatus	($8,830)
	Decrease in one-time funds to equip Fire Code Inspector	(30,179)
	Redistribution of funds to Operating	(40,311)
	Increase for office machines and furnitures and fixtures	8,810
	Total Capital Outlay	**($70,510)**
	For 2017	**$2,416,656**

* 2016 Amended Budget as of 8/4/2016

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Convert 1.00 FTE Fleet Services Supervisor to 1.00 Sworn Captain	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Add 3.00 FTE Fire Driver Engineer for Station 22	3.00
	Add 3.00 FTE Fire Lieutenant for Station 22	3.00
	Add 3.00 FTE Fire Paramedic for Station 22	3.00
	Add 3.00 FTE Firefighter for Station 22	3.00
	For 2017	**3.00**

* 2016 Amended Budget as of 8/4/2016

PSST	Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Salary/Benefits/ Pensions	$10,486,532	$11,593,576	$12,640,219	$12,640,219	$13,275,594	635,375
	Operating	1,251,062	1,244,426	1,389,741	1,389,741	1,593,391	203,650
	Capital Outlay	301,885	160,653	487,021	487,021	543,906	56,885
	Total	**$12,039,479**	**$12,998,655**	**$14,516,981**	**$14,516,981**	**$15,412,891**	**$895,910**
	CIP	**($41,470)**	**$296,493**	**$249,087**	**$249,087**	**$0**	**($249,087)**
	Total Civilian		16.50	16.50	16.50	19.50	3.00
	Total Sworn		85.00	85.00	85.00	85.00	0.00
	Total Positions		**101.50**	**101.50**	**101.50**	**104.50**	**3.00**

* 2016 Amended Budget as of 8/4/2016

PSST Positions	Civilian Positions	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Administrative Technician	2.00	2.00	2.00	2.00	0.00
	Audio Visual Specialist	1.00	1.00	1.00	1.00	0.00
	Fire and Life Safety Educator	0.00	0.00	0.00	0.00	0.00
	Fire Code Inspector	2.00	2.00	2.00	3.00	1.00
	Fire Medical Programs Coordinator	1.00	1.00	1.00	1.00	0.00
	Fleet Technician	2.00	2.00	2.00	3.00	1.00
	HazMat Code Specialist	0.00	0.00	0.00	0.00	0.00
	IS Analyst II	1.00	1.00	1.00	1.00	0.00
	Maintenance Services Worker	0.50	0.50	0.50	0.50	0.00
	Maintenance Tech I/II	1.00	1.00	1.00	2.00	1.00
	Office Specialist	1.00	1.00	1.00	1.00	0.00
	Parts/Supply Specialist	1.00	1.00	1.00	1.00	0.00
	Principal Analyst	1.00	1.00	1.00	1.00	0.00
	Program Coordinator	2.00	2.00	2.00	2.00	0.00
	Public Safety Program Administrator	1.00	1.00	1.00	1.00	0.00
	Senior Office Specialist	0.00	0.00	0.00	0.00	0.00
	Total Civilian	**16.50**	**16.50**	**16.50**	**19.50**	**3.00**
	Sworn Positions	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
	Battalion Chief	5.00	5.00	5.00	5.00	0.00
	Fire Captain	5.00	5.00	5.00	5.00	0.00
	Fire Driver Engineer	12.00	15.00	15.00	15.00	0.00
	Fire Investigator	1.00	1.00	1.00	1.00	0.00
	Fire Lieutenant	15.00	15.00	15.00	15.00	0.00
	Fire Paramedic	15.00	18.00	18.00	18.00	0.00
	Firefighter	32.00	26.00	26.00	26.00	0.00
	Total Sworn	**85.00**	**85.00**	**85.00**	**85.00**	**0.00**
	Total Positions	**101.50**	**101.50**	**101.50**	**104.50**	**3.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions, pay for performance, and movements in the salary structure	$627,162
	Step increases for current sworn positions	8,213
	Total Salaries/Benefits/Pensions	**$635,375**
	Operating	
	Net increase in funding for operating	$203,650
	Total Operating	**$203,650**
	Capital Outlay	
	Net increase in funding for capital outlay	$56,885
	Total Capital Outlay	**$56,885**
	Capital Projects	
	Completion of High Priority Fire Projects	($249,087)
	Total CIP	**($249,087)**
	For 2017	**$646,823**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Add 1.0 FTE Fire Code Inspector	1.00
	Add 1.0 FTE Fleet Technician	1.00
	Add 1.0 FTE Maintenance Tech I/II	1.00
	For 2017	**3.00**

* 2016 Amended Budget as of 8/4/2015

Grants Fund	Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2015 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Grant Awards	$878,688	$2,103,500	$1,775,000	$1,775,000	$1,625,000	($150,000)
	Total	**$878,688**	**$2,103,500**	**$1,775,000**	**$1,775,000**	**$1,625,000**	**($150,000)**
	Civilian Positions		**2015 Actual**	**2016 Original Budget**	*** 2015 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
	Administrative Technician		1.00	1.00	1.00	2.00	1.00
	Community Behaviorial Health Clinician		0.00	0.00	1.50	1.00	(0.50)
	Community Behaviorial Health Coordinator		1.00	1.00	1.00	1.00	0.00
	Community Health Supervisor		1.00	1.00	1.00	1.00	0.00
	Fire Community & Public Health Provider		2.00	2.00	2.00	4.00	2.00
	Maintenance Technician I		1.00	1.00	1.00	0.00	(1.00)
	Office Specialist		1.00	1.00	1.00	1.00	0.00
	Total Civilian		**7.00**	**7.00**	**8.50**	**10.00**	**1.50**
	Total Positions		**7.00**	**7.00**	**8.50**	**10.00**	**1.50**

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

Funding Changes	During 2016	* 2016 Amended - 2016 Original Budget
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions/Operating	
	Decrease in allocation	($150,000)
	Total Salaries/Benefits/Pensions/Operating	**($150,000)**
	Total For 2017	**($150,000)**

* 2016 Amended Budget as of 8/4/2016

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Add 1.50 Special Position Community Behavorial Health Clinician	1.50
	Total During 2016	**1.50**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Add 1.00 Special Position Administrative Technician	1.00
	Eliminate 0.50 Special Position Community Behavorial Health Clinician	(0.50)
	Add 2.00 Special Positions Fire Community & Public Health Provider	2.00
	Eliminate 1.00 Special Position Maintenance Technician I	(1.00)
	Total For 2017	**1.50**

* 2016 Amended Budget as of 8/31/2015

2017 CIP Program		
Project	**General Fund**	**Total 2017 Allocation**
Automatic External Defibrillators (AEDs)-Est. Lease Pmt (4 yrs)	210,000	210,000
Self-contained Breathing Apparatus (SCBA)-Lease Pmt	154,718	154,718
Total 2017 CIP	**$364,718**	**$364,718**
For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 32-1		

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Fire

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	2,011,253	2,123,564	2,308,767	2,308,767	2,339,233	30,466
51210 - OVERTIME	51,781	55,530	61,471	61,471	60,388	(1,083)
51220 - SEASONAL TEMPORARY	71,834	47,965	60,396	60,396	60,396	0
51230 - SHIFT DIFFERENTIAL	595	535	0	0	0	0
51235 - STANDBY	16,810	23,006	21,324	21,324	20,602	(722)
51240 - RETIREMENT TERMINATION SICK	454	84,110	0	0	0	0
51245 - RETIREMENT TERM VACATION	6,258	8,889	0	0	0	0
51260 - VACATION BUY PAY OUT	9,455	20,814	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(39,956)	(160,913)	0	0	0	0
51405 - UNIFORM SALARIES	23,827,839	24,471,660	25,445,927	25,445,927	26,622,726	1,176,799
51410 - UNIFORM OVERTIME	2,723,480	2,885,346	2,308,417	2,308,417	2,189,360	(119,057)
51420 - UNIFORM SCHEDULED OVERTIME	588,803	625,455	642,674	642,674	648,856	6,182
51430 - UNIFORM SPECIAL ASSIGNMENT	85,218	63,281	70,051	70,051	70,051	0
51435 - EXTRA DUTY EXPENDITURE	2,266	340	4,000	4,000	2,500	(1,500)
51440 - LEAVE PAY OFF	508,497	536,087	547,650	547,650	606,321	58,671
51445 - LONGEVITY	186,897	184,295	184,416	184,416	188,928	4,512
51455 - SWORN VAC TWK	269,480	277,247	332,664	332,664	336,484	3,820
51470 - UNIFORM RETIREMENT COST	85,450	57,488	72,605	72,605	72,605	0
51490 - PARAMEDIC PRO PAY	92,133	83,782	86,025	86,025	86,025	0
51610 - PERA	275,794	288,728	314,839	314,839	324,853	10,014
51612 - RETIREMENT HEALTH SAVINGS	250,296	67,963	167,375	167,375	167,375	0
51615 - WORKERS COMPENSATION	1,002,893	1,147,016	1,178,779	1,178,779	1,271,856	93,077
51620 - EQUITABLE LIFE INSURANCE	71,796	73,892	106,193	106,193	108,191	1,998
51640 - DENTAL INSURANCE	135,618	138,661	147,692	147,692	158,892	11,200
51645 - NEW HIRE FIRE PENSION PLAN	2,600,762	2,670,376	2,534,907	2,534,907	3,086,820	551,913
51646 - OLD HIRE FIRE PENSION	1,467,740	1,639,319	1,639,319	1,639,319	2,169,231	529,912
51647 - STATEWIDE FIRE PENSION	1,324,594	1,407,019	1,498,662	1,498,662	1,643,807	145,145
51650 - NEW HIRE POLICE PENSION PLAN	0	(290)	0	0	0	0
51690 - MEDICARE	393,138	408,399	392,905	392,905	422,267	29,362
51695 - CITY EPO MEDICAL PLAN	440,285	361,396	370,482	370,482	326,220	(44,262)
51696 - ADVANTAGE HD MED PLAN	2,750,323	2,988,931	3,175,790	3,175,790	3,399,768	223,978
51697 - HRA BENEFIT TO ADV MED PLAN	202,199	212,082	210,250	210,250	221,500	11,250
51699 - BENEFITS REIMBURSEMENT	751	(93)	0	0	0	0
Salaries/Benefits/Pensions Total	**41,414,736**	**42,791,880**	**43,883,580**	**43,883,580**	**46,605,255**	**2,721,675**
Operating						0
52105 - MISCELLANEOUS OPERATING	3,892	(118)	0	0	0	0
52110 - OFFICE SUPPLIES	13,464	20,752	28,925	28,925	30,548	1,623
52111 - PAPER SUPPLIES	3,481	2,836	5,800	5,800	3,900	(1,900)
52115 - MEDICAL SUPPLIES	90,989	76,287	81,010	81,010	53,841	(27,169)
52120 - COMPUTER SOFTWARE	89,065	22,924	12,120	12,120	19,222	7,102
52122 - CELL PHONES EQUIP AND SUPPLIES	3,418	4,424	4,267	4,267	4,200	(67)
52125 - GENERAL SUPPLIES	87,679	124,803	153,714	153,714	154,321	607
52127 - CONSTRUCTION SUPPLIES	5,429	1,516	10,920	10,920	5,550	(5,370)
52130 - OTHER SUPPLIES	26,679	18,092	28,600	28,600	28,600	0
52135 - POSTAGE	6,354	7,794	10,080	10,080	10,806	726
52140 - WEARING APPAREL	314,634	299,212	379,049	379,049	401,918	22,869
52145 - PAINT AND CHEMICAL	8,808	10,880	18,316	18,316	18,869	553
52155 - AUTOMOTIVE	12,412	12,221	13,000	13,000	13,000	0

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Fire

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52160 - FUEL	94	224	600	600	500	(100)
52165 - LICENSES AND TAGS	18,647	24,509	33,851	33,851	36,180	2,329
52190 - JANITORIAL SUPPLIES	49,001	36,510	36,515	36,515	37,903	1,388
52225 - MAINT OF COMPUTER SOFTWARE	80	0	0	0	0	0
52235 - MAINT MACHINERY AND APPARATUS	10,588	15,154	35,253	35,253	33,148	(2,105)
52240 - MAINT NONFLEET VEHICLES EQP	310,323	302,088	249,575	249,575	262,075	12,500
52265 - MAINT BUILDINGS AND STRUCTURE	101,964	118,013	68,630	68,630	68,810	180
52275 - MAINT RUNWAYS	0	837	0	0	0	0
52305 - MAINT SOFTWARE	20,824	26,430	31,152	31,152	27,083	(4,069)
52405 - ADVERTISING SERVICES	9,685	6,705	11,912	11,912	13,062	1,150
52410 - BUILDING SECURITY SERVICES	456	608	608	608	608	0
52415 - CONTRACTS AND SPEC PROJECTS	300,008	0	0	0	0	0
52420 - EMPLOYEE SERVICES	1,824	0	0	0	0	0
52421 - CIVIL SERVICE TESTING	39,661	41,832	47,800	47,800	39,000	(8,800)
52431 - CONSULTING SERVICES	15,836	15,192	18,800	18,800	18,500	(300)
52434 - TOWING SERVICES	3,547	4,363	3,500	3,500	5,000	1,500
52435 - GARBAGE REMOVAL SERVICES	5,765	7,085	7,066	7,066	8,626	1,560
52440 - HUMAN SERVICES	0	0	0	0	0	0
52450 - LAUNDRY AND CLEANING SERVICES	0	2,295	0	0	0	0
52455 - LAWN MAINTENANCE SERVICE	1,890	0	1,900	1,900	1,900	0
52460 - MEDICAL SERVICE	0	0	0	0	0	0
52465 - MISCELLANEOUS SERVICES	0	809	0	0	0	0
52560 - PARKING SERVICES	0	9	0	0	0	0
52565 - PEST CONTROL	6,426	5,660	5,459	5,459	5,459	0
52573 - CREDIT CARD FEES	1,023	1,532	1,415	1,415	1,415	0
52575 - SERVICES	143,122	207,227	143,989	143,989	109,757	(34,232)
52590 - TEMPORARY EMPLOYMENT	0	13,513	1,775	1,775	1,609	(166)
52605 - CAR MILEAGE	395	1,884	920	920	1,175	255
52607 - CELL PHONE ALLOWANCE	2,447	3,018	1,656	1,656	5,412	3,756
52615 - DUES AND MEMBERSHIP	10,425	11,766	15,258	15,258	15,035	(223)
52625 - MEETING EXPENSES IN TOWN	23,420	12,477	28,647	28,647	28,901	254
52630 - TRAINING	120,199	102,184	178,375	178,375	234,031	55,656
52635 - EMPLOYEE EDUCATIONL ASSISTANCE	14,556	78,067	41,000	41,000	54,836	13,836
52645 - SUBSCRIPTIONS	4,820	7,807	9,483	9,483	8,901	(582)
52655 - TRAVEL OUT OF TOWN	72,139	96,317	140,674	140,674	163,010	22,336
52705 - COMMUNICATIONS	13,178	10,320	18,055	18,055	17,380	(675)
52706 - WIRELESS COMMUNICATION	0	0	900	900	0	(900)
52735 - TELEPHONE LONG DIST CALLS	1,766	0	1,765	1,765	0	(1,765)
52738 - CELL PHONE BASE CHARGES	59,741	63,794	71,873	71,873	63,563	(8,310)
52740 - GENERAL INSURANCE-CITY	38,201	0	23,470	23,470	1,463	(22,007)
52746 - UTILITIES ELECTRIC	153,279	156,776	158,573	158,573	0	(158,573)
52747 - UTILITIES GAS	81,148	71,168	79,990	79,990	0	(79,990)
52748 - UTILITIES SEWER	22,239	22,227	23,492	23,492	0	(23,492)
52749 - UTILITIES WATER	57,716	59,287	51,876	51,876	0	(51,876)
52775 - MINOR EQUIPMENT	255,576	162,407	293,866	293,866	338,107	44,241
52776 - PRINTER CONSOLIDATION COST	26,040	29,423	28,196	28,196	28,596	400
52777 - TOOL ALLOWANCE	1,000	1,000	1,100	1,100	1,100	0
52795 - RENTAL OF EQUIPMENT	0	0	500	500	0	(500)
52874 - OFFICE SERVICES PRINTING	10,251	13,038	16,692	16,692	21,533	4,841
52875 - OFFICE SERVICES RECORDS	680	907	1,000	1,000	0	(1,000)

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Fire

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52908 - REPROGRAPHICS POLICE	3	0	0	0	0	0
60175 - CHIEF'S AWARD	200	0	0	0	0	0
60428 - STATE HIRE FIRE	0	0	0	0	0	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**2,676,487**	**2,336,085**	**2,632,962**	**2,632,962**	**2,398,453**	**(234,509)**
Capital Outlay						0
53010 - OFFICE MACHINES	0	0	0	0	1,500	1,500
53020 - COMPUTERS NETWORKS	2,238	821	0	0	0	0
53030 - FURNITURE AND FIXTURES	18,392	50,115	22,290	22,290	29,600	7,310
53050 - MACHINERY AND APPARATUS	119,242	89,813	219,654	219,654	144,919	(74,735)
53070 - VEHICLES REPLACEMENT	1,664,243	249,866	1,003,017	1,003,017	1,028,611	25,594
53080 - VEHICLES ADDITIONS	0	0	63,679	63,679	33,500	(30,179)
53090 - BUILDINGS AND STRUCTURES	16,825	0	0	0	0	0
Capital Outlay Total	**1,820,940**	**390,615**	**1,308,640**	**1,308,640**	**1,238,130**	**(70,510)**
Expenses Total	**45,912,163**	**45,518,580**	**47,825,182**	**47,825,182**	**50,241,838**	**2,416,656**
CIP Total	**582,547**	**439,168**	**0**	**0**	**364,718**	**364,718**
Grand Total	**46,494,710**	**45,957,748**	**47,825,182**	**47,825,182**	**50,606,556**	**2,781,374**
Revenue						
40113 - MISCELLANEOUS	300,001	0	0	0	0	0
44010 - INSURANCE	612	0	0	0	0	0
44055 - REIMBURSEMENT ACCT	170,809	271,977	150,000	150,000	100,000	(50,000)
45763 - ADMINISTRATIVE SERVICES FEES	240	0	0	0	0	0
45772 - FIRE PROTECTION CONTRACTS	1,660	200	200	200	200	0
45773 - FIRE RESTITUTION	1,119	2,166	1,000	1,000	1,000	0
45775 - HAZARDOUS MATERIAL FIRE	136,737	166,528	204,350	204,350	178,350	(26,000)
45776 - HAZARDOUS MATERIAL SEARCH	4,900	4,367	700	700	0	(700)
45777 - MISCELLANEOUS FIRE	6,582	19,361	1,800	1,800	1,800	0
45778 - REVOCABLE/PRESCRIBED PERMITS	45,578	39,154	29,000	29,000	35,000	6,000
45779 - FIRE SPEC DUTY REIMB	8,665	5,400	6,300	6,300	6,300	0
45780 - SPECIAL FP INSPECTIONS	4,224	4,010	0	0	0	0
45782 - TANK INSPECTION PERMIT FEE	728	0	2,000	2,000	0	(2,000)
45784 - HAZMAT PLAN REVIEW	35,872	40,744	33,000	33,000	38,000	5,000
45785 - OFF DUTY INSPECTIONS	792	528	500	500	500	0
45786 - FIRE DEVELOPMENT REVIEW	43,200	50,552	38,000	38,000	45,440	7,440
45788 - WOODMEN VALLEY FIRE DISTRICT	177,050	86,246	90,000	90,000	90,000	0
45792 - STATE/CERTIFICATION INSPECTION	20,880	23,430	19,000	19,000	19,000	0
45793 - FINES SUBSEQUENT PLAN SUBMITT	1,484	360	0	0	0	0
45795 - HIGH PILE PLAN REVIEW	0	2,496	2,000	2,000	2,000	0
45796 - HIGH PILE INSPECTIONS	3,520	9,632	5,500	5,500	5,500	0
45797 - HIGH PILE AND HAZMAT PERMIT	15,457	23,247	16,000	16,000	16,000	0
45798 - A OCCUPANCY INSPECTIONS	22,561	50,877	96,250	96,250	89,000	(7,250)
45799 - SCHOOL INSPECTIONS	9,784	17,151	17,900	17,900	17,900	0
45801 - MARIJUANA INSPECTIONS	0	0	0	0	18,920	18,920
45803 - COMMUNITY HEALTH	150,000	150,000	150,000	150,000	150,000	0
45804 - REQUESTED UNCLASSIFIED INSPECT	0	0	0	0	528	528

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Fire

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
45901 - MISCELLANEOUS	5	0	0	0	0	0
45956 - FINES NO PLAN REVIEW	0	792	0	0	0	0
45957 - FINES NO PERMIT	1,768	1,476	1,000	1,000	3,500	2,500
46174 - REIMB - AMBULANCE CONTRACT	882,753	1,177,007	1,177,003	1,177,003	1,177,003	0
46176 - AMR LIQUIDATED DAMAGES	30,445	134,415	60,000	60,000	100,000	40,000
Total Revenue	**2,077,426**	**2,282,116**	**2,101,503**	**2,101,503**	**2,095,941**	**(5,562)**

City of Colorado Springs
Budget Detail Report

171 - PUBLIC SAFETY SALES TAX
Fire

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	893,730	921,370	950,795	950,795	1,096,483	145,688
51210 - OVERTIME	25,591	24,238	28,428	28,428	28,094	(334)
51220 - SEASONAL TEMPORARY	66,739	39,522	60,949	60,949	75,050	14,101
51230 - SHIFT DIFFERENTIAL	518	550	0	0	0	0
51235 - STANDBY	9,398	7,572	10,206	10,206	10,280	74
51240 - RETIREMENT TERMINATION SICK	403	19,295	0	0	0	0
51245 - RETIREMENT TERM VACATION	2,096	2,937	0	0	0	0
51260 - VACATION BUY PAY OUT	6,815	7,043	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(22,342)	(18,638)	0	0	0	0
51405 - UNIFORM SALARIES	5,547,775	6,313,141	6,584,060	6,584,060	6,725,046	140,986
51410 - UNIFORM OVERTIME	1,010,774	1,002,350	1,505,952	1,505,952	1,606,565	100,613
51420 - UNIFORM SCHEDULED OVERTIME	123,253	151,455	155,411	155,411	159,063	3,652
51430 - UNIFORM SPECIAL ASSIGNMENT	18,228	23,993	25,497	25,497	35,383	9,886
51440 - LEAVE PAY OFF	118,170	137,001	142,669	142,669	145,919	3,250
51445 - LONGEVITY	56,153	56,004	63,840	63,840	61,488	(2,352)
51455 - SWORN VAC TWK	70,199	80,723	114,892	114,892	110,786	(4,106)
51470 - UNIFORM RETIREMENT COST	43,462	19,129	33,900	33,900	33,900	0
51490 - PARAMEDIC PRO PAY	23,225	15,387	13,764	13,764	14,040	276
51610 - PERA	135,546	133,609	132,563	132,563	162,848	30,285
51612 - RETIREMENT HEALTH SAVINGS	109,893	38,429	62,500	62,500	62,500	0
51615 - WORKERS COMPENSATION	241,704	306,306	308,480	308,480	333,735	25,255
51620 - EQUITABLE LIFE INSURANCE	18,019	20,185	28,953	28,953	29,948	995
51640 - DENTAL INSURANCE	33,639	37,806	41,184	41,184	41,526	342
51645 - NEW HIRE FIRE PENSION PLAN	830,652	851,973	879,574	879,574	985,190	105,616
51647 - STATEWIDE FIRE PENSION	182,513	294,541	298,636	298,636	335,118	36,482
51690 - MEDICARE	93,998	112,640	104,447	104,447	111,341	6,894
51695 - CITY EPO MEDICAL PLAN	166,251	132,240	153,634	153,634	161,348	7,714
51696 - ADVANTAGE HD MED PLAN	635,302	805,501	882,385	882,385	892,443	10,058
51697 - HRA BENEFIT TO ADV MED PLAN	47,226	57,302	57,500	57,500	57,500	0
51699 - BENEFITS REIMBURSEMENT	(2,398)	(28)	0	0	0	0
Salaries/Benefits/Pensions Total	**10,486,532**	**11,593,576**	**12,640,219**	**12,640,219**	**13,275,594**	**635,375**
Operating						
52105 - MISCELLANEOUS OPERATING	0	0	0	0	0	
52110 - OFFICE SUPPLIES	7,170	10,766	15,374	15,374	16,672	1,298
52111 - PAPER SUPPLIES	1,721	17	1,600	1,600	1,400	(200)
52115 - MEDICAL SUPPLIES	70,576	43,748	42,791	42,791	43,041	250
52120 - COMPUTER SOFTWARE	1,975	1,883	650	650	750	100
52122 - CELL PHONES EQUIP AND SUPPLIES	1,670	1,535	4,400	4,400	1,968	(2,432)
52125 - GENERAL SUPPLIES	77,770	69,977	86,326	86,326	84,746	(1,580)
52127 - CONSTRUCTION SUPPLIES	3,340	600	3,280	3,280	700	(2,580)
52128 - PLUMBING SUPPLIES	0	0	0	0	0	0
52135 - POSTAGE	1,224	67	1,900	1,900	2,709	809
52140 - WEARING APPAREL	219,128	251,942	231,065	231,065	316,203	85,138
52145 - PAINT AND CHEMICAL	1,556	100	3,874	3,874	3,146	(728)
52160 - FUEL	51,951	40,012	60,000	60,000	60,000	0
52165 - LICENSES AND TAGS	1,582	1,108	2,210	2,210	3,645	1,435
52190 - JANITORIAL SUPPLIES	13,284	17,297	20,900	20,900	22,809	1,909
52235 - MAINT MACHINERY AND APPARATUS	9,368	3,579	19,877	19,877	17,802	(2,075)
52240 - MAINT NONFLEET VEHICLES EQP	22,721	53,514	36,725	36,725	36,725	0
52265 - MAINT BUILDINGS AND STRUCTURE	69,690	33,385	56,500	56,500	56,620	120

City of Colorado Springs
Budget Detail Report

171 - PUBLIC SAFETY SALES TAX
Fire

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52275 - MAINT RUNWAYS	0	29	0	0	0	0
52305 - MAINT SOFTWARE	19,191	11,846	261	261	68,535	68,274
52405 - ADVERTISING SERVICES	1,994	5,247	4,000	4,000	5,500	1,500
52410 - BUILDING SECURITY SERVICES	10,721	8,980	10,310	10,310	10,310	0
52420 - EMPLOYEE SERVICES	0	1,261	4,891	4,891	0	(4,891)
52435 - GARBAGE REMOVAL SERVICES	768	1,652	780	780	780	0
52450 - LAUNDRY AND CLEANING SERVICES	0	36,191	10,000	10,000	45,000	35,000
52465 - MISCELLANEOUS SERVICES	468	4,314	9,454	9,454	9,454	0
52565 - PEST CONTROL	1,968	2,670	2,700	2,700	2,700	0
52568 - BANK AND INVESTMENT FEES	4,155	3,997	4,155	4,155	4,155	0
52571 - SNOW REMOVAL	0	125	0	0	0	0
52575 - SERVICES	73,501	121,858	144,880	144,880	182,687	37,807
52590 - TEMPORARY EMPLOYMENT	0	18,693	0	0	4,891	4,891
52605 - CAR MILEAGE	1,132	167	480	480	600	120
52607 - CELL PHONE ALLOWANCE	511	1,289	0	0	0	0
52615 - DUES AND MEMBERSHIP	2,221	2,339	3,128	3,128	3,504	376
52625 - MEETING EXPENSES IN TOWN	556	480	2,437	2,437	2,677	240
52630 - TRAINING	37,686	38,430	50,508	50,508	50,367	(141)
52635 - EMPLOYEE EDUCATIONL ASSISTANCE	39,448	(6,716)	14,000	14,000	14,000	0
52645 - SUBSCRIPTIONS	6,914	6,610	9,077	9,077	9,677	600
52655 - TRAVEL OUT OF TOWN	22,927	49,562	50,142	50,142	51,380	1,238
52705 - COMMUNICATIONS	42,463	38,497	36,095	36,095	33,596	(2,499)
52706 - WIRELESS COMMUNICATION	656	0	0	0	0	0
52735 - TELEPHONE LONG DIST CALLS	123	83	130	130	120	(10)
52736 - CELL PHONE AIRTIME	17	0	0	0	0	0
52738 - CELL PHONE BASE CHARGES	57,697	46,472	59,937	59,937	46,002	(13,935)
52740 - GENERAL INSURANCE-CITY	0	0	50,000	50,000	50,000	0
52746 - UTILITIES ELECTRIC	61,568	58,894	55,612	55,612	58,322	2,710
52747 - UTILITIES GAS	38,812	30,770	43,447	43,447	46,713	3,266
52748 - UTILITIES SEWER	6,069	5,643	6,521	6,521	6,718	197
52749 - UTILITIES WATER	25,358	23,310	21,806	21,806	22,500	694
52775 - MINOR EQUIPMENT	205,398	179,556	161,479	161,479	164,883	3,404
52776 - PRINTER CONSOLIDATION COST	18,565	18,751	19,912	19,912	18,600	(1,312)
52777 - TOOL ALLOWANCE	998	1,000	1,100	1,100	1,100	0
52872 - MAINT FLEET VEHICLES EQP	5,160	0	0	0	0	0
52874 - OFFICE SERVICES PRINTING	9,291	2,896	9,820	9,820	9,684	(136)
65170 - TRANSFER TO OTHER FUNDS	0	0	15,207	15,207	0	(15,207)
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**1,251,062**	**1,244,426**	**1,389,741**	**1,389,741**	**1,593,391**	**203,650**

City of Colorado Springs
Budget Detail Report

171 - PUBLIC SAFETY SALES TAX
Fire

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Capital Outlay						
53010 - OFFICE MACHINES	0	0	0	0	1,000	1,000
53020 - COMPUTERS NETWORKS	59,535	7,739	277,650	277,650	6,897	(270,753)
53030 - FURNITURE AND FIXTURES	5,481	12,317	10,660	10,660	12,000	1,340
53050 - MACHINERY AND APPARATUS	91,043	83,984	121,646	121,646	91,746	(29,900)
53070 - VEHICLES REPLACEMENT	60,330	26,927	26,265	26,265	386,463	360,198
53090 - BUILDINGS AND STRUCTURES	85,496	29,686	50,800	50,800	45,800	(5,000)
Capital Outlay Total	**301,885**	**160,653**	**487,021**	**487,021**	**543,906**	**56,885**
Expenses Total	**12,039,479**	**12,998,655**	**14,516,981**	**14,516,981**	**15,412,891**	**895,910**
CIP Total	**(41,740)**	**296,493**	**249,087**	**249,087**	**0**	**(249,087)**
Grand Total	**11,997,739**	**13,295,148**	**14,766,068**	**14,766,068**	**15,412,891**	**646,823**

Office of Emergency Management

Vacant, Director of Emergency Management | (719) 385-5957 |

2017 Initiatives

ID	Goal	Initiative
1B-01	Promoting Job Creation	Address public safety issues that impact our image and attractiveness to new businesses and residents.
3A-02	Building Community and Collaborative Relationships	Maintain and enhance mutual aid relationships and improve interoperability among regional public safety agencies.
3A-12	Building Community and Collaborative Relationships	Maintain and enhance the City's ability to prepare for, respond to, recover from, and mitigate against major emergencies and disasters.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$652,728	$654,372	$654,372	$647,628	($6,744)
	Grants Fund	536,000	14,788,508	14,788,508	610,450	(14,178,058)
	Total	**$1,188,728**	**$15,442,880**	**$15,442,880**	**$1,258,078**	**($14,184,802)**
	Positions					
	General Fund	5.50	5.50	5.50	5.50	0.00
	Grants Fund	2.00	2.00	3.00	2.50	(0.50)
	Total	**7.50**	**7.50**	**8.50**	**8.00**	**(0.50)**

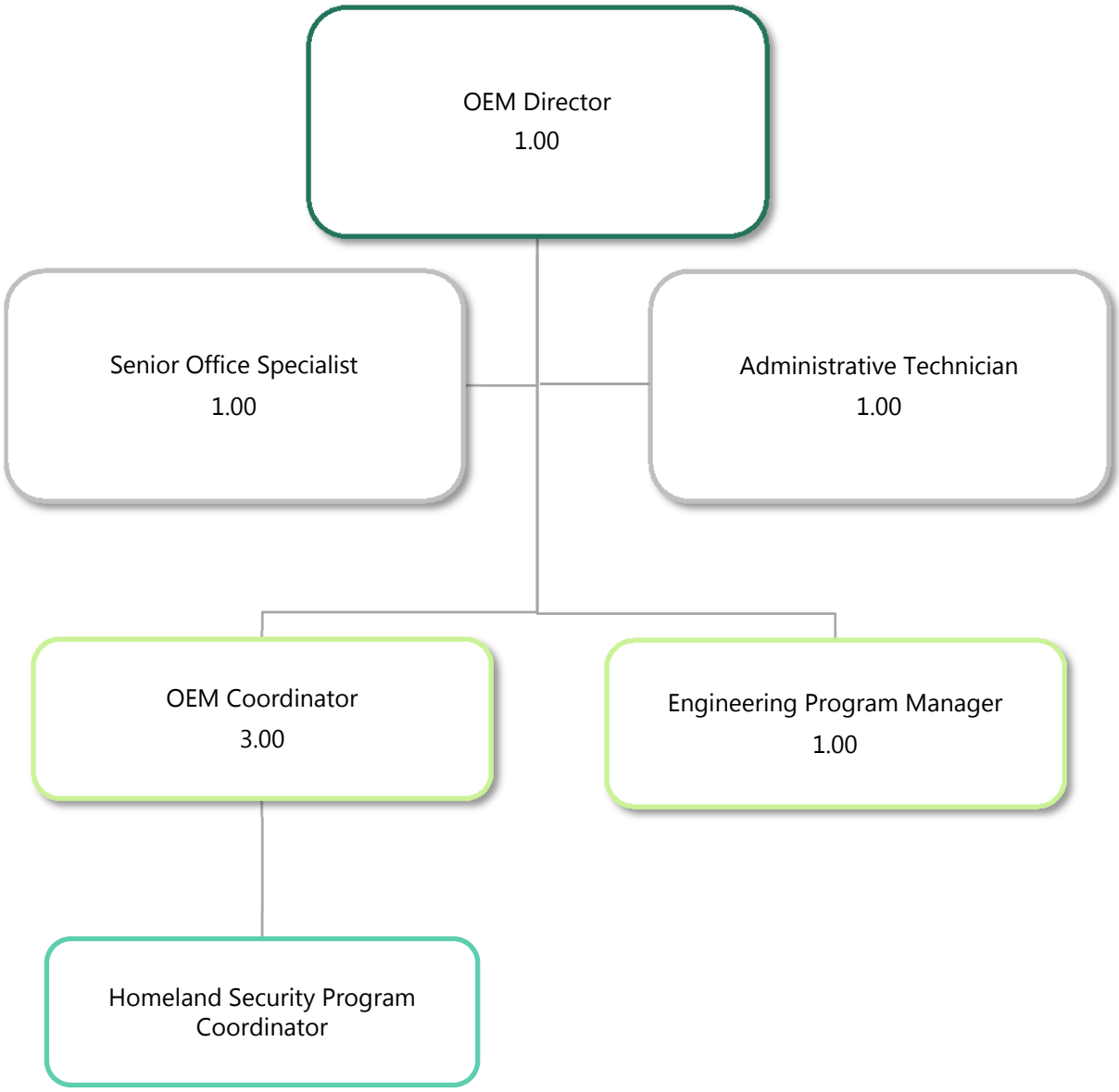
* 2016 Amended Budget as of 8/4/2016

Significant Changes vs. 2016

- Net decrease of $14,184,802 as 2016 included the FEMA DR-4229 disaster grants related to the spring 2015 flooding

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 2016, and changes occurring as part of the 2017 Budget for each fund including General Fund and Grants Fund.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$460,809	$575,108	$600,057	$575,157	$598,415	$23,258
Operating	63,925	77,620	54,315	79,215	49,213	(30,002)
Capital Outlay	26,801	0	0	0	0	0
Total	**$551,535**	**$652,728**	**$654,372**	**$654,372**	**$647,628**	**($6,744)**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Engineering Program Manager	0.00	0.00	1.00	1.00	0.00
OEM Coordinator	3.00	3.00	3.00	3.00	0.00
OEM Deputy Director	1.00	1.00	0.00	0.00	0.00
OEM Director	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	**5.50**	**5.50**	**5.50**	**5.50**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund exisiting positions	($6,754)
	Increase to fund pay for performance and position movements in salary structure	5,111
	One-time temporary employment spending moved back to Salaries & Benefits	24,900
	Total Salaries/Benefits/Pensions	**$23,257**
	Operating	
	Moving one-time temporary employment spending back to Salaries & Benefits	($24,900)
	Decrease due to efficiencies realized	($5,000)
	Transfer of the department's budget for records management to the City Clerk's Office budget for central contract oversight	(102)
	Total Operating	**($30,002)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2017	**($6,745)**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Transfer of 1.00 FTE position to Mayor's Office for Deputy Chief of Staff position	(1.00)
	Transfer of 1.00 FTE Engineering Program Manager from Public Works	1.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

Grants Fund	Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Operating	$2,052,771	$536,000	$493,660	$493,660	$610,450	$116,790
	Disaster	0	0	14,294,848	14,294,848	0	($14,294,848)
	Total	**$2,052,771**	**$536,000**	**$14,788,508**	**$14,788,508**	**$610,450**	**($14,178,058)**
	Grant funding is highly variable in nature. Grant funding for OEM ties directly to Emergency Management functions.						
	Position Titles		**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
	Accountant II		0.50	0.50	0.50	0.00	(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
	Administrative Technician		0.00	0.00	1.00	1.00	0.00
	Total Positions		**2.00**	**2.00**	**3.00**	**2.50**	**(0.50)**

Funding Changes	**During 2016**	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Expiration of Disaster Grant	($14,294,848)
	Increase in Operating grants	116,790
	Total For 2017	**($14,178,058)**

Position Changes	**During 2016**	*** 2016 Amended - 2016 Original Budget**
	Added 1.0 FTE Administrative Technician	1.00
	Total During 2016	**1.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Eliminated 0.5 FTE Accountant II	(0.50)
	Total For 2017	**(0.50)**

* 2016 Amended Budget as of 8/4/2016

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
OEM - Emergency Management

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	358,147	458,600	479,884	454,984	469,185	14,201
51210 - OVERTIME	61	148	0	0	0	0
51245 - RETIREMENT TERM VACATION	7,708	621	0	0	0	0
51260 - VACATION BUY PAY OUT	0	1,230	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(294)	(1,523)	0	0	0	0
51405 - UNIFORM SALARIES	0	0	0	0	0	0
51410 - UNIFORM OVERTIME	0	0	0	0	0	0
51445 - LONGEVITY	0	0	0	0	0	0
51610 - PERA	51,204	62,955	65,744	65,744	63,062	(2,682)
51615 - WORKERS COMPENSATION	4,109	5,791	6,220	6,220	5,423	(797)
51620 - EQUITABLE LIFE INSURANCE	1,033	1,310	1,877	1,877	1,776	(101)
51640 - DENTAL INSURANCE	1,155	1,145	1,109	1,109	1,962	853
51645 - NEW HIRE FIRE PENSION PLAN	0	0	0	0	0	0
51690 - MEDICARE	5,688	6,836	6,958	6,958	6,675	(283)
51695 - CITY EPO MEDICAL PLAN	5,453	12,777	13,432	13,432	13,428	(4)
51696 - ADVANTAGE HD MED PLAN	24,910	23,137	23,208	23,208	34,404	11,196
51697 - HRA BENEFIT TO ADV MED PLAN	1,635	2,081	1,625	1,625	2,500	875
Salaries/Benefits/Pensions Total	**460,809**	**575,108**	**600,057**	**575,157**	**598,415**	**23,258**
Operating						0
52105 - MISCELLANEOUS OPERATING	254	0	0	0	0	0
52110 - OFFICE SUPPLIES	901	769	1,468	1,468	1,468	0
52111 - PAPER SUPPLIES	221	179	0	0	0	0
52120 - COMPUTER SOFTWARE	448	0	0	0	0	0
52122 - CELL PHONES EQUIP AND SUPPLIES	94	50	1,500	1,500	1,500	0
52125 - GENERAL SUPPLIES	1,989	1,169	0	0	0	0
52135 - POSTAGE	26	39	0	0	0	0
52140 - WEARING APPAREL	230	0	0	0	0	0
52560 - PARKING SERVICES	19	0	0	0	0	0
52575 - SERVICES	39,313	44,050	45,555	45,555	40,555	(5,000)
52590 - TEMPORARY EMPLOYMENT	0	12,822	0	24,900	0	(24,900)
52605 - CAR MILEAGE	0	0	200	200	200	0
52607 - CELL PHONE ALLOWANCE	2,930	3,327	3,300	3,300	3,300	0
52615 - DUES AND MEMBERSHIP	185	0	0	0	0	0
52625 - MEETING EXPENSES IN TOWN	90	40	900	900	900	0
52630 - TRAINING	700	39	0	0	0	0
52655 - TRAVEL OUT OF TOWN	0	0	0	0	0	0
52706 - WIRELESS COMMUNICATION	0	1,749	1,290	1,290	1,290	0
52735 - TELEPHONE LONG DIST CALLS	115	0	0	0	0	0
52738 - CELL PHONE BASE CHARGES	992	3,771	0	0	0	0
52775 - MINOR EQUIPMENT	2,063	4,093	0	0	0	0
52776 - PRINTER CONSOLIDATION COST	3,394	3,944	0	0	0	0
52785 - RADIO REPLACEMENT	0	0	0	0	0	0
52874 - OFFICE SERVICES PRINTING	403	197	0	0	0	0
52875 - OFFICE SERVICES RECORDS	58	92	102	102	0	(102)
52886 - RADIO MAINTENANCE MISC	0	1,290	0	0	0	0
65160 - RECRUITMENT	9,500	0	0	0	0	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**63,925**	**77,620**	**54,315**	**79,215**	**49,213**	**(30,002)**

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
OEM - Emergency Management

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Capital Outlay						0
53030 - FURNITURE AND FIXTURES	0	0	0	0	0	0
53080 - VEHICLES ADDITIONS	26,801	0	0	0	0	0
Capital Outlay Total	**26,801**	**0**	**0**	**0**	**0**	**0**
Grand Total	**551,535**	**652,728**	**654,372**	**654,372**	**647,628**	**(6,744)**
Revenue						
40113 - MISCELLANEOUS	(84)	0	0	0	0	0
Total Revenue	**(84)**	**0**	**0**	**0**	**0**	**0**

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Information Technology

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

2017 Initiatives

ID	Goal	Initiative
2A-04	Investing in Infrastructure	Improve City IT infrastructure to support City services, provide adequate security of data and information, and identify and address maintenance needs for the City's communications systems.
4A-06	Excelling in City Services	Improve IT utilization and IT resources in alignment with City goals.
4B-07	Excelling in City Services	Implement a City Radio Replacement plan
4B-11	Excelling in City Services	Implement a Cartegraph work ticket / asset tracking system

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$12,415,845	$12,754,445	$12,754,445	$12,941,733	$187,288
	General Fund - CIP	0	469,030	469,030	0	(469,030)
	Radio Fund	1,230,984	1,493,123	1,493,123	1,500,420	7,297
	Cable Franchise Fund	581,315	349,200	349,200	377,900	28,700
	Total	**$14,228,144**	**$15,065,798**	**$15,065,798**	**$14,820,053**	**($245,745)**
	Positions					
	General Fund	52.00	54.00	58.00	66.00	8.00
	Other Funds	6.00	6.00	8.00	8.00	0.00
	Total	**58.00**	**60.00**	**66.00**	**74.00**	**8.00**

* 2016 Amended Budget as of 8/4/2016

Significant Changes vs. 2016

- Convert 8.00 contractors to regular positions

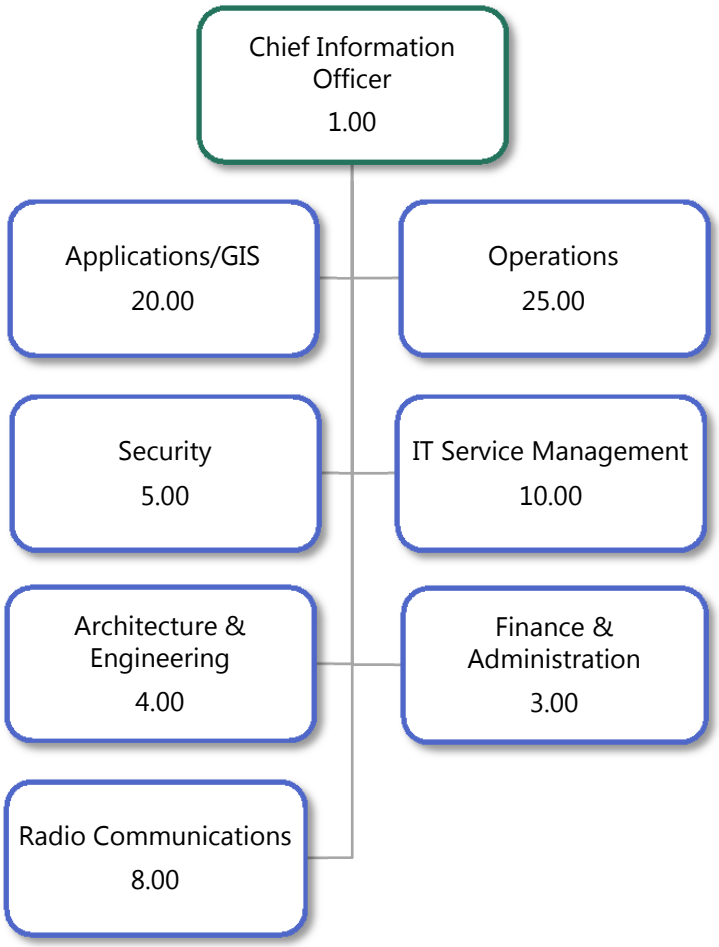
Information Technology

The mission of City Information Technology (IT) is to provide information, technology, and communication services to the City of Colorado Springs and its citizens so they can accomplish their objectives. We provide a comprehensive portfolio of services across the City, including:

- Enterprise business systems, including enterprise resource planning, customer relationship management, website, intranet, performance management, recruitment, and electronic payments
- Line of business applications, including public safety applications, records management, fire management, computer-aided dispatch, automatic vehicle locating, personnel management, sex offender tracking, license plate readers, electronic ticketing, transit management, work order and asset management systems, permitting, plan review, justice information systems, geospatial information systems, legislative management, campaign finance tracking, and sales tax collection system
- Communication and collaboration systems, including email, calendar, group collaboration, audio and video-conferencing, local and wide-area network, voice-over-internet-protocol telephony, and mobility solutions
- Hosting and infrastructure, including data center, virtualization, storage management, co-location, streaming video, web-content filtering, SPAM filtering, backup and restoration
- Service desk and desktop support
- Public safety radio network, including network design, installation, and maintenance, provisioning and management

City IT will contribute directly to the attainment of the City's strategic goals through:

- Planning and Alignment – we will increase the business return on technology investments by creating and managing a road map of technology change
- Strategic Sourcing – we will establish and implement a strategic technology sourcing strategy
- Process Rigor – we will ensure a great customer experience by designing, implementing, managing, and continually improving our processes
- Information Security – we will enhance our Information Security Program to protect the organization against escalating risks and maintain its ability to perform its mission
- Transform Data into Information – we will understand and manage our data, transforming it into business critical information and analytics necessary to inform our strategies and operations
- Automate and Orchestrate Business Processes – we will employ targeted technologies designed to automate repetitive processes and ensure efficient, effective, and compliant workflows



* The organizational chart illustrates all positions that report to this department, including 2.00 positions that are funded by the Municipal Court and are reflected in the Municipal Court Position Totals; therefore, these positions are not counted in the Position Totals of the funding tables in this narrative.

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

General Fund	Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Salary/Benefits/ Pensions	$3,999,024	$4,765,738	$5,663,103	$5,663,103	$6,809,394	$1,146,291
	Operating	5,111,190	5,415,857	5,734,342	5,734,342	4,866,339	(868,003)
	Capital Outlay	1,283,080	2,234,250	1,357,000	1,357,000	1,266,000	(91,000)
	Total	**$10,393,294**	**$12,415,845**	**$12,754,445**	**$12,754,445**	**$12,941,733**	**$187,288**
	CIP	**$1,617,636**	**$0**	**$469,030**	**$469,030**	**$0**	**($469,030)**
	Revenue	**$138,916**	**$138,779**	**$124,800**	**$124,800**	**$142,500**	**$17,700**

* 2016 Amended Budget as of 8/4/2016

General Fund	Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Administrative Technician	1.00	1.00	1.00	0.00	(1.00)
	Analyst I	1.00	1.00	1.00	1.00	0.00
	Application Development Manager	1.00	1.00	1.00	1.00	0.00
	Application Programmer Analyst	3.00	3.00	3.00	5.00	2.00
	Application Support Admin I & II	4.00	2.00	2.00	0.00	(2.00)
	Chief Information Officer	1.00	1.00	1.00	1.00	0.00
	CISO (Chief Info. Security Officer)	1.00	0.00	0.00	0.00	0.00
	Cyber Analyst II	0.00	0.00	0.00	1.00	1.00
	Cyber Security Analyst	0.00	0.00	0.00	2.00	2.00
	Database Administrator	2.00	1.00	1.00	1.00	0.00
	Enterprise Architect	0.00	0.00	0.00	0.00	0.00
	ERP Analyst	0.00	2.00	2.00	2.00	0.00
	GIS Analyst	3.00	4.00	4.00	4.00	0.00
	GIS Supervisor	0.00	1.00	1.00	1.00	0.00
	GIS Technician	1.00	0.00	0.00	0.00	0.00
	Information Security Manager	1.00	0.00	0.00	0.00	0.00
	Information Systems Analyst I, II, III	0.00	0.00	0.00	0.00	0.00
	Information Systems Manager	2.00	4.00	4.00	4.00	0.00
	Information Systems Supervisor	0.00	0.00	0.00	0.00	0.00
	Information Systems Technician	0.00	0.00	0.00	0.00	0.00
	IT Project Manager	3.00	2.00	2.00	3.00	1.00
	IT Service Manager (ITSM)	2.00	1.00	1.00	2.00	1.00
	IT Technology Architect	5.00	6.00	6.00	3.00	(3.00)
	ITSM Coordinator	0.00	0.00	1.00	1.00	0.00
	Network Administrator II	3.00	3.00	5.00	3.00	(2.00)
	Office Specialist	1.00	1.00	1.00	1.00	0.00
	Principal Information Systems Analyst	0.00	0.00	0.00	0.00	0.00
	Senior Systems Analyst	0.00	0.00	0.00	1.00	1.00
	Senior Applications Support Admin	1.00	0.00	0.00	0.00	0.00
	Senior Business Analyst	3.00	4.00	4.00	5.00	1.00
	Senior GIS Analyst	1.00	0.00	0.00	0.00	0.00
	Senior Information Systems Analyst	2.00	0.00	0.00	0.00	0.00
	Senior Network Administrator	0.00	0.00	0.00	2.00	2.00
	Senior Network Engineer	0.00	1.00	1.00	0.00	(1.00)
	Senior Technical Support Analyst	1.00	1.00	1.00	1.00	0.00
	Service Desk Manager	0.00	1.00	1.00	1.00	0.00
	Solutions Architect	0.00	0.00	0.00	0.00	0.00
	Staff Assistant	0.00	0.00	0.00	1.00	1.00
	Systems Administrator	5.00	9.00	9.00	10.00	1.00
	Technical Support Analyst I & II	4.00	4.00	5.00	9.00	4.00
	Total Positions	**52.00**	**54.00**	**58.00**	**66.00**	**8.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund exisiting positions	$77,948
	Increase to fund pay for performance and position movements in salary structure	79,551
	Transfer funding from operating to convert 8.00 contractor to 8.00 regular positions	988,793
	Total Salaries/Benefits/Pensions	**$1,146,292**
	Operating	
	Transfer funding to S/B/P to convert 8.00 contractor to 8.00 regular positions	($747,659)
	Transfer of the depart's budget for records management to the City Clerk's Office budget for central contract oversight	(160)
	Increase to fund printer contract	3,358
	Net decrease in redistribution of services costs	(118,944)
	Increase to buy ArcGIS licenses	45,120
	Net decrease in maintenance software and data communication costs	(2,648)
	Increase to purchase cell phones and equipment	430
	Decrease in training and employee education costs	(22,500)
	Decrease in minor equipment costs	(25,000)
	Total Operating	**($868,003)**
	Capital Outlay	
	Decrease in funding for computer networks	($85,000)
	Decrease in funding for furniture and fixtures	(6,000)
	Total Capital Outlay	**($91,000)**
	Total For 2017	**$187,289**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Convert 4.00 contractors to regular positions	4.00
	Total During 2016	**4.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Convert 8.00 contractors to regular positions	8.00
	Total For 2017	**8.00**

* 2016 Amended Budget as of 8/4/2016

Radio Fund						
Source of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
City Allocation	995,958	550,825	995,958	995,958	993,665	(2,293)
Other Revenue	482,162	383,809	219,169	219,169	219,169	0
Site Leases	301,444	183,422	149,623	149,623	149,623	0
Total	**$1,779,564**	**$1,118,056**	**$1,364,750**	**$1,364,750**	**$1,362,457**	**($2,293)**
Use of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
Salary/Benefits/ Pensions	$352,128	$367,179	$447,478	$447,478	$559,694	$112,216
Operating	965,862	863,805	1,045,645	1,045,645	940,726	(104,919)
Capital Outlay	0	0	0	0	0	0
Total	**$1,317,990**	**$1,230,984**	**$1,493,123**	**$1,493,123**	**$1,500,420**	**$7,297**

Radio Positions					
Position Title	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
Administrative Technician	2.00	2.00	2.00	2.00	0.00
Radio Communications Supervisor	1.00	1.00	1.00	1.00	0.00
Radio Field Engineer	0.00	1.00	1.00	1.00	0.00
Radio Installer	1.00	1.00	1.00	1.00	0.00
Radio Technician	2.00	1.00	3.00	3.00	0.00
Total Positions	**6.00**	**6.00**	**8.00**	**8.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($1,986)
	Increase to fund pay for performance and position movements in salary structure	3,234
	Increase due to redistribution from operating to fund conversion of contractors to regular positions	110,968
	Total Salaries/Benefits/Pensions	**$112,216**
	Operating	
	Redistribution to Salaries/Benefits/Pensions to fund conversion of contractors to regular positions	($110,968)
	Increase due to utility rates	983
	Increase in Admin Prorated Charges	5,066
	Total Operating	**($104,919)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2017	**$7,297**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Convert 2 contractors to regular positions	2.00
	Total During 2016	**2.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

Cable Franchise	Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Operating	$667,551	$581,315	$349,200	$349,200	$377,900	$28,700
	Total	**$667,551**	**$581,315**	**$349,200**	**$349,200**	**$377,900**	**$28,700**

Funding Changes	During 2016	* 2016 Amended - 2016 Original Budget
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Increase in funding allocation	$28,700
	Total For 2017	**$28,700**

* 2016 Amended Budget as of 8/04/2015

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Information Technology

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	3,037,957	3,641,799	4,434,086	4,434,086	5,257,543	823,457
51210 - OVERTIME	14,869	3,506	0	0	0	0
51220 - SEASONAL TEMPORARY	54,150	164,236	64,350	64,350	92,495	28,145
51230 - SHIFT DIFFERENTIAL	24	137	0	0	0	0
51235 - STANDBY	107	0	0	0	0	0
51240 - RETIREMENT TERMINATION SICK	3,592	0	0	0	0	0
51245 - RETIREMENT TERM VACATION	93,412	15,104	0	0	0	0
51260 - VACATION BUY PAY OUT	4,819	31,637	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(10,349)	(47,747)	0	0	0	0
51610 - PERA	405,756	502,968	574,635	574,635	723,314	148,679
51612 - RETIREMENT HEALTH SAVINGS	10,110	0	0	0	0	0
51615 - WORKERS COMPENSATION	8,706	12,050	13,131	13,131	15,114	1,983
51620 - EQUITABLE LIFE INSURANCE	8,178	10,039	16,333	16,333	19,763	3,430
51640 - DENTAL INSURANCE	12,744	14,959	17,741	17,741	25,476	7,735
51655 - RETIRED EMP MEDICAL INS	1,102	(1)	1,100	1,100	1,100	0
51670 - PARKING FOR EMPLOYEES	6,460	8,920	6,750	6,750	6,750	0
51690 - MEDICARE	45,162	53,601	60,819	60,819	76,555	15,736
51695 - CITY EPO MEDICAL PLAN	128,156	140,614	138,158	138,158	136,872	(1,286)
51696 - ADVANTAGE HD MED PLAN	158,272	198,283	316,750	316,750	422,412	105,662
51697 - HRA BENEFIT TO ADV MED PLAN	15,797	15,633	19,250	19,250	32,000	12,750
Salaries/Benefits/Pensions Total	**3,999,024**	**4,765,738**	**5,663,103**	**5,663,103**	**6,809,394**	**1,146,291**
Operating						0
52105 - MISCELLANEOUS OPERATING	(1)	0	0	0	0	0
52110 - OFFICE SUPPLIES	3,819	5,421	3,000	3,000	3,000	0
52111 - PAPER SUPPLIES	330	727	1,000	1,000	1,000	0
52120 - COMPUTER SOFTWARE	242,994	549,272	29,000	29,000	74,120	45,120
52122 - CELL PHONES EQUIP AND SUPPLIES	(1,135)	626	0	0	430	430
52125 - GENERAL SUPPLIES	0	118	400	400	400	0
52135 - POSTAGE	138	49	60	60	60	0
52225 - MAINT OF COMPUTER SOFTWARE	1	0	0	0	0	0
52265 - MAINT BUILDINGS AND STRUCTURE	0	18	400	400	400	0
52282 - MAINT DATA COMMUNICATION	274,160	84,805	473,646	473,646	451,238	(22,408)
52305 - MAINT SOFTWARE	936,798	1,311,934	1,279,630	1,279,630	1,299,390	19,760
52405 - ADVERTISING SERVICES	1,840	1,470	608	608	608	0
52410 - BUILDING SECURITY SERVICES	152	0	0	0	0	0
52423 - TELECOMMUNICATION SERVICES	376,233	415,811	575,823	575,823	501,468	(74,355)
52428 - HOSTED IT SERVICES	84,150	208,837	191,171	191,171	256,304	65,133
52431 - CONSULTING SERVICES	504,089	166,644	153,900	153,900	217,400	63,500
52445 - JANITORIAL SERVICES	1,500	0	0	0	0	0
52560 - PARKING SERVICES	3,028	3,855	5,100	5,100	5,100	0
52568 - BANK AND INVESTMENT FEES	0	0	0	0	0	0
52573 - CREDIT CARD FEES	2,596	0	0	0	0	0
52575 - SERVICES	155,662	32,562	206,980	206,980	33,758	(173,222)
52580 - DRIVE SMART PROGRAM	0	0	0	0	0	0
52590 - TEMPORARY EMPLOYMENT	2,122,761	2,288,630	2,428,867	2,428,867	1,681,208	(747,659)
52607 - CELL PHONE ALLOWANCE	1,388	3,889	3,000	3,000	3,000	0
52615 - DUES AND MEMBERSHIP	13,584	3,020	2,750	2,750	2,750	0
52625 - MEETING EXPENSES IN TOWN	176	621	200	200	200	0

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Information Technology

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52630 - TRAINING	8,825	71,621	92,500	92,500	77,500	(15,000)
52635 - EMPLOYEE EDUCATIONL ASSISTANCE	7,981	3,645	7,500	7,500	0	(7,500)
52645 - SUBSCRIPTIONS	159	258	0	0	0	0
52655 - TRAVEL OUT OF TOWN	5,348	5,003	8,000	8,000	8,000	0
52735 - TELEPHONE LONG DIST CALLS	2,947	21,447	24,000	24,000	24,000	0
52736 - CELL PHONE AIRTIME	2	3	0	0	0	0
52738 - CELL PHONE BASE CHARGES	12,960	18,041	16,933	16,933	16,933	0
52745 - UTILITIES	5,897	2,697	0	0	0	0
52746 - UTILITIES ELECTRIC	1,107	0	0	0	0	0
52747 - UTILITIES GAS	1,338	0	0	0	0	0
52748 - UTILITIES SEWER	74	0	0	0	0	0
52749 - UTILITIES WATER	120	0	0	0	0	0
52765 - LEASE PURCHASE PAYMENTS	72,222	0	0	0	0	0
52775 - MINOR EQUIPMENT	61,105	39,396	75,392	75,392	50,392	(25,000)
52776 - PRINTER CONSOLIDATION COST	148,362	147,091	154,142	154,142	157,500	3,358
52874 - OFFICE SERVICES PRINTING	305	350	180	180	180	0
52875 - OFFICE SERVICES RECORDS	243	291	160	160	0	(160)
52876 - PASS THROUGH EXPENSES	57,243	0	0	0	0	0
60105 - PERA	0	20,664	0	0	0	0
65160 - RECRUITMENT	564	7,041	0	0	0	0
65356 - RETIREMENT AWARDS	125	0	0	0	0	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**5,111,190**	**5,415,857**	**5,734,342**	**5,734,342**	**4,866,339**	**(868,003)**
Capital Outlay						0
53020 - COMPUTERS NETWORKS	1,274,784	2,205,144	1,345,000	1,345,000	1,260,000	(85,000)
53030 - FURNITURE AND FIXTURES	8,296	29,106	12,000	12,000	6,000	(6,000)
Capital Outlay Total	**1,283,080**	**2,234,250**	**1,357,000**	**1,357,000**	**1,266,000**	**(91,000)**
Total Expenses	**10,393,294**	**12,415,845**	**12,754,445**	**12,754,445**	**12,941,733**	**187,288**
CIP Total	**1,617,636**	**0**	**469,030**	**469,030**	**0**	**(469,030)**
Grand Total	**12,010,930**	**12,415,845**	**13,223,475**	**13,223,475**	**12,941,733**	**(281,742)**
Revenue						
40379 - DIGITAL ORTHOS	4,375	6,513	0	0	5,500	5,500
42690 - OTHER CHRGS OVERHEAD	78,216	73,276	73,200	73,200	70,000	(3,200)
43420 - INFO TECH FEE	56,325	58,725	51,600	51,600	67,000	15,400
44020 - MISCELLANEOUS GENERAL	0	265	0	0	0	0
Total Revenue	**138,916**	**138,779**	**124,800**	**124,800**	**142,500**	**17,700**

City of Colorado Springs
Budget Detail Report

506 - Radio
Radio Communications

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	262,408	280,628	322,467	322,467	399,300	76,833
51210 - OVERTIME	1,682	1,317	5,354	5,354	5,354	0
51230 - SHIFT DIFFERENTIAL	36	0	0	0	0	0
51235 - STANDBY	8,796	4,387	20,562	20,562	20,562	0
51245 - RETIREMENT TERM VACATION	270	0	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(937)	(956)	0	0	0	0
51610 - PERA	35,938	37,892	43,907	43,907	54,208	10,301
51612 - RETIREMENT HEALTH SAVINGS	0	0	423	423	423	0
51615 - WORKERS COMPENSATION	5,814	6,575	8,270	8,270	11,273	3,003
51620 - EQUITABLE LIFE INSURANCE	762	819	1,140	1,140	1,364	224
51640 - DENTAL INSURANCE	1,205	1,224	1,711	1,711	2,592	881
51655 - RETIRED EMP MEDICAL INS	2,214	2,214	0	0	0	0
51670 - PARKING FOR EMPLOYEES	0	100	0	0	0	0
51690 - MEDICARE	3,810	4,036	4,648	4,648	5,738	1,090
51695 - CITY EPO MEDICAL PLAN	12,143	9,612	9,192	9,192	9,192	0
51696 - ADVANTAGE HD MED PLAN	16,733	18,049	27,804	27,804	46,188	18,384
51697 - HRA BENEFIT TO ADV MED PLAN	1,254	1,282	2,000	2,000	3,500	1,500
Salaries/Benefits/Pensions Total	**352,128**	**367,179**	**447,478**	**447,478**	**559,694**	**112,216**
Operating						
52105 - MISCELLANEOUS OPERATING	0	0	0	0	0	0
52110 - OFFICE SUPPLIES	101	282	450	450	450	0
52111 - PAPER SUPPLIES	41	41	100	100	100	0
52125 - GENERAL SUPPLIES	145	327	300	300	300	0
52135 - POSTAGE	90	89	100	100	100	0
52140 - WEARING APPAREL	0	0	100	100	100	0
52145 - PAINT AND CHEMICAL	48	9	100	100	100	0
52155 - AUTOMOTIVE	0	21	50	50	50	0
52165 - LICENSES AND TAGS	120	13,650	1,000	1,000	1,000	0
52190 - JANITORIAL SUPPLIES	403	498	500	500	500	0
52235 - MAINT MACHINERY AND APPARATUS	5,637	1,300	1,000	1,000	1,000	0
52250 - MAINT RADIOS ALLOCATION	357,921	359,206	375,605	375,605	375,605	0
52265 - MAINT BUILDINGS AND STRUCTURE	5,710	154	1,500	1,500	1,500	0
52445 - JANITORIAL SERVICES	2,740	2,350	2,820	2,820	2,820	0
52568 - BANK AND INVESTMENT FEES	1,299	930	1,000	1,000	1,000	0
52573 - CREDIT CARD FEES	16	54	200	200	200	0
52575 - SERVICES	793	1,005	1,000	1,000	1,000	0
52590 - TEMPORARY EMPLOYMENT	92,161	118,974	120,545	120,545	9,577	(110,968)
52607 - CELL PHONE ALLOWANCE	0	892	900	900	900	0
52630 - TRAINING	0	4,747	7,000	7,000	7,000	0
52655 - TRAVEL OUT OF TOWN	359	3,560	1,500	1,500	1,500	0
52705 - COMMUNICATIONS	6	0	0	0	0	0
52725 - RENTAL OF PROPERTY	41,448	41,448	41,447	41,447	41,447	0
52735 - TELEPHONE LONG DIST CALLS	34	0	66	66	66	0
52736 - CELL PHONE AIRTIME	0	4	80	80	80	0
52738 - CELL PHONE BASE CHARGES	510	406	650	650	650	0
52746 - UTILITIES ELECTRIC	15,219	14,623	15,500	15,500	16,430	930
52747 - UTILITIES GAS	2,493	2,216	2,660	2,660	2,660	0
52748 - UTILITIES SEWER	486	484	550	550	567	17

City of Colorado Springs
Budget Detail Report

506 - Radio
Radio Communications

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52749 - UTILITIES WATER	698	697	718	718	754	36
52775 - MINOR EQUIPMENT	5,429	2,157	5,500	5,500	5,500	0
52776 - PRINTER CONSOLIDATION COST	1,044	1,040	1,100	1,100	1,100	0
52785 - RADIO REPLACEMENT	117,187	26,656	107,549	107,549	107,549	0
52805 - ADMIN PRORATED CHARGES	45,634	42,701	50,292	50,292	55,358	5,066
52872 - MAINT FLEET VEHICLES EQP	16,325	11,846	10,763	10,763	10,763	0
52874 - OFFICE SERVICES PRINTING	0	37	0	0	0	0
52880 - PURCHASES FOR RESALE	103,456	50,012	115,000	115,000	115,000	0
52882 - PURCH FOR RESALE COMMERCIAL	4,470	7,825	3,000	3,000	3,000	0
52883 - PURCH FOR RESALE NON STCK PART	20,802	9,137	10,000	10,000	10,000	0
52886 - RADIO MAINTENANCE MISC	115,544	144,427	165,000	165,000	165,000	0
52888 - RADIO MAINTENANCE PPRCN	7,493	0	0	0	0	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**965,862**	**863,805**	**1,045,645**	**1,045,645**	**940,726**	**(104,919)**
Grand Total	**1,317,990**	**1,230,984**	**1,493,123**	**1,493,123**	**1,500,420**	**7,297**
Revenue						0
42660 - CITY ALLOCATION	995,958	550,825	995,958	995,958	993,665	(2,293)
42720 - OTHER BILLED INVOICES	94,095	65,049	53,780	53,780	53,780	0
42785 - REV SITE LEASES	301,444	183,422	149,623	149,623	149,623	0
42880 - REV PARTS PURCH RESALE	86,348	7,499	0	0	0	0
42883 - REV PAGING SYSTEM	45,856	38,422	28,666	28,666	28,666	0
42886 - REV NON CITY SVCS	253,739	263,904	136,723	136,723	136,723	0
46025 - INTEREST	11,218	8,935	0	0	0	0
Grand Total	**1,788,658**	**1,118,056**	**1,364,750**	**1,364,750**	**1,362,457**	**(2,293)**

Mayor's Office

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

2017 Initiatives

ID	Goal	Initiative
1A-05	Promoting Job Creation	Nurture our local government-military installation relationships and support Council's and others engagement efforts that encourage and expand the military presence in the Pikes Peak region.
1A-09	Promoting Job Creation	Support mentorship of young entrepreneurs, professionals and leaders.
2A-01	Investing in Infrastructure	Aggressively address aging infrastructure (roads and bridges, parks, stormwater and public safety), in a unified, long-term approach driven by the City (Administration and Council) in partnership with local businesses, non-profit organizations, and our citizens to implement realistic, preemptive and effective infrastructure solutions.
3A-15	Building Community and Collaborative Relationships	Support Council and work with CML on policies at the State and Federal level that impact our community.
4A-04	Excelling in City Services	Explore cooperation and/or regionalization of services and programs with El Paso County, other regional partners, and the private sector, where appropriate.
4A-15	Excelling in City Services	Continue to work with military installations and the County in the Community Partnership Initiative process and the Joint Land Use Study initiative to create a unified front of efficiency and effectiveness for the Pikes Peak Region.
4B-02	Excelling in City Services	Modernize citizen issue reporting and information request system to allow self-service for citizens and greater efficiency for City staff

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$568,749	$689,216	$689,216	$883,009	$193,793
	Cable Franchise Fund	0	102,660	102,660	102,660	0
	Total	**$568,749**	**$791,876**	**$791,876**	**$985,669**	**$193,793**
	Positions					
	General Fund	4.00	5.00	6.00	6.00	0.00
	Cable Franchise Fund	0.00	1.00	1.00	1.00	0.00
	Total	**4.00**	**6.00**	**7.00**	**7.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Significant Changes vs. 2016

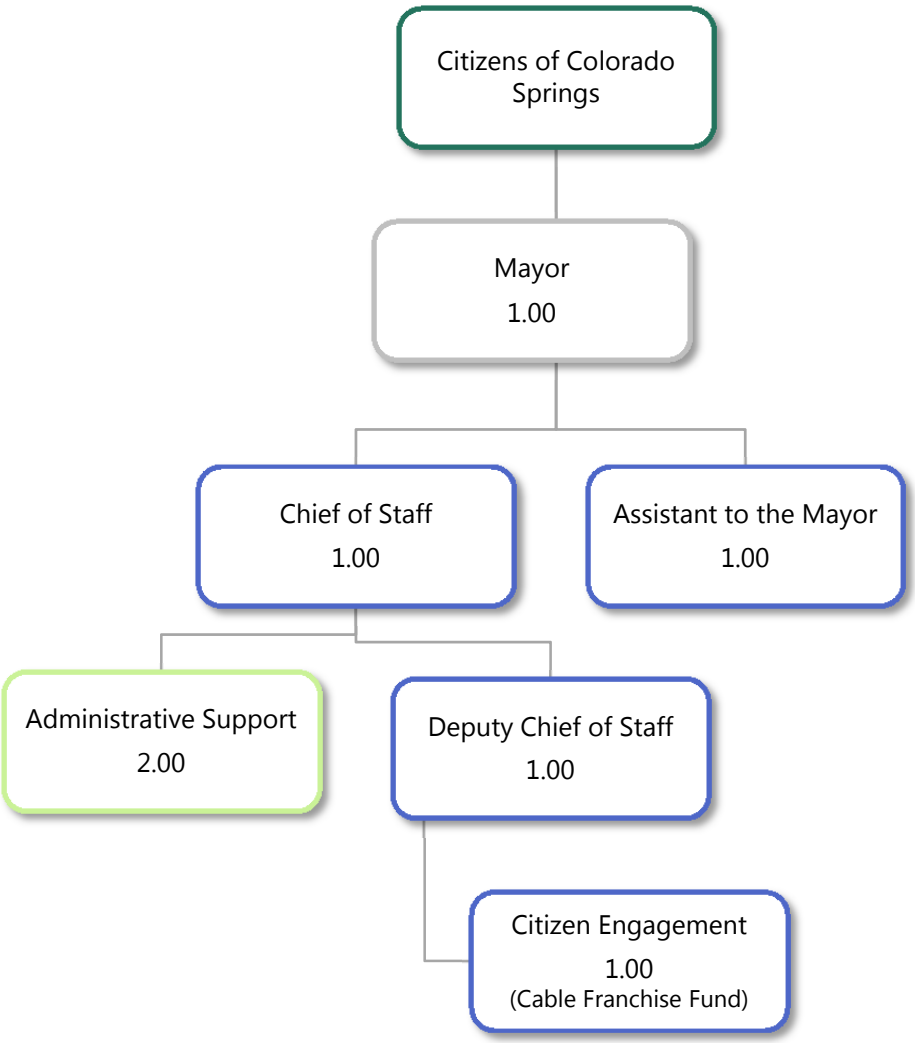
- Transfer of funding for Deputy Chief of Staff position

Mayor

The Mayor is the Chief Executive Officer of the City and leads the Executive Branch. The City is provided all executive and administrative powers of home-rule status cities granted by the Article XX of the Constitution of the State of Colorado. The City Charter provides the Mayor control and authority over all operational and administrative functions of the City. As the Chief Executive, the Mayor enforces all laws and ordinances, manages the Executive Branch of the Colorado Springs municipal government, and oversees implementation of the Mayor's vision, mission, goals, and strategic plan.

The Mayor serves as an ex officio and non-voting member of the Board of Directors of the Colorado Springs Utilities.

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



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Budget for each fund including General Fund and Cable Franchise Fund.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$557,199	$518,717	$608,066	$608,066	$803,159	$195,093
Operating	55,615	50,032	81,150	81,150	77,850	(3,300)
Capital Outlay	0	0	0	0	2,000	2,000
Total	**$612,814**	**$568,749**	**$689,216**	**$689,216**	**$883,009**	**$193,793**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Administrative Technician	1.00	0.00	0.00	0.00	0.00
Assistant to the Chief of Staff	1.00	1.00	1.00	1.00	0.00
Assistant to the Mayor	1.00	1.00	1.00	1.00	0.00
Chief of Staff	1.00	1.00	1.00	1.00	0.00
Deputy Chief of Staff	0.00	0.00	1.00	1.00	0.00
Mayor	0.00	1.00	1.00	1.00	0.00
Senior Office Specialist	0.00	1.00	1.00	1.00	0.00
Total Positions	**4.00**	**5.00**	**6.00**	**6.00**	**0.00**

Funding Changes

During 2016	* 2016 Amended - 2016 Original Budget
None	$0
Total During 2016	**$0**

For 2017	2017 Budget - * 2016 Amended Budget
Salaries/Benefits/Pensions	
Net change to fund existing positions and for transfer of position from OEM for Deputy Chief of Staff position	$191,541
Increase to fund pay for performance and position movements in salary structure	12,813
Decrease due to efficiencies realized	(9,260)
Total Salaries/Benefits/Pensions	**$195,094**
Operating	
Decrease due to efficiencies realized	($2,050)
Transfer of the department's budget for records management to the City Clerk's Office budget for central contract oversight	($1,250)
Total Operating	**($3,300)**
Capital Outlay	
Increase to fund office furniture	$2,000
Total Capital Outlay	**$2,000**
Total For 2017	**$193,794**

* 2016 Amended Budget as of 8/4/2016

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Transfer of 1.00 FTE position (Deputy Chief of Staff) from OEM	1.00
	Total During 2016	**1.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

Cable Franchise							
	Use of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
	Operating	$0	$0	$102,660	$102,660	$102,660	$0
	Total	**$0**	**$0**	**$102,660**	**$102,660**	**$102,660**	**$0**
	Position Title		**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
	Citizen Engagement		0.00	1.00	1.00	1.00	0.00
	Total Positions		**0.00**	**1.00**	**1.00**	**1.00**	**0.00**

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	$0
	Total For 2017	**$0**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Mayor's Office

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	418,552	399,147	444,084	444,084	603,075	158,991
51210 - OVERTIME	8,537	3,104	11,500	11,500	5,000	(6,500)
51220 - SEASONAL TEMPORARY	16,419	17,029	37,565	37,565	37,565	0
51230 - SHIFT DIFFERENTIAL	26	0	0	0	0	0
51245 - RETIREMENT TERM VACATION	7,894	11,970	0	0	0	0
51260 - VACATION BUY PAY OUT	704	822	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(593)	(1,748)	0	0	0	0
51610 - PERA	60,803	55,321	60,154	60,154	86,888	26,734
51615 - WORKERS COMPENSATION	864	877	922	922	1,332	410
51620 - EQUITABLE LIFE INSURANCE	1,103	1,042	1,732	1,732	2,367	635
51640 - DENTAL INSURANCE	1,617	987	1,774	1,774	2,520	746
51670 - PARKING FOR EMPLOYEES	3,600	2,270	4,200	4,200	1,440	(2,760)
51690 - MEDICARE	6,629	6,168	6,367	6,367	9,196	2,829
51695 - CITY EPO MEDICAL PLAN	14,335	4,248	0	0	14,052	14,052
51696 - ADVANTAGE HD MED PLAN	14,805	14,871	36,768	36,768	37,224	456
51697 - HRA BENEFIT TO ADV MED PLAN	1,904	2,609	3,000	3,000	2,500	(500)
Salaries/Benefits/Pensions Total	**557,199**	**518,717**	**608,066**	**608,066**	**803,159**	**195,093**
Operating						0
52105 - MISCELLANEOUS OPERATING	0	3,784	0	0	0	0
52110 - OFFICE SUPPLIES	3,730	2,761	3,000	3,000	3,000	0
52111 - PAPER SUPPLIES	25	0	0	0	0	0
52112 - AMMUNITION	0	129	0	0	0	0
52120 - COMPUTER SOFTWARE	0	0	400	400	400	0
52122 - CELL PHONES EQUIP AND SUPPLIES	141	70	500	500	500	0
52125 - GENERAL SUPPLIES	1,479	19	5,000	5,000	5,000	0
52135 - POSTAGE	274	332	500	500	500	0
52465 - MISCELLANEOUS SERVICES	51	100	150	150	150	0
52560 - PARKING SERVICES	0	1,124	0	0	1,000	1,000
52575 - SERVICES	1,511	3,977	2,000	2,000	2,000	0
52590 - TEMPORARY EMPLOYMENT	24,567	21,717	25,000	25,000	15,000	(10,000)
52605 - CAR MILEAGE	10,533	3,913	11,000	11,000	1,000	(10,000)
52607 - CELL PHONE ALLOWANCE	1,740	630	1,800	1,800	500	(1,300)
52615 - DUES AND MEMBERSHIP	0	0	750	750	2,600	1,850
52625 - MEETING EXPENSES IN TOWN	1,070	(164)	2,700	2,700	10,000	7,300
52630 - TRAINING	65	74	500	500	5,000	4,500
52645 - SUBSCRIPTIONS	84	0	150	150	250	100
52655 - TRAVEL OUT OF TOWN	1,183	1,413	15,000	15,000	20,000	5,000
52735 - TELEPHONE LONG DIST CALLS	95	0	0	0	0	0
52738 - CELL PHONE BASE CHARGES	3,953	2,699	4,000	4,000	4,000	0
52775 - MINOR EQUIPMENT	0	0	500	500	500	0

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Mayor's Office

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52776 - PRINTER CONSOLIDATION COST	3,677	3,453	3,700	3,700	3,700	0
52795 - RENTAL OF EQUIPMENT	0	0	250	250	250	0
52874 - OFFICE SERVICES PRINTING	189	2,753	1,000	1,000	2,500	1,500
52875 - OFFICE SERVICES RECORDS	1,248	1,248	1,250	1,250	0	(1,250)
65160 - RECRUITMENT	0	0	2,000	2,000	0	(2,000)
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**55,615**	**50,032**	**81,150**	**81,150**	**77,850**	**(3,300)**
Capital Outlay						0
53030 - FURNITURE AND FIXTURES	0	0	0	0	2,000	2,000
Capital Outlay Total	**0**	**0**	**0**	**0**	**2,000**	**2,000**
Grand Total	**612,814**	**568,749**	**689,216**	**689,216**	**883,009**	**193,793**

Communications

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

2017 Initiatives

ID	Goal	Initiative
2A-03	Investing in Infrastructure	In partnership with El Paso County, implement a strategy for effectively providing education and engaging citizens on infrastructure needs through existing communication tools of El Paso County.
3B-01	Building Community and Collaborative Relationships	Use technology to inform and engage the community, using a number of channels, including city-sponsored programs or events such as yourCOS.
3B-04	Building Community and Collaborative Relationships	Establish a unified city-wide guideline for the public input process

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$297,267	$372,922	$372,922	$385,661	$12,739
	Cable Franchise Fund	374,448	374,440	374,440	374,440	0
	Total	**$671,715**	**$747,362**	**$747,362**	**$760,101**	**$12,739**
	Positions					
	General Fund	3.00	3.00	3.00	3.00	0.00
	Cable Franchise Fund	5.00	5.00	5.00	5.00	0.00
	Total	**8.00**	**8.00**	**8.00**	**8.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

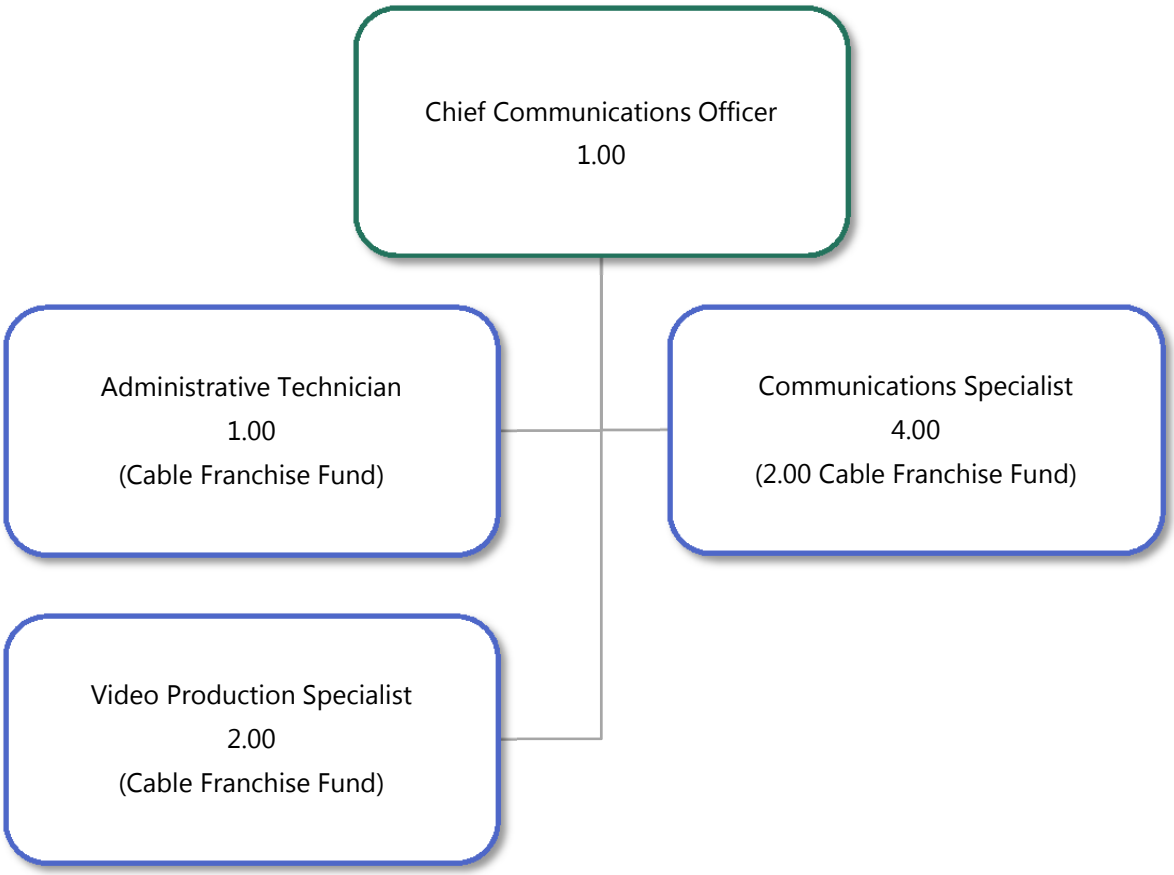
Significant Changes vs. 2016

- None

Communications

The City Communications department oversees all public communication with the citizens of Colorado Springs, working across multiple platforms to serve as the trusted source of accurate information and news. As professionals in this industry, the members of the department aspire to be proactive, prepared, balanced communicators who provide efficient, consistent, on-time messaging.

Further, the City Communications department leads efforts to brand our city Olympic City USA, sharing the inspirational and aspirational message of the brand in order to grow civic pride and economic opportunities.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Budget for each fund including General Fund and Cable Franchise Fund.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$352,274	$239,875	$312,083	$312,083	$325,022	$12,939
Operating	64,456	57,392	60,639	60,639	60,439	(200)
Capital Outlay	375	0	200	200	200	0
Total	**$417,105**	**$297,267**	**$372,922**	**$372,922**	**$385,661**	**$12,739**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Chief Communications Officer	1.00	1.00	1.00	1.00	0.00
Lead Communications Specialist	2.00	2.00	2.00	2.00	0.00
Total Positions	**3.00**	**3.00**	**3.00**	**3.00**	**0.00**

Funding Changes

During 2016	* 2016 Amended - 2016 Original Budget
None	$0
Total During 2016	**$0**
For 2017	**2017 Budget - * 2016 Amended Budget**
Salaries/Benefits/Pensions	
Net change to fund existing positions	$3,314
Increase to fund pay for performance and position movements in salary structure	9,624
Total Salaries/Benefits/Pensions	**$12,938**
Operating	
Transfer of the department's budget for records management to the City Clerk's Office budget for central contract oversight	($200)
Total Operating	**($200)**
Capital Outlay	
None	$0
Total Capital Outlay	**$0**
Total For 2017	**$12,738**

* 2016 Amended Budget as of 8/4/2016

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

Cable Franchise						
Use of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
Operating	$330,352	$374,448	$374,440	$374,440	$374,440	$0
Total	**$330,352**	**$374,448**	**$374,440**	**$374,440**	**$374,440**	**$0**
Position Title		**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
Administrative Technician		0.00	1.00	1.00	1.00	0.00
Communications Specialist I/II		1.00	1.00	1.00	1.00	0.00
Lead Communications Specialist		1.00	0.00	0.00	0.00	0.00
Senior Communications Specialist		2.00	1.00	1.00	1.00	0.00
Video Production Specialist		1.00	2.00	2.00	2.00	0.00
Total Positions		**5.00**	**5.00**	**5.00**	**5.00**	**0.00**

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	None	$0
	Total For 2017	**$0**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Communications Office

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	278,644	185,652	258,509	258,509	272,609	14,100
51210 - OVERTIME	730	63	0	0	0	0
51220 - SEASONAL TEMPORARY	522	11,550	1,000	1,000	1,000	0
51230 - SHIFT DIFFERENTIAL	84	0	0	0	0	0
51245 - RETIREMENT TERM VACATION	0	5,893	0	0	0	0
51260 - VACATION BUY PAY OUT	429	1,025	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(312)	(976)	0	0	0	0
51610 - PERA	37,440	27,129	34,703	34,703	37,485	2,782
51615 - WORKERS COMPENSATION	532	409	532	532	575	43
51620 - EQUITABLE LIFE INSURANCE	776	511	993	993	1,042	49
51640 - DENTAL INSURANCE	1,627	966	1,331	1,331	1,260	(71)
51670 - PARKING FOR EMPLOYEES	1,216	1,144	1,400	1,400	1,400	0
51690 - MEDICARE	3,937	2,876	3,673	3,673	3,967	294
51695 - CITY EPO MEDICAL PLAN	4,590	653	0	0	0	0
51696 - ADVANTAGE HD MED PLAN	20,553	2,125	9,192	9,192	5,184	(4,008)
51697 - HRA BENEFIT TO ADV MED PLAN	1,506	855	750	750	500	(250)
Salaries/Benefits/Pensions Total	**352,274**	**239,875**	**312,083**	**312,083**	**325,022**	**12,939**
Operating						0
52105 - MISCELLANEOUS OPERATING	(69)	1,699	250	250	250	0
52110 - OFFICE SUPPLIES	2,927	2,523	2,500	2,500	2,500	0
52111 - PAPER SUPPLIES	99	151	400	400	400	0
52115 - MEDICAL SUPPLIES	0	(26)	0	0	0	0
52120 - COMPUTER SOFTWARE	120	0	500	500	500	0
52122 - CELL PHONES EQUIP AND SUPPLIES	38	76	500	500	500	0
52125 - GENERAL SUPPLIES	1,267	2,209	2,000	2,000	2,000	0
52135 - POSTAGE	2,833	586	2,000	2,000	2,000	0
52170 - SPECIAL PHOTOGRAPHY ETC	660	1,778	1,000	1,000	1,000	0
52220 - MAINT OFFICE MACHINES	0	0	200	200	200	0
52265 - MAINT BUILDINGS AND STRUCTURE	5,070	33	400	400	400	0
52405 - ADVERTISING SERVICES	493	1,354	7,000	7,000	7,000	0
52575 - SERVICES	4,576	32,131	22,089	22,089	22,089	0
52590 - TEMPORARY EMPLOYMENT	32,746	2,893	10,000	10,000	10,000	0
52605 - CAR MILEAGE	96	0	300	300	300	0
52615 - DUES AND MEMBERSHIP	150	95	300	300	300	0
52625 - MEETING EXPENSES IN TOWN	320	576	200	200	200	0
52630 - TRAINING	823	74	400	400	400	0
52645 - SUBSCRIPTIONS	2,089	920	2,000	2,000	2,000	0
52655 - TRAVEL OUT OF TOWN	(27)	(75)	400	400	400	0
52735 - TELEPHONE LONG DIST CALLS	107	0	100	100	100	0
52736 - CELL PHONE AIRTIME	0	0	100	100	100	0
52738 - CELL PHONE BASE CHARGES	5,150	5,037	3,000	3,000	3,000	0
52775 - MINOR EQUIPMENT	0	0	500	500	500	0
52776 - PRINTER CONSOLIDATION COST	3,246	3,184	2,000	2,000	2,000	0
52795 - RENTAL OF EQUIPMENT	0	0	800	800	800	0
52874 - OFFICE SERVICES PRINTING	1,251	1,721	1,500	1,500	1,500	0
52875 - OFFICE SERVICES RECORDS	491	453	200	200	0	(200)
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**64,456**	**57,392**	**60,639**	**60,639**	**60,439**	**(200)**

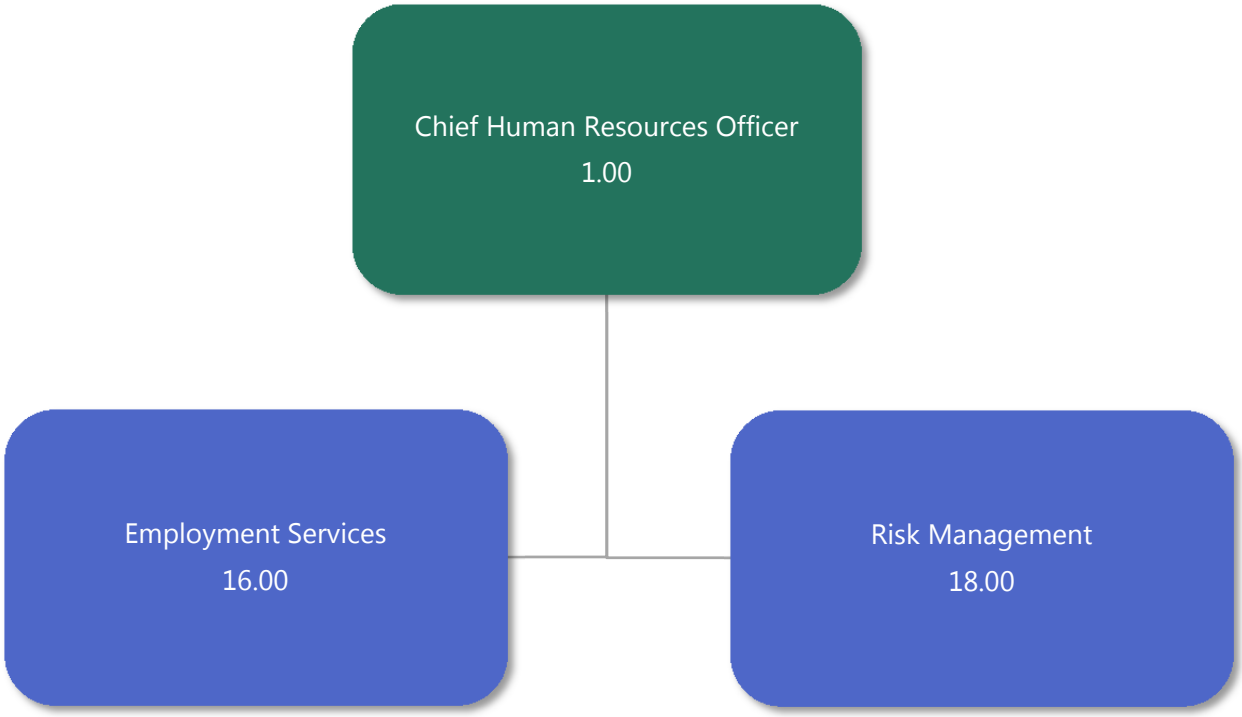
City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Communications Office

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Capital Outlay						0
53010 - OFFICE MACHINES	0	0	200	200	200	0
53050 - MACHINERY AND APPARATUS	375	0	0	0	0	0
Capital Outlay Total	**375**	**0**	**200**	**200**	**200**	**0**
Grand Total	**417,105**	**297,267**	**372,922**	**372,922**	**385,661**	**12,739**

Human Resources

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



All Funds Summary

Division	General Fund	Other Funds	Total Budget
Employment Services	$1,375,956	$29,708,764	$31,084,720
Risk Management	742,119	9,026,155	9,768,274
Total	**$2,118,075**	**$38,734,919**	**$40,852,994**
Total Positions	**20.25**	**14.75**	**35.00**

Human Resources

All Funds History

Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
General Fund	$1,797,351	$2,060,289	$2,060,289	$2,118,075	$57,786
Employee Benefits Self-Ins. Fund	25,155,213	28,422,356	28,422,356	29,708,764	1,286,408
Claims Reserve Fund	971,769	1,011,500	1,011,500	1,011,500	0
Workers' Comp. Fund	7,967,499	8,000,001	8,000,001	8,014,655	14,654
Total	**$35,891,832**	**$39,494,146**	**$39,494,146**	**$40,852,994**	**$1,358,848**
Total Positions	**35.50**	**35.00**	**35.00**	**35.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Employment Services

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

2017 Initiatives

ID	Goal	Initiative
3B-08	Building Community and Collaborative Relationships	Expand the City's internship program through reaching out to a broader academic/business community and graduates.
4A-08	Excelling in City Services	Encourage continuous leadership/career development training opportunities.
4A-11	Excelling in City Services	Allow for competitive compensation to attract and retain high quality employees.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$1,211,287	$1,317,813	$1,317,813	$1,375,956	$58,143
	Employee Benefits Self-Ins. Fund	25,155,213	28,422,356	28,422,356	29,708,764	1,286,408
	Total	**$26,366,500**	**$29,740,169**	**$29,740,169**	**$31,084,720**	**$1,344,551**
	Positions					
	General Fund	13.00	13.00	13.00	13.00	0.00
	Employee Benefits Self-Ins. Fund	4.00	4.00	4.00	4.00	0.00
	Total	**17.00**	**17.00**	**17.00**	**17.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Significant Changes vs. 2016

- Increase of $59,000 to fund existing positions and fund pay for performance and position movements in salary structure
- Removed $311,213 transfer from other funds into the Employee Benefits Self-Insurance fund

Human Resources

Employment Services - General Fund

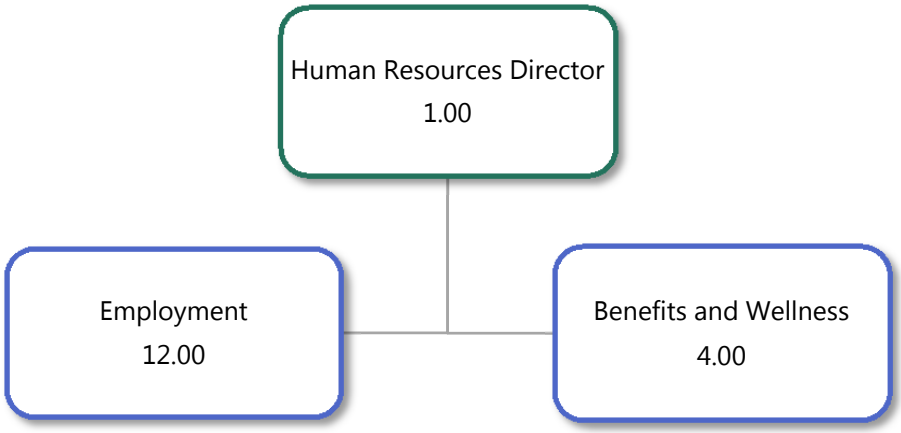
The Employment Services Division provides services to the entire organization including candidate selection, employee training, and professional development. The Employment Services Division oversees a variety of functions including: employment law and regulations compliance enforcement; position classification and compensation; employee relations assistance; coordination of performance evaluations; employee training; course offerings; the disciplinary process; and maintenance of employee files. Funding for the Employment Division is provided by the General Fund. City enterprises and Support Service Funds that receive services pay an allocated charge for services.

Benefits and Wellness – Employee Benefits Self-Insurance Fund

The Benefits and Wellness section designs and administers employee benefit plans and promotes health and wellness. The Benefits and Wellness section strives to design a healthcare plan that offers comprehensive benefits in a cost effective manner which incorporates wellness, prevention and health management programs for active employees, retirees, and their dependents to improve and maintain healthy lifestyle habits that help control costs. The Benefits and Wellness section provides managed healthcare using a self-insured medical and dental plan along with insurance benefits for vision, life, accidental death, voluntary term life, long-term care, short and long-term disability, and flexible spending accounts. Funding for the Benefits and Wellness program is provided through health plan monthly premiums which are shared between the employee and employer.

City Employee Medical Clinic & Pharmacy – Employee Benefits Self-Insurance Fund

The Benefits and Wellness sections oversees an outsourced City Employee Medical Clinic and Pharmacy which provides significant cost savings to both the City and employees. The City Employee Medical Clinic and Pharmacy are available to all City and Colorado Springs Utilities employees and their families who are on the respective medical insurance plan. Funding for the City Employee Medical Clinic and Pharmacy is provided through heath plan enrollee monthly premiums which are shared between the employee and employer, through co-payments by clinic and pharmacy users.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Budget for each fund including General Fund and Employee Benefits Self-Insurance Fund.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$1,072,201	$1,138,088	$1,208,699	$1,208,699	$1,267,699	$59,000
Operating	69,261	68,274	108,614	108,614	107,757	(857)
Capital Outlay	328	4,925	500	500	500	0
Total	**$1,141,790**	**$1,211,287**	**$1,317,813**	**$1,317,813**	**$1,375,956**	**$58,143**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Administrative Technician	2.00	2.00	2.00	1.00	(1.00)
Analyst II	1.00	1.00	1.00	1.00	0.00
Benefits Specialist	1.00	1.00	1.00	0.00	(1.00)
Benefits Supervisor	1.00	1.00	1.00	0.00	(1.00)
HR Generalist	1.00	1.00	1.00	1.00	0.00
HRIS Specialist	1.00	1.00	1.00	1.00	0.00
Chief Human Resources Officer	1.00	1.00	1.00	1.00	0.00
Human Resources Manager	0.00	0.00	0.00	4.00	4.00
Manager	3.00	3.00	3.00	0.00	(3.00)
Recruiter	1.00	1.00	1.00	1.00	0.00
Senior Analyst, Financial	0.00	0.00	0.00	1.00	1.00
Senior Office Specialist	0.00	0.00	0.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00	0.00
Total Positions	**13.00**	**13.00**	**13.00**	**13.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund exisiting positions	$13,016
	Increase to fund pay for performance and position movements in salary structure	45,984
	Total Salaries/Benefits/Pensions	**$59,000**
	Operating	
	Transfer of the department's budget for records management to the City Clerk's Office budget for central contract oversight	($857)
	Total Operating	**($857)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2017	**$58,143**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

Employee Benefits Self-Insurance Fund

Source of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Clinical Co Pay	$145,545	$163,265	$140,700	$140,700	$140,700	$0
Interest/Other	888,869	1,010,128	321,843	321,843	11,162	(310,681)
Employee & Employer Premiums	23,508,541	24,688,731	26,271,025	26,271,025	27,762,410	1,491,385
Draw or (Contribution) **	(1,195,771)	(706,911)	1,688,788	1,688,788	1,794,492	105,704
Total	**$23,347,184**	**$25,155,213**	**$28,422,356**	**$28,422,356**	**$29,708,764**	**$1,286,408**

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$270,991	$272,372	$287,347	$287,347	$340,866	$53,519
Operating	23,076,193	24,882,041	26,744,765	26,744,765	28,163,244	1,418,479
Operating - Contingency	0	0	1,390,244	1,390,244	1,204,654	(185,590)
Capital Outlay	0	800	0	0	0	0
Total	**$23,347,184**	**$25,155,213**	**$28,422,356**	**$28,422,356**	**$29,708,764**	**$1,286,408**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Analyst II	1.00	1.00	1.00	0.00	(1.00)
Benefits Specialist	1.00	1.00	1.00	2.00	1.00
Medical Assistant	1.00	1.00	1.00	0.00	(1.00)
Office Specialist	1.00	1.00	1.00	0.00	(1.00)
Senior Analyst, Bene/Fin	0.00	0.00	0.00	1.00	1.00
Human Resources Manager	0.00	0.00	0.00	1.00	1.00
Total Positions	**4.00**	**4.00**	**4.00**	**4.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

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

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$44,784
	Increase to fund pay for performance and position movements in salary structure	8,735
	Total Salaries/Benefits/Pensions	**$53,519**
	Operating	
	Increase in funding for payment of claims	$1,418,479
	Decrease in contingent funds	(185,590)
	Total Operating	**$1,232,889**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2017	**$1,286,408**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Employment Services

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	832,234	890,255	933,600	933,600	972,714	39,114
51210 - OVERTIME	225	143	500	500	500	0
51220 - SEASONAL TEMPORARY	8,352	7,297	7,000	7,000	7,000	0
51230 - SHIFT DIFFERENTIAL	36	0	0	0	0	0
51245 - RETIREMENT TERM VACATION	0	107	0	0	0	0
51260 - VACATION BUY PAY OUT	1,772	3,096	2,000	2,000	2,000	0
51299 - SALARIES REIMBURSEMENTS	(5,444)	(7,916)	0	0	0	0
51610 - PERA	110,156	115,858	127,608	127,608	128,837	1,229
51615 - WORKERS COMPENSATION	1,602	1,822	1,956	1,956	1,975	19
51620 - EQUITABLE LIFE INSURANCE	2,304	2,466	2,544	2,544	3,489	945
51640 - DENTAL INSURANCE	4,521	4,477	5,132	5,132	5,184	52
51670 - PARKING FOR EMPLOYEES	2,020	2,360	2,000	2,000	2,000	0
51690 - MEDICARE	11,715	12,328	10,506	10,506	13,636	3,130
51695 - CITY EPO MEDICAL PLAN	20,553	36,324	36,996	36,996	36,996	0
51696 - ADVANTAGE HD MED PLAN	76,485	64,567	73,357	73,357	86,868	13,511
51697 - HRA BENEFIT TO ADV MED PLAN	5,670	4,904	5,500	5,500	6,500	1,000
Salaries/Benefits/Pensions Total	**1,072,201**	**1,138,088**	**1,208,699**	**1,208,699**	**1,267,699**	**59,000**
Operating						0
52105 - MISCELLANEOUS OPERATING	3,902	4,695	3,289	3,289	3,289	0
52110 - OFFICE SUPPLIES	1,576	3,955	4,026	4,026	4,026	0
52111 - PAPER SUPPLIES	607	270	1,212	1,212	1,212	0
52120 - COMPUTER SOFTWARE	22,900	25,830	0	0	0	0
52122 - CELL PHONES EQUIP AND SUPPLIES	0	187	1,500	1,500	1,500	0
52125 - GENERAL SUPPLIES	0	0	1,250	1,250	1,250	0
52135 - POSTAGE	262	311	500	500	500	0
52230 - MAINT FURNITURE AND FIXTURES	46	0	0	0	0	0
52575 - SERVICES	(3,479)	9,220	9,147	9,147	9,147	0
52583 - PROGRAM SUPPORT	0	500	0	0	0	0
52590 - TEMPORARY EMPLOYMENT	16,459	0	3,000	3,000	3,000	0
52605 - CAR MILEAGE	0	0	200	200	200	0
52607 - CELL PHONE ALLOWANCE	908	907	1,000	1,000	1,000	0
52615 - DUES AND MEMBERSHIP	423	1,075	675	675	675	0
52625 - MEETING EXPENSES IN TOWN	488	448	2,350	2,350	2,350	0
52630 - TRAINING	6,117	5,959	57,250	7,250	57,250	50,000
52645 - SUBSCRIPTIONS	256	1,655	2,500	2,500	2,500	0
52655 - TRAVEL OUT OF TOWN	967	159	2,000	2,000	2,000	0
52735 - TELEPHONE LONG DIST CALLS	289	0	329	329	329	0
52738 - CELL PHONE BASE CHARGES	4,276	3,224	400	400	400	0
52775 - MINOR EQUIPMENT	640	40	350	350	350	0
52776 - PRINTER CONSOLIDATION COST	4,851	4,490	4,000	4,000	4,000	0
52795 - RENTAL OF EQUIPMENT	0	0	50	50	50	0
52874 - OFFICE SERVICES PRINTING	533	959	729	729	729	0
52875 - OFFICE SERVICES RECORDS	853	801	857	857	0	(857)
65150 - LEGAL DEFENSE	0	0	0	0	0	0
65160 - RECRUITMENT	3,987	1,609	5,000	5,000	5,000	0
65163 - COMMUNITY OUTREACH	0	0	0	0	0	0
65350 - SERVICE AWARDS	0	651	0	0	0	0
65353 - DIVERSITY	1,055	1,329	1,000	1,000	1,000	0

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Employment Services

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
65358 - LRC & LEADERSHIP DEV	1,345	0	6,000	56,000	6,000	(50,000)
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**69,261**	**68,274**	**108,614**	**108,614**	**107,757**	**(857)**
Capital Outlay						0
53010 - OFFICE MACHINES	0	3,454	0	0	0	0
53030 - FURNITURE AND FIXTURES	328	1,471	500	500	500	0
Capital Outlay Total	**328**	**4,925**	**500**	**500**	**500**	**0**
Grand Total	**1,141,790**	**1,211,287**	**1,317,813**	**1,317,813**	**1,375,956**	**58,143**

City of Colorado Springs
Budget Detail Report

504 - Health Insurance Fund

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	198,248	200,300	210,161	210,161	253,861	43,700
51210 - OVERTIME	0	17	500	500	500	0
51245 - RETIREMENT TERM VACATION	0	1,361	0	0	0	0
51260 - VACATION BUY PAY OUT	864	0	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(847)	0	184	184	184	0
51610 - PERA	22,713	23,957	27,789	27,789	34,779	6,990
51615 - WORKERS COMPENSATION	382	410	426	426	533	107
51620 - EQUITABLE LIFE INSURANCE	501	519	682	682	906	224
51640 - DENTAL INSURANCE	1,205	1,148	1,379	1,379	1,704	325
51670 - PARKING FOR EMPLOYEES	820	900	1,060	1,060	1,060	0
51690 - MEDICARE	2,415	2,554	2,941	2,941	3,681	740
51695 - CITY EPO MEDICAL PLAN	8,016	6,710	8,875	8,875	0	(8,875)
51696 - ADVANTAGE HD MED PLAN	25,143	27,915	31,162	31,162	40,908	9,746
51697 - HRA BENEFIT TO ADV MED PLAN	2,011	2,056	2,188	2,188	2,750	562
51699 - BENEFITS REIMBURSEMENT	9,520	4,525	0	0	0	0
Salaries/Benefits/Pensions Total	**270,991**	**272,372**	**287,347**	**287,347**	**340,866**	**53,519**
Operating						
52110 - OFFICE SUPPLIES	1,549	4,360	1,806	1,806	1,806	0
52111 - PAPER SUPPLIES	0	0	300	300	300	0
52115 - MEDICAL SUPPLIES	4,758	5,835	6,830	6,830	6,830	0
52116 - PHARMACEUTICALS	16,709	23,857	27,380	27,380	27,380	0
52120 - COMPUTER SOFTWARE	265	0	0	0	0	0
52125 - GENERAL SUPPLIES	25	593	800	800	800	0
52135 - POSTAGE	4,886	6,544	8,080	8,080	8,080	0
52305 - MAINT SOFTWARE	34,309	13,430	47,000	47,000	47,000	0
52460 - MEDICAL SERVICE	249,312	325,921	375,371	375,371	375,371	0
52560 - PARKING SERVICES	3,270	5,275	5,725	5,725	5,725	0
52568 - BANK AND INVESTMENT FEES	0	0	1,107	1,107	1,107	0
52573 - CREDIT CARD FEES	697	649	750	750	750	0
52575 - SERVICES	266,157	193,522	246,900	246,900	246,900	0
52590 - TEMPORARY EMPLOYMENT	0	0	4,000	4,000	4,000	0
52615 - DUES AND MEMBERSHIP	(951)	75	5,700	5,700	5,700	0
52630 - TRAINING	958	1,062	6,250	6,250	6,250	0
52645 - SUBSCRIPTIONS	0	190	0	0	0	0
52655 - TRAVEL OUT OF TOWN	1,458	421	2,000	2,000	2,000	0
52705 - COMMUNICATIONS	4,579	4,521	4,600	4,600	4,600	0
52735 - TELEPHONE LONG DIST CALLS	96	87	60	60	60	0
52740 - GENERAL INSURANCE-CITY	2,174	0	4,895	4,895	4,895	0
52775 - MINOR EQUIPMENT	1,165	507	1,000	1,000	1,000	0
52776 - PRINTER CONSOLIDATION COST	6,468	7,502	7,320	7,320	7,320	0
52874 - OFFICE SERVICES PRINTING	4,526	12,923	8,150	8,150	8,150	0
60139 - VISION CLAIM EXPENSES	386,876	385,451	400,000	400,000	424,000	24,000
60140 - MEDICAL CLAIMS EXPENSES	14,742,297	13,987,590	15,470,471	15,470,471	16,398,700	928,229
60170 - HRA BENEFIT EXPENSE	840,000	996,703	900,000	900,000	954,000	54,000
60171 - WELLNESS PROGRAM	30,859	42,822	15,000	15,000	15,000	0
60231 - CLAIMS INCURRED NOT REPORT	(1,533,878)	0	0	0	0	0
60238 - PRESCRIPTION ADMIN FEES	144,733	155,432	170,000	170,000	170,000	0
60239 - PRESCRIPTION CLAIM EXPENSES	4,174,918	4,701,243	4,842,569	4,842,569	5,133,000	290,431

City of Colorado Springs
Budget Detail Report

504 - Health Insurance Fund

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
60240 - DENTAL ADMINISTRATIVE FEES	94,872	85,559	106,000	106,000	106,000	0
60241 - DENTAL CLAIM EXPENSES	1,881,920	1,916,019	2,035,181	2,035,181	2,157,000	121,819
60243 - DIABETES TEN CITY CHALLENGE	58,561	49,775	60,000	60,000	60,000	0
60244 - MEDICAL ADMINISTRATIVE FEES	410,421	414,447	500,000	500,000	500,000	0
60245 - BRIDGES TO EXCELLENCE	45,676	49,665	80,000	80,000	80,000	0
60286 - UTILIZATION MGMT	712,119	957,152	800,000	800,000	800,000	0
65140 - CONTINGENT FUNDS	0	0	1,390,244	1,390,244	1,204,654	(185,590)
65145 - CITY HEALTH MISC MEDICAL	12,046	7,676	0	0	0	0
65160 - RECRUITMENT	0	3	0	0	0	0
65220 - REINSURANCE COSTS	313,281	335,014	399,520	399,520	399,520	0
65365 - HEALTH PROGRAMS	159,082	190,216	200,000	200,000	200,000	0
Operating Total	**23,076,193**	**24,882,041**	**28,135,009**	**28,135,009**	**29,367,898**	**1,232,889**
Capital Outlay						
53010 - OFFICE MACHINES	0	800	0	0	0	0
Capital Outlay Total	**0**	**800**	**0**	**0**	**0**	**0**
Grand Total	**23,347,184**	**25,155,213**	**28,422,356**	**28,422,356**	**29,708,764**	**1,286,408**

City of Colorado Springs
Budget Detail Report

504 - Health Insurance Fund

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Revenue						
40113 - MISCELLANEOUS	11,615	55,408	0	0	0	0
40138 - DENTAL PREMIUMS	2,030,610	2,110,087	2,035,181	2,035,181	2,163,150	127,969
40139 - VISION PREMIUMS	375,406	384,255	396,000	396,000	419,760	23,760
40140 - MEDICAL PREMIUMS	21,102,525	22,194,389	23,839,844	23,839,844	25,179,500	1,339,656
40143 - UTILITY CLINIC SERVICES	115,260	129,900	105,000	105,000	105,000	0
40144 - CITY CLINIC CO PAY	30,285	33,365	35,700	35,700	35,700	0
40169 - EMPLOYEE ASSIST PROGRAM	88	18	0	0	0	0
40170 - HRA BENEFIT	876,900	942,737	0	0	0	0
40410 - WORK ZONE MEMORIAL	0	11,965	0	0	0	0
45665 - COPY FEES	266	30	0	0	0	0
46025 - INTEREST	0	0	10,630	10,630	11,162	532
46153 - TRANSFER FROM OTHER FUNDS	0	0	311,213	311,213	0	(311,213)
Total Revenue	**24,542,955**	**25,862,154**	**26,733,568**	**26,733,568**	**27,914,272**	**1,180,704**

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Risk Management

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

2017 Initiatives

ID	Goal	Initiative
4A-12	Excelling in City Services	Implement a culture of safety and safe work practice accountability
4A-19	Excelling in City Services	Complete Title II ADA Self Evaluation by end of 2017.

Note: The ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Budget	2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$586,064	$742,476	$742,476	$742,119	($357)
	Claims Reserve Fund	971,769	1,011,500	1,011,500	1,011,500	0
	Workers' Comp Fund	7,967,499	8,000,001	8,000,001	8,014,655	14,654
	Total	**$9,525,332**	**$9,753,977**	**$9,753,977**	**$9,768,274**	**$14,297**
	Positions					
	General Fund	7.25	7.25	7.25	7.25	0.00
	Other Funds	11.25	10.75	10.75	10.75	0.00
	Total	**18.50**	**18.00**	**18.00**	**18.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Significant Changes vs. 2016

- The net $14,297 increase for 2017 due mainly to net change to fund existing positions and funding for pay for performance and position movements in salary structure

Risk Management

The Risk Management Division serves the entire organization by ensuring compliance with statutory mandates and protecting the City's assets. The Risk Management Division assesses risk to control liability and loss exposures; processes and manages employee injury claims; manages the occupational health clinic, physical therapy clinic, promotes health and wellness; and emphasizes employee safety. Funding for specific Risk Management activities is provided by the General Fund, Claims Reserve Fund, and Workers' Compensation Fund. City enterprises and Support Service Funds pay an allocated charge for services.

Safety

The Safety section ensures that employees have the knowledge and skills to safely perform job duties and administers a cost-effective program designed for safety awareness, employee feedback, guidance in training, and prevention of employee injuries. The highest practical degree of care will be used in complying with safety and health standards. Funding for the Safety program is provided by the General Fund. City enterprises and Support Service Funds that receive services pay an allocated charge for Safety services.

Liability Claims Administration – Claims Reserve Fund

The Liability Claims section investigates, evaluates, and settles all liability claims brought under state and federal laws for both the City and Colorado Springs Utilities. The claims adjusters investigate the legal liability associated with the claims, negotiate settlement, and defend claims that lack merit. By placing a high priority on handling claims efficiently, this section is able to provide a cost-effective service that is competitive with external public liability claims service providers. City enterprises and Support Service Funds that receive services pay an allocated charge for liability claims services.

Workers' Compensation Claims Administration – Workers' Compensation Fund

The Workers' Compensation section manages and controls workers' compensation claims and strives to help employees recover from work-related injuries and return to work as soon as possible. The adjusters are able to provide prompt and fair resolution of claims. All direct costs associated with administering claims, medical, indemnity, physical therapy, and occupational therapy are budgeted in this fund.

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

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

Physical Therapy Clinic – Workers' Compensation Fund

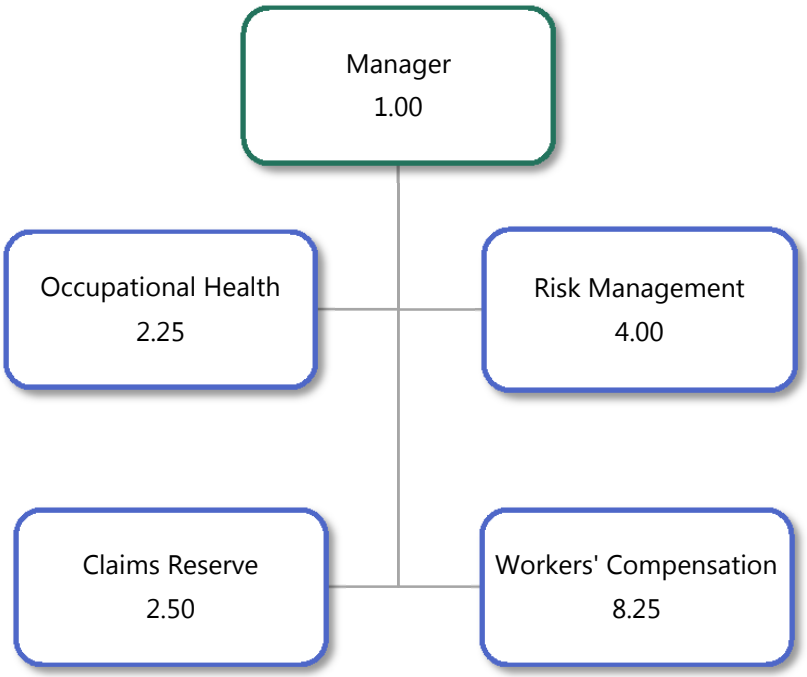
The Physical Therapy Clinic falls under the Workers' Compensation section. The Physical Therapy Clinic provides services to both City and Colorado Springs Utilities employees with work related injuries. The Physical Therapy Clinic has two therapists with multiple certifications including manual physical therapy, dry needling, massage therapy and functional movement screening. This clinic is located in the City Administration Building which makes it convenient for most City and Utilities employees. By comparing the services with the Colorado fee schedule, a cost savings of $181,048.26 was realized in 2014 to the Workers' Compensation Fund. City enterprises and Support Service Funds that use Physical Therapy Clinic services for Workers' Compensation related injuries pay an allocated charge for those services. Colorado Springs Utilities is billed directly for physical therapy services.

Occupational Health Clinic – Workers' Compensation Fund

The clinic's primary function is to provide services at the clinic for work related injuries and is funded by the Workers' Compensation Fund. This function provides over $125,000 in annual cost savings to the fund when comparing the services provided with the Colorado Workers' Compensation fee schedule. City enterprises and Support Service Funds that use Occupational Health Clinic services for Workers' Compensation related injuries pay an allocated charge for those services.

Occupational Health Clinic – General Fund

The City owns and operates an Occupational Health Clinic. In addition to the primary service, the Clinic performs ergonomic assessments, annual physicals, CDL physicals, VNI entry and exit physicals, pre-employment physicals for sworn employees, and hearing tests for employees who work in areas with noise pollution. The Clinic began doing all pre-employment drug screenings in the fall of 2010. Located in the City Administration Building, the clinic is convenient for the majority of City employees. City enterprises and Support Service Funds that use these types of Occupational Health Clinic services pay an allocated charge for Occupational Health Clinic services. Non-General Fund users are direct billed for drug tests.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Budget for each fund including General Fund, Claims Reserve Fund, and Workers' Compensation Fund.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$563,732	$534,661	$599,661	$599,661	$613,804	$14,143
Operating	90,464	48,544	142,815	142,815	128,315	(14,500)
Capital Outlay	0	2,859	0	0	0	0
Total	**$654,196**	**$586,064**	**$742,476**	**$742,476**	**$742,119**	**($357)**
Revenue		**$103,295**	**$72,954**	**$72,954**	**$60,537**	**($12,417)**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
ADA Coordinator	1.00	1.00	1.00	1.00	0.00
Analyst I/II	1.00	1.00	1.00	1.00	0.00
Manager	1.00	1.00	1.00	1.00	0.00
Medical Assistant	0.00	0.00	0.00	0.50	0.50
Medical Office Specialist	1.50	1.50	1.50	0.00	(1.50)
Occupational Nurse Practitioner/ Physicians Assistant	0.50	0.50	0.50	0.50	0.00
Office Specialist	0.00	0.00	0.00	1.00	1.00
Risk Supervisor	0.25	0.25	0.25	0.25	0.00
Risk Supervisor/Principal Analyst	1.00	0.00	0.00	0.00	0.00
Safety Specialist/Principal Analyst	0.00	1.00	1.00	1.00	0.00
Senior Office Specialist	1.00	1.00	1.00	1.00	0.00
Total Positions	**7.25**	**7.25**	**7.25**	**7.25**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund exisiting positions	$6,034
	Increase to fund pay for performance and position movements in salary structure	8,110
	Total Salaries/Benefits/Pensions	**$14,144**
	Operating	
	Remove one-time funding for mosquito mitigation	($10,000)
	Transfer of the department's budget for records management to the City Clerk's Office budget for central contract oversight	(4,500)
	Total Operating	**($14,500)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2017	**($356)**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Decrease 1.50 FTE Medical Office Specialist	(1.50)
	Add 0.50 FTE Medical Assistant	0.50
	Add 1.00 FTE Office Specialist	1.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

Claims Reserve Fund

Source of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2016 Budget - * 2015 Amended Budget
Enterprise Contributions	$11,500	$11,500	$11,500	$11,500	$11,500	$0
General Fund Contribution	800,004	800,004	1,000,000	1,000,000	1,000,000	0
Interest/Other	26	88,722	0	0	0	0
Draw/(Contribution) to Fund Balance **	57,043	71,543	0	0	0	0
Total	**$868,573**	**$971,769**	**$1,011,500**	**$1,011,500**	**$1,011,500**	**$0**

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2016 Budget - * 2015 Amended Budget
Salary/Benefits/ Pensions	$210,516	$227,182	$217,458	$217,458	$184,690	($32,768)
Operating	658,057	744,587	794,042	794,042	794,042	0
Operating - Contingency for Claims ***	0	0	0	0	32,768	32,768
Capital Outlay	0	0	0	0	0	0
Total	**$868,573**	**$971,769**	**$1,011,500**	**$1,011,500**	**$1,011,500**	**$0**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2016 Budget - * 2015 Amended Budget
Claims Adjuster II	2.00	2.00	1.00	1.00	0.00
Risk Supervisor	0.25	0.25	0.25	0.25	0.00
Senior Office Specialist	0.25	0.25	1.25	1.25	0.00
Total Positions	**2.50**	**2.50**	**2.50**	**2.50**	**0.00**

* 2016 Amended Budget as of 8/4/2016

** Appropriation spending authority requested at $1.011 million to give authority for payment of claims that arise

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

Funding Changes	During 2016	* 2016 Amended - 2016 Original Budget
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund exisiting positions	($34,755)
	Increase to fund pay for performance and position movements in salary structure	1,987
	Total Salaries/Benefits/Pensions	**($32,768)**
	Operating	
	Increase of contingent funds	$32,768
	Total Operating	**$32,768**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2017	**$0**

Position Changes	During 2016	* 2016 Amended - 2016 Original Budget
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

Workers' Compensation Fund

Source of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Physical Therapy Clinic	$80,923	$59,481	$100,000	$100,000	$100,000	$0
WC Payroll Chgs	6,347,009	6,916,824	6,574,446	6,574,446	6,571,646	(2,800)
Interest	9,104	907	61,000	61,000	61,000	0
Other Charges	117,745	822	0	0	0	0
Draw/(Contribution) to Fund Balance **	3,164,277	989,465	1,264,555	1,264,555	1,282,009	17,454
Total	**$9,719,058**	**$7,967,499**	**$8,000,001**	**$8,000,001**	**$8,014,655**	**$14,654**

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$638,609	$651,296	$698,577	$698,577	$713,156	$14,579
Operating	9,080,449	7,310,485	5,612,541	5,612,541	6,847,616	1,235,075
Operating - Contingency for Claims ***	0	0	1,688,883	1,688,883	453,883	(1,235,000)
Capital Outlay	0	5,718	0	0	0	0
Total	**$9,719,058**	**$7,967,499**	**$8,000,001**	**$8,000,001**	**$8,014,655**	**$14,654**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Administrative Technician	1.00	0.00	0.00	0.00	0.00
Claims Adjuster I/II	1.00	1.00	1.00	1.00	0.00
Medical Assistant	0.00	0.00	0.00	0.50	0.50
Medical Office Specialist	1.50	1.50	1.50	0.00	(1.50)
Occupational Nurse Practitioner/ Physicians Assistant	0.50	0.50	0.50	0.50	0.00
Physical Therapist II	2.50	2.00	2.00	2.00	0.00
Risk Supervisor	1.50	1.50	1.50	1.50	0.00
Senior Claims Adjuster	0.00	1.00	1.00	1.00	0.00
Senior Medical Assistant	0.00	0.00	0.00	1.00	1.00
Senior Office Specialist	0.75	0.75	0.75	0.75	0.00
Total Positions	**8.75**	**8.25**	**8.25**	**8.25**	**0.00**

* 2015 Amended Budget as of 8/31/2015

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

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

Funding Changes	During 2016	* 2016 Amended - 2016 Original Budget
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund exisiting positions	$6,998
	Increase to fund pay for performance and position movements in salary structure	7,582
	Total Salaries/Benefits/Pensions	**$14,580**
	Operating	
	Expected increase in payment of claims	$1,235,000
	Decrease of contingent funds	(1,235,000)
	Net increase in operating expenses	75
	Total Operating	**$75**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2017	**$14,655**

Position Changes	During 2016	* 2016 Amended - 2016 Original Budget
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Decrease 1.50 FTE Medical Office Specialist	(1.50)
	Add 0.50 FTE Medical Assistant	0.50
	Add 1.00 FTE Office Specialist	1.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Risk Management

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	424,450	421,209	459,086	459,086	468,437	9,351
51210 - OVERTIME	153	53	0	0	0	0
51230 - SHIFT DIFFERENTIAL	8	2	0	0	0	0
51245 - RETIREMENT TERM VACATION	14,381	2,034	0	0	0	0
51260 - VACATION BUY PAY OUT	1,392	2,125	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(4,218)	(4,515)	0	0	0	0
51610 - PERA	62,095	62,427	62,620	62,620	64,176	1,556
51615 - WORKERS COMPENSATION	839	862	960	960	984	24
51620 - EQUITABLE LIFE INSURANCE	1,302	1,293	1,645	1,645	1,669	24
51640 - DENTAL INSURANCE	2,904	2,705	2,709	2,709	2,667	(42)
51670 - PARKING FOR EMPLOYEES	1,220	1,100	1,680	1,680	1,680	0
51690 - MEDICARE	6,624	6,638	6,627	6,627	6,792	165
51696 - ADVANTAGE HD MED PLAN	55,636	64,420	59,646	59,646	63,087	3,441
51697 - HRA BENEFIT TO ADV MED PLAN	4,667	5,489	4,688	4,688	4,312	(376)
51699 - BENEFITS REIMBURSEMENT	(7,721)	(31,181)	0	0	0	0
Salaries/Benefits/Pensions Total	**563,732**	**534,661**	**599,661**	**599,661**	**613,804**	**14,143**
Operating						0
52110 - OFFICE SUPPLIES	220	1,138	4,600	4,600	4,600	0
52111 - PAPER SUPPLIES	444	68	800	800	800	0
52115 - MEDICAL SUPPLIES	8,245	6,662	12,100	12,100	12,100	0
52116 - PHARMACEUTICALS	10,084	3,859	12,500	12,500	10,666	(1,834)
52120 - COMPUTER SOFTWARE	530	0	1,990	1,990	1,990	0
52122 - CELL PHONES EQUIP AND SUPPLIES	172	0	200	200	200	0
52125 - GENERAL SUPPLIES	548	180	0	0	0	0
52130 - OTHER SUPPLIES	200	0	0	0	0	0
52135 - POSTAGE	3,819	3,162	4,200	4,200	4,200	0
52140 - WEARING APPAREL	140	140	0	0	0	0
52165 - LICENSES AND TAGS	200	150	350	350	350	0
52240 - MAINT NONFLEET VEHICLES EQP	18	14	550	550	550	0
52305 - MAINT SOFTWARE	30,246	6,060	30,000	30,000	30,000	0
52460 - MEDICAL SERVICE	9,356	4,707	20,000	20,000	20,000	0
52560 - PARKING SERVICES	400	1,100	1,200	1,200	1,200	0
52575 - SERVICES	2,210	828	13,340	13,340	3,340	(10,000)
52590 - TEMPORARY EMPLOYMENT	731	2,481	5,000	5,000	5,000	0
52615 - DUES AND MEMBERSHIP	1,260	1,775	1,675	1,675	1,675	0
52625 - MEETING EXPENSES IN TOWN	30	314	500	500	500	0
52630 - TRAINING	8,770	3,434	13,560	13,560	15,000	1,440
52645 - SUBSCRIPTIONS	299	0	350	350	350	0
52655 - TRAVEL OUT OF TOWN	1,451	3,764	2,000	2,000	2,000	0
52706 - WIRELESS COMMUNICATION	0	0	1,500	1,500	1,500	0
52735 - TELEPHONE LONG DIST CALLS	273	0	0	0	0	0
52736 - CELL PHONE AIRTIME	0	0	0	0	500	500
52738 - CELL PHONE BASE CHARGES	1,904	2,024	2,000	2,000	1,500	(500)
52740 - GENERAL INSURANCE-CITY	1,088	0	3,500	3,500	3,500	0
52775 - MINOR EQUIPMENT	443	6	1,550	1,550	1,550	0
52776 - PRINTER CONSOLIDATION COST	2,628	2,713	3,500	3,500	3,500	0
52872 - MAINT FLEET VEHICLES EQP	27	0	0	0	0	0
52874 - OFFICE SERVICES PRINTING	192	478	850	850	850	0

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Risk Management

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52875 - OFFICE SERVICES RECORDS	3,917	3,398	4,500	4,500	0	(4,500)
65160 - RECRUITMENT	619	89	500	500	650	150
65365 - HEALTH PROGRAMS	0	0	0	0	244	244
Operating Total	**90,464**	**48,544**	**142,815**	**142,815**	**128,315**	**(14,500)**
Capital Outlay						
53030 - FURNITURE AND FIXTURES	0	2,859	0	0	0	0
Capital Outlay Total	**0**	**2,859**	**0**	**0**	**0**	**0**
Grand Total	**654,196**	**586,064**	**742,476**	**742,476**	**742,119**	**(357)**
Revenue						
42605 - ENT FUND UTIL ALLOCATION	207,384	101,832	72,954	72,954	60,537	(12,417)
44055 - REIMBURSEMENT ACCT	1,058	1,463	0	0	0	0
Total Revenue	**208,442**	**103,295**	**72,954**	**72,954**	**60,537**	**(12,417)**

City of Colorado Springs
Budget Detail Report

502 - CLAIMS RESERVE FUND-LIABILITY
Risk Management

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	159,434	159,671	164,552	164,552	136,223	(28,329)
51210 - OVERTIME	0	0	0	0	0	0
51230 - SHIFT DIFFERENTIAL	0	0	0	0	0	0
51240 - RETIREMENT TERMINATION SICK	0	6,336	0	0	0	0
51245 - RETIREMENT TERM VACATION	0	11,102	0	0	0	0
51260 - VACATION BUY PAY OUT	0	178	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	0	(427)	0	0	0	0
51610 - PERA	17,818	18,802	22,544	22,544	18,663	(3,881)
51615 - WORKERS COMPENSATION	1,792	2,257	2,189	2,189	1,174	(1,015)
51620 - EQUITABLE LIFE INSURANCE	369	358	593	593	453	(140)
51640 - DENTAL INSURANCE	783	772	1,030	1,030	1,038	8
51670 - PARKING FOR EMPLOYEES	240	180	600	600	600	0
51690 - MEDICARE	1,896	2,099	2,386	2,386	1,975	(411)
51695 - CITY EPO MEDICAL PLAN	0	0	1,295	1,295	2,298	1,003
51696 - ADVANTAGE HD MED PLAN	16,733	16,095	20,831	20,831	20,829	(2)
51697 - HRA BENEFIT TO ADV MED PLAN	1,254	1,328	1,438	1,438	1,437	(1)
51699 - BENEFITS REIMBURSEMENT	10,197	8,431	0	0	0	
Salaries/Benefits/Pensions Total	**210,516**	**227,182**	**217,458**	**217,458**	**184,690**	**(32,768)**
Operating						0
52110 - OFFICE SUPPLIES	309	270	350	350	350	0
52111 - PAPER SUPPLIES	318	38	350	350	350	0
52120 - COMPUTER SOFTWARE	0	0	500	500	500	0
52122 - CELL PHONES EQUIP AND SUPPLIES	0	0	500	500	0	(500)
52125 - GENERAL SUPPLIES	282	167	350	350	350	0
52240 - MAINT NONFLEET VEHICLES EQP	18	0	50	50	50	0
52305 - MAINT SOFTWARE	6,790	14,256	16,300	16,300	16,300	0
52560 - PARKING SERVICES	400	1,100	500	500	500	0
52568 - BANK AND INVESTMENT FEES	2	29	250	250	250	0
52575 - SERVICES	0	180	11,400	11,400	11,400	0
52615 - DUES AND MEMBERSHIP	200	0	200	200	0	(200)
52625 - MEETING EXPENSES IN TOWN	0	250	100	100	300	200
52630 - TRAINING	0	464	1,000	1,000	1,000	0
52645 - SUBSCRIPTIONS	1,500	0	0	0	0	0
52655 - TRAVEL OUT OF TOWN	0	349	0	0	400	400
52736 - CELL PHONE AIRTIME	0	0	0	0	500	500
52738 - CELL PHONE BASE CHARGES	365	311	800	800	400	(400)
52775 - MINOR EQUIPMENT	263	927	200	200	200	0
52776 - PRINTER CONSOLIDATION COST	718	653	800	800	800	0
52874 - OFFICE SERVICES PRINTING	84	169	0	0	200	200
60071 - CLAIMS PAID VALLEY HI	75,000	0	0	0	0	0
60076 - CLAIMS PAID POLICE	333,474	168,912	0	0	0	0
60077 - CLAIMS PAID SUPPORT SERVICE	2,231	0	0	0	0	0
60079 - LEGAL AND ADMIN POLICE	34,409	210,509	0	0	0	0
60221 - CLAIMS PAID FIRE	6,468	3,343	0	0	0	0
60222 - CLAIMS PAID PUBLIC WORKS	127,034	26,941	0	0	0	0
60223 - CLAIMS PAID TRANSIT	0	0	0	0	0	0
60224 - CLAIMS PAID GENERAL COST	0	313,442	760,392	595,807	674,569	78,762
60227 - CLAIMS PAID PATTY JEWETT	4,627	2,883	0	0	0	0

City of Colorado Springs
Budget Detail Report

502 - CLAIMS RESERVE FUND-LIABILITY
Risk Management

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
60228 - CLAIMS PAID PARK AND REC	9,518	5,331	0	0	0	0
60229 - CLAIMS PAID AIRPORT	17,000	0	0	0	0	0
60244 - MEDICAL ADMINISTRATIVE FEES	0	75	0	0	0	0
60650 - FIREFIGHTER BENEFIT MANDATE	0	0	0	164,585	85,435	(79,150)
65140 - CONTINGENT FUNDS	0	0	0	0	32,768	32,768
65160 - RECRUITMENT	0	51	0	0	0	0
65210 - ADJUST RESERVE	(68,000)	(72,000)	0	0	0	0
65230 - LEGAL AND ADMIN FIRE	0	20	0	0	0	0
65235 - LEGAL AND ADMIN PUBLIC WORK	2,578	0	0	0	0	0
65240 - LEGAL AND ADMIN PARK AND REC	498	0	0	0	0	0
65250 - LEGAL AND ADMIN GEN COSTS	98,162	65,917	0	0	0	0
65256 - LEGAL AND ADMIN VALLEY HI	3,809	0	0	0	0	0
65365 - HEALTH PROGRAMS	0	0	0	0	188	188
Operating Total	**658,057**	**744,587**	**794,042**	**794,042**	**826,810**	**32,768**
Grand Total	**868,573**	**971,769**	**1,011,500**	**1,011,500**	**1,011,500**	**0**
Revenue						
40224 - CONTRIBUTION FROM GOLF	3,500	3,500	3,500	3,500	3,500	0
40225 - CONTRIBUTION FROM PPHWY	5,000	5,000	5,000	5,000	5,000	0
40226 - CONTRIBUTION FROM CEMETERY	1,000	1,000	1,000	1,000	1,000	0
40383 - CONTRIBUTION FROM DEV REVIEW	2,000	2,000	2,000	2,000	2,000	0
40650 - REIMBURSEMENT FIREFIGHTER BENE	0	81,367	0	0	0	0
44020 - MISCELLANEOUS GENERAL	800,004	800,004	1,000,000	1,000,000	1,000,000	0
44055 - REIMBURSEMENT ACCT	0	7,355	0	0	0	0
46025 - INTEREST	26	211	0	0	0	0
Revenue Total	**811,530**	**900,437**	**1,011,500**	**1,011,500**	**1,011,500**	**0**

City of Colorado Springs
Budget Detail Report

503 - SELF INSURANCE-WORK COMP
Risk Management

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	482,112	478,349	524,558	524,558	531,002	6,444
51210 - OVERTIME	4	129	0	0	0	0
51230 - SHIFT DIFFERENTIAL	0	0	0	0	0	0
51245 - RETIREMENT TERM VACATION	1,334	6,315	0	0	0	0
51260 - VACATION BUY PAY OUT	508	2,089	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(1,186)	(1,258)	0	0	0	0
51610 - PERA	65,894	63,435	71,376	71,376	72,748	1,372
51612 - RETIREMENT HEALTH SAVINGS	10,683	0	0	0	0	0
51615 - WORKERS COMPENSATION	955	1,115	1,095	1,095	1,956	861
51620 - EQUITABLE LIFE INSURANCE	1,348	1,305	1,830	1,830	1,852	22
51640 - DENTAL INSURANCE	3,095	3,015	3,659	3,659	3,111	(548)
51670 - PARKING FOR EMPLOYEES	1,680	1,280	2,280	2,280	2,280	0
51690 - MEDICARE	7,024	6,745	7,554	7,554	7,700	146
51695 - CITY EPO MEDICAL PLAN	163	5,078	3,885	3,885	6,894	3,009
51696 - ADVANTAGE HD MED PLAN	71,628	60,735	76,796	76,796	80,364	3,568
51697 - HRA BENEFIT TO ADV MED PLAN	5,362	4,739	5,544	5,544	5,249	(295)
51699 - BENEFITS REIMBURSEMENT	(11,995)	18,225	0	0	0	0
Salaries/Benefits/Pensions Total	**638,609**	**651,296**	**698,577**	**698,577**	**713,156**	**14,579**
Operating						
52110 - OFFICE SUPPLIES	4,828	3,900	5,750	5,750	3,850	(1,900)
52111 - PAPER SUPPLIES	499	709	750	750	750	0
52115 - MEDICAL SUPPLIES	18,762	12,759	23,000	23,000	18,000	(5,000)
52116 - PHARMACEUTICALS	4,536	2,620	3,250	3,250	3,250	0
52122 - CELL PHONES EQUIP AND SUPPLIES	0	72	0	0	0	0
52125 - GENERAL SUPPLIES	0	275	0	0	0	0
52135 - POSTAGE	136	192	325	325	325	0
52165 - LICENSES AND TAGS	0	0	100	100	100	0
52240 - MAINT NONFLEET VEHICLES EQP	9	0	0	0	0	0
52305 - MAINT SOFTWARE	37,874	36,315	45,400	45,400	42,000	(3,400)
52428 - HOSTED IT SERVICES	9,090	9,105	9,100	9,100	9,100	0
52460 - MEDICAL SERVICE	39,826	42,860	50,000	50,000	77,400	27,400
52560 - PARKING SERVICES	600	680	5,400	5,400	4,400	(1,000)
52568 - BANK AND INVESTMENT FEES	789	70	2,100	2,100	1,000	(1,100)
52575 - SERVICES	260,001	225,615	261,000	261,000	260,000	(1,000)
52590 - TEMPORARY EMPLOYMENT	0	0	2,500	2,500	1,500	(1,000)
52615 - DUES AND MEMBERSHIP	849	735	1,850	1,850	1,850	0
52625 - MEETING EXPENSES IN TOWN	46	290	100	100	100	0
52630 - TRAINING	2,128	5,992	5,350	5,350	5,350	0
52635 - EMPLOYEE EDUCATIONL ASSISTANCE	0	0	0	0	2,000	2,000
52645 - SUBSCRIPTIONS	213	150	200	200	200	0
52655 - TRAVEL OUT OF TOWN	133	1,197	3,500	3,500	3,606	106
52705 - COMMUNICATIONS	3,683	3,828	4,000	4,000	4,000	0
52735 - TELEPHONE LONG DIST CALLS	104	119	0	0	0	0
52738 - CELL PHONE BASE CHARGES	1,409	1,547	1,550	1,550	1,550	0
52740 - GENERAL INSURANCE-CITY	207,146	241,744	256,516	256,516	256,516	0
52775 - MINOR EQUIPMENT	8,743	1,995	18,000	18,000	2,700	(15,300)
52776 - PRINTER CONSOLIDATION COST	8,354	8,249	8,600	8,600	8,600	0
52872 - MAINT FLEET VEHICLES EQP	629	1,661	750	750	750	0

City of Colorado Springs
Budget Detail Report

503 - SELF INSURANCE-WORK COMP
Risk Management

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52874 - OFFICE SERVICES PRINTING	985	589	1,450	1,450	1,100	(350)
60705 - WC STATE MANDATED SALARY	0	0	300,000	300,000	300,000	0
60707 - WC BENEFIT SALARY	0	0	200,000	200,000	200,000	0
65100 - CLAIMS AND DAMAGES CITY	4,491,838	4,470,354	3,290,000	3,290,000	4,435,000	1,145,000
65125 - CLAIMS AND DAMAGES UTILITIES	1,994,784	1,757,999	1,112,000	1,112,000	1,202,000	90,000
65135 - CLINIC REHAB OPERATING	3,455	2,813	0	0	0	
65140 - CONTINGENT FUNDS	0	0	1,688,883	1,688,883	453,883	(1,235,000)
65160 - RECRUITMENT	0	51	0	0	0	0
65210 - ADJUST RESERVE	1,979,000	476,000	0	0	0	**0**
65365 - HEALTH PROGRAMS	0	0	0	0	619	
Operating Total	**9,080,449**	**7,310,485**	**7,301,424**	**7,301,424**	**7,301,499**	**75**
Capital Outlay						
53030 - FURNITURE AND FIXTURES	0	5,718	0	0	0	0
Capital Outlay Total	**0**	**5,718**	**0**	**0**	**0**	**0**
Grand Total	**9,719,058**	**7,967,499**	**8,000,001**	**8,000,001**	**8,014,655**	**14,654**
Revenue						
40113 - MISCELLANEOUS	675	239	0	0	0	0
40132 - PHYSICAL THERAPY CLINIC	80,293	59,481	100,000	100,000	100,000	0
42750 - CITY INS EXCESS	1,032,420	282,026	0	0	0	0
42755 - CSU INS EXCESS	498,689	683,205	0	0	0	0
42760 - CITY SUBROGATION	56,697	49,234	0	0	0	0
42765 - CSU SUBROGATION	0	29,730	0	0	0	0
42770 - CITY WORKERS COMP	3,731,776	4,281,460	5,003,046	5,003,046	5,003,046	0
42775 - UTILITIES WORKERS COMP	1,027,427	1,591,169	1,571,400	1,571,400	1,568,600	(2,800)
44055 - REIMBURSEMENT ACCT	116,218	113	0	0	0	0
45665 - COPY FEES	852	470	0	0	0	0
46025 - INTEREST	9,104	907	61,000	61,000	61,000	0
Revenue Total	**6,554,151**	**6,978,034**	**6,735,446**	**6,735,446**	**6,732,646**	**(2,800)**

Procurement Services

Andrew McIntyre, Manager | (719) 385-5274 | amcintyre@springsgov.com

2017 Initiatives

ID	Goal	Initiative
1A-03	Promoting Job Creation	Encourage local purchasing for City products and services to support our local economy.
4A-07	Excelling in City Services	Identify opportunities to collaborate with the military and other government agencies on purchasing, service delivery, and other areas that may provide efficiencies.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$405,480	$493,273	$493,273	$471,580	($21,693)
	Total	**$405,480**	**$493,273**	**$493,273**	**$471,580**	**($21,693)**
	Positions					
	General Fund	4.00	5.00	5.00	5.00	0.00
	Total	**4.00**	**5.00**	**5.00**	**5.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Significant Changes vs. 2016

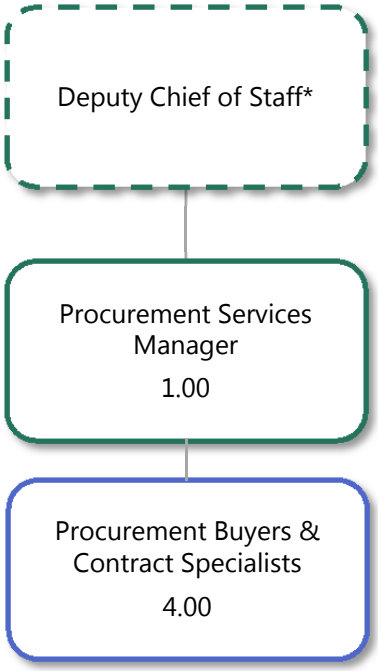
- None

Procurement Services

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

Procurement Services is responsible for 3,700 purchase orders, task orders, and formal contracts totaling over $130 million annually. The division is one of only 20% of cities and counties nationwide that have been recognized by the National Institute of Governmental Purchasing (NIGP) for 100% professionally certified staff.

Procurement Services is also responsible for the administration and oversight of the City's Visa card program including training, auditing and compliance.



* The Deputy Chief of Staff position is funded as part of the Mayor's Office budget. This position is not reflected in the position count in the Budget Summary below.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 General Fund Budget.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$370,544	$385,835	$470,673	$470,673	$457,730	($12,943)
Operating	19,990	14,671	19,900	19,900	13,850	(6,050)
Capital Outlay	0	4,974	2700	2700	0	(2,700)
Total	**$390,534**	**$405,480**	**$493,273**	**$493,273**	**$471,580**	**($21,693)**
Revenue	**$142,888**	**$142,853**	**$145,000**	**$145,000**	**$145,000**	**$0**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Contract Specialist II	1.00	1.00	2.00	2.00	0.00
Procurement Buyer	0.00	1.00	1.00	1.00	0.00
Procurement Services Manager	1.00	1.00	1.00	1.00	0.00
Senior Contracting Specialist	2.00	2.00	1.00	1.00	0.00
Total Positions	**4.00**	**5.00**	**5.00**	**5.00**	**0.00**

Funding Changes

During 2016	* 2016 Amended - 2016 Original Budget
None	$0
Total During 2016	**$0**
For 2017	**2017 Budget - * 2016 Amended Budget**
Salaries/Benefits/Pensions	
Net change to fund existing positions	($20,149)
Increase to fund pay for performance and position movements in salary structure	7,206
Total Salaries/Benefits/Pensions	**($12,943)**
Operating	
Transfer of the department's budget for records management to the City Clerk's Office budget for central contract oversight	($950)
Decrease due to efficiencies realized	(5,100)
Total Operating	**($6,050)**
Capital Outlay	
Decrease due to efficiencies realized	($2,700)
Total Capital Outlay	**($2,700)**
Total For 2017	**($21,693)**

* 2016 Amended Budget as of 8/4/2016

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Conversion of Senior Contracting Specialist to Contract Specialist II	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Procurement Services

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	287,468	248,425	362,408	362,408	351,154	(11,254)
51245 - RETIREMENT TERM VACATION	0	32,092	0	0	0	0
51260 - VACATION BUY PAY OUT	0	1,215	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	0	(1,086)	0	0	0	0
51610 - PERA	37,893	37,219	49,260	49,260	48,108	(1,152)
51612 - RETIREMENT HEALTH SAVINGS	0	23,378	0	0	0	0
51615 - WORKERS COMPENSATION	548	549	756	756	737	(19)
51620 - EQUITABLE LIFE INSURANCE	781	671	1,369	1,369	1,302	(67)
51640 - DENTAL INSURANCE	1,546	1,373	2,218	2,218	2,220	2
51670 - PARKING FOR EMPLOYEES	900	760	1,200	1,200	1,200	0
51690 - MEDICARE	2,559	3,436	5,213	5,213	5,092	(121)
51695 - CITY EPO MEDICAL PLAN	8,551	0	0	0	0	0
51696 - ADVANTAGE HD MED PLAN	28,065	34,730	45,249	45,249	44,916	(333)
51697 - HRA BENEFIT TO ADV MED PLAN	2,233	3,073	3,000	3,000	3,000	0
Salaries/Benefits/Pensions Total	**370,544**	**385,835**	**470,673**	**470,673**	**457,729**	**(12,944)**
Operating						0
52105 - MISCELLANEOUS OPERATING	526	765	0	0	0	0
52110 - OFFICE SUPPLIES	986	468	1,000	1,000	750	(250)
52111 - PAPER SUPPLIES	(112)	0	0	0	0	0
52120 - COMPUTER SOFTWARE	0	508	0	0	0	0
52125 - GENERAL SUPPLIES	0	8	250	250	50	(200)
52135 - POSTAGE	1,052	4,151	2,500	2,500	2,500	0
52210 - MAINT TREES	0	32	0	0	0	0
52220 - MAINT OFFICE MACHINES	0	0	300	300	300	0
52560 - PARKING SERVICES	0	101	300	300	150	(150)
52573 - CREDIT CARD FEES	253	106	600	600	0	(600)
52575 - SERVICES	158	143	300	300	300	0
52590 - TEMPORARY EMPLOYMENT	8,664	0	0	0	0	0
52605 - CAR MILEAGE	80	0	300	300	0	(300)
52615 - DUES AND MEMBERSHIP	0	345	350	350	350	0
52625 - MEETING EXPENSES IN TOWN	12	0	200	200	200	0
52630 - TRAINING	(50)	0	1,200	1,200	1,200	0
52655 - TRAVEL OUT OF TOWN	1,368	79	1,500	1,500	1,500	0
52735 - TELEPHONE LONG DIST CALLS	114	0	0	0	0	0
52738 - CELL PHONE BASE CHARGES	492	10	450	450	50	(400)
52775 - MINOR EQUIPMENT	0	1,099	0	0	0	0
52776 - PRINTER CONSOLIDATION COST	4,947	5,630	6,500	6,500	6,000	(500)
52874 - OFFICE SERVICES PRINTING	597	373	700	700	500	(200)
52875 - OFFICE SERVICES RECORDS	903	853	950	950	0	(950)
65160 - RECRUITMENT	0	0	2,500	2,500	0	(2,500)
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**19,990**	**14,671**	**19,900**	**19,900**	**13,850**	**(6,050)**

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Procurement Services

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Capital Outlay						
53010 - OFFICE MACHINES	0	3,698	0	0	0	0
53020 - COMPUTERS NETWORKS	0	0	2,100	2,100	0	(2,100)
53030 - FURNITURE AND FIXTURES	0	1,276	600	600	0	
Capital Outlay Total	**0**	**4,974**	**2,700**	**2,700**	**0**	**(2,700)**
Total Expenses	**390,534**	**405,480**	**493,273**	**493,273**	**471,579**	**(21,694)**
Revenue						
43156 - REBATES	9,044	726	0	0	0	0
43157 - PURCH CARD PROGRAM REBATES	133,844	142,127	145,000	145,000	145,000	0
Grand Total	**142,888**	**142,853**	**145,000**	**145,000**	**145,000**	**0**

Real Estate Services

Vacant, Real Estate Services Manager |

2017 Initiatives

ID	Goal	Initiative
4B-08	Excelling in City Services	Enhance public web-based GIS map and information on city-owned properties

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund **	$313,009	$308,152	$308,152	$390,378	$82,226
	Total	**$313,009**	**$308,152**	**$308,152**	**$390,378**	**$82,226**
	Positions					
	General Fund	4.00	4.00	4.00	4.00	0.00
	Total	**4.00**	**4.00**	**4.00**	**4.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

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

Significant Changes vs. 2016

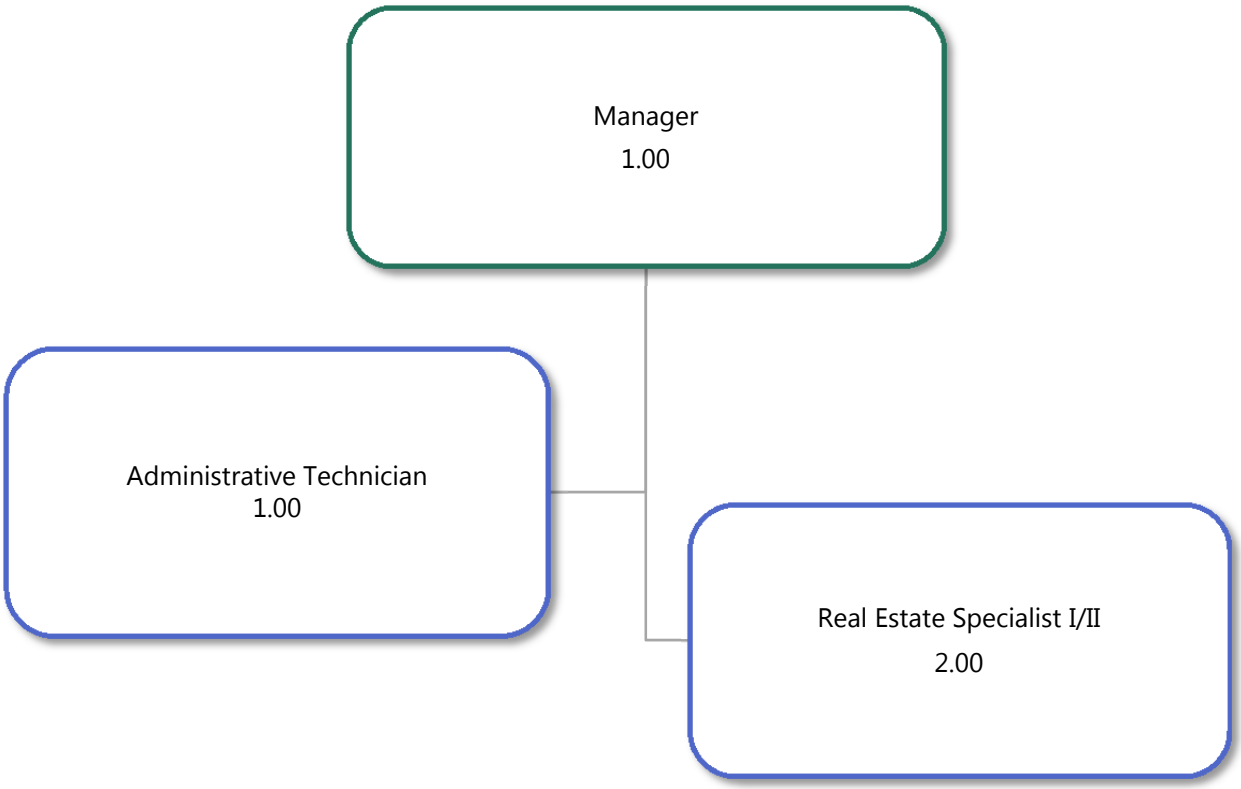
- Net increase of $82,226 to fund existing positions and to fund pay for performance and position movements in the salary structure.

Real Estate Services

Real Estate Services (RES) Division is responsible for centralizing the real estate functions of the City of Colorado Springs, Colorado Springs Utilities, and the Colorado Springs Airport. Services include:

- Management oversight and support services for the acquisition of land, easements, and rights-of-way; the disposal of real property interests; real property leasing services; and compliance with *The City of Colorado Springs Procedure Manual for the Acquisition and Disposition of Real Property Interests*
- Facilitating easement vacations and encroachments
- Conducting title review and document research
- Providing lease assistance
- Assisting the City and its citizens with various research requests

RES functions as the custodian of record for the City's real estate files and real estate database while protecting and conserving the City's real property assets. Although RES is now General Fund supported, the General Fund recovers over 60% of the Division's expenses from Colorado Springs Utilities.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 General Fund Budget.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$358,545	$301,701	$293,935	$293,935	$376,161	$82,226
Operating	8,935	11,308	14,217	14,217	14,217	0
Capital Outlay	0	0	0	0	0	0
Total	**$367,480**	**$313,009**	**$308,152**	**$308,152**	**$390,378**	**$82,226**
Revenue	**$322,424**	**$212,653**	**$189,891**	**$189,891**	**$239,227**	**$49,336**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Real Estate Manager	1.00	1.00	1.00	1.00	0.00
Real Estate Specialist II	1.00	1.00	1.00	1.00	0.00
Senior Office Specialist	1.00	1.00	1.00	0.00	(1.00)
Administrative Technician	1.00	1.00	1.00	1.00	0.00
Real Estate Specialist I	0.00	0.00	0.00	1.00	1.00
Total Positions	**4.00**	**4.00**	**4.00**	**4.00**	**0.00**

* 2016 Amended Budget as of 8/4/2015

Funding Changes	During 2016	* 2016 Amended - 2016 Original Budget
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$74,121
	Increase to fund pay for performance and position movements in salary structure	8,104
	Total Salaries/Benefits/Pensions	**$82,225**
	Operating	
	None	$0
	Total Operating	**$0**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2017	**$82,225**

Position Changes	During 2016	* 2016 Amended - 2016 Original Budget
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Eliminate 1.00 FTE Senior Office Specialist	(1.00)
	Add 1.00 FTE Real Estate Specialist I	1.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Real Estate Services

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	281,394	233,228	240,358	240,358	288,374	48,016
51210 - OVERTIME	11	0	0	0	0	0
51245 - RETIREMENT TERM VACATION	2,435	0	0	0	0	0
51610 - PERA	37,914	30,553	32,929	32,929	38,205	5,276
51615 - WORKERS COMPENSATION	542	471	505	505	586	81
51620 - EQUITABLE LIFE INSURANCE	791	642	879	879	1,042	163
51640 - DENTAL INSURANCE	1,840	1,524	1,647	1,647	1,776	129
51655 - RETIRED EMP MEDICAL INS	0	0	2,000	2,000	2,000	0
51670 - PARKING FOR EMPLOYEES	1,100	920	1,440	1,440	1,440	0
51690 - MEDICARE	4,044	3,261	3,485	3,485	4,044	559
51695 - CITY EPO MEDICAL PLAN	28,169	13,670	0	0	9,192	9,192
51696 - ADVANTAGE HD MED PLAN	280	16,025	9,192	9,192	27,252	18,060
51697 - HRA BENEFIT TO ADV MED PLAN	25	1,407	1,500	1,500	2,250	750
Salaries/Benefits/Pensions Total	**358,545**	**301,701**	**293,935**	**293,935**	**376,161**	**82,226**
Operating						0
52105 - MISCELLANEOUS OPERATING	0	0	0	0	0	0
52110 - OFFICE SUPPLIES	331	265	1,100	1,100	1,100	0
52111 - PAPER SUPPLIES	196	406	600	600	600	0
52120 - COMPUTER SOFTWARE	0	0	600	600	300	(300)
52122 - CELL PHONES EQUIP AND SUPPLIES	0	530	0	0	0	0
52125 - GENERAL SUPPLIES	85	0	100	100	100	0
52135 - POSTAGE	228	128	300	300	300	0
52165 - LICENSES AND TAGS	0	32	0	0	0	0
52575 - SERVICES	2,027	2,373	500	500	500	0
52605 - CAR MILEAGE	0	0	50	50	50	0
52615 - DUES AND MEMBERSHIP	484	242	500	500	500	0
52625 - MEETING EXPENSES IN TOWN	0	0	100	100	100	0
52630 - TRAINING	1,428	1,520	1,959	1,959	1,959	0
52655 - TRAVEL OUT OF TOWN	0	1,352	4,000	4,000	4,300	300
52705 - COMMUNICATIONS	0	320	0	0	0	0
52735 - TELEPHONE LONG DIST CALLS	72	0	0	0	0	0
52738 - CELL PHONE BASE CHARGES	380	599	608	608	608	0
52776 - PRINTER CONSOLIDATION COST	3,245	3,419	3,600	3,600	3,600	0
52874 - OFFICE SERVICES PRINTING	243	122	200	200	200	0
65160 - RECRUITMENT	216	0	0	0	0	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**8,935**	**11,308**	**14,217**	**14,217**	**14,217**	**0**
Grand Total	**367,480**	**313,009**	**308,152**	**308,152**	**390,378**	**82,226**
Revenue						
42605 - ENT FUND UTIL ALLOCATION	226,283	202,500	184,891	184,891	234,227	49,336
42636 - UTIL ALLOCATION SDS	46,415	0	0	0	0	0
42637 - UTIL ALLOCATION HTM	11,572	0	0	0	0	0
42638 - UTIL ALLOCATION FW2	1,331	0	0	0	0	0
42710 - OTHER REVENUE	5,920	5,280	5,000	5,000	5,000	0
42720 - OTHER BILLED INVOICES	30,903	4,873	0	0	0	0
Total Revenue	**322,424**	**212,653**	**189,891**	**189,891**	**239,227**	**49,336**

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Sustainability & Support Services

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

2017 Initiatives

ID	Goal	Initiative
2A-06	Investing in Infrastructure	Develop a 10-year facilities master plan to prioritize and fund City facilities maintenance needs.
2A-07	Investing in Infrastructure	Improve environmental sustainability of City infrastructure and assets.
4A-03	Excelling in City Services	Enhance the City's environmental sustainability efforts in conjunction with other governmental entities.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$12,408,678	$12,333,164	$12,333,164	$3,632,602	($8,700,562)
	General Fund - CIP	174,233	1,299,433	1,299,433	1,473,573	174,140
	Office Services Fund	1,645,953	1,736,442	1,736,442	1,629,307	(107,135)
	Total	**$14,228,864**	**$15,369,039**	**$15,369,039**	**$6,735,482**	**($8,633,557)**
	Fleet Services Fund - Closeout	$1,252,881	$0	$0	$0	$0
	Positions					
	General Fund	4.00	5.00	6.00	6.00	0.00
	Office Services Fund	9.00	9.00	8.00	8.00	0.00
	Total	**13.00**	**14.00**	**14.00**	**14.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Significant Changes vs. 2016

- Transfer of the Fleet Maintenance Contract and fuel costs to Finance/General Costs, beginning with the 2017 budget
- Increase of $500,000 in operating for lease payment to fund vehicle replacement

Sustainability & Support Services

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

Contract Compliance

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

Sustainability

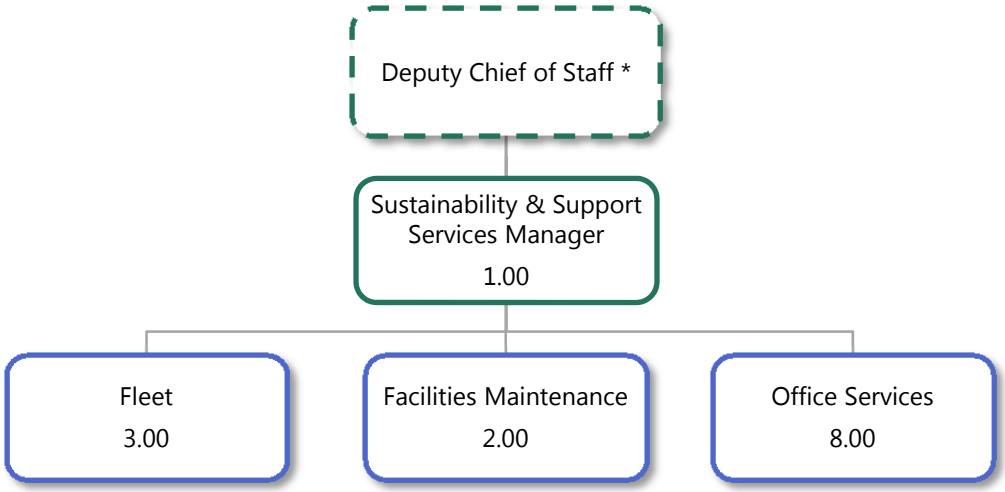
- Develop a City cross-departmental Sustainability Team to track and report ongoing sustainability initiatives, and to develop new sustainability initiatives with significant ROI
- Develop and implement a City Sustainability Master Plan
- Actively involved in regional sustainability efforts

Facilities Maintenance

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

Office Services

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



* The Deputy Chief of Staff position is funded as part of the Mayor's Office budget. This position is not reflected in the position count in the Budget Summary below.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Budget for each fund including General Fund, Office Services Fund, Fleet Services Fund, and CIP

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$353,405	$383,016	$433,849	$433,849	$515,508	$81,659
Operating	11,107,893	10,624,401	10,942,833	10,942,833	2,160,612	(8,782,221)
Capital Outlay	912,383	1,401,261	956,482	956,482	956,482	0
Total	**$12,373,681**	**$12,408,678**	**$12,333,164**	**$12,333,164**	**$3,632,602**	**($8,700,562)**
CIP	**$174,233**	**$174,233**	**$1,299,433**	**$1,299,433**	**$1,473,573**	**$174,140**
Revenue	**$3,444,682**	**$3,011,446**	**$3,951,792**	**$3,951,792**	**$559,359**	**($3,392,433)**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Contract Compliance Manager	1.00	1.00	1.00	1.00	0.00
Fleet Services Coordinator	1.00	1.00	2.00	2.00	0.00
Fleet Specialist	2.00	2.00	1.00	1.00	0.00
Maintenance Technician II	0.00	1.00	1.00	1.00	0.00
Skilled Maintenance Technician II	0.00	0.00	1.00	1.00	0.00
Total Positions	**4.00**	**5.00**	**6.00**	**6.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$73,054
	Increase to fund pay for performance and position movements in salary structure	8,004
	Redistribution from operating	600
	Total Salaries/Benefits/Pensions	**$81,658**
	Operating	
	Transfer of the Fleet Maintenance Contract and fuel costs to General Costs	($9,163,326)
	Increase for lease payment to fund vehicle replacement	500,000
	Redistribution to salaries/benefits/pensions	(600)
	Transfer of the department's budget for utilities (electric, gas, electric, & water) to the Finance/General Costs budget for central oversight	(133,501)
	Increase to fund the security contract increase	15,206
	Total Operating	**($8,782,221)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	CIP	
	Increase to fund 2017 CIP projects	$174,140
	Total Capital Outlay	**$174,140**
	Total For 2017	**($8,526,423)**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Increase of 1.00 FTE (Skilled Maintenance Technician II) due to transfer of the Office Specialist, Mail position from Office Services	1.00
	Total During 2016	**1.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

2017 CIP Program				
	Project	**General Fund**	**Other**	**Total 2017 Allocation**
	Facilities Maintenance	1,299,340		1,299,340
	Energy Efficiency Retrofits	174,233	99,259 [1]	273,492
	Total 2017 CIP	**$1,473,573**	**$99,259**	**$1,572,832**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 32-1			

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

Office Services Fund

Source of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Utilities Allocation	$162,493	$243,383	$195,262	$195,262	$144,383	($50,879)
City Allocation	589,630	679,180	679,180	679,180	651,978	(27,202)
Postage	293,318	365,417	340,000	340,000	350,000	10,000
Workorders	284,113	309,866	315,000	315,000	302,000	(13,000)
Other	196,415	251,999	207,000	207,000	191,500	(15,500)
Total	**$1,525,969**	**$1,849,845**	**$1,736,442**	**$1,736,442**	**$1,639,861**	**($96,581)**

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/Pensions	$578,300	$590,342	$601,064	$601,064	$543,510	($57,554)
Operating	1,005,913	1,055,611	1,135,378	1,135,378	1,068,797	(66,581)
Capital Outlay	0	0	0	0	17,000	17,000
Total	**$1,584,213**	**$1,645,953**	**$1,736,442**	**$1,736,442**	**$1,629,307**	**($107,135)**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Digital Imaging Technician	1.00	1.00	1.00	2.00	1.00
Graphics Technician	1.00	1.00	1.00	1.00	0.00
Office Services Coordinator	1.00	1.00	1.00	1.00	0.00
Office Specialist, Mail	2.00	2.00	1.00	1.00	0.00
Printing Technician	1.00	1.00	1.00	1.00	0.00
Printing Technician I	1.00	1.00	1.00	0.00	(1.00)
Senior Office Specialist	2.00	2.00	2.00	2.00	0.00
Total Positions	**9.00**	**9.00**	**8.00**	**8.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($66,725)
	Increase to fund pay for performance and position movements in salary structure	9,171
	Total Salaries/Benefits/Pensions	**($57,554)**
	Operating	
	Decrease due to efficiencies realized	($66,581)
	Total Operating	**($66,581)**
	Capital Outlay	
	Increase to fund additional capital needs	$17,000
	Total Capital Outlay	**$17,000**
	Total For 2017	**($107,135)**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Decrease of 1.00 FTE due to transfer of the Office Specialist, Mail position to Facilities Maintenance	(1.00)
	Total During 2016	**(1.00)**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

Support Services / Fleet Fund						
Source of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
Restitution	$0	$0	$0	$0	$0	$0
Enterprise Fund Utilities	0	0	0	0	0	0
City Other Departments	0	0	0	0	0	0
City Police Unit	0	0	0	0	0	0
Other Revenue	(376)	54,819	0	0	0	0
Special Funds Miscellaneous	0	0	0	0	0	0
Sale of Property	265,283	(334,628)	0	0	0	0
Interest	11,249	3,777	0	0	0	0
Draw from Fund Balance	0	276,032	0	0	0	0
Total	**$276,156**	**$0**	**$0**	**$0**	**$0**	**$0**
Use of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
Salary/Benefits/ Pensions	$485,151	$1,350	$0	$0	$0	$0
Operating	189,837	1,251,531	0	0	0	0
Capital Outlay	0	0	0	0	0	0
Total	**$674,988**	**$1,252,881**	**$0**	**$0**	**$0**	**$0**

* 2016 Amended Budget as of 8/4/2016

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Sustainability and Support Services

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	265,332	279,450	319,186	319,186	378,088	58,902
51220 - SEASONAL TEMPORARY	5,125	10,453	0	0	0	0
51245 - RETIREMENT TERM VACATION	0	0	0	0	0	0
51260 - VACATION BUY PAY OUT	1,613	3,157	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(2,957)	(2,957)	0	0	0	0
51610 - PERA	34,144	36,852	43,728	43,728	52,846	9,118
51612 - RETIREMENT HEALTH SAVINGS	0	0	0	0	0	0
51615 - WORKERS COMPENSATION	516	594	1,994	1,994	3,502	1,508
51620 - EQUITABLE LIFE INSURANCE	722	841	1,181	1,181	1,354	173
51640 - DENTAL INSURANCE	1,204	1,691	2,218	2,218	2,664	446
51655 - RETIRED EMP MEDICAL INS	0	1	0	0	0	0
51670 - PARKING FOR EMPLOYEES	0	450	0	0	600	600
51675 - UNEMPLOYMENT INSURANCE	0	0	0	0	0	0
51690 - MEDICARE	3,657	3,906	4,628	4,628	5,594	966
51695 - CITY EPO MEDICAL PLAN	20,553	21,519	22,624	22,624	22,620	(4)
51696 - ADVANTAGE HD MED PLAN	22,123	25,553	36,040	36,040	45,240	9,200
51697 - HRA BENEFIT TO ADV MED PLAN	1,373	1,506	2,250	2,250	3,000	750
Salaries/Benefits/Pensions Total	**353,405**	**383,016**	**433,849**	**433,849**	**515,508**	**81,659**
Operating						0
52110 - OFFICE SUPPLIES	791	189	500	500	500	0
52120 - COMPUTER SOFTWARE	0	325	0	0	0	0
52122 - CELL PHONES EQUIP AND SUPPLIES	612	438	500	500	250	(250)
52125 - GENERAL SUPPLIES	477	17,763	6,000	6,000	6,000	0
52130 - OTHER SUPPLIES	0	2,116	0	0	0	0
52135 - POSTAGE	10	0	0	0	0	0
52140 - WEARING APPAREL	323	16	500	500	250	(250)
52145 - PAINT AND CHEMICAL	0	228	0	0	0	0
52159 - MOBILE FUELING	131,286	113,291	120,000	120,000	120,000	0
52160 - FUEL	5,308,443	5,373,179	5,187,920	5,187,920	0	(5,187,920)
52165 - LICENSES AND TAGS	1,748	1,015	1,600	1,600	1,600	0
52190 - JANITORIAL SUPPLIES	379	0	0	0	0	0
52225 - MAINT OF COMPUTER SOFTWARE	0	55,713	0	0	0	0
52235 - MAINT MACHINERY AND APPARATUS	0	938	0	0	0	0
52265 - MAINT BUILDINGS AND STRUCTURE	148,378	38,230	106,053	106,053	50,000	(56,053)
52281 - MAINT INFRASTRUCTURE	57,894	71,831	60,000	60,000	60,000	0
52305 - MAINT SOFTWARE	57,918	60,814	143,278	143,278	140,000	(3,278)
52410 - BUILDING SECURITY SERVICES	221,368	210,349	218,427	218,427	233,433	15,006
52415 - CONTRACTS AND SPEC PROJECTS	3,960,455	4,127,188	3,975,406	3,975,406	0	(3,975,406)
52425 - ENVIRONMENTAL SERVICES	9,320	6,088	4,000	4,000	6,000	2,000
52435 - GARBAGE REMOVAL SERVICES	2,672	9,407	5,903	5,903	8,500	2,597
52445 - JANITORIAL SERVICES	137,231	126,042	141,000	141,000	141,000	0
52450 - LAUNDRY AND CLEANING SERVICES	0	0	0	0	0	0
52465 - MISCELLANEOUS SERVICES	129	0	0	0	0	0
52560 - PARKING SERVICES	7,609	6,100	6,000	6,000	6,000	0
52565 - PEST CONTROL	1,380	1,518	1,550	1,550	1,550	0
52571 - SNOW REMOVAL	8,816	14,636	7,500	7,500	14,500	7,000
52575 - SERVICES	46,490	157,917	81,770	81,770	128,226	46,456
52579 - INSPECTIONS	5,855	9,198	5,000	5,000	10,000	5,000
52590 - TEMPORARY EMPLOYMENT	0	0	0	0	75,000	75,000

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Sustainability and Support Services

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52605 - CAR MILEAGE	1,146	581	2,000	2,000	1,000	(1,000)
52615 - DUES AND MEMBERSHIP	323	0	0	0	0	0
52625 - MEETING EXPENSES IN TOWN	437	0	0	0	0	0
52630 - TRAINING	0	39	0	0	0	0
52655 - TRAVEL OUT OF TOWN	105	0	0	0	0	0
52725 - RENTAL OF PROPERTY	17,202	15,767	20,925	20,925	20,553	(372)
52735 - TELEPHONE LONG DIST CALLS	601	487	1,000	1,000	500	(500)
52736 - CELL PHONE AIRTIME	161	538	1,500	1,500	750	(750)
52738 - CELL PHONE BASE CHARGES	358	985	0	0	0	0
52746 - UTILITIES ELECTRIC	135,702	129,282	150,868	150,868	0	(150,868)
52747 - UTILITIES GAS	32,409	27,940	32,728	32,728	0	(32,728)
52748 - UTILITIES SEWER	6,908	5,455	10,014	10,014	0	(10,014)
52749 - UTILITIES WATER	14,405	11,570	14,891	14,891	0	(14,891)
52755 - COMMUNICATIONS EQUIPMENT	62,960	0	60,000	60,000	60,000	0
52765 - LEASE PURCHASE PAYMENTS	550,222	0	0	0	0	0
52775 - MINOR EQUIPMENT	21,020	13,179	0	0	0	0
52776 - PRINTER CONSOLIDATION COST	9,696	9,756	10,000	10,000	10,000	0
52795 - RENTAL OF EQUIPMENT	0	0	550,000	550,000	1,050,000	500,000
52811 - CHGS COMMUNITY SERVICES	0	0	0	0	0	0
52815 - CHGS FIRE	0	0	0	0	0	0
52821 - CHGS MISCELLANEOUS	0	0	0	0	0	0
52823 - CHGS PARKS AND REC	0	0	0	0	0	0
52825 - CHGS PLAN DEV FIN	0	0	0	0	0	0
52827 - CHGS POLICE	0	0	0	0	0	0
52832 - CHGS PUBLIC WORKS	0	0	0	0	0	0
52872 - MAINT FLEET VEHICLES EQP	137,699	859	15,000	15,000	14,000	(1,000)
52874 - OFFICE SERVICES PRINTING	237	609	1,000	1,000	1,000	0
52876 - PASS THROUGH EXPENSES	4,379	1,914	0	0	0	0
52881 - PURCH FOR RESALE FUEL	50	0	0	0	0	0
52882 - PURCH FOR RESALE COMMERCIAL	0	0	0	0	0	0
52883 - PURCH FOR RESALE NON STCK PART	287	911	0	0	0	0
60112 - EMPLOYEE PARKING	2	0	0	0	0	0
65160 - RECRUITMENT	2,000	0	0	0	0	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**11,107,893**	**10,624,401**	**10,942,833**	**10,942,833**	**2,160,612**	**(8,782,221)**
Capital Outlay						0
53030 - FURNITURE AND FIXTURES	2,472	100,796	6,354	6,354	6,354	0
53040 - MACHINERY AND APPARATUS	76,294	0	0	0	0	0
53070 - VEHICLES REPLACEMENT	797,797	1,295,620	950,128	950,128	950,128	0
53090 - BUILDINGS AND STRUCTURES	35,820	4,845	0	0	0	0
Capital Outlay Total	**912,383**	**1,401,261**	**956,482**	**956,482**	**956,482**	**0**
Total Expenses	**12,373,681**	**12,408,678**	**12,333,164**	**12,333,164**	**3,632,602**	**(8,700,562)**
CIP Total	**174,233**	**174,233**	**1,299,433**	**1,299,433**	**1,473,573**	**174,140**
Grand Total	**12,547,914**	**12,582,911**	**13,632,597**	**13,632,597**	**5,106,175**	**(8,526,422)**

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Sustainability and Support Services

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Revenue						
41300 - FUEL SALES	1,339,532	0	0	0	0	0
42665 - CITY OTHER DEPT	396,441	43,341	575,000	575,000	0	(575,000)
42680 - CITY POLICE UNIT	83,418	9,461	0	0	0	0
42710 - OTHER REVENUE	51,192	50,561	49,759	49,759	49,759	0
42735 - SPECIAL FUNDS MISCELLANEOUS	9,222	9,780	0	0	0	0
43180 - GAIN LOSS INV MKT VALUE	0	(741)	0	0	0	0
44040 - SALE OF PROPERTY	7,500	0	480,000	480,000	500,000	20,000
45666 - PROBATION FEE	(1)	0	0	0	0	0
45763 - ADMINISTRATIVE SERVICES FEES	15,629	23,417	9,600	9,600	9,600	0
46170 - REIMBURSEMENT FR OTHER FUNDS	270,186	564,302	379,739	379,739	0	(379,739)
46173 - REIMBURSEMENT FR UTILITY FUND	1,271,563	2,311,325	2,457,694	2,457,694	0	(2,457,694)
Total Revenue	**3,444,682**	**3,011,446**	**3,951,792**	**3,951,792**	**559,359**	**(3,392,433)**

City of Colorado Springs
Budget Detail Report

505 - OFFICE SERVICES
Sustainability and Support Services

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	420,897	429,795	430,341	430,341	394,199	(36,142)
51210 - OVERTIME	13,263	13,064	14,000	14,000	17,000	3,000
51230 - SHIFT DIFFERENTIAL	0	0	0	0	0	0
51260 - VACATION BUY PAY OUT	969	0	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(940)	0	0	0	0	0
51610 - PERA	56,807	58,205	58,957	58,957	54,006	(4,951)
51615 - WORKERS COMPENSATION	2,830	3,146	3,266	3,266	3,246	(20)
51620 - EQUITABLE LIFE INSURANCE	1,206	1,230	1,480	1,480	1,331	(149)
51640 - DENTAL INSURANCE	2,772	2,790	2,915	2,915	2,892	(23)
51655 - RETIRED EMP MEDICAL INS	2,214	2,214	2,212	2,212	2,212	0
51670 - PARKING FOR EMPLOYEES	2,880	2,880	3,000	3,000	3,000	0
51690 - MEDICARE	4,495	4,595	6,240	6,240	5,716	(524)
51695 - CITY EPO MEDICAL PLAN	9,017	4,927	5,180	5,180	5,184	4
51696 - ADVANTAGE HD MED PLAN	57,607	62,734	68,723	68,723	50,724	(17,999)
51697 - HRA BENEFIT TO ADV MED PLAN	4,283	4,762	4,750	4,750	4,000	(750)
Salaries/Benefits/Pensions Total	**578,300**	**590,342**	**601,064**	**601,064**	**543,510**	**(57,554)**
Operating						0
52110 - OFFICE SUPPLIES	1,586	776	2,000	2,000	1,500	(500)
52115 - MEDICAL SUPPLIES	90	41	200	200	100	(100)
52120 - COMPUTER SOFTWARE	2,304	474	1,250	1,250	974	(276)
52125 - GENERAL SUPPLIES	1,019	1,919	1,000	1,000	1,000	0
52135 - POSTAGE	215	198	200	200	200	0
52140 - WEARING APPAREL	331	337	400	400	400	0
52220 - MAINT OFFICE MACHINES	10,990	8,757	11,000	11,000	10,500	(500)
52450 - LAUNDRY AND CLEANING SERVICES	449	456	600	600	600	0
52568 - BANK AND INVESTMENT FEES	189	230	200	200	250	50
52573 - CREDIT CARD FEES	713	1,359	1,000	1,000	1,500	500
52575 - SERVICES	251	4,886	5,207	5,207	5,207	0
52590 - TEMPORARY EMPLOYMENT	26,626	460	23,258	23,258	18,000	(5,258)
52605 - CAR MILEAGE	0	0	100	100	50	(50)
52615 - DUES AND MEMBERSHIP	210	535	700	700	550	(150)
52625 - MEETING EXPENSES IN TOWN	13	10	100	100	50	(50)
52630 - TRAINING	0	130	450	450	300	(150)
52645 - SUBSCRIPTIONS	204	325	100	100	100	0
52735 - TELEPHONE LONG DIST CALLS	38	0	0	0	0	0
52775 - MINOR EQUIPMENT	0	564	0	0	0	0
52776 - PRINTER CONSOLIDATION COST	177,301	184,821	190,000	190,000	190,000	0
52795 - RENTAL OF EQUIPMENT	7,416	3,708	5,000	5,000	5,000	0
52805 - ADMIN PRORATED CHARGES	158,676	150,761	202,613	202,613	175,411	(27,202)
52872 - MAINT FLEET VEHICLES EQP	9,717	6,586	10,000	10,000	7,105	(2,895)
52880 - PURCHASES FOR RESALE	267,124	287,479	275,000	275,000	300,000	25,000
52915 - PASSTHRU MAIL	301,553	350,000	354,000	354,000	350,000	(4,000)
52919 - PASSTHRU RECORDS	38,898	50,799	51,000	51,000	0	(51,000)
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**1,005,913**	**1,055,611**	**1,135,378**	**1,135,378**	**1,068,797**	**(66,581)**

City of Colorado Springs
Budget Detail Report

505 - OFFICE SERVICES
Sustainability and Support Services

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Capital Outlay						0
53040 - MACHINERY AND APPARATUS	0	0	0	0	17,000	17,000
Capital Outlay Total	**0**	**0**	**0**	**0**	**17,000**	**17,000**
Grand Total	**1,584,213**	**1,645,953**	**1,736,442**	**1,736,442**	**1,629,307**	**(107,135)**
Revenue						
42605 - ENT FUND UTIL ALLOCATION	162,493	243,383	195,262	195,262	144,383	(50,879)
42625 - ENTERPRISE FUND UTIL WORDER	72,840	78,288	90,000	90,000	80,000	(10,000)
42630 - POSTAGE	293,318	365,417	340,000	340,000	350,000	10,000
42632 - RECORDS	51,038	54,403	51,000	51,000	0	(51,000)
42650 - CITY WORKORDERS	110,299	117,063	125,000	125,000	120,000	(5,000)
42660 - CITY ALLOCATION	589,630	679,180	679,180	679,180	651,978	(27,202)
42710 - OTHER REVENUE	5,537	3,552	5,000	5,000	5,000	0
42720 - OTHER BILLED INVOICES	138,078	191,792	150,000	150,000	184,500	34,500
42725 - OTHER WORKORDERS	100,974	114,515	100,000	100,000	102,000	2,000
46025 - INTEREST	1,762	2,252	1,000	1,000	2,000	1,000
Total Revenue	**1,525,969**	**1,849,845**	**1,736,442**	**1,736,442**	**1,639,861**	**(96,581)**

City of Colorado Springs
Budget Detail Report

501 - FLEET FUND
Sustainability and Support Services

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	192,173	1,092	0	0	0	0
51210 - OVERTIME	4,133	0	0	0	0	0
51220 - SEASONAL TEMPORARY	297	0	0	0	0	0
51230 - SHIFT DIFFERENTIAL	64	0	0	0	0	0
51235 - STANDBY	259	0	0	0	0	0
51240 - RETIREMENT TERMINATION SICK	9,297	0	0	0	0	0
51245 - RETIREMENT TERM VACATION	97,436	0	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(1,025)	0	0	0	0	0
51610 - PERA	18,693	0	0	0	0	0
51612 - RETIREMENT HEALTH SAVINGS	39,524	0	0	0	0	0
51615 - WORKERS COMPENSATION	3,495	0	0	0	0	0
51620 - EQUITABLE LIFE INSURANCE	298	8	0	0	0	0
51640 - DENTAL INSURANCE	808	0	0	0	0	0
51655 - RETIRED EMP MEDICAL INS	48,362	0	0	0	0	0
51670 - PARKING FOR EMPLOYEES	1,600	250	0	0	0	0
51675 - UNEMPLOYMENT INSURANCE	23,543	0	0	0	0	0
51690 - MEDICARE	4,277	0	0	0	0	0
51695 - CITY EPO MEDICAL PLAN	17,501	0	0	0	0	0
51696 - ADVANTAGE HD MED PLAN	23,125	0	0	0	0	0
51697 - HRA BENEFIT TO ADV MED PLAN	1,291	0	0	0	0	0
Salaries/Benefits/Pensions Total	**485,151**	**1,350**	**0**	**0**	**0**	**0**
Operating						0
52110 - OFFICE SUPPLIES	41	0	0	0	0	0
52135 - POSTAGE	1	0	0	0	0	0
52140 - WEARING APPAREL	85	0	0	0	0	0
52165 - LICENSES AND TAGS	380	0	0	0	0	0
52265 - MAINT BUILDINGS AND STRUCTURE	0	149	0	0	0	0
52281 - MAINT INFRASTRUCTURE	54,000	0	0	0	0	0
52415 - CONTRACTS AND SPEC PROJECTS	100,000	0	0	0	0	0
52425 - ENVIRONMENTAL SERVICES	10,832	0	0	0	0	0
52568 - BANK AND INVESTMENT FEES	1,213	404	0	0	0	0
52575 - SERVICES	1	1	0	0	0	0
52590 - TEMPORARY EMPLOYMENT	25,637	0	0	0	0	0
52605 - CAR MILEAGE	203	0	0	0	0	0
52625 - MEETING EXPENSES IN TOWN	(135)	0	0	0	0	0
52746 - UTILITIES ELECTRIC	1,205	0	0	0	0	0
52747 - UTILITIES GAS	(376)	0	0	0	0	0
52748 - UTILITIES SEWER	14	0	0	0	0	0
52749 - UTILITIES WATER	20	0	0	0	0	0
52775 - MINOR EQUIPMENT	693	0	0	0	0	0
52795 - RENTAL OF EQUIPMENT	0	0	0	0	0	0
52872 - MAINT FLEET VEHICLES EQP	1,182	0	0	0	0	0
52882 - PURCH FOR RESALE COMMERCIAL	(405)	0	0	0	0	0
52883 - PURCH FOR RESALE NON STCK PART	(4,754)	0	0	0	0	0
52884 - PURCH FOR RESALE STOCK PARTS	0	77,695	0	0	0	0
65175 - TRANSFER TO GENERAL FUND	0	1,173,282	0	0	0	0
Operating Total	**189,837**	**1,251,531**	**0**	**0**	**0**	**0**
Grand Total	**674,988**	**1,252,881**	**0**	**0**	**0**	**0**
Revenue						
40113 - MISCELLANEOUS	529	54,819	0	0	0	0
42710 - OTHER REVENUE	(905)	0	0	0	0	0
44040 - SALE OF PROPERTY	12,720	0	0	0	0	0
44045 - SALE OF SCRAP	252,563	0	0	0	0	0
44050 - GAIN LOSS ON SALE OF ASSETS	0	(334,628)	0	0	0	0
46025 - INTEREST	11,249	3,777	0	0	0	0
Total Revenue	**276,156**	**(276,032)**	**0**	**0**	**0**	**0**

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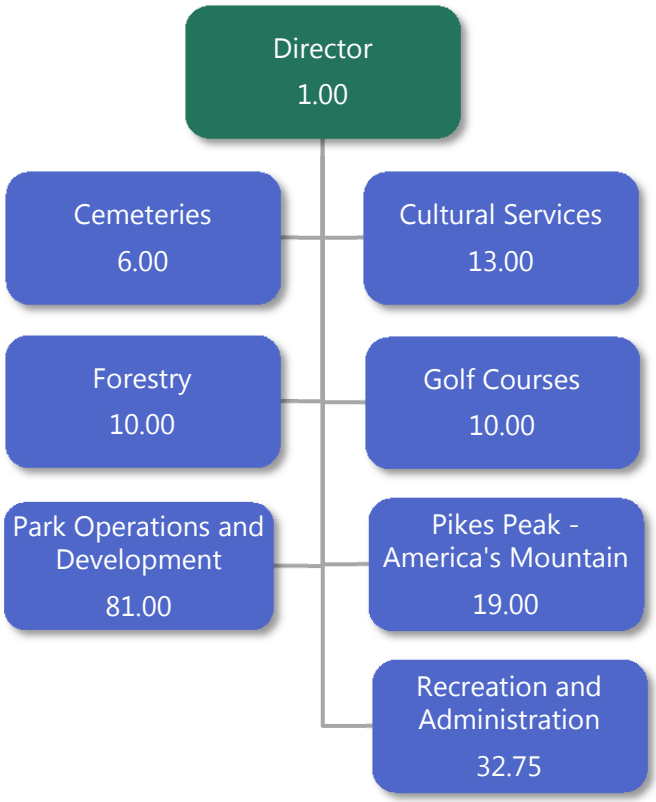
Parks, Recreation and Cultural Services

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



All Funds Summary

Division	General Fund	Other Funds	Total Budget
Cultural Services	$1,747,254	$466,911	$2,214,165
Forestry	1,549,101	576,758	2,125,859
Park Operations and Development	3,377,947	14,566,043	17,943,990
Recreation and Administration	5,516,292	-	5,516,292
Total Non-Enterprises	**$12,190,594**	**$15,609,712**	**$27,800,306**
Cemeteries *	$0	$1,415,579	$1,415,579
Golf Courses *	0	3,059,314	3,059,314
Pikes Peak-America's Mountain *	0	5,276,366	5,276,366
Total All	**$12,190,594**	**$25,360,971**	**$37,551,565**
Total Positions	**75.75**	**97.00**	**172.75**

* Included in the Enterprises section of the Budget Book

Parks, Recreation and Cultural Services

All Funds History

Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
General Fund	$14,600,540	$15,883,760	$15,883,760	$12,190,594	($3,693,166)
CIP - General Fund	385,820	75,000	75,000	-	(75,000)
Trails, Parks, and Open Space (TOPS)	9,036,169	6,329,723	8,165,144	6,174,971	(1,990,173)
Conservation Trust Fund (CTF)	4,832,058	4,409,980	4,409,980	4,368,910	(41,070)
Spec. Improv. Maint. Dist. (SIMD)	1,970,124	2,373,452	2,373,452	2,265,137	(108,315)
Grants Fund - Awards	6,247,080	1,075,747	1,075,747	625,000	(450,747)
Other Funds	210,562	380,110	380,110	426,911	46,801
CIP - Other Funds	2,684,894	3,249,353	3,249,353	1,748,783	(1,500,570)
Total Non-Enterprises	**$39,967,247**	**$33,777,125**	**$35,612,546**	**$27,800,306**	**($7,812,240)**
Enterprise Funds	7,667,963	8,876,973	9,026,974	9,751,259	724,285
Total	**$47,635,210**	**$42,654,098**	**$44,639,520**	**$37,551,565**	**($7,087,955)**

Total Positions	**167.75**	**169.75**	**173.75**	**172.75**	**(1.00)**

* 2016 Amended Budget as of 8/4/2016

Cultural Services

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

2017 Initiatives

ID	Goal	Initiative
3A-07	Building Community and Collaborative Relationships	Implement the next phase of the museum's Story of Us project, including collaborating with other departments to improve connectivity of cultural sites with trails, bike paths, etc.
3A-13	Building Community and Collaborative Relationships	Partner with community organizations to develop a public arts master plan.
4A-24	Excelling in City Services	Continue with fundraising and sustainability efforts at each of the Cultural Services sites in order to supplement the City's general fund appropriation and maintain current program levels.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$1,745,852	$1,820,117	$1,820,117	$1,747,254	($72,863)
	General Fund - CIP	244,858	75,000	75,000	0	(75,000)
	Conservation Trust Fund (CTF) - CIP	17,000	15,000	15,000	15,000	0
	Grants Fund - Awards	6,158	199,747	199,747	25,000	(174,747)
	Other - CIP	0	25,353	25,353	0	(25,353)
	Gift Trust Fund	210,562	380,110	380,110	426,911	46,801
	Total	**$2,224,430**	**$2,515,327**	**$2,515,327**	**$2,214,165**	**($301,162)**
	Positions					
	General Fund	12.00	12.00	13.00	13.00	0.00
	Total	**12.00**	**12.00**	**13.00**	**13.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Significant Changes vs. 2016

- Net decrease of nearly $73,000 in operating, mainly due to the transfer of the department's budget for utilities to the Finance/General Costs budget for central oversight
- Net decrease of $75,000 in CIP funds from the General Fund, grant match, grant awards, and Other-CIP due to no new grant funding in 2017 for exterior renovation of the museum

Cultural Services

Cultural Services is responsible for developing and implementing programs that preserve and interpret the cultural and natural history of the Pikes Peak Region. In 2015, over 343,000 people visited Cultural Services' sites and participated in their numerous programs. These programs are a key element of the City's tourism economy.

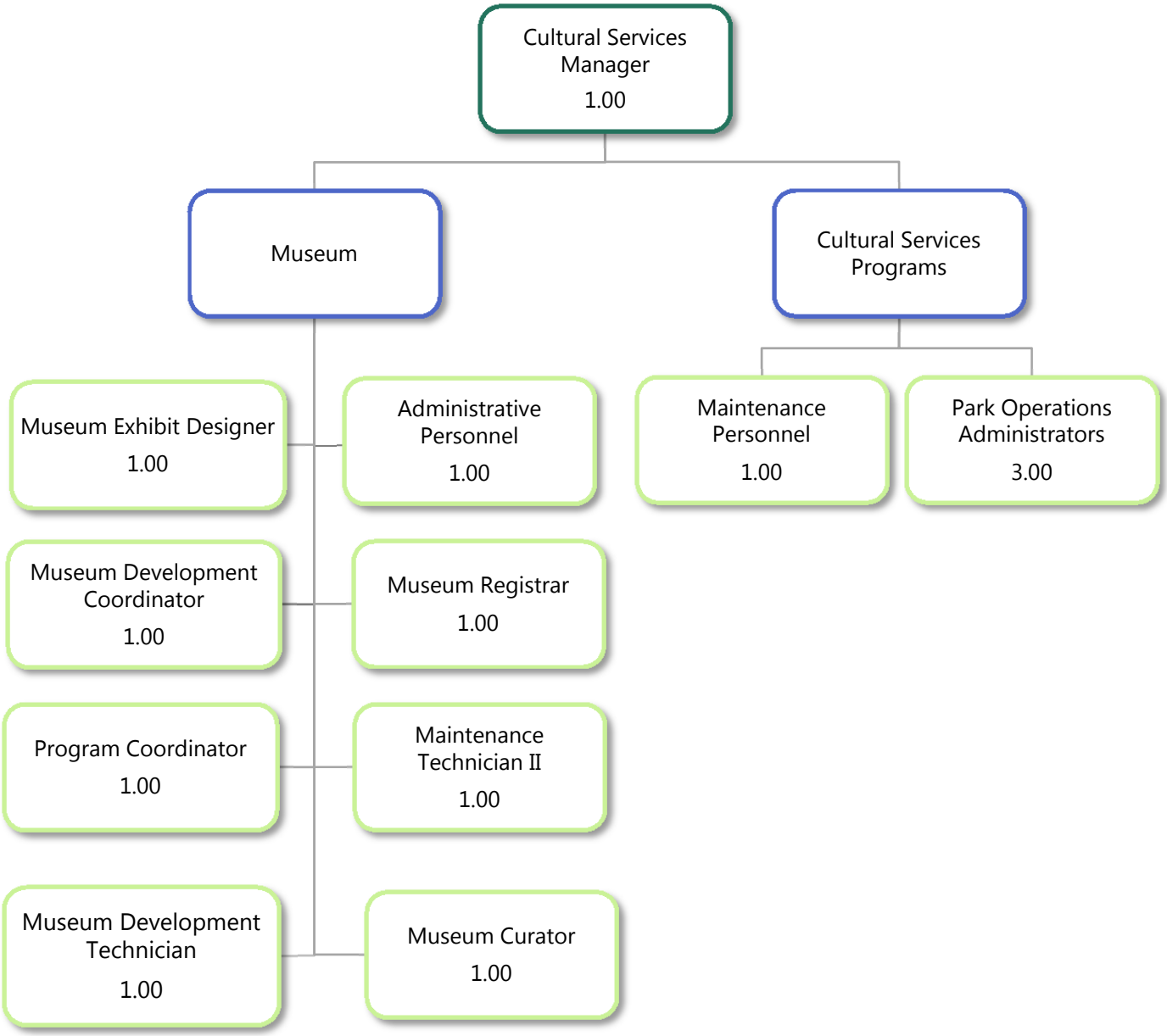
In addition to the annual City appropriation, the Division relies upon support from Friends organizations, donations, earned income, and grants in order to operate the facilities. Over 630 volunteers provide more than 35,700 hours annually to support mission-essential activities.

Cultural Services:

- Maintains a collection of 90 pieces of City-owned outdoor art, including the 1929 William Jackson Palmer sculpture and recent donations from the popular Art on the Streets program
- Manages the Colorado Springs Pioneers Museum (CSPM) with a collection of over 75,000 artifacts, 80,000 historic photographs, and 6,400 cubic feet of archival materials. The CSPM has incorporated a non-profit organization called the "Colorado Springs Pioneers Museum" which serves as a fundraising organization.
- Coordinates the Rock Ledge Range Historic Site – a living history museum exhibiting historical life in the Pikes Peak region from the 1770s to the early 1900s
- Manages the visitor services and park safety patrol activities at the Starsmore Discovery Center and Helen Hunt Falls Visitor Center in North Cheyenne Cañon Park.
- Oversees the interpretive programs and staffing at the Garden of the Gods Visitor and Nature Center, as well as the Park Safety Patrol in Garden of the Gods Park.

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

Cultural Services Functions	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	**2017 Budget**
Rock Ledge Ranch	$250,671	$261,878	$255,127	$243,809
North Cheyenne Canon	187,347	187,852	185,773	193,921
Garden of the Gods Interpretive Programs	156,854	167,201	200,478	200,926
Pioneers Museum	1,062,088	1,128,921	1,178,739	1,108,598
Total Cultural Services Functions	**$1,656,960**	**$1,745,852**	**$1,820,117**	**$1,747,254**


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

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Budget for each fund including the General Fund and Gift Trust Fund.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$1,161,063	$1,205,264	$1,285,268	$1,285,268	$1,328,320	$43,052
Operating	495,897	540,588	534,849	534,849	418,934	(115,915)
Capital Outlay	0	0	0	0	0	0
Total	**$1,656,960**	**$1,745,852**	**$1,820,117**	**$1,820,117**	**$1,747,254**	**($72,863)**
CIP	**$77,794**	**$244,858**	**$75,000**	**$75,000**	**$0**	**($75,000)**
Revenue	**$269,096**	**$215,512**	**$462,424**	**$462,424**	**$508,799**	**$46,375**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Administrative Technician	1.00	1.00	1.00	1.00	0.00
Cultural Services Manager	1.00	1.00	1.00	1.00	0.00
Maintenance Technician I	1.00	1.00	1.00	1.00	0.00
Maintenance Technician II	1.00	1.00	1.00	1.00	0.00
Museum Curator	1.00	1.00	1.00	1.00	0.00
Museum Development Coordinator	1.00	1.00	1.00	1.00	0.00
Museum Development Technician	0.00	0.00	1.00	1.00	0.00
Museum Exhibit Designer	1.00	1.00	1.00	1.00	0.00
Museum Guard	0.00	0.00	0.00	0.00	0.00
Museum Registrar	1.00	1.00	1.00	1.00	0.00
Parks Operations Administrator	3.00	3.00	3.00	3.00	0.00
Program Coordinator	1.00	1.00	1.00	1.00	0.00
Total Positions	**12.00**	**12.00**	**13.00**	**13.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$41,087
	Increase to fund pay for performance and position movements in salary structure	10,760
	Reduction in seasonal temporary to partially fund the addition of a position	(8,795)
	Total Salaries/Benefits/Pensions	**$43,052**
	Operating	
	Transfer of the department's budget for armored car services to the Finance Department budget for central contract oversight	($1,056)
	Transfer of the department's budget for utilities (electric, gas, electric, & water) to the Finance/General Costs budget for central oversight	(114,859)
	Total Operating	**($115,915)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2017	**($72,863)**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Addition of 1.00 FTE Museum Development Technician	1.00
	Total During 2016	**1.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

Gift Trust Fund							
	Use of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
	Salary/Benefits/ Pensions	$0	$0	$0	$0	$0	$0
	Operating	256,845	210,562	380,110	380,110	426,911	46,801
	Capital Outlay	0	0	0	0	0	0
	Total	**$256,845**	**$210,562**	**$380,110**	**$380,110**	**$426,911**	**$46,801**

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Increase to match anticipated increase in donations	$46,801
	Total For 2017	**$46,801**

Grant Funds							
	Use of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
	Grant Award	$0	$6,158	$0	$0	$25,000	$25,000
	Total	**$0**	**$6,158**	**$0**	**$0**	**$25,000**	**$25,000**

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Increase to reflect anticipated 2017 operating grant awards	$25,000
	Total For 2017	**$25,000**

* 2016 Amended Budget as of 8/4/2016

2017 CIP Program			
	Project	**CTF**	**Total 2017 Allocation**
	Outdoor Sculpture Preservation	15,000	15,000
	Total 2017 CIP	**$15,000**	**$15,000**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 32-1		

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Cultural Services

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	598,777	690,915	699,191	699,191	757,854	58,663
51210 - OVERTIME	2,724	3,458	0	0	0	0
51220 - SEASONAL TEMPORARY	300,217	228,846	276,843	276,843	268,048	(8,795)
51230 - SHIFT DIFFERENTIAL	15	187	0	0	0	0
51245 - RETIREMENT TERM VACATION	0	2,616	0	0	0	0
51260 - VACATION BUY PAY OUT	0	1,393	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(1,317)	(1,583)	0	0	0	0
51610 - PERA	119,197	121,675	134,096	134,096	140,277	6,181
51615 - WORKERS COMPENSATION	12,020	13,504	5,493	5,493	5,653	160
51620 - EQUITABLE LIFE INSURANCE	1,671	1,914	2,543	2,543	2,707	164
51640 - DENTAL INSURANCE	3,900	4,386	5,196	5,196	4,740	(456)
51670 - PARKING FOR EMPLOYEES	1,320	1,320	960	960	960	0
51690 - MEDICARE	12,648	12,937	14,253	14,253	14,847	594
51695 - CITY EPO MEDICAL PLAN	24,286	25,554	40,297	40,297	26,856	(13,441)
51696 - ADVANTAGE HD MED PLAN	80,271	91,619	100,146	100,146	100,128	(18)
51697 - HRA BENEFIT TO ADV MED PLAN	5,334	6,523	6,250	6,250	6,250	0
Salaries/Benefits/Pensions Total	**1,161,063**	**1,205,264**	**1,285,268**	**1,285,268**	**1,328,320**	**43,052**
Operating						0
52105 - MISCELLANEOUS OPERATING	49,064	10,431	3,000	3,000	3,000	0
52110 - OFFICE SUPPLIES	4,443	4,630	5,078	5,078	5,078	0
52111 - PAPER SUPPLIES	0	210	530	530	530	0
52120 - COMPUTER SOFTWARE	2,237	4,573	1,100	1,100	1,100	0
52122 - CELL PHONES EQUIP AND SUPPLIES	630	0	90	90	90	0
52125 - GENERAL SUPPLIES	55,243	72,256	56,524	56,524	56,624	100
52129 - HVAC-HEAT VENTILATN AIR SUPPLI	0	0	2,023	2,023	2,023	0
52135 - POSTAGE	5,646	4,761	7,790	7,790	7,790	0
52140 - WEARING APPAREL	2,188	3,242	2,141	2,141	2,341	200
52145 - PAINT AND CHEMICAL	3,411	2,625	2,190	2,190	2,190	0
52150 - SEED AND FERTILIZER	126	629	600	600	600	0
52175 - SIGNS	1,139	1,219	2,157	2,157	2,157	0
52190 - JANITORIAL SUPPLIES	3,303	5,875	5,372	5,372	5,072	(300)
52210 - MAINT TREES	41	0	0	0	0	0
52215 - MAINT GROUNDS	3,114	1,455	2,000	2,000	2,000	0
52230 - MAINT FURNITURE AND FIXTURES	1,265	828	500	500	500	0
52235 - MAINT MACHINERY AND APPARATUS	5,537	3,291	4,823	4,823	4,823	0
52265 - MAINT BUILDINGS AND STRUCTURE	13,402	32,009	17,600	17,600	17,600	0
52305 - MAINT SOFTWARE	0	639	4,247	4,247	4,247	0
52405 - ADVERTISING SERVICES	21,583	24,956	34,500	34,500	34,500	0
52410 - BUILDING SECURITY SERVICES	110,414	98,148	96,371	96,371	96,371	0
52418 - COMPUTER SERVICES	110	44,110	13,000	13,000	13,000	0
52435 - GARBAGE REMOVAL SERVICES	1,072	1,118	1,103	1,103	1,103	0
52450 - LAUNDRY AND CLEANING SERVICES	650	76	520	520	520	0
52560 - PARKING SERVICES	0	451	600	600	600	0
52573 - CREDIT CARD FEES	13	0	100	100	100	0
52575 - SERVICES	57,772	76,073	80,534	80,534	79,478	(1,056)
52579 - INSPECTIONS	0	250	0	0	0	0
52590 - TEMPORARY EMPLOYMENT	5,970	12,322	15,000	15,000	15,000	0
52605 - CAR MILEAGE	0	0	794	794	794	0

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Cultural Services

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
52615 - DUES AND MEMBERSHIP	3,589	2,870	2,988	2,988	2,988	0
52625 - MEETING EXPENSES IN TOWN	17,636	14,766	21,640	21,640	21,640	0
52630 - TRAINING	2,238	758	3,900	3,900	4,052	152
52635 - EMPLOYEE EDUCATIONL ASSISTANCE	0	22	0	0	0	0
52645 - SUBSCRIPTIONS	492	192	300	300	300	0
52655 - TRAVEL OUT OF TOWN	3,154	5,245	5,800	5,800	5,800	0
52731 - STATE CNTY PPRTA TAX	0	14	0	0	0	0
52736 - CELL PHONE AIRTIME	81	37	342	342	342	0
52738 - CELL PHONE BASE CHARGES	3,515	3,312	2,533	2,533	2,381	(152)
52746 - UTILITIES ELECTRIC	61,555	54,145	73,676	73,676	0	(73,676)
52747 - UTILITIES GAS	24,385	18,366	38,477	38,477	0	(38,477)
52748 - UTILITIES SEWER	964	930	965	965	0	(965)
52749 - UTILITIES WATER	1,486	1,417	1,741	1,741	0	(1,741)
52775 - MINOR EQUIPMENT	9,755	13,071	5,123	5,123	5,123	0
52776 - PRINTER CONSOLIDATION COST	6,952	9,147	6,425	6,425	6,425	0
52795 - RENTAL OF EQUIPMENT	890	282	1,750	1,750	1,750	0
52872 - MAINT FLEET VEHICLES EQP	17	0	1,863	1,863	1,863	0
52874 - OFFICE SERVICES PRINTING	10,815	10,443	7,039	7,039	7,039	0
60114 - NET PAY	0	(606)	0	0	0	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**495,897**	**540,588**	**534,849**	**534,849**	**418,934**	**(115,915)**
Total Expenses	**1,656,960**	**1,745,852**	**1,820,117**	**1,820,117**	**1,747,254**	**(72,863)**
CIP Total	**77,794**	**244,858**	**75,000**	**75,000**	**0**	**(75,000)**
Grand Total	**1,734,754**	**1,990,710**	**1,895,117**	**1,895,117**	**1,747,254**	**(147,863)**
Revenue						
43156 - REBATES	0	551	0	0	0	0
45247 - PARK AND REC PERMITS LICENSES	2,000	2,800	0	0	0	0
45907 - SPECIAL EVENTS	0	1,600	0	0	0	0
46171 - REIMBURSEMENT FROM GRANTS	10,251	0	82,314	82,314	81,808	(506)
46172 - REIMBURSEMENT FROM GIFT TRUSTS	256,845	210,561	380,110	380,110	426,991	46,881
Total Revenue	**269,096**	**215,512**	**462,424**	**462,424**	**508,799**	**46,375**

Forestry

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

2017 Initiatives

ID	Goal	Initiative
1B-11	Promoting Job Creation	Provide maintenance services to native rights-of-way, medians and Gateway Gems by contracting mowing services and providing enhanced services through existing staff in both high priority as well as blighted areas.
2C-04	Investing in Infrastructure	Continue forest restoration practices in the Parks Wildland Urban Interface that increase forest health and reduce the threat of catastrophic wildfire
3A-03	Building Community and Collaborative Relationships	Provide urban forest management practices that mitigate risk, and enhance public safety, stormwater retention and property value and address the aging urban forest through hazard tree removals

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$1,309,045	$1,521,043	$1,521,043	$1,549,101	$28,058
	Conservation Trust Fund (CTF)	170,971	127,565	127,565	126,758	(807)
	Grants Fund - Awards	0	250,000	250,000	450,000	200,000
	Total	**$1,480,016**	**$1,898,608**	**$1,898,608**	**$2,125,859**	**$227,251**
	Positions					
	General Fund	8.00	8.00	8.00	8.00	0.00
	Other Funds	2.00	2.00	2.00	2.00	0.00
	Total	**10.00**	**10.00**	**10.00**	**10.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

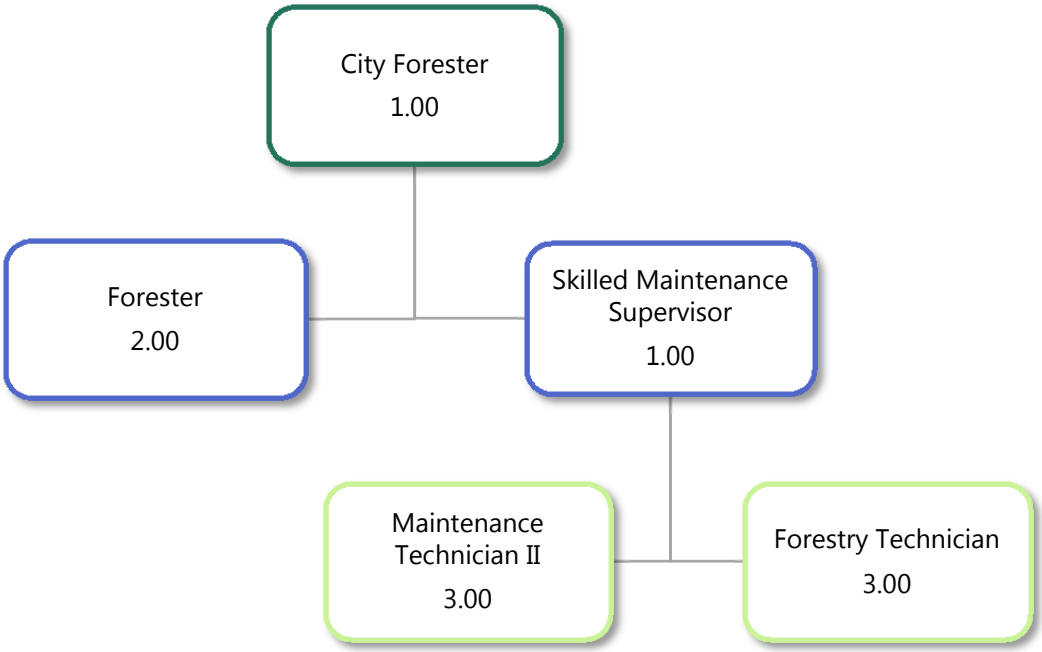
Significant Changes vs. 2016

- Continuation of funding for a second application of aerial spraying to combat the Tussock Moth

Forestry

Forestry is responsible for the overall management of the urban forest and the native forest of the wildland/urban interface. Staff manages and maintains trees on the street rights-of-way and medians, urban parks, trail corridors, open spaces, and regional parks. The Forestry Division:

- Conducts tree maintenance, such as pruning to maintain and enhance the health, vigor and aesthetic value of each individual tree
- Removes diseased, dead and dying trees for the safety and health of the urban forest
- Provides for and enhances public safety by clearing traffic and school zone signs and visibility obstructions and by responding to tree-related emergencies from automobile accidents to weather-related tree failures
- Mows City rights-of-way and native medians



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Budget for each fund including the General Fund.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$529,107	$615,761	$606,113	$606,113	$637,171	$31,058
Operating	339,954	693,284	914,930	914,930	911,930	(3,000)
Capital Outlay	0	0	0	0	0	0
Total	**$869,061**	**$1,309,045**	**$1,521,043**	**$1,521,043**	**$1,549,101**	**$28,058**
CIP	**$509,269**	**$75**	**$0**	**$0**	**$0**	**$0**
Revenue	**$13,139**	**$7,803**	**$10,000**	**$10,000**	**$10,000**	**$0**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
City Forester	1.00	1.00	1.00	1.00	0.00
Forester	1.00	1.00	1.00	1.00	0.00
Forestry Technician	2.00	2.00	2.00	2.00	0.00
Maintenance Technician II	3.00	3.00	3.00	3.00	0.00
Skilled Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00
Total Positions	**8.00**	**8.00**	**8.00**	**8.00**	**0.00**

Funding Changes

During 2016	* 2016 Amended - 2016 Original Budget
None	$0
Total During 2016	**$0**

For 2017	2017 Budget - * 2016 Amended Budget
Salaries/Benefits/Pensions	
Net change to fund existing positions	$19,086
Increase to fund pay for performance and position movements in salary structure	8,973
Redistribution from operating for seasonal temporary	3,000
Total Salaries/Benefits/Pensions	**$31,059**
Operating	
Redistribution to Salaries/Benefits/Pensions	($3,000)
Total Operating	**($3,000)**
Capital Outlay	
None	$0
Total Capital Outlay	**$0**
Total For 2017	**$28,059**

* 2016 Amended Budget as of 8/4/2016

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

TOPS Fund						
	Position Title	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
	Forester	0.50	0.50	0.50	0.50	0.00
	Total Positions	**0.50**	**0.50**	**0.50**	**0.50**	**0.00**
	These positions report to the Parks Department, but funding is in the TOPS Fund and budgeted in Parks Operations					

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

CTF Fund	Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Salary/Benefits/ Pensions	$118,807	$126,176	$125,065	$125,065	$126,758	$1,693
	Operating	0	44,795	2,500	2,500	0	(2,500)
	Capital Outlay	0	0	0	0	0	0
	Total	**$118,807**	**$170,971**	**$127,565**	**$127,565**	**$126,758**	**($807)**
	Position Title		**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
	Forester		0.50	0.50	0.50	0.50	0.00
	Forestry Technician		1.00	1.00	1.00	1.00	0.00
	Total Positions		**1.50**	**1.50**	**1.50**	**1.50**	**0.00**

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$2
	Increase to fund pay for performance and position movements in salary structure	1,691
	Total Salaries/Benefits/Pensions	**$1,693**
	Operating	
	Decrease for operational adjustments relating to projected decrease in revenue	($2,500)
	Total Operating	**($2,500)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2017	**($807)**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

Grant Funds	Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Grant Award	$205,000	$0	$250,000	$250,000	$450,000	$200,000
	Total	**$205,000**	**$0**	**$250,000**	**$250,000**	**$450,000**	**$200,000**

Funding Changes	During 2016	* 2016 Amended - 2016 Original Budget
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Increase for projected fire mitigation grants	$200,000
	Total For 2017	**$200,000**

* 2016 Amended Budget as of 8/4/2016

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Forestry

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	315,355	377,916	403,477	403,477	414,465	10,988
51210 - OVERTIME	1,000	801	0	0	0	0
51220 - SEASONAL TEMPORARY	84,003	82,068	40,000	40,000	43,000	3,000
51230 - SHIFT DIFFERENTIAL	42	0	0	0	0	0
51245 - RETIREMENT TERM VACATION	2,112	243	0	0	0	0
51260 - VACATION BUY PAY OUT	1,841	947	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(2,961)	(2,597)	0	0	0	0
51610 - PERA	52,273	61,319	60,485	60,485	62,401	1,916
51612 - RETIREMENT HEALTH SAVINGS	4,999	0	0	0	0	0
51615 - WORKERS COMPENSATION	22,328	30,547	29,129	29,129	30,712	1,583
51620 - EQUITABLE LIFE INSURANCE	848	1,040	1,403	1,403	1,419	16
51640 - DENTAL INSURANCE	2,152	2,333	2,598	2,598	3,336	738
51690 - MEDICARE	5,521	6,510	6,401	6,401	6,604	203
51695 - CITY EPO MEDICAL PLAN	2,823	4,733	5,180	5,180	0	(5,180)
51696 - ADVANTAGE HD MED PLAN	33,976	46,165	54,440	54,440	69,984	15,544
51697 - HRA BENEFIT TO ADV MED PLAN	2,795	3,736	3,000	3,000	5,250	2,250
Salaries/Benefits/Pensions Total	**529,107**	**615,761**	**606,113**	**606,113**	**637,171**	**31,058**
Operating						0
52110 - OFFICE SUPPLIES	73	743	250	250	450	200
52122 - CELL PHONES EQUIP AND SUPPLIES	84	0	0	0	0	0
52125 - GENERAL SUPPLIES	26,927	10,794	2,900	2,900	4,500	1,600
52135 - POSTAGE	295	252	100	100	250	150
52140 - WEARING APPAREL	3,402	573	950	950	950	0
52145 - PAINT AND CHEMICAL	30,344	3,851	9,000	9,000	9,000	0
52204 - TREE REPLACEMENT	914	0	14,000	14,000	8,200	(5,800)
52210 - MAINT TREES	255,448	389,133	473,189	473,189	473,189	0
52240 - MAINT NONFLEET VEHICLES EQP	80	0	400	400	400	0
52455 - LAWN MAINTENANCE SERVICE	0	0	0	0	0	0
52575 - SERVICES	10,120	282,385	400,600	400,600	400,600	0
52607 - CELL PHONE ALLOWANCE	47	295	400	400	400	0
52615 - DUES AND MEMBERSHIP	282	0	800	800	800	0
52630 - TRAINING	1,644	1,151	2,800	2,800	3,000	200
52655 - TRAVEL OUT OF TOWN	0	89	0	0	0	0
52736 - CELL PHONE AIRTIME	3,795	(3,086)	0	0	0	0
52738 - CELL PHONE BASE CHARGES	4,388	5,429	3,557	3,557	4,207	650
52770 - SAFETY EQUIPMENT	0	0	1,285	1,285	1,285	0
52775 - MINOR EQUIPMENT	2,015	1,614	3,499	3,499	3,499	0
52776 - PRINTER CONSOLIDATION COST	0	0	1,200	1,200	1,200	0
52874 - OFFICE SERVICES PRINTING	96	61	0	0	0	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**339,954**	**693,284**	**914,930**	**914,930**	**911,930**	**(3,000)**
Grand Total	**869,061**	**1,309,045**	**1,521,043**	**1,521,043**	**1,549,101**	**28,058**
Revenue						
40021 - CITY MGR ECONOMIC DEV	175	0	0	0	0	0
40211 - GENERAL FORESTRY	500	240	0	0	0	0
43050 - DAMAGED TREES AND SHRUBS	12,464	7,563	10,000	10,000	10,000	0
Total Revenue	**13,139**	**7,803**	**10,000**	**10,000**	**10,000**	**0**

City of Colorado Springs
Budget Detail Report

119 - CONSERVATION TRUST
Forestry

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	85,567	87,287	87,359	87,359	88,740	1,381
51210 - OVERTIME	102	139	0	0	0	0
51220 - SEASONAL TEMPORARY	168	0	0	0	0	0
51260 - VACATION BUY PAY OUT	0	219	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(1,355)	(1,382)	0	0	0	0
51610 - PERA	10,830	13,577	11,968	11,968	12,157	189
51615 - WORKERS COMPENSATION	6,799	7,047	7,282	7,282	7,383	101
51620 - EQUITABLE LIFE INSURANCE	237	294	291	291	291	0
51640 - DENTAL INSURANCE	604	695	634	634	630	(4)
51690 - MEDICARE	1,147	1,440	1,267	1,267	1,287	20
51695 - CITY EPO MEDICAL PLAN	12,143	12,777	13,424	13,424	13,428	4
51696 - ADVANTAGE HD MED PLAN	2,310	3,703	2,590	2,590	2,592	2
51697 - HRA BENEFIT TO ADV MED PLAN	255	380	250	250	250	0
Salaries/Benefits/Pensions Total	**118,807**	**126,176**	**125,065**	**125,065**	**126,758**	**1,693**
Operating						
52568 - BANK AND INVESTMENT FEES	0	0	2,500	2,500	0	(2,500)
52575 - SERVICES	0	44,795	0	0	0	0
Operating Total	**0**	**44,795**	**2,500**	**2,500**	**0**	**(2,500)**
Grand Total	**118,807**	**170,971**	**127,565**	**127,565**	**126,758**	**(807)**

Park Operations and Development

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

2017 Initiatives

ID	Goal	Initiative
2B-01	Investing in Infrastructure	Update the park and school fee ordinance related to new development to improve the ability for the City to use development-related park fees on park infrastructure needs.
3A-05	Building Community and Collaborative Relationships	Enhance and preserve connectivity between trails, open spaces, parks, bike paths, historical sites and City attractions.
3B-03	Building Community and Collaborative Relationships	Enhance initiatives that improve existing, highly utilized City parks, and expand programs that bring the community together and improve sense of pride in our community.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$5,650,721	$6,463,522	$6,463,522	$3,377,947	($3,085,575)
	General Fund - CIP	109,962	0	0	0	0
	Trails, Parks, and Open Space (TOPS)	1,278,684	2,129,586	2,129,586	2,219,971	90,385
	Trails, Parks, and Open Space (TOPS) - CIP	7,757,485	4,200,137	6,035,558	3,955,000	(2,080,558)
	Conservation Trust Fund (CTF)	4,227,033	4,045,915	4,045,915	4,152,152	106,237
	Conservation Trust Fund (CTF) - CIP	417,054	221,500	221,500	75,000	(146,500)
	Special Improv. Maint. Districts (SIMD)	1,970,124	2,373,452	2,373,452	2,265,137	(108,315)
	Grants Fund - Awards	1,582,220	105,000	105,000	150,000	45,000
	Grants Fund - CIP	4,551,702	450,000	450,000	0	(450,000)
	PLDO - CIP	2,383,417	800,000	800,000	826,500	26,500
	Other - CIP	0	803,000	803,000	382,283	(420,717)
	PPRTA - CIP	301,477	1,621,000	2,621,000	540,000	(2,081,000)
	Total	**$30,229,879**	**$23,213,112**	**$26,048,533**	**$17,943,990**	**($8,104,543)**
	Positions					
	General Fund	19.50	19.50	21.50	21.50	0.00
	Other Funds	57.50	59.50	59.50	59.50	0.00
	Total	**77.00**	**79.00**	**81.00**	**81.00**	**0.00**

* 2016 Amended City Budget as of 8/4/2016. 2016 Amended PPRTA Budget for maintenance as of 7/13/2016 includes additional sales tax revenue for 2015 and 2016.2016 Amended Budget as of 8/4/2016

Significant Changes vs. 2016

- Decrease of nearly $3.1 million in General Fund operating due to the transfer of the department's budget for utilities to the Finance/General Costs budget for central oversight
- Decrease of nearly $2.1 million in TOPS-CIP to reflect funding needed for CIP projects
- Net decrease of nearly $826,000 in CIP funds from the General Fund-CIP, grant match, grant awards, and Other-CIP
- Decrease of nearly $2.1 million in PPRTA-CIP based on capital projects scheduled for 2017

Park Operations and Development

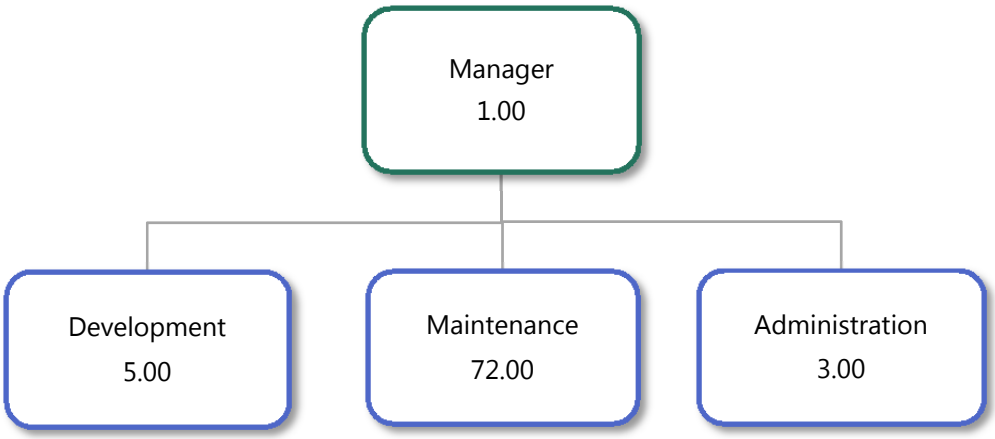
Park Operations and Development provides maintenance and resource management services at City parks, trails and open spaces that enhance the beauty of the community, safeguard the public investment in built facilities and natural areas, and ensure residents and visitors have safe places for leisure and recreation.

Maintenance and construction crews:

- Direct volunteer projects
- Coordinate and manage turf cultural programs
- Monitor, repair and renovate irrigation systems
- Implement and manage the Springs in Bloom program
- Build, renovate and maintain buildings, athletic fields, playground structures, walkways, curbing, parking lots, and fences
- Inspect trails surfacing and trail bridge systems for hazards and make necessary repairs
- Manage open space areas, including mitigating noxious weeds, building and maintaining natural surface trails, removing and restoring rogue trails, and restoring wildlife habitat
- Manage seven (7) Special Improvement Maintenance Districts (SIMDs) that maintain select medians and rights-of-way with each SIMD having its own City Council-appointed advisory board

Park Operations and Development also provides planning and construction management services for parks, trails, and open spaces funded by a number of sources including the Trails, Open Space and Parks (TOPS) Program, Conservation Trust Fund (CTF), Park Land Dedication Ordinance (PLDO), and Pikes Peak Regional Transportation Authority (PPRTA). Parks Operations and Development personnel:

- Design and build neighborhood parks, community parks, and sports complexes, including recreation facilities such as spraygrounds, playgrounds, skate parks, pavilions, and ball fields
- Provide complete cost-efficient construction drawings and specifications
- Provide support for development of trails in accordance with the Multi-Use Trails Master Plan
- Ensure that new and renovated park development projects are completed in a safe and financially responsible manner according to current construction standards
- Review incoming open space applications and determine which properties will present the best overall value to the citizens of Colorado Springs. Subsequently continue to work with the citizens of Colorado Springs to develop usable and meaningful master and management plans.



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Budget for each fund, including the General Fund, Trails, Open Space and Parks (TOPS), Conservation Trust Fund (CTF), Special Improvement Maintenance Districts (SIMDs), Grants Fund, and Capital Improvement Program (CIP).

General Fund	Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Salary/Benefits/ Pensions	$1,654,465	$1,679,411	$1,571,675	$1,571,675	$1,827,041	$255,366
	Operating	4,621,728	3,971,310	4,891,847	4,891,847	1,550,906	(3,340,941)
	Capital Outlay	0	0	0	0	0	0
	Total	**$6,276,193**	**$5,650,721**	**$6,463,522**	**$6,463,522**	**$3,377,947**	**($3,085,575)**
	CIP	**$465,438**	**$109,962**	**$0**	**$0**	**$0**	**$0**
	Revenue	**$185,609**	**$128,443**	**$54,500**	**$54,500**	**$186,250**	**$131,750**

* 2016 Amended Budget as of 8/4/2016

	Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
General Fund	Administrative Technician	1.50	1.50	1.50	1.50	0.00
	Capital Projects Coordinator (Senior Analyst)	0.25	0.25	0.25	0.25	0.00
	City Horticulturist	1.00	1.00	1.00	1.00	0.00
	Construction Project Specialist	1.00	1.00	1.00	1.00	0.00
	GIS Analyst	1.00	1.00	1.00	1.00	0.00
	Landscape Architect II	0.00	0.00	1.00	1.00	0.00
	Maintenance Technician II	1.00	1.00	2.00	1.00	(1.00)
	Natural Resource Specialist	0.75	0.75	0.75	0.75	0.00
	Park Development Manager (Principal Planner)	0.25	0.25	0.25	0.25	0.00
	Park Ranger	1.25	1.25	1.25	1.25	0.00
	Parks Operations Administrator	0.75	0.75	0.75	0.75	0.00
	Parks Operations and Development Manager (Parks, Trails and Open	1.00	1.00	1.00	1.00	0.00
	Planner II	1.00	1.00	1.00	1.00	0.00
	Senior Equipment Operator	0.25	0.25	0.25	0.00	(0.25)
	Senior Maintenance Technician	2.00	2.00	2.00	3.00	1.00
	Senior Skilled Maintenance Technician	2.00	2.00	2.00	2.00	0.00
	SIMD Unit Administrator	0.50	0.50	0.50	0.50	0.00
	Skilled Maintenance Supervisor	2.00	2.00	2.00	2.00	0.00
	Skilled Maintenance Technician II	1.25	1.25	1.25	1.50	0.25
	Water Conservation Specialist	0.75	0.75	0.75	0.75	0.00
	Total Positions	**19.50**	**19.50**	**21.50**	**21.50**	**0.00**
	Colorado Springs Utilities funds one of the Senior Maintenance Technician for Mesa Springs.					

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$196,399
	Increase to fund pay for performance and position movements in salary structure	28,217
	Increase to Seasonal Temporary for the North and South Slope	30,750
	Total Salaries/Benefits/Pensions	**$255,366**
	Operating	
	Transfer of the department's budget for utilities (electric, gas, electric, & water) to the Finance/General Costs budget for central oversight	($3,340,941)
	Total Operating	**($3,340,941)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2017	**($3,085,575)**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Increase due to addition of 2.00 FTE positions (Maintenance Tech II and Landscape Architect II) (revenue offset)	2.00
	Total During 2016	**2.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

TOPS Fund

Source of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
TOPS Revenue	**$7,467,396**	**$7,590,525**	**$8,008,000**	**$8,008,000**	**$8,245,312**	**$237,312**

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$609,981	$673,474	$815,266	$815,266	$889,785	$74,519
Operating	71,966	530,227	1,286,320	1,286,320	1,227,186	(59,134)
Capital Outlay	0	74,983	28,000	28,000	103,000	75,000
Total	**$681,947**	**$1,278,684**	**$2,129,586**	**$2,129,586**	**$2,219,971**	**$90,385**
CIP	**$4,680,349**	**$7,757,485**	**$4,200,137**	**$6,035,558**	**$3,955,000**	**($2,080,558)**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Capital Projects Coordinator (Senior Analyst)	0.75	0.75	0.75	0.75	0.00
Park Development Manager (Principal Planner)	0.75	0.75	0.75	0.75	0.00
Park Ranger	1.00	2.00	1.00	1.00	0.00
Planner II	0.00	0.00	0.00	0.00	0.00
Senior Maintenance Technician	5.00	5.00	5.00	5.00	0.00
Park Ranger Supervisor	0.00	0.00	1.00	1.00	0.00
Total Positions	**7.50**	**8.50**	**8.50**	**8.50**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$48,476
	Increase to fund pay for performance and position movements in salary structure	16,042
	Increase for additional seasonal temporary	10,001
	Total Salaries/Benefits/Pensions	**$74,519**
	Operating	
	Decrease based on anticipated expenditures	($59,134)
	Total Operating	**($59,134)**
	Capital Outlay	
	Increase for anticipated purchase of some used vehicles from Utilities to replace oldest units in existing Parks fleet	$75,000
	Total Capital Outlay	**$75,000**
	CIP	
	Decrease due to less funding needed for 2017 projects	($2,080,558)
	Total CIP	**($2,080,558)**
	Total For 2017	**($1,990,173)**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

Conservation Trust Fund

Source of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
CTF Revenue	**$4,189,684**	**$4,217,668**	**$4,070,800**	**$4,070,800**	**$4,107,200**	**$36,400**

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$2,726,323	$2,872,322	$3,179,625	$3,179,625	$3,289,018	$109,393
Operating	1,139,173	1,343,476	838,290	838,290	835,134	(3,156)
Capital Outlay	0	11,235	28,000	28,000	28,000	0
Total	**$3,865,496**	**$4,227,033**	**$4,045,915**	**$4,045,915**	**$4,152,152**	**$106,237**
CIP	**$1,013,402**	**$417,054**	**$221,500**	**$221,500**	**$75,000**	**($146,500)**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Maintenance Technician II	3.00	3.00	3.00	3.00	0.00
Natural Resource Specialist	0.25	0.25	0.25	0.25	0.00
Park Operations Administrator	0.25	0.25	0.25	0.25	0.00
Park Ranger	3.75	3.75	3.75	3.75	0.00
Senior Equipment Operator	0.75	0.75	1.00	1.00	0.00
Senior Maintenance Technician	20.00	20.00	20.00	20.00	0.00
Senior Skilled Maintenance Technician	2.00	2.00	3.00	3.00	0.00
Skilled Maintenance Supervisor	4.00	4.00	4.00	4.00	0.00
Skilled Maintenance Technician II	4.75	5.75	4.50	4.50	0.00
Water Conservation Specialist	0.25	0.25	0.25	0.25	0.00
Total Positions	**39.00**	**40.00**	**40.00**	**40.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$54,754
	Increase to fund pay for performance and position movements in salary structure	54,639
	Total Salaries/Benefits/Pensions	**$109,393**
	Operating	
	Decrease for operational adjustments relating to projected decrease in revenue	($3,156)
	Total Operating	**($3,156)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	CIP	
	Decrease to remove one-time 2016 projects and fund new 2017 projects	($146,500)
	Total CIP	**($146,500)**
	Total For 2017	**($40,263)**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

SIMD Funds Summary

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Briargate SIMD	$935,979	$904,693	$906,500	$906,500	$914,412	$7,912
Colorado Gateway SIMD	7,563	1,224	4,080	4,080	7,170	3,090
Norwood SIMD	786,305	672,854	866,359	866,359	823,494	(42,865)
Old Colorado City SIMD	103,053	91,264	118,662	118,662	119,302	640
Platte Ave SIMD	7,040	7,705	52,620	52,620	19,365	(33,255)
Stetson Hills SIMD	195,441	247,811	384,431	384,431	347,423	(37,008)
Woodstone SIMD	43,396	44,573	40,800	40,800	33,971	(6,829)
Total	**$2,078,777**	**$1,970,124**	**$2,373,452**	**$2,373,452**	**$2,265,137**	**($108,315)**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Administrative Technician	0.50	0.50	0.50	0.50	0.00
Senior Office Specialist	0.00	0.00	0.00	0.00	0.00
Senior Maintenance Technician	9.00	9.00	9.00	9.00	0.00
SIMD Unit Administrator	0.50	0.50	0.50	0.50	0.00
Skilled Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00
Total Positions	**11.00**	**11.00**	**11.00**	**11.00**	**0.00**

Funding Changes

During 2016	* 2016 Amended - 2016 Original Budget
None	$0
Total During 2016	**$0**
For 2017	**2017 Budget - * 2016 Amended Budget**
Salaries/Benefits/Pensions	
Increase in salaries/benefits/pensions to match projected revenue	$50,952
Total Salaries/Benefits/Pensions	**$50,952**
Operating	
Decrease in operating costs needs	($159,267)
Total Operating	**($159,267)**
Capital Outlay	
None	$0
Total Capital Outlay	**$0**
Total For 2017	**($108,315)**

* 2016 Amended Budget as of 8/4/2016

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

Grant Funds							
	Use of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
	Grant Award	$885,000	$1,582,220	$105,000	$105,000	$150,000	$45,000
	Total	**$885,000**	**$1,582,220**	**$105,000**	**$105,000**	**$150,000**	**$45,000**

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Increase to reflect anticipated 2017 operating grant awards	$45,000
	Total For 2017	**$45,000**

PPRTA							
	Use of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
	Capital †	$301,477	$0	$1,621,000	$2,621,000	$540,000	($2,081,000)
	Total	**$301,477**	**$0**	**$1,621,000**	**$2,621,000**	**$540,000**	**($2,081,000)**
	† The PPRTA capital projects are listed below in the CIP table.						
	The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated for capital projects in Parks, relevant PPRTA expenditures are included in this document.						

* 2016 Amended Budget as of 8/4/2016

2017 CIP Program	Project	CTF	PLDO	PPRTA	TOPS	Other	Total 2017 Allocation
	Briargate Trail				65,000		65,000
	Cottonwood Trail Academy Underpass				450,000		450,000
	Cottonwood Trail-Phase III				325,000		325,000
	Midland Trail South-8th St to 21st St-Design and Engineering				110,000		110,000
	North Cheyenne Canon Master Plan Update				125,000		125,000
	Open Space Acquisition				70,000		70,000
	Playground Renovation & Replacement				315,000		315,000
	Red Rock Canyon Landfill Monitoring	75,000					75,000
	Red Rock Canyon Master Plan Implementation				575,000		575,000
	Red Rock Canyon Open Space COP Payment				1,010,000	112,383 [1]	1,122,383
	Rock Island Trail Corridor Imps			540,000			540,000
	S Shooks Run Trail-Fountain to Las Vegas				495,000		495,000
	Sinton Trail @ Chestnut Underpass				175,000		175,000
	Skyview Adult Sports Complex COP Payment					269,900 [2]	269,900
	Ute Valley Park Master Plan Implementation				240,000		240,000
	Venezia Community Park		826,500				826,500
	Total 2017 CIP	**$75,000**	**$826,500**	**$540,000**	**$3,955,000**	**$382,283**	**$5,778,783**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 32-1						

Other Funds Source

[1] Red Rock Canyon Purchase payment of $1,123,825 - balance of the payment is budgeted in CTF operating funds

[2] Skyview Softball Complex payment of $269,900 - the Other funds source includes concession revenue and ballplayer fees (for 2017, the estimated revenue to the Ballfield Fund is $60,800), with the balance paid from CTF operating funds

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Parks - Park Operations and Development

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	1,067,552	1,195,405	1,123,401	1,123,401	1,303,335	179,934
51210 - OVERTIME	17,750	6,830	10,700	10,700	10,700	0
51220 - SEASONAL TEMPORARY	191,252	127,298	73,500	73,500	98,715	25,215
51230 - SHIFT DIFFERENTIAL	0	119	0	0	0	0
51245 - RETIREMENT TERM VACATION	4,797	5,352	0	0	0	0
51260 - VACATION BUY PAY OUT	2,168	1,947	0	0	0	0
51290 - BUDGET TRANSFER	3,176	0	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(5,321)	(8,910)	0	0	0	0
51610 - PERA	168,150	168,958	176,590	176,590	192,668	16,078
51612 - RETIREMENT HEALTH SAVINGS	5,910	8,307	0	0	0	0
51615 - WORKERS COMPENSATION	37,407	34,280	29,469	29,469	33,876	4,407
51620 - EQUITABLE LIFE INSURANCE	2,962	3,153	3,878	3,878	4,475	597
51640 - DENTAL INSURANCE	6,367	5,954	7,535	7,535	7,449	(86)
51690 - MEDICARE	16,788	17,972	16,954	16,954	20,259	3,305
51695 - CITY EPO MEDICAL PLAN	77,811	44,080	57,966	57,966	17,253	(40,713)
51696 - ADVANTAGE HD MED PLAN	53,581	65,096	67,681	67,681	128,811	61,130
51697 - HRA BENEFIT TO ADV MED PLAN	4,115	5,281	4,000	4,000	9,500	5,500
51699 - BENEFITS REIMBURSEMENT	0	(1,711)	0	0	0	0
Salaries/Benefits/Pensions Total	**1,654,465**	**1,679,411**	**1,571,674**	**1,571,674**	**1,827,041**	**255,367**
Operating						
52105 - MISCELLANEOUS OPERATING	1,272	16	0	0	0	0
52110 - OFFICE SUPPLIES	4,221	1,266	100	100	1,600	1,500
52111 - PAPER SUPPLIES	0	28	0	0	0	0
52120 - COMPUTER SOFTWARE	0	708	0	0	0	0
52122 - CELL PHONES EQUIP AND SUPPLIES	2,258	1,767	0	0	0	0
52125 - GENERAL SUPPLIES	247,807	69,606	60,066	60,066	60,866	800
52130 - OTHER SUPPLIES	15,344	816	0	0	0	0
52135 - POSTAGE	27	0	0	0	0	0
52140 - WEARING APPAREL	12,924	3,017	12,000	12,000	11,500	(500)
52145 - PAINT AND CHEMICAL	4,728	3,544	6,500	6,500	6,500	0
52150 - SEED AND FERTILIZER	30,734	19,471	12,100	12,100	20,050	7,950
52165 - LICENSES AND TAGS	1,416	782	2,700	2,700	2,700	0
52175 - SIGNS	12,117	12,094	15,000	15,000	15,000	0
52185 - AGGREGATE MATERIAL	9,264	12,511	9,200	9,200	9,200	0
52190 - JANITORIAL SUPPLIES	20,292	26,989	25,000	25,000	25,000	0
52210 - MAINT TREES	0	95	0	0	0	0
52215 - MAINT GROUNDS	0	5,236	0	0	0	0
52235 - MAINT MACHINERY AND APPARATUS	350	0	0	0	1,750	1,750
52238 - MAINT LARGE VEHICLES	(1,423)	0	0	0	0	0
52240 - MAINT NONFLEET VEHICLES EQP	40,771	38,202	42,320	42,320	43,570	1,250
52265 - MAINT BUILDINGS AND STRUCTURE	55,171	40,465	23,500	23,500	28,750	5,250
52270 - MAINT WELLS AND RESERVOIRS	24,133	26,932	32,000	32,000	31,000	(1,000)
52280 - MAINT ROADS AND BRIDGES	1,287	2,258	3,500	3,500	3,500	0
52305 - MAINT SOFTWARE	0	0	750	750	750	0
52410 - BUILDING SECURITY SERVICES	17,736	2,282	3,950	3,950	3,950	0
52431 - CONSULTING SERVICES	0	2,500	0	0	0	0
52435 - GARBAGE REMOVAL SERVICES	63,854	79,806	70,000	70,000	70,000	0
52455 - LAWN MAINTENANCE SERVICE	0	0	0	0	1,000,000	1,000,000
52560 - PARKING SERVICES	0	4	0	0	0	0
52573 - CREDIT CARD FEES	1,883	103	1,300	1,300	1,300	0
52575 - SERVICES	1,540,289	1,026,216	1,171,832	1,171,832	154,832	(1,017,000)
52579 - INSPECTIONS	422	100	0	0	0	0

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Parks - Park Operations and Development

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52586 - MESA SPGS SERVICES	(15,094)	(24,605)	0	0	0	0
52590 - TEMPORARY EMPLOYMENT	23,678	0	0	0	0	0
52595 - TRANSPORTATION SERVICES	0	895	0	0	0	0
52607 - CELL PHONE ALLOWANCE	2,118	2,716	0	0	0	0
52615 - DUES AND MEMBERSHIP	0	135	0	0	0	0
52625 - MEETING EXPENSES IN TOWN	433	799	400	400	400	0
52630 - TRAINING	7,740	4,647	7,550	7,550	7,550	0
52635 - EMPLOYEE EDUCATIONL ASSISTANCE	75	0	0	0	0	0
52655 - TRAVEL OUT OF TOWN	100	164	0	0	0	0
52705 - COMMUNICATIONS	1,952	2,076	0	0	0	0
52716 - RENTAL EXPENSE	45,292	5,793	0	0	0	0
52735 - TELEPHONE LONG DIST CALLS	431	430	0	0	0	0
52736 - CELL PHONE AIRTIME	268	141	250	250	250	0
52738 - CELL PHONE BASE CHARGES	37,648	34,306	22,988	22,988	22,988	0
52743 - UTILITIES STREET LIGHTS	0	291	0	0	0	0
52745 - UTILITIES	(202)	0	0	0	0	0
52746 - UTILITIES ELECTRIC	299,577	330,926	322,985	322,985	0	(322,985)
52747 - UTILITIES GAS	76,521	55,443	73,491	73,491	0	(73,491)
52748 - UTILITIES SEWER	41,706	38,987	48,000	48,000	0	(48,000)
52749 - UTILITIES WATER	1,953,295	2,118,110	2,896,465	2,896,465	0	(2,896,465)
52775 - MINOR EQUIPMENT	11,397	2,628	2,000	2,000	2,000	0
52776 - PRINTER CONSOLIDATION COST	6,037	4,215	1,600	1,600	1,600	0
52795 - RENTAL OF EQUIPMENT	9,009	7,224	11,700	11,700	11,700	0
52872 - MAINT FLEET VEHICLES EQP	(795)	6	0	0	0	0
52874 - OFFICE SERVICES PRINTING	2,170	206	100	100	100	0
65160 - RECRUITMENT	375	0	0	0	0	0
65338 - SOUTH SLOPE	0	0	0	0	5,500	5,500
65339 - NORTH SLOPE	11,120	8,888	12,500	12,500	7,000	(5,500)
65365 - HEALTH PROGRAMS	0	75	0	0	0	0
Operating Total	**4,621,728**	**3,971,310**	**4,891,847**	**4,891,847**	**1,550,906**	**(3,340,941)**
Capital Outlay Total	**0**	**0**	**0**	**0**	**0**	**0**
CIP Total	**465,438**	**109,962**	**0**	**0**	**0**	**0**
Grand Total	**6,741,631**	**5,760,683**	**6,463,521**	**6,463,521**	**3,377,947**	**(3,085,574)**
Revenue						
40210 - N LEWIS PARK MAINTENANCE	1,200	0	0	0	0	0
44015 - DAMAGE TO PROPERTY	0	39,707	0	0	0	0
45832 - FIELD RESERVATIONS	120,980	18,808	0	0	0	0
45835 - PROGRAM REVENUE	2,565	0	0	0	0	0
45903 - NORTH SLOPE ADMISSION	54,114	63,678	45,500	45,500	58,500	13,000
45906 - RENTALS	5,250	0	0	0	0	0
45907 - SPECIAL EVENTS	0	250	0	0	0	0
45910 - SOUTH SLOPE ADMISSION	0	0	0	0	17,750	17,750
45915 - GOG ACDMY RIDING STABLE FEES	1,500	6,000	9,000	9,000	9,000	0
46170 - REIMBURSEMENT FR OTHER FUNDS	0	0	0	0	86,000	86,000
46172 - REIMBURSEMENT FROM GIFT TRUSTS	0	0	0	0	15,000	15,000
Total Revenue	**185,609**	**128,443**	**54,500**	**54,500**	**186,250**	**131,750**

City of Colorado Springs
Budget Detail Report

118 - TRAILS/OPEN SPACE/PARKS FUND

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	458,023	503,269	509,881	509,881	553,097	43,216
51210 - OVERTIME	5,788	15,861	0	0	0	0
51220 - SEASONAL TEMPORARY	0	(16,578)	104,045	104,045	114,045	10,000
51230 - SHIFT DIFFERENTIAL	76	117	0	0	0	0
51245 - RETIREMENT TERM VACATION	0	1,342	0	0	0	0
51260 - VACATION BUY PAY OUT	403	1,877	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(3,179)	(2,536)	10,000	10,000	10,000	0
51610 - PERA	60,592	70,103	76,542	76,542	91,050	14,508
51615 - WORKERS COMPENSATION	14,013	15,009	28,884	28,884	20,684	(8,200)
51620 - EQUITABLE LIFE INSURANCE	1,262	1,308	1,630	1,630	1,869	239
51640 - DENTAL INSURANCE	2,645	2,613	2,836	2,836	3,405	569
51690 - MEDICARE	6,449	7,442	6,798	6,798	9,637	2,839
51695 - CITY EPO MEDICAL PLAN	17,084	23,459	27,823	27,823	18,939	(8,884)
51696 - ADVANTAGE HD MED PLAN	43,802	46,796	43,827	43,827	62,559	18,732
51697 - HRA BENEFIT TO ADV MED PLAN	3,023	3,392	3,000	3,000	4,500	1,500
Salaries/Benefits/Pensions Total	**609,981**	**673,474**	**815,266**	**815,266**	**889,785**	**74,519**
Operating						
52110 - OFFICE SUPPLIES	946	2,356	800	800	800	0
52111 - PAPER SUPPLIES	1,495	0	0	0	1,100	1,100
52120 - COMPUTER SOFTWARE	0	2,614	0	0	0	0
52122 - CELL PHONES EQUIP AND SUPPLIES	730	0	0	0	0	0
52125 - GENERAL SUPPLIES	44,293	52,102	188,440	188,440	158,501	(29,939)
52135 - POSTAGE	0	27	0	0	0	0
52140 - WEARING APPAREL	0	0	0	0	0	0
52150 - SEED AND FERTILIZER	2,946	0	0	0	0	0
52165 - LICENSES AND TAGS	0	0	600	600	600	0
52210 - MAINT TREES	0	5,850	0	0	0	0
52265 - MAINT BUILDINGS AND STRUCTURE	0	185,042	290,000	290,000	235,000	(55,000)
52270 - MAINT WELLS AND RESERVOIRS	0	22,649	120,000	120,000	120,000	0
52280 - MAINT ROADS AND BRIDGES	0	22,427	65,000	65,000	65,000	0
52291 - MAINT VANDALISM RELATED	0	23,221	0	0	0	0
52315 - MAINT GENERAL CAM PPRBD	0	7	0	0	0	0
52568 - BANK AND INVESTMENT FEES	15,770	13,207	14,000	14,000	15,180	1,180
52575 - SERVICES	(1,035)	190,071	581,830	581,830	605,355	23,525
52607 - CELL PHONE ALLOWANCE	0	13	0	0	0	0
52615 - DUES AND MEMBERSHIP	0	1,620	500	500	500	0
52630 - TRAINING	120	1,130	0	0	0	0
52655 - TRAVEL OUT OF TOWN	0	1,006	0	0	0	0
52736 - CELL PHONE AIRTIME	0	(1)	0	0	0	0
52738 - CELL PHONE BASE CHARGES	723	967	3,150	3,150	3,150	0
52775 - MINOR EQUIPMENT	5,978	5,713	22,000	22,000	22,000	0
52874 - OFFICE SERVICES PRINTING	0	195	0	0	0	0
65339 - NORTH SLOPE	0	11	0	0	0	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**71,966**	**530,227**	**1,286,320**	**1,286,320**	**1,227,186**	**(59,134)**
Capital Outlay						
53040 - MACHINERY AND APPARATUS	0	47,138	0	0	0	0
53050 - MACHINERY AND APPARATUS	0	27,845	0	0	75,000	75,000
53080 - VEHICLES ADDITIONS	0	0	28,000	28,000	28,000	0
Capital Outlay Total	**0**	**74,983**	**28,000**	**28,000**	**103,000**	**75,000**
Total Expenses	**681,947**	**1,278,684**	**2,129,586**	**2,129,586**	**2,219,971**	**90,385**
CIP Total	**4,680,349**	**7,757,485**	**4,200,137**	**6,035,558**	**3,955,000**	**(2,080,558)**
Grand Total	**5,362,296**	**9,036,169**	**6,329,723**	**8,165,144**	**6,174,971**	**(1,990,173)**
Revenue						
45100 - SALES AND USE TAX	7,326,665	7,464,648	7,866,000	7,866,000	8,107,312	241,312
46025 - INTEREST	140,730	125,877	142,000	142,000	138,000	(4,000)
Total Revenue	**7,467,395**	**7,590,525**	**8,008,000**	**8,008,000**	**8,245,312**	**237,312**

City of Colorado Springs
Budget Detail Report

119 - CONSERVATION TRUST

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	1,615,898	1,746,863	2,031,873	2,031,873	2,052,857	20,984
51210 - OVERTIME	60,743	72,040	24,200	24,200	24,200	0
51220 - SEASONAL TEMPORARY	355,566	295,262	339,028	339,028	339,028	0
51230 - SHIFT DIFFERENTIAL	1,019	1,136	0	0	0	0
51245 - RETIREMENT TERM VACATION	14,220	0	0	0	0	0
51260 - VACATION BUY PAY OUT	6,094	6,337	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(8,242)	(12,966)	4,000	4,000	4,000	0
51610 - PERA	275,361	281,368	270,760	270,760	326,807	56,047
51615 - WORKERS COMPENSATION	69,915	84,401	76,818	76,818	81,254	4,436
51620 - EQUITABLE LIFE INSURANCE	4,470	4,853	7,161	7,161	6,867	(294)
51640 - DENTAL INSURANCE	12,851	14,370	16,346	16,346	16,842	496
51690 - MEDICARE	27,646	28,973	29,157	29,157	34,589	5,432
51695 - CITY EPO MEDICAL PLAN	67,734	73,013	66,763	66,763	84,060	17,297
51696 - ADVANTAGE HD MED PLAN	207,019	258,570	292,456	292,456	296,826	4,370
51697 - HRA BENEFIT TO ADV MED PLAN	16,029	19,303	21,063	21,063	21,688	625
51699 - BENEFITS REIMBURSEMENT	0	(1,201)	0	0	0	0
Salaries/Benefits/Pensions Total	**2,726,323**	**2,872,322**	**3,179,625**	**3,179,625**	**3,289,018**	**109,393**
Operating						
52105 - MISCELLANEOUS OPERATING	2,045	(354)	0	0	0	0
52110 - OFFICE SUPPLIES	0	0	150	150	700	550
52120 - COMPUTER SOFTWARE	0	950	0	0	0	0
52125 - GENERAL SUPPLIES	60,318	76,341	61,930	61,930	61,380	(550)
52135 - POSTAGE	34	0	0	0	0	0
52140 - WEARING APPAREL	281	140	0	0	0	0
52145 - PAINT AND CHEMICAL	27,005	33,946	33,150	33,150	33,150	0
52150 - SEED AND FERTILIZER	282,638	226,596	303,192	303,192	303,192	0
52185 - AGGREGATE MATERIAL	50,955	58,811	56,000	56,000	43,500	(12,500)
52190 - JANITORIAL SUPPLIES	3,379	3,408	0	0	0	0
52215 - MAINT GROUNDS	11,573	3,408	9,100	9,100	9,100	0
52270 - MAINT WELLS AND RESERVOIRS	39,268	37,553	40,000	40,000	40,000	0
52275 - MAINT RUNWAYS	0	263	0	0	0	0
52415 - CONTRACTS AND SPEC PROJECTS	0	28,715	24,370	24,370	24,370	0
52465 - MISCELLANEOUS SERVICES	76	0	0	0	0	0
52568 - BANK AND INVESTMENT FEES	2,418	1,340	0	0	1,452	1,452
52575 - SERVICES	18,996	47,310	3,300	3,300	6,425	3,125
52607 - CELL PHONE ALLOWANCE	2,429	3,897	0	0	0	0
52630 - TRAINING	200	0	0	0	0	0
52749 - UTILITIES WATER	302,146	489,191	0	0	0	0
52775 - MINOR EQUIPMENT	47,479	46,117	17,400	17,400	26,775	9,375
52795 - RENTAL OF EQUIPMENT	985	661	2,750	2,750	2,750	0
65075 - INTEREST	112,048	10,358	12,048	12,048	28,220	16,172
65185 - PRINCIPAL	174,900	274,900	274,900	274,900	254,120	(20,780)
65365 - HEALTH PROGRAMS	0	(75)	0	0	0	0
Operating Total	**1,139,173**	**1,343,476**	**838,290**	**838,290**	**835,134**	**(3,156)**
Capital Outlay						
53050 - MACHINERY AND APPARATUS	0	0	28,000	28,000	28,000	0
Capital Outlay Total	**0**	**0**	**28,000**	**28,000**	**28,000**	**0**
Total Expenses	**3,865,496**	**4,215,798**	**4,045,915**	**4,045,915**	**4,152,152**	**106,237**
CIP Total	**1,013,403**	**417,055**	**221,500**	**221,500**	**75,000**	**(146,500)**
Grand Total	**4,878,899**	**4,632,853**	**4,267,415**	**4,267,415**	**4,227,152**	**(40,263)**
Revenue						
43020 - STATE LOTTERY FUNDS	4,167,197	4,205,328	4,049,000	4,049,000	4,094,000	45,000
46025 - INTEREST	22,487	12,340	21,800	21,800	13,200	(8,600)
Total Revenue	**4,189,684**	**4,217,668**	**4,070,800**	**4,070,800**	**4,107,200**	**36,400**

City of Colorado Springs
Budget Detail Report

133 - BRIARGATE SPECIAL IMP DIST

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	238,182	247,253	239,718	239,718	254,234	14,516
51210 - OVERTIME	2,836	2,000	2,000	2,000	2,000	0
51220 - SEASONAL TEMPORARY	79,454	61,079	80,000	80,000	50,000	(30,000)
51230 - SHIFT DIFFERENTIAL	46	161	0	0	0	0
51245 - RETIREMENT TERM VACATION	3,071	3,137	0	0	0	0
51260 - VACATION BUY PAY OUT	235	783	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(157)	(783)	0	0	45,032	45,032
51610 - PERA	43,498	42,131	32,731	32,731	40,413	7,682
51615 - WORKERS COMPENSATION	10,928	12,169	9,338	9,338	8,467	(871)
51620 - EQUITABLE LIFE INSURANCE	676	710	827	827	815	(12)
51640 - DENTAL INSURANCE	1,828	1,783	1,827	1,827	1,926	99
51655 - RETIRED EMP MEDICAL INS	1,102	1,102	0	0	0	0
51690 - MEDICARE	4,623	4,025	3,446	3,446	4,277	831
51695 - CITY EPO MEDICAL PLAN	12,143	19,125	19,780	19,780	13,428	(6,352)
51696 - ADVANTAGE HD MED PLAN	24,324	21,772	22,656	22,656	30,282	7,626
51697 - HRA BENEFIT TO ADV MED PLAN	2,376	2,307	1,813	1,813	2,375	562
Salaries/Benefits/Pensions Total	**425,165**	**418,754**	**414,136**	**414,136**	**453,249**	**39,113**
Operating						
52105 - MISCELLANEOUS OPERATING	657	(1)	0	0	0	0
52122 - CELL PHONES EQUIP AND SUPPLIES	225	0	0	0	0	0
52125 - GENERAL SUPPLIES	6,790	7,439	4,000	4,000	4,000	0
52126 - ELECTRICAL SUPPLIES	0	218	0	0	0	0
52135 - POSTAGE	0	12	0	0	0	0
52140 - WEARING APPAREL	1,886	1,643	1,500	1,500	1,500	0
52145 - PAINT AND CHEMICAL	1,537	1,924	7,500	7,500	4,000	(3,500)
52150 - SEED AND FERTILIZER	35,288	24,991	13,000	13,000	9,600	(3,400)
52205 - MAINT LANDSCAPING	5,752	4,737	8,000	8,000	4,000	(4,000)
52210 - MAINT TREES	4,229	0	5,000	5,000	1,000	(4,000)
52215 - MAINT GROUNDS	2,710	1,116	2,500	2,500	2,500	0
52240 - MAINT NONFLEET VEHICLES EQP	11,844	9,466	9,500	9,500	9,500	0
52270 - MAINT WELLS AND RESERVOIRS	17,742	10,634	18,000	18,000	15,000	(3,000)
52455 - LAWN MAINTENANCE SERVICE	1,825	3,570	250	250	250	0
52465 - MISCELLANEOUS SERVICES	431	839	250	250	250	0
52565 - PEST CONTROL	0	35	750	750	250	(500)
52568 - BANK AND INVESTMENT FEES	376	249	350	350	264	(86)
52575 - SERVICES	6,129	19,834	7,000	7,000	5,000	(2,000)
52607 - CELL PHONE ALLOWANCE	573	574	700	700	700	0
52615 - DUES AND MEMBERSHIP	0	5	100	100	100	0
52630 - TRAINING	2,290	132	1,200	1,200	500	(700)
52725 - RENTAL OF PROPERTY	24,155	19,404	22,094	22,094	22,760	666
52736 - CELL PHONE AIRTIME	5	0	25	25	0	(25)
52738 - CELL PHONE BASE CHARGES	3,265	2,189	1,500	1,500	2,200	700
52746 - UTILITIES ELECTRIC	9,169	11,807	11,395	11,395	11,668	273
52747 - UTILITIES GAS	1,944	1,709	1,200	1,200	1,200	0
52748 - UTILITIES SEWER	423	25	500	500	500	0
52749 - UTILITIES WATER	327,145	310,801	341,250	341,250	322,121	(19,129)
52775 - MINOR EQUIPMENT	2,364	2,898	2,500	2,500	2,500	0
52777 - TOOL ALLOWANCE	1,363	1,861	1,200	1,200	1,200	0

City of Colorado Springs
Budget Detail Report

133 - BRIARGATE SPECIAL IMP DIST

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52795 - RENTAL OF EQUIPMENT	2,149	2,781	3,600	3,600	3,600	0
52872 - MAINT FLEET VEHICLES EQP	30,661	30,537	26,000	26,000	34,000	8,000
71185 - SIDEWALK REPLACEMENT	202	0	1,000	1,000	500	(500)
71385 - FENCING	0	350	500	500	500	0
Operating Total	**503,129**	**471,779**	**492,364**	**492,364**	**461,163**	**(31,201)**
Capital Outlay						
53030 - FURNITURE AND FIXTURES	879	0	0	0	0	0
53050 - MACHINERY AND APPARATUS	6,806	14,160	0	0	0	0
Capital Outlay Total	**7,685**	**14,160**	**0**	**0**	**0**	**0**
Grand Total	**935,979**	**904,693**	**906,500**	**906,500**	**914,412**	**7,912**
Revenue						
44040 - SALE OF PROPERTY	1,000	0	0	0	0	0
45025 - PROP TAXES CURRENT YEAR	736,189	738,774	806,074	806,074	817,948	11,874
45050 - PROP TAXES DELIQUENT	477	158	0	0	0	0
45055 - PROP TAXES PENALTY	515	359	0	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	78,954	84,803	87,450	87,450	94,064	6,614
46025 - INTEREST	3,456	2,076	3,200	3,200	2,400	(800)
Total Revenue	**820,591**	**826,170**	**896,724**	**896,724**	**914,412**	**17,688**

City of Colorado Springs
Budget Detail Report

136 - COLORADO GATEWAY IMP DIST

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51220 - SEASONAL TEMPORARY	0	0	0	0	400	400
51610 - PERA	0	0	0	0	55	55
51615 - WORKERS COMPENSATION	0	0	0	0	1	1
51690 - MEDICARE	0	0	0	0	6	6
Salaries/Benefits/Pensions Total	**0**	**0**	**0**	**0**	**462**	**462**
Operating						
52125 - GENERAL SUPPLIES	0	0	100	100	100	0
52126 - ELECTRICAL SUPPLIES	0	0	100	100	100	0
52210 - MAINT TREES	0	0	750	750	600	(150)
52215 - MAINT GROUNDS	0	0	300	300	300	0
52568 - BANK AND INVESTMENT FEES	12	7	30	30	8	(22)
52575 - SERVICES	7,245	735	2,000	2,000	5,000	3,000
52746 - UTILITIES ELECTRIC	306	482	800	800	600	(200)
Operating Total	**7,563**	**1,224**	**4,080**	**4,080**	**6,708**	**2,628**
Capital Outlay Total	**0**	**0**	**0**	**0**	**0**	**0**
Grand Total	**7,563**	**1,224**	**4,080**	**4,080**	**7,170**	**3,090**
Revenue						
45025 - PROP TAXES CURRENT YEAR	2,580	2,642	2,990	2,990	2,903	(87)
45050 - PROP TAXES DELIQUENT	0	3	0	0	0	0
45055 - PROP TAXES PENALTY	25	23	0	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	278	304	325	325	334	9
46025 - INTEREST	112	64	100	100	70	(30)
Total Revenue	**2,995**	**3,036**	**3,415**	**3,415**	**3,307**	**(108)**

City of Colorado Springs
Budget Detail Report

132 - NORWOOD SPECIAL IMP DIST

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	209,492	151,004	156,080	156,080	220,200	64,120
51210 - OVERTIME	845	321	1,000	1,000	1,000	0
51220 - SEASONAL TEMPORARY	37,516	53,717	52,000	52,000	52,000	0
51260 - VACATION BUY PAY OUT	907	934	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(889)	(907)	0	0	(87,437)	(87,437)
51610 - PERA	32,755	29,982	21,132	21,132	36,700	15,568
51615 - WORKERS COMPENSATION	9,971	8,110	6,209	6,209	9,781	3,572
51620 - EQUITABLE LIFE INSURANCE	585	478	576	576	767	191
51640 - DENTAL INSURANCE	1,569	1,168	1,228	1,228	1,704	476
51690 - MEDICARE	2,579	2,907	2,263	2,263	3,884	1,621
51695 - CITY EPO MEDICAL PLAN	12,143	3,890	4,545	4,545	13,428	8,883
51696 - ADVANTAGE HD MED PLAN	17,196	16,232	16,187	16,187	19,236	3,049
51697 - HRA BENEFIT TO ADV MED PLAN	1,759	1,459	1,413	1,413	1,750	337
Salaries/Benefits/Pensions Total	**326,428**	**269,295**	**262,633**	**262,633**	**273,013**	**10,380**
Operating						
52105 - MISCELLANEOUS OPERATING	4,572	(10)	300	300	300	0
52122 - CELL PHONES EQUIP AND SUPPLIES	187	0	0	0	0	0
52125 - GENERAL SUPPLIES	4,162	10,316	4,800	4,800	4,800	0
52126 - ELECTRICAL SUPPLIES	0	55	0	0	0	0
52140 - WEARING APPAREL	1,708	2,165	1,500	1,500	1,500	0
52145 - PAINT AND CHEMICAL	1,489	1,607	8,000	8,000	8,000	0
52150 - SEED AND FERTILIZER	28,012	13,232	12,500	12,500	12,500	0
52205 - MAINT LANDSCAPING	6,366	5,788	7,000	7,000	7,000	0
52210 - MAINT TREES	0	0	5,000	5,000	5,000	0
52215 - MAINT GROUNDS	42	308	1,000	1,000	1,000	0
52240 - MAINT NONFLEET VEHICLES EQP	7,129	8,325	7,500	7,500	7,500	0
52270 - MAINT WELLS AND RESERVOIRS	8,820	16,259	15,000	15,000	15,000	0
52275 - MAINT RUNWAYS	0	364	0	0	0	0
52455 - LAWN MAINTENANCE SERVICE	1,788	3,750	500	500	500	0
52465 - MISCELLANEOUS SERVICES	318	293	500	500	500	0
52565 - PEST CONTROL	675	949	500	500	500	0
52568 - BANK AND INVESTMENT FEES	688	500	500	500	517	17
52575 - SERVICES	4,101	14,938	15,000	15,000	15,000	0
52607 - CELL PHONE ALLOWANCE	398	0	200	200	200	0
52615 - DUES AND MEMBERSHIP	0	5	0	0	0	0
52630 - TRAINING	2,365	254	900	900	900	0
52725 - RENTAL OF PROPERTY	19,636	17,246	13,256	13,256	15,020	1,764
52736 - CELL PHONE AIRTIME	26	0	0	0	0	0
52738 - CELL PHONE BASE CHARGES	2,913	2,138	1,500	1,500	1,500	0
52746 - UTILITIES ELECTRIC	3,368	3,589	4,770	4,770	4,884	114
52749 - UTILITIES WATER	194,351	199,980	231,000	231,000	244,860	13,860
52775 - MINOR EQUIPMENT	4,092	172	2,000	2,000	2,000	0
52777 - TOOL ALLOWANCE	1,095	1,208	1,200	1,200	1,200	0
52795 - RENTAL OF EQUIPMENT	1,457	1,485	1,800	1,800	1,800	0
52872 - MAINT FLEET VEHICLES EQP	21,954	22,215	20,000	20,000	24,000	4,000
65339 - NORTH SLOPE	0	6	0	0	0	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
71185 - SIDEWALK REPLACEMENT	0	0	2,500	2,500	2,500	0
71385 - FENCING	131,449	70,777	225,000	225,000	152,000	(73,000)
Operating Total	**453,161**	**397,914**	**583,726**	**583,726**	**530,481**	**(53,245)**
Capital Outlay						
53050 - MACHINERY AND APPARATUS	6,716	5,645	20,000	20,000	20,000	0
Capital Outlay Total	**6,716**	**5,645**	**20,000**	**20,000**	**20,000**	**0**
Grand Total	**786,305**	**672,854**	**866,359**	**866,359**	**823,494**	**(42,865)**
Revenue						
45025 - PROP TAXES CURRENT YEAR	595,353	590,256	661,167	661,167	662,049	882
45050 - PROP TAXES DELIQUENT	47	0	0	0	0	0
45055 - PROP TAXES PENALTY	355	280	0	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	63,956	68,380	71,803	71,803	76,136	4,333
46025 - INTEREST	6,218	4,587	6,100	6,100	4,700	(1,400)
46153 - TRANSFER FROM OTHER FUNDS	0	0	42,415	42,415	0	(42,415)
Total Revenue	**665,929**	**663,503**	**781,485**	**781,485**	**742,885**	**(38,600)**

City of Colorado Springs
Budget Detail Report

131 - OLD COLO CITY MAINT-SEC DIST

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	42,040	43,955	44,285	44,285	45,171	886
51210 - OVERTIME	477	22	1,000	1,000	500	(500)
51220 - SEASONAL TEMPORARY	4,457	5,008	5,500	5,500	5,500	0
51245 - RETIREMENT TERM VACATION	0	0	0	0	0	0
51260 - VACATION BUY PAY OUT	248	852	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(787)	(811)	0	0	0	0
51610 - PERA	6,105	6,619	6,067	6,067	6,821	754
51615 - WORKERS COMPENSATION	1,882	2,171	1,984	1,984	1,996	12
51620 - EQUITABLE LIFE INSURANCE	117	120	149	149	149	0
51640 - DENTAL INSURANCE	362	362	380	380	372	(8)
51690 - MEDICARE	647	705	642	642	722	80
51695 - CITY EPO MEDICAL PLAN	4,427	0	0	0	0	0
51696 - ADVANTAGE HD MED PLAN	163	4,927	5,180	5,180	5,184	4
51697 - HRA BENEFIT TO ADV MED PLAN	17	505	500	500	500	0
Salaries/Benefits/Pensions Total	**60,155**	**64,435**	**65,687**	**65,687**	**66,915**	**1,228**
Operating						
52125 - GENERAL SUPPLIES	497	1,149	750	750	750	0
52126 - ELECTRICAL SUPPLIES	64	210	200	200	200	0
52140 - WEARING APPAREL	186	31	450	450	450	0
52145 - PAINT AND CHEMICAL	863	744	800	800	800	0
52150 - SEED AND FERTILIZER	612	43	600	600	600	0
52205 - MAINT LANDSCAPING	2,990	1,691	1,250	1,250	1,250	0
52210 - MAINT TREES	0	100	1,250	1,250	1,000	(250)
52215 - MAINT GROUNDS	1,249	477	1,250	1,250	1,000	(250)
52240 - MAINT NONFLEET VEHICLES EQP	62	0	150	150	150	0
52265 - MAINT BUILDINGS AND STRUCTURE	0	15	400	400	400	0
52270 - MAINT WELLS AND RESERVOIRS	1,378	564	1,200	1,200	1,000	(200)
52275 - MAINT RUNWAYS	169	0	0	0	0	0
52410 - BUILDING SECURITY SERVICES	277	323	600	600	500	(100)
52465 - MISCELLANEOUS SERVICES	76	65	0	0	0	0
52568 - BANK AND INVESTMENT FEES	91	78	120	120	77	(43)
52571 - SNOW REMOVAL	1,592	1,625	2,000	2,000	2,000	0
52575 - SERVICES	784	1,462	4,000	4,000	4,000	0
52655 - TRAVEL OUT OF TOWN	0	0	0	0	0	0
52738 - CELL PHONE BASE CHARGES	325	228	250	250	250	0
52746 - UTILITIES ELECTRIC	4,362	4,217	4,770	4,770	4,884	114
52747 - UTILITIES GAS	946	823	1,200	1,200	1,100	(100)
52748 - UTILITIES SEWER	400	399	420	420	450	30
52749 - UTILITIES WATER	7,205	8,692	7,665	7,665	8,126	461
52775 - MINOR EQUIPMENT	476	789	450	450	450	0
52777 - TOOL ALLOWANCE	311	42	300	300	300	0
52795 - RENTAL OF EQUIPMENT	0	0	200	200	200	0
52872 - MAINT FLEET VEHICLES EQP	2,854	2,376	2,500	2,500	2,200	(300)
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
71185 - SIDEWALK REPLACEMENT	0	0	200	200	250	50
Operating Total	**27,769**	**26,143**	**32,975**	**32,975**	**32,387**	**(588)**
Capital Outlay						
53030 - FURNITURE AND FIXTURES	127	86	5,000	5,000	5,000	0
53095 - IMPROVEMENT TO CAP ASSETS	15,002	600	15,000	15,000	15,000	0
Capital Outlay Total	**15,129**	**686**	**20,000**	**20,000**	**20,000**	**0**
Grand Total	**103,053**	**91,264**	**118,662**	**118,662**	**119,302**	**640**
Revenue						
45025 - PROP TAXES CURRENT YEAR	81,683	88,141	88,275	88,275	88,539	264
45050 - PROP TAXES DELIQUENT	1	0	0	0	0	0
45055 - PROP TAXES PENALTY	390	311	0	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	9,717	10,116	9,587	9,587	10,182	595
46025 - INTEREST	820	728	800	800	700	(100)
Total Revenue	**92,611**	**99,296**	**98,662**	**98,662**	**99,421**	**759**

City of Colorado Springs
Budget Detail Report

137 - PLATTE AVE IMP DIST

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51220 - SEASONAL TEMPORARY	0	0	0	0	500	500
51610 - PERA	0	0	0	0	69	69
51615 - WORKERS COMPENSATION	0	0	0	0	1	1
51690 - MEDICARE	0	0	0	0	7	7
Salaries/Benefits/Pensions Total	**0**	**0**	**0**	**0**	**577**	**577**
Operating						
52125 - GENERAL SUPPLIES	0	0	200	200	200	0
52145 - PAINT AND CHEMICAL	0	0	300	300	300	0
52210 - MAINT TREES	401	0	1,000	1,000	3,000	2,000
52215 - MAINT GROUNDS	0	0	1,000	1,000	1,000	0
52455 - LAWN MAINTENANCE SERVICE	0	2,720	5,000	5,000	5,000	0
52568 - BANK AND INVESTMENT FEES	98	85	120	120	88	(32)
52575 - SERVICES	6,541	4,900	45,000	45,000	8,000	(37,000)
52746 - UTILITIES ELECTRIC	0	0	0	0	200	200
52749 - UTILITIES WATER	0	0	0	0	1,000	1,000
Operating Total	**7,040**	**7,705**	**52,620**	**52,620**	**18,788**	**(33,832)**
Capital Outlay Total	**0**	**0**	**0**	**0**	**0**	**0**
Grand Total	**7,040**	**7,705**	**52,620**	**52,620**	**19,365**	**(33,255)**
Revenue						
45025 - PROP TAXES CURRENT YEAR	8,581	8,250	8,672	8,672	8,672	0
46025 - INTEREST	881	809	900	900	800	(100)
Total Revenue	**9,462**	**9,059**	**9,572**	**9,572**	**9,472**	**(100)**

City of Colorado Springs
Budget Detail Report

134 - STETSON HILL IMP DIST

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	28,754	78,310	78,596	78,596	43,455	(35,141)
51210 - OVERTIME	1,380	575	750	750	750	0
51220 - SEASONAL TEMPORARY	14,518	20,576	25,000	25,000	25,000	0
51230 - SHIFT DIFFERENTIAL	40	0	0	0	0	0
51245 - RETIREMENT TERM VACATION	4,924	0	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	0	0	0	0	42,405	42,405
51610 - PERA	6,399	14,457	10,768	10,768	9,262	(1,506)
51615 - WORKERS COMPENSATION	1,986	3,858	3,007	3,007	1,961	(1,046)
51620 - EQUITABLE LIFE INSURANCE	82	254	266	266	140	(126)
51640 - DENTAL INSURANCE	282	675	654	654	444	(210)
51690 - MEDICARE	679	1,362	1,140	1,140	980	(160)
51695 - CITY EPO MEDICAL PLAN	6,036	2,539	2,539	2,539	0	(2,539)
51696 - ADVANTAGE HD MED PLAN	2,083	16,994	15,918	15,918	13,428	(2,490)
51697 - HRA BENEFIT TO ADV MED PLAN	754	1,058	975	975	750	(225)
Salaries/Benefits/Pensions Total	**67,917**	**140,658**	**139,613**	**139,613**	**138,575**	**(1,038)**
Operating						
52105 - MISCELLANEOUS OPERATING	148	0	0	0	0	0
52125 - GENERAL SUPPLIES	1,623	4,738	2,000	2,000	2,000	0
52126 - ELECTRICAL SUPPLIES	0	30	0	0	0	0
52140 - WEARING APPAREL	618	971	750	750	750	0
52145 - PAINT AND CHEMICAL	268	836	1,500	1,500	1,250	(250)
52150 - SEED AND FERTILIZER	11,929	3,859	5,000	5,000	5,000	0
52205 - MAINT LANDSCAPING	1,641	1,408	3,000	3,000	2,750	(250)
52210 - MAINT TREES	0	0	2,000	2,000	2,000	0
52215 - MAINT GROUNDS	0	32	1,500	1,500	1,500	0
52240 - MAINT NONFLEET VEHICLES EQP	2,426	2,959	3,000	3,000	3,500	500
52270 - MAINT WELLS AND RESERVOIRS	9,222	8,118	10,000	10,000	10,000	0
52455 - LAWN MAINTENANCE SERVICE	324	756	0	0	0	0
52465 - MISCELLANEOUS SERVICES	353	151	0	0	0	0
52568 - BANK AND INVESTMENT FEES	274	314	250	250	352	102
52575 - SERVICES	4,532	892	10,000	10,000	10,000	0
52607 - CELL PHONE ALLOWANCE	98	0	0	0	0	0
52615 - DUES AND MEMBERSHIP	0	5	0	0	0	0
52630 - TRAINING	235	334	600	600	600	0
52725 - RENTAL OF PROPERTY	2,212	6,464	8,837	8,837	9,103	266
52746 - UTILITIES ELECTRIC	2,887	2,947	3,816	3,816	3,908	92
52749 - UTILITIES WATER	72,020	58,275	99,750	99,750	105,735	5,985
52775 - MINOR EQUIPMENT	0	71	1,200	1,200	1,200	0
52777 - TOOL ALLOWANCE	310	837	400	400	400	0
52795 - RENTAL OF EQUIPMENT	813	788	800	800	800	0
52872 - MAINT FLEET VEHICLES EQP	1,320	178	2,000	2,000	2,000	0
65170 - TRANSFER TO OTHER FUNDS	0	0	42,415	42,415	0	(42,415)
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
71185 - SIDEWALK REPLACEMENT	135	0	1,000	1,000	1,000	0
71385 - FENCING	12,972	7,480	25,000	25,000	25,000	0
Operating Total	**126,360**	**102,443**	**224,818**	**224,818**	**188,848**	**(35,970)**
Capital Outlay						
53050 - MACHINERY AND APPARATUS	1,164	4,710	20,000	20,000	20,000	0
Capital Outlay Total	**1,164**	**4,710**	**20,000**	**20,000**	**20,000**	**0**
Grand Total	**195,441**	**247,811**	**384,431**	**384,431**	**347,423**	**(37,008)**
Revenue						
45025 - PROP TAXES CURRENT YEAR	249,276	250,209	275,419	275,419	275,186	(233)
45050 - PROP TAXES DELIQUENT	622	366	0	0	0	0
45055 - PROP TAXES PENALTY	257	299	0	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	26,845	28,726	29,910	29,910	31,646	1,736
46025 - INTEREST	2,405	2,932	2,500	2,500	3,200	700
Total Revenue	**279,405**	**282,532**	**307,829**	**307,829**	**310,032**	**2,203**

City of Colorado Springs
Budget Detail Report

135 - WOODSTONE IMP DIST

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51220 - SEASONAL TEMPORARY	0	0	0	0	200	200
51610 - PERA	0	0	0	0	27	27
51615 - WORKERS COMPENSATION	0	0	0	0	0	0
51690 - MEDICARE	0	0	0	0	3	3
Salaries/Benefits/Pensions Total	**0**	**0**	**0**	**0**	**230**	**230**
Operating						
52105 - MISCELLANEOUS OPERATING	400	0	0	0	0	0
52125 - GENERAL SUPPLIES	0	(9)	100	100	100	0
52126 - ELECTRICAL SUPPLIES	0	0	100	100	100	0
52215 - MAINT GROUNDS	0	0	100	100	100	0
52270 - MAINT WELLS AND RESERVOIRS	0	0	250	250	250	0
52455 - LAWN MAINTENANCE SERVICE	0	0	2,500	2,500	3,000	500
52568 - BANK AND INVESTMENT FEES	109	76	150	150	77	(73)
52575 - SERVICES	2,066	3,761	2,000	2,000	1,500	(500)
52746 - UTILITIES ELECTRIC	460	310	600	600	614	14
71385 - FENCING	40,361	40,435	35,000	35,000	28,000	(7,000)
Operating Total	**43,396**	**44,573**	**40,800**	**40,800**	**33,741**	**(7,059)**
Capital Outlay Total	**0**	**0**	**0**	**0**	**0**	**0**
Grand Total	**43,396**	**44,573**	**40,800**	**40,800**	**33,971**	**(6,829)**
Revenue						
45025 - PROP TAXES CURRENT YEAR	15,896	15,903	17,326	17,326	17,400	74
45055 - PROP TAXES PENALTY	14	14	0	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	1,704	1,825	1,882	1,882	2,001	119
46025 - INTEREST	996	698	1,000	1,000	700	(300)
Total Revenue	**18,610**	**18,440**	**20,208**	**20,208**	**20,101**	**(107)**

Recreation and Administration

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

2017 Initiatives

ID	Goal	Initiative
3B-02	Building Community and Collaborative Relationships	Foster outreach programs for K-12 youth with local schools and community centers to encourage outdoor recreation
3B-10	Building Community and Collaborative Relationships	Continue to enhance volunteerism within the Parks, Recreation and Cultural Services Department.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$5,894,922	$6,079,078	$6,079,078	$5,516,292	($562,786)
	General Fund - CIP	31,000	0	0	0	0
	Grants Fund - Awards	107,000	61,000	61,000	0	(61,000)
	Total	**$6,032,922**	**$6,140,078**	**$6,140,078**	**$5,516,292**	**($623,786)**
	Positions					
	General Fund	33.25	33.25	34.25	33.25	(1.00)
	Other Funds	0.50	0.50	0.50	0.50	0.00
	Total	**33.75**	**33.75**	**34.75**	**33.75**	**(1.00)**

* 2016 Amended Budget as of 8/4/2016

Significant Changes vs. 2016

- Decrease of approximately $563,000 in operating, mainly due to the transfer of the department's budget for utilities to the Finance/General Costs budget for central oversight
- Reduction of Therapeutic Recreation staff position due to the end of the grant program funding

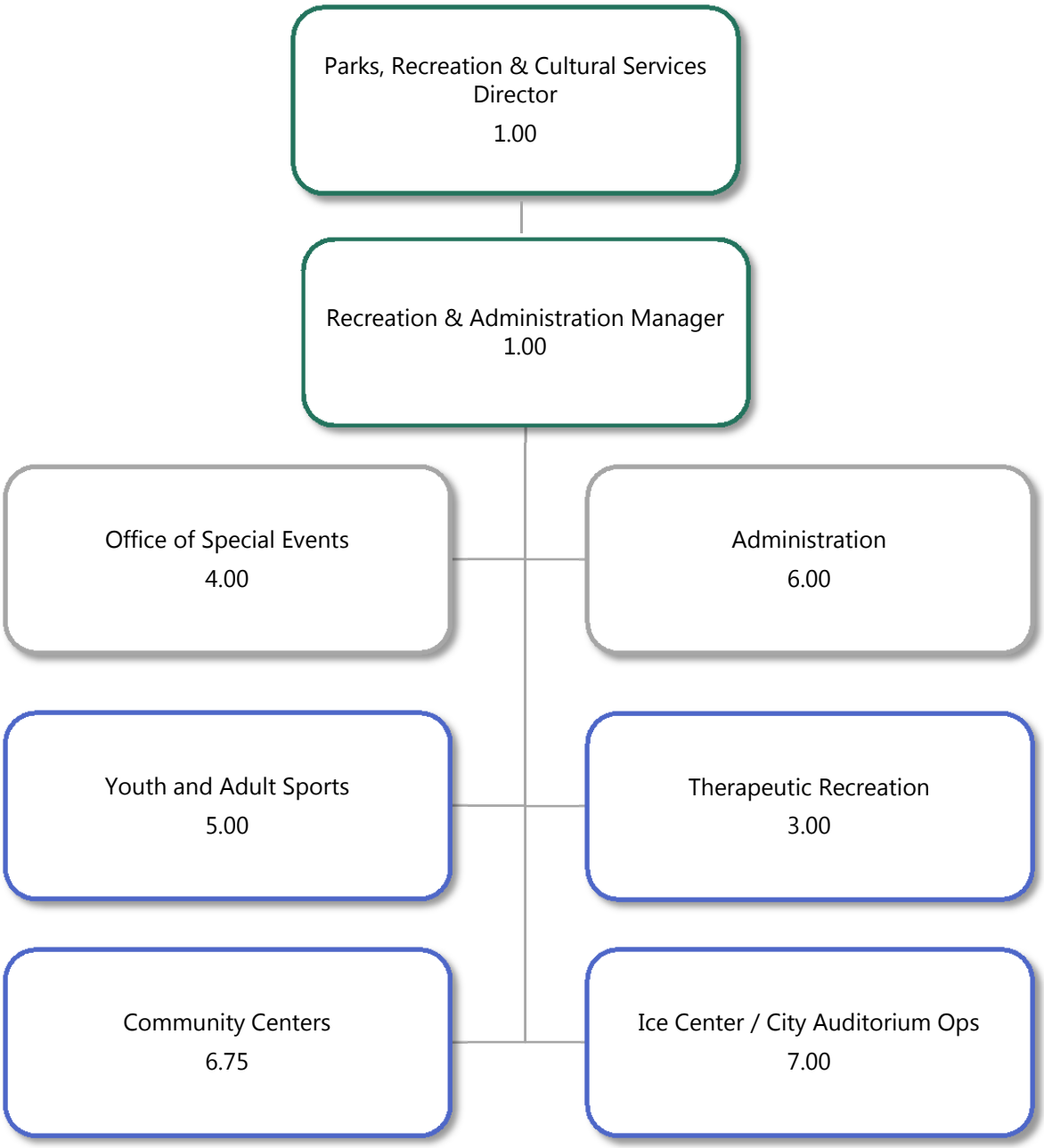
Recreation and Administration

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

The Administration portion of the division provides centralized support to the various operating divisions as well as manages multiple internal and external programs. General services include accounts payable, clerical support, and personnel staffing in coordination with the Human Resources Department. Administration is also the primary interface between the public and the Department. Staff processes reservations for the Department's rental facilities, coordinates close to 300 special events, recruits and manages nearly 2,500 volunteers, and responds to thousands of citizen inquiries about programs and facilities. Administration also cultivates public/private partnerships that allow the City to strengthen and expand programs, acquire natural areas, and build facilities.

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

Recreation Program Budgets	2014 Actual	2015 Actual	2016 Original Budget	2016 Amended Budget	2017 Budget
Deerfield Community Center	$317,074	$349,070	$329,843	$329,843	$360,851
Westside Community Center	75,000	75,000	100,000	100,000	100,000
Meadows Park Community Center	316,923	356,203	318,340	318,340	310,829
Hillside Community Center	400,565	422,311	465,886	465,886	426,575
Therapeutic Recreation	421,437	434,111	439,985	439,985	369,235
City Auditorium	201,424	242,084	223,057	223,057	242,454
Youth Sports	577,018	558,775	617,439	617,439	583,712
Adult Sports	321,311	343,383	377,324	377,324	384,942
Aquatics	1,119,740	1,170,329	1,214,528	1,214,528	897,626
Sertich Ice Center	617,739	716,375	671,963	671,963	543,008
Direct Public Service Functions	**$4,368,231**	**$4,667,641**	**$4,758,365**	**$4,758,365**	**$4,219,232**
All other support/management functions	985,608	1,227,280	1,320,713	1,320,713	1,297,060
All Recreation Functions	**$5,353,839**	**$5,894,921**	**$6,079,078**	**$6,079,078**	**$5,516,292**


Parks, Recreation & Cultural Services Director
1.00
Recreation & Administration Manager
1.00
Office of Special Events
4.00
Administration
6.00
Youth and Adult Sports
5.00
Therapeutic Recreation
3.00
Community Centers
6.75
Ice Center / City Auditorium Ops
7.00

The sections below and on the following pages provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Budget for each fund including General Fund, TOPS Fund, Grant Fund, and CIP.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$3,096,778	$3,575,661	$3,624,032	$3,624,032	$3,705,710	$81,678
Operating	2,257,061	2,318,826	2,454,046	2,454,046	1,809,582	(644,464)
Capital Outlay	0	435	1,000	1,000	1,000	0
Total	**$5,353,839**	**$5,894,922**	**$6,079,078**	**$6,079,078**	**$5,516,292**	**($562,786)**
CIP	**$61,550**	**$31,000**	**$0**	**$0**	**$0**	**$0**
Revenue	**$2,005,572**	**$2,251,670**	**$2,663,129**	**$2,663,129**	**$2,423,828**	**($239,301)**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Administrative Technician	3.00	3.00	3.00	3.00	0.00
Analyst II, Financial	1.75	0.75	0.75	0.75	0.00
Maintenance Services Worker	1.75	0.75	0.75	0.75	0.00
Office Specialist	1.00	1.00	1.00	1.00	0.00
Recreation and Administration Manager	1.00	1.00	1.00	1.00	0.00
Parks Operations Administrator	7.00	7.00	7.00	7.00	0.00
Parks, Recreation and Cultural Services Director	1.00	1.00	1.00	1.00	0.00
Program Coordinator	4.00	5.00	5.00	4.00	(1.00)
Maintenance Technician II	1.00	2.00	2.00	2.00	0.00
Marketing Specialist	1.00	1.00	1.00	1.00	0.00
Recreation Assistant	4.00	4.00	5.00	5.00	0.00
Senior Analyst, Grants	0.75	0.75	0.75	0.75	0.00
Senior Office Specialist	2.00	2.00	2.00	2.00	0.00
Skilled Maintenance Technician	1.00	1.00	1.00	1.00	0.00
Special Events Coordinator	0.00	1.00	1.00	1.00	0.00
Special Events Supervisor	1.00	1.00	1.00	1.00	0.00
Spirit of the Springs Specialist	1.00	0.00	0.00	0.00	0.00
Sr. Volunteer Coordinator	1.00	1.00	1.00	1.00	0.00
Total Positions	**33.25**	**33.25**	**34.25**	**33.25**	**(1.00)**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$13,972
	Increase to fund pay for performance and position movements in salary structure	43,770
	Increase due to redistribution from Operating to increase funding in seasonal temporary to staff various programs	23,936
	Total Salaries/Benefits/Pensions	**$81,678**
	Operating	
	Transfer of the department's budget for armored car services to the Finance Department budget for central contract oversight	($9,316)
	Transfer of the department's budget for records management to the City Clerk's Office budget for central contract oversight	(780)
	Transfer of the department's budget for utilities (electric, gas, electric, & water) to the Finance/General Costs budget for central oversight	(601,123)
	Decrease due to reflect projected expenditures and to redistribute funds to Salaries/Benefits/Pensions	(33,245)
	Total Operating	**($644,464)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2017	**($562,786)**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Increase of 1.00 FTE position (Recreation Assistant) (revenue offset)	1.00
	Total During 2016	**1.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Decrease of 1.00 FTE position (Program Coordinator) due to end of grant program funding	(1.00)
	Total For 2017	**(1.00)**

TOPS Fund						
	Position Title	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
	Senior Analyst, Grants	0.25	0.25	0.25	0.25	0.00
	Analyst II, Financial	0.25	0.25	0.25	0.25	0.00
	Total Positions	**0.50**	**0.50**	**0.50**	**0.50**	**0.00**
	The positions above report to the Parks Recreation and Administration department, but funding is in the TOPS Fund listed in the Parks Operations and Development budget.					

* 2016 Amended Budget as of 8/4/2016

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

Grant Funds							
	Use of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
	Grant Award	$30,000	$107,000	$61,000	$61,000	$0	($61,000)
	Total	**$30,000**	**$107,000**	**$61,000**	**$61,000**	**$0**	**($61,000)**

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Decrease to remove 2016 operating grant awards	($61,000)
	Total For 2017	**($61,000)**

* 2016 Amended Budget as of 8/4/2016

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Parks - Recreation and Administration

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	1,549,441	1,906,118	1,994,532	1,994,532	2,008,310	13,778
51210 - OVERTIME	4,096	2,633	3,480	3,480	3,480	0
51220 - SEASONAL TEMPORARY	906,505	896,730	861,353	861,353	885,289	23,936
51230 - SHIFT DIFFERENTIAL	1,195	1,105	7,200	7,200	7,200	0
51240 - RETIREMENT TERMINATION SICK	0	9,189	0	0	0	0
51245 - RETIREMENT TERM VACATION	1,044	9,304	0	0	0	0
51260 - VACATION BUY PAY OUT	3,220	8,280	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(6,528)	(11,717)	0	0	0	0
51610 - PERA	334,357	377,953	396,129	396,129	394,917	(1,212)
51615 - WORKERS COMPENSATION	47,638	54,686	22,471	22,471	18,941	(3,530)
51620 - EQUITABLE LIFE INSURANCE	4,276	5,312	7,258	7,258	7,128	(130)
51640 - DENTAL INSURANCE	9,238	11,759	12,783	12,783	13,710	927
51670 - PARKING FOR EMPLOYEES	1,800	1,800	1,100	1,100	1,100	0
51690 - MEDICARE	35,455	40,177	41,753	41,753	41,797	44
51695 - CITY EPO MEDICAL PLAN	55,642	62,921	66,178	66,178	74,448	8,270
51696 - ADVANTAGE HD MED PLAN	138,838	186,037	196,794	196,794	233,265	36,471
51697 - HRA BENEFIT TO ADV MED PLAN	10,561	13,374	13,001	13,001	16,125	3,124
Salaries/Benefits/Pensions Total	**3,096,778**	**3,575,661**	**3,624,032**	**3,624,032**	**3,705,710**	**81,678**
Operating						
52105 - MISCELLANEOUS OPERATING	17,254	11,689	200	200	200	0
52110 - OFFICE SUPPLIES	8,493	10,000	12,353	12,353	13,623	1,270
52111 - PAPER SUPPLIES	751	528	2,418	2,418	1,630	(788)
52115 - MEDICAL SUPPLIES	0	0	50	50	300	250
52120 - COMPUTER SOFTWARE	0	1,415	0	0	0	0
52122 - CELL PHONES EQUIP AND SUPPLIES	(5,624)	574	730	730	730	0
52125 - GENERAL SUPPLIES	45,888	56,447	52,475	44,475	41,375	(3,100)
52135 - POSTAGE	5,187	4,905	7,685	7,685	7,685	0
52140 - WEARING APPAREL	5,027	3,917	4,550	6,550	6,250	(300)
52145 - PAINT AND CHEMICAL	4,956	11,855	7,295	7,295	7,250	(45)
52155 - AUTOMOTIVE	(1,518)	(1,480)	200	200	200	0
52160 - FUEL	0	4,148	19,000	8,000	8,000	0
52165 - LICENSES AND TAGS	0	8	0	0	0	0
52170 - SPECIAL PHOTOGRAPHY ETC	0	4	0	0	0	0
52175 - SIGNS	76	0	0	0	0	0
52190 - JANITORIAL SUPPLIES	8,007	13,854	12,200	12,200	13,000	800
52210 - MAINT TREES	0	352	0	0	0	0
52230 - MAINT FURNITURE AND FIXTURES	1,320	1,006	1,400	1,400	1,400	0
52235 - MAINT MACHINERY AND APPARATUS	735	1,008	4,534	4,534	4,534	0
52265 - MAINT BUILDINGS AND STRUCTURE	93,141	133,230	110,628	114,628	120,823	6,195
52270 - MAINT WELLS AND RESERVOIRS	120	3,155	0	0	0	0
52275 - MAINT RUNWAYS	462	0	0	0	0	0
52305 - MAINT SOFTWARE	1,800	5,600	3,072	3,072	3,072	0
52405 - ADVERTISING SERVICES	23,638	29,617	30,128	30,128	26,000	(4,128)
52410 - BUILDING SECURITY SERVICES	39,710	49,200	61,150	61,150	62,310	1,160
52413 - SPECIAL EVENTS	0	0	0	8,000	9,500	1,500
52435 - GARBAGE REMOVAL SERVICES	0	0	3,029	3,029	3,029	0
52445 - JANITORIAL SERVICES	0	0	400	400	800	400
52450 - LAUNDRY AND CLEANING SERVICES	2,365	2,513	3,000	3,000	3,000	0

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Parks - Recreation and Administration

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52465 - MISCELLANEOUS SERVICES	24,087	24,814	38,456	38,456	38,456	0
52560 - PARKING SERVICES	0	271	0	0	300	300
52565 - PEST CONTROL	818	861	908	908	1,208	300
52573 - CREDIT CARD FEES	49,573	56,028	52,400	52,400	71,800	19,400
52575 - SERVICES	209,955	282,634	257,062	237,062	223,496	(13,566)
52579 - INSPECTIONS	1,385	2,521	965	965	965	0
52583 - PROGRAM SUPPORT	585,913	517,856	616,312	616,312	616,312	0
52590 - TEMPORARY EMPLOYMENT	923	21,019	0	2,000	0	(2,000)
52605 - CAR MILEAGE	7,131	6,651	9,699	9,699	9,049	(650)
52615 - DUES AND MEMBERSHIP	975	1,465	2,430	2,430	2,885	455
52625 - MEETING EXPENSES IN TOWN	3,509	4,372	12,329	12,329	8,329	(4,000)
52630 - TRAINING	484	1,516	6,595	6,595	6,595	0
52635 - EMPLOYEE EDUCATIONL ASSISTANCE	0	767	0	0	0	0
52645 - SUBSCRIPTIONS	175	2,581	200	200	200	0
52650 - MARKETING EXP	0	0	3,500	3,500	2,000	(1,500)
52655 - TRAVEL OUT OF TOWN	3,692	2,811	5,966	5,966	5,966	0
52731 - STATE CNTY PPRTA TAX	0	792	0	0	0	0
52735 - TELEPHONE LONG DIST CALLS	1,405	0	850	850	1,350	500
52736 - CELL PHONE AIRTIME	(568)	16	420	420	420	0
52738 - CELL PHONE BASE CHARGES	13,054	9,310	9,388	9,388	9,388	0
52740 - GENERAL INSURANCE-CITY	3,533	0	4,950	4,950	4,950	0
52745 - UTILITIES	0	0	647	647	0	(647)
52746 - UTILITIES ELECTRIC	349,874	342,798	367,971	367,971	0	(367,971)
52747 - UTILITIES GAS	144,250	120,361	125,601	125,601	0	(125,601)
52748 - UTILITIES SEWER	33,777	31,059	33,744	33,744	0	(33,744)
52749 - UTILITIES WATER	115,655	115,142	72,315	72,315	0	(72,315)
52775 - MINOR EQUIPMENT	10,046	7,009	9,450	9,450	9,018	(432)
52776 - PRINTER CONSOLIDATION COST	15,000	13,693	12,199	12,199	11,435	(764)
52795 - RENTAL OF EQUIPMENT	695	891	2,700	2,700	700	(2,000)
52874 - OFFICE SERVICES PRINTING	6,902	8,563	8,860	8,860	10,415	1,555
52875 - OFFICE SERVICES RECORDS	542	605	1,030	1,030	0	(1,030)
52880 - PURCHASES FOR RESALE	0	0	0	3,000	3,000	0
60294 - SPIRIT OF SPGS PROGRAM	0	0	3,500	0	0	0
65185 - PRINCIPAL	0	0	0	0	0	0
65357 - VOLUNTEER RESOURCES	0	0	7,812	7,812	7,812	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
65366 - LEARN-TO-SKATE	0	0	0	20,000	20,700	700
65368 - MISC SPORTS	8,048	9,897	10,800	10,800	10,800	0
65369 - SOFTBALL	196,050	160,197	159,243	159,243	160,021	778
65370 - SOCCER	60,796	77,267	80,174	80,174	80,174	0
65371 - BASKETBALL	9,201	6,159	10,000	10,000	8,000	(2,000)
65373 - FOOTBALL	72,894	66,794	104,618	104,618	80,968	(23,650)
65375 - VOLLEYBALL	14,102	4,440	22,655	22,655	5,655	(17,000)
65377 - TENNIS CLASSES AND CENTER	0	14,290	0	0	0	0
65379 - HIGH SCHOOL HOCKEY	5,760	5,040	6,000	2,500	0	(2,500)
65380 - ADULT HOCKEY LEAGUES	0	0	0	3,500	3,000	(500)
65383 - EARLY CHILDHOOD	588	398	600	600	600	0
65385 - TEENS PROGRAM	3,481	2,475	4,200	4,200	5,700	1,500
65387 - SPIRIT OF THE SPRINGS OPERATING	0	0	0	0	15,704	15,704
65389 - COMMUNITY SENIOR PROGRAM	4,186	1,076	4,000	4,000	3,000	(1,000)
65391 - YOUTH SERVICES PROGRAMS	11,913	15,453	13,000	16,500	11,500	(5,000)
65395 - THERAPEUTIC RECREATION PGMS	35,469	35,389	34,000	34,000	23,000	(11,000)
Operating Total	**2,257,061**	**2,318,826**	**2,454,046**	**2,454,046**	**1,809,582**	**(644,464)**

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Parks - Recreation and Administration

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Capital Outlay						
53030 - FURNITURE AND FIXTURES	0	435	1,000	1,000	1,000	0
Capital Outlay Total	**0**	**435**	**1,000**	**1,000**	**1,000**	**0**
CIP Total	**0**	**0**	**0**	**0**	**0**	**0**
Grand Total	**5,353,839**	**5,894,922**	**6,079,078**	**6,079,078**	**5,516,292**	**(562,786)**
Revenue						
40443 - MEMORIAL PARK TENNIS COURTS	0	14,587	0	0	0	0
42730 - RESALES	0	0	0	0	6,500	6,500
44025 - CASH OVER SHORT	(13)	12	0	0	0	0
44055 - REIMBURSEMENT ACCT	0	0	45,600	45,600	15,000	(30,600)
45175 - ADMISSIONS TAX	0	(1,060)	0	0	0	0
45247 - PARK AND REC PERMITS LICENSES	95,599	162,902	134,000	134,000	194,000	60,000
45831 - BASKETBALL	14,304	11,152	31,403	31,403	20,000	(11,403)
45832 - FIELD RESERVATIONS	931	129,098	143,000	143,000	143,000	0
45833 - FOOTBALL	232,816	209,366	330,049	330,049	233,524	(96,525)
45835 - PROGRAM REVENUE	127,648	108,200	138,000	138,000	120,000	(18,000)
45836 - SOFTBALL	390,316	397,140	447,859	447,859	440,604	(7,255)
45838 - VOLLEYBALL	14,775	15,444	34,832	34,832	5,260	(29,572)
45871 - ADMISSIONS ICE CENTER	191,970	146,419	173,900	165,900	173,900	8,000
45872 - ARENA ICE RENTAL	240,614	310,710	275,112	275,112	290,000	14,888
45873 - CONCESSIONS ICE CENTER	12,188	14,326	14,000	14,000	14,000	0
45874 - LESSONS	53,904	52,217	68,402	68,402	68,402	0
45875 - MISCELLANEOUS ICE CENTER	3,970	3,397	18,983	18,983	18,983	0
45876 - FIGURE SKATING	40,662	44,617	70,000	70,000	70,000	0
45877 - SKATE RENTAL	22,365	16,764	18,540	18,540	18,540	0
45878 - SKATE SHARPENING	1,575	1,344	1,000	1,000	1,000	0
45879 - SUMMER HIGH SCHOOL HOCKEY	17,000	17,002	23,000	23,000	0	(23,000)
45885 - ADULT HOCKEY LEAGUES	0	0	0	0	10,000	10,000
45891 - AUDITORIUM RENT	113,875	116,195	175,165	175,165	125,165	(50,000)
45895 - THERAPUTIC PROGRAMS	45,354	56,035	53,027	53,027	55,000	1,973
45896 - YOUTH PROGRAM	97,165	100,285	87,520	87,520	96,450	8,930
45899 - CONCESSIONS AUDITORIUM	7,597	6,756	13,225	13,225	7,500	(5,725)
45906 - RENTALS	63,983	45,105	73,500	73,500	73,500	0
45907 - SPECIAL EVENTS	29,839	13,438	0	8,000	8,000	0
45911 - HILLSIDE PROGRAMS	33,659	32,708	55,000	55,000	63,500	8,500
46152 - TRANSFER FROM LART	0	24,000	0	0	0	0
46171 - REIMBURSEMENT FROM GRANTS	134,599	78,382	108,012	108,012	22,000	(86,012)
46175 - ACACIA PARK ICE RINK	18,877	125,129	130,000	130,000	130,000	0
Total Revenue	**2,005,572**	**2,251,670**	**2,663,129**	**2,663,129**	**2,423,828**	**(239,301)**

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Planning and Development

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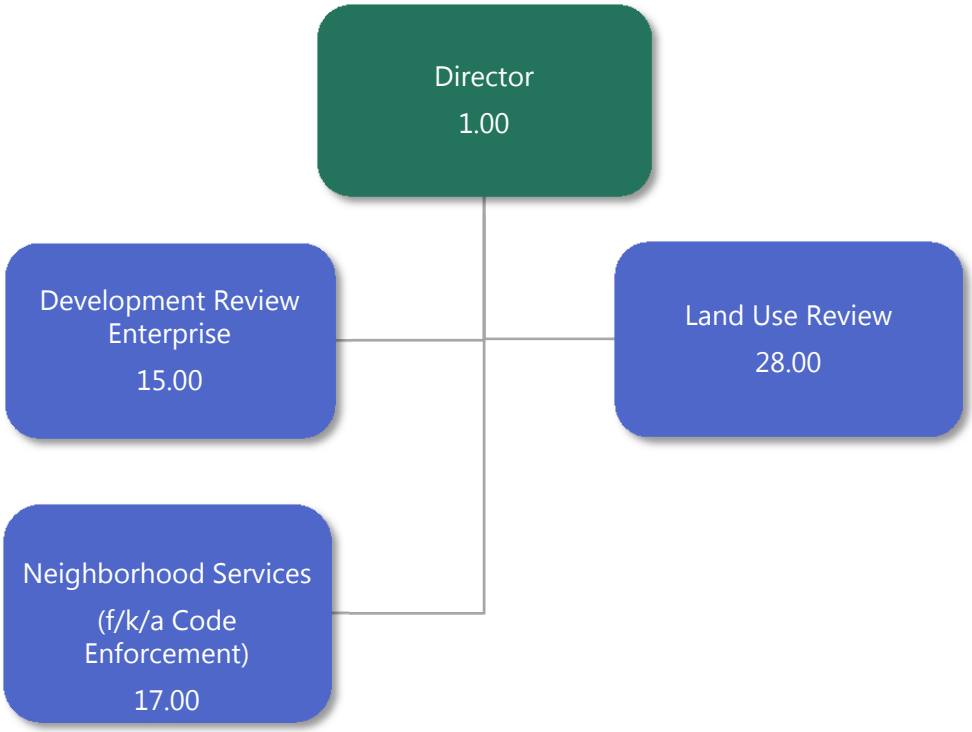

All Funds Summary

Division	General Fund	Other Funds	Total Budget
Land Use Review	$3,117,498	$0	$3,117,498
Neighborhood Services (f/k/a Code Enforcement)	1,327,427	0	1,327,427
Total Non-Enterprises	**$4,444,925**	**$0**	**$4,444,925**
Development Review Enterprise *	$0	$1,763,177	$1,763,177
Total All	**$4,444,925**	**$1,763,177**	**$6,208,102**
Total Positions	**46.00**	**15.00**	**61.00**

* Included in the Enterprise section of the budget book

Planning and Development

All Funds History

Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
General Fund	$1,531,750	$3,036,028	$4,094,752	$4,444,925	$350,173
Enterprise Funds	1,718,773	1,924,662	1,924,662	1,763,177	(161,485)
Total	**$3,250,523**	**$4,960,690**	**$6,019,414**	**$6,208,102**	**$188,688**
Total Positions	**30.50**	**44.50**	**58.00**	**61.00**	**3.00**

* 2016 Amended Budget as of 8/4/2016

Land Use Review

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2017 Initiatives

ID	Goal	Initiative
1B-08	Promoting Job Creation	Support community initiatives that improve livability and walkability of neighborhoods.
1C-01	Promoting Job Creation	Review business-related City Code and eliminate barriers to doing business in the City.
1C-05	Promoting Job Creation	Engage City Council, City Planning Commission, and neighborhood groups on key land development issues, including implementing priorities of the Infill & Revitalization Steering Committee and educating the public on the benefits of infill.
2A-05	Investing in Infrastructure	Update the City's Comprehensive Plan to better define economic growth and development objectives.
2B-06	Investing in Infrastructure	Continue to demonstrate progress in implementing the Comprehensive Plan Infill Supplement and Infill Action Plan in a collaborative cross-departmental fashion
4A-05	Excelling in City Services	Modernize development review processes internally, and evaluate regulations, fees and rules, using best practices, in cooperation with other entities outside City government who are involved in the process.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$1,466,243	$1,409,257	$2,467,981	$2,867,498	$399,517
	General Fund Project	65,507	250,000	250,000	250,000	0
	Total	**$1,531,750**	**$1,659,257**	**$2,717,981**	**$3,117,498**	**$399,517**
	Positions					
	General Fund	16.00	15.00	29.00	29.00	0.00
	Total	**16.00**	**15.00**	**29.00**	**29.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

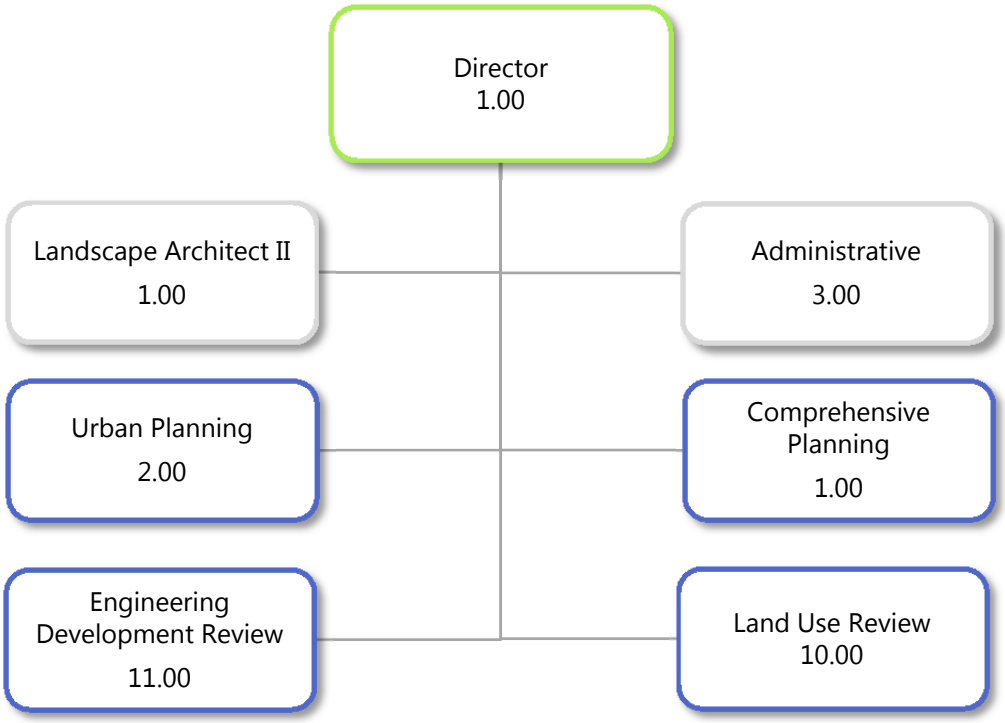
Significant Changes vs. 2016

- Net increase of $399,517 to fund existing positions and to fund pay for performance and position movements in the salary structure.

Land Use Review

The Land Use Review Division:

- Provides project review and management services for development projects undergoing City administrative and quasi-judicial review to ensure compliance with the Comprehensive Plan, Zoning Code, and Subdivision regulations
- Reviews building permits for non-single family residential construction
- Maintains the records management system; oversees the revocable permit program for private uses of public right-of-way
- Works with stakeholder groups on annual review and updates of zoning and subdivision codes
- Maintains and updates the City's Comprehensive Plan and its various components including the Intermodal Transportation Plan, and Annexation Plan
- Manages and facilitates corridor and revitalization planning efforts
- Provides key support for sustainability and economic development initiatives
- Implements the City's Special District Policy
- Enforces land use regulations on private properties



The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016 and changes occurring as part of the 2017 General Fund Budget.

General Fund	Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Salary/Benefits/ Pensions	$1,420,822	$1,389,141	$1,308,928	$2,346,163	$2,746,930	$400,767
	Operating	57,820	77,102	100,329	121,818	120,568	(1,250)
	Capital Outlay	0	0	0	0	0	0
	Total	**$1,478,642**	**$1,466,243**	**$1,409,257**	**$2,467,981**	**$2,867,498**	**$399,517**
	General Fund Project	**$8,513**	**$65,507**	**$250,000**	**$250,000**	**$250,000**	**$0**
	Revenue	**$746,790**	**$760,768**	**$554,723**	**$1,190,196**	**$1,291,811**	**$101,615**

* 2016 Amended Budget as of 8/4/2016

General Fund Positions	Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Administrative Technician	1.00	1.00	1.00	1.00	0.00
	Analyst II	1.00	1.00	0.00	0.00	0.00
	Engineer II	0.00	0.00	2.00	2.00	0.00
	Engineer III	0.00	0.00	1.00	1.00	0.00
	Engineering Program Manager	0.00	0.00	1.00	1.00	0.00
	Engineering Supervisor	0.00	0.00	1.00	1.00	0.00
	Engineering Technician II	0.00	0.00	1.00	1.00	0.00
	Engineering Technician III	0.00	0.00	0.00	0.00	0.00
	Inspector II	0.00	0.00	2.00	2.00	0.00
	Inspector III	0.00	0.00	1.00	1.00	0.00
	Land Use Inspector II	1.00	0.00	0.00	0.00	0.00
	Landscape Architect II	1.00	1.00	1.00	1.00	0.00
	Office Specialist	0.00	0.00	0.00	0.00	0.00
	Planner I/II	2.00	2.00	5.00	5.00	0.00
	Planning and Development Director	1.00	1.00	1.00	1.00	0.00
	Planning Manager	1.00	1.00	3.00	3.00	0.00
	Planning Technical Assistant	1.00	1.00	1.00	1.00	0.00
	Principal Planner	3.00	3.00	3.00	3.00	0.00
	Program Coordinator	0.00	0.00	1.00	1.00	0.00
	Real Estate Specialist II	0.00	0.00	1.00	1.00	0.00
	Senior Licensed Surveyor	0.00	0.00	1.00	1.00	0.00
	Senior Office Specialist	1.00	1.00	1.00	1.00	0.00
	Senior Planner	3.00	3.00	1.00	1.00	0.00
	Total Positions	**16.00**	**15.00**	**29.00**	**29.00**	**0.00**
	CSURA Executive Director**	0.00	0.00	1.00	1.00	0.00

* 2016 Amended Budget as of 8/4/2016

**CSURA Executive Director reimbursed from Colorado Springs Urban Renewal Authority

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Transferred Engineering Development Review function from Public Works	$1,058,724
	Total During 2016	**$1,058,724**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$333,680
	Increase to fund pay for performance and position movements in salary structure	67,087
	Total Salaries/Benefits/Pensions	**$400,767**
	Operating	
	Decrease in operating expenses	($1,250)
	Total Operating	**($1,250)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	General Fund Project	
	None	$0
	Total General Fund Project	**$0**
	Total For 2017	**$399,517**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Add 11.00 FTE from Engineering Development Review	11.00
	Add 1.00 FTE Urban Planning Manager	1.00
	Add 1.00 FTE Urban Planner II	1.00
	Transfer 1.00 FTE Planner II from Development Review Enterprise	1.00
	Total During 2016	**14.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Land Use Review

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	1,096,684	1,089,430	1,021,912	1,824,087	2,120,235	296,148
51210 - OVERTIME	1,525	3,204	0	2,000	2,000	0
51220 - SEASONAL TEMPORARY	20,096	1,658	0	0	0	0
51230 - SHIFT DIFFERENTIAL	0	48	0	0	0	0
51240 - RETIREMENT TERMINATION SICK	0	2,735	0	0	0	0
51245 - RETIREMENT TERM VACATION	341	2,994	0	0	0	0
51260 - VACATION BUY PAY OUT	2,570	3,729	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(5,187)	(6,931)	0	0	0	0
51610 - PERA	140,371	139,116	140,002	249,900	286,614	36,714
51612 - RETIREMENT HEALTH SAVINGS	0	0	0	0	0	0
51615 - WORKERS COMPENSATION	3,877	4,651	3,375	10,108	11,501	1,393
51620 - EQUITABLE LIFE INSURANCE	2,970	2,924	3,901	6,601	4,749	(1,852)
51640 - DENTAL INSURANCE	5,396	5,524	4,942	9,466	12,084	2,618
51670 - PARKING FOR EMPLOYEES	3,300	2,670	5,612	7,052	7,052	0
51690 - MEDICARE	14,952	14,847	14,818	26,450	30,335	3,885
51695 - CITY EPO MEDICAL PLAN	21,772	18,403	1,168	51,892	55,908	4,016
51696 - ADVANTAGE HD MED PLAN	104,398	96,393	105,948	148,356	202,452	54,096
51697 - HRA BENEFIT TO ADV MED PLAN	7,757	7,746	7,250	10,251	14,000	3,749
Salaries/Benefits/Pensions Total	**1,420,822**	**1,389,141**	**1,308,928**	**2,346,163**	**2,746,930**	**400,767**
Operating						0
52105 - MISCELLANEOUS OPERATING	3,752	196	0	0	0	0
52110 - OFFICE SUPPLIES	457	347	1,200	1,350	1,450	100
52111 - PAPER SUPPLIES	1,179	3,255	1,450	1,500	3,350	1,850
52120 - COMPUTER SOFTWARE	0	354	344	344	700	356
52122 - CELL PHONES EQUIP AND SUPPLIES	47	0	300	350	150	(200)
52125 - GENERAL SUPPLIES	607	524	150	400	400	0
52135 - POSTAGE	13,010	13,699	8,900	8,900	11,250	2,350
52140 - WEARING APPAREL	0	0	0	140	140	0
52220 - MAINT OFFICE MACHINES	0	0	500	500	500	0
52275 - MAINT RUNWAYS	(13)	0	0	0	0	0
52405 - ADVERTISING SERVICES	0	250	500	500	3,150	2,650
52431 - CONSULTING SERVICES	0	5,775	5,300	10,550	5,650	(4,900)
52560 - PARKING SERVICES	0	0	0	600	300	(300)
52573 - CREDIT CARD FEES	1,202	873	600	600	880	280
52575 - SERVICES	2,657	1,220	950	1,250	1,450	200
52590 - TEMPORARY EMPLOYMENT	30	8,448	0	0	0	0
52605 - CAR MILEAGE	0	0	0	0	250	250
52607 - CELL PHONE ALLOWANCE	1,398	1,512	1,500	2,400	2,400	0
52615 - DUES AND MEMBERSHIP	5,070	5,190	5,120	5,527	5,720	193
52625 - MEETING EXPENSES IN TOWN	2,740	2,864	3,000	3,000	3,000	0
52630 - TRAINING	4,496	3,501	5,450	7,450	7,000	(450)
52645 - SUBSCRIPTIONS	1,489	1,320	2,700	2,700	1,500	(1,200)
52655 - TRAVEL OUT OF TOWN	5,017	5,137	8,000	8,375	4,375	(4,000)
52706 - WIRELESS COMMUNICATION	0	0	0	1,960	500	(1,460)
52735 - TELEPHONE LONG DIST CALLS	374	0	0	0	0	0
52736 - CELL PHONE AIRTIME	0	0	50	50	50	0
52738 - CELL PHONE BASE CHARGES	1,203	1,404	506	3,703	4,564	861
52775 - MINOR EQUIPMENT	486	3,869	0	0	520	520

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Land Use Review

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52776 - PRINTER CONSOLIDATION COST	7,391	8,731	6,601	6,601	6,601	0
52874 - OFFICE SERVICES PRINTING	3,022	4,037	2,750	3,110	5,360	2,250
52875 - OFFICE SERVICES RECORDS	620	801	600	600	0	(600)
60145 - SUBDIVISION RECORDING FEES	0	0	0	3,800	3,800	0
65160 - RECRUITMENT	56	2,137	0	0	0	0
65170 - TRANSFER TO OTHER FUNDS	0	0	43,858	43,858	43,858	0
65275 - COST OF COLLECTION	0	0	0	1,700	1,700	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
65672 - MAINT-NEWSPAPER CONDO BOXES	1,530	1,658	0	0	0	0
Operating Total	**57,820**	**77,102**	**100,329**	**121,818**	**120,568**	**(1,250)**
Expenses Total	**1,478,642**	**1,466,243**	**1,409,257**	**2,467,981**	**2,867,498**	**399,517**
Projects Total	**124,290**	**65,507**	**250,000**	**250,000**	**250,000**	**0**
Grand Total	**1,602,932**	**1,531,750**	**1,659,257**	**2,717,981**	**3,117,498**	**399,517**
Revenue						
40145 - SUBDIVISION RECORDING FEES	0	0	0	7,100	7,100	0
40150 - RESTITUTION	0	2,245	0	0	0	0
40270 - GEO HAZ STUDY CONSULTANTS	0	(300)	0	0	0	0
43356 - DEVELOPMENT REVIEW FEES	648,967	366,079	370,000	773,084	890,576	117,492
44025 - CASH OVER SHORT	2	32	0	0	0	0
44075 - PROCESSING FEE	14,354	13,339	11,762	11,762	18,924	7,162
45671 - ADMINISTRATIVE FILING FEES	1,408	704	0	0	0	0
45672 - MAINT-NEWSPAPER CONDO BOXES	420	750	1,500	1,500	1,500	0
45694 - REVOCABLE PERMITS	10,278	7,997	10,000	10,000	7,464	(2,536)
45699 - DEVELOPMENT INSPECTION FEE	0	0	0	225,289	204,786	(20,503)
45711 - COPIES OF DOCUMENTS	113	30	75	75	75	0
45712 - MAPS BOOKS CODES ETC	0	9	0	0	0	0
46170 - REIMBURSEMENT FR OTHER FUNDS	71,248	369,883	161,386	161,386	161,386	0
Total Revenue	**746,790**	**760,768**	**554,723**	**1,190,196**	**1,291,811**	**101,615**

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Neighborhood Services

Mitchel Hammes, Neighborhood Services Manager | (719)385-5583 | mhammes@springsgov.com

2017 Initiatives

ID	Goal	Initiative
3A-01	Building Community and Collaborative Relationships	Partner with non-profit organizations and businesses to promote effective neighborhood outreach and leadership development and neighborhood revitalization.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$0	$1,376,771	$1,376,771	$1,327,427	($49,344)
	Total	**$0**	**$1,376,771**	**$1,376,771**	**$1,327,427**	**($49,344)**
	Positions					
	General Fund	0.00	14.00	14.00	17.00	3.00
	Grants Fund (CDBG)	0.00	3.00	3.00	0.00	(3.00)
	Total	**0.00**	**17.00**	**17.00**	**17.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

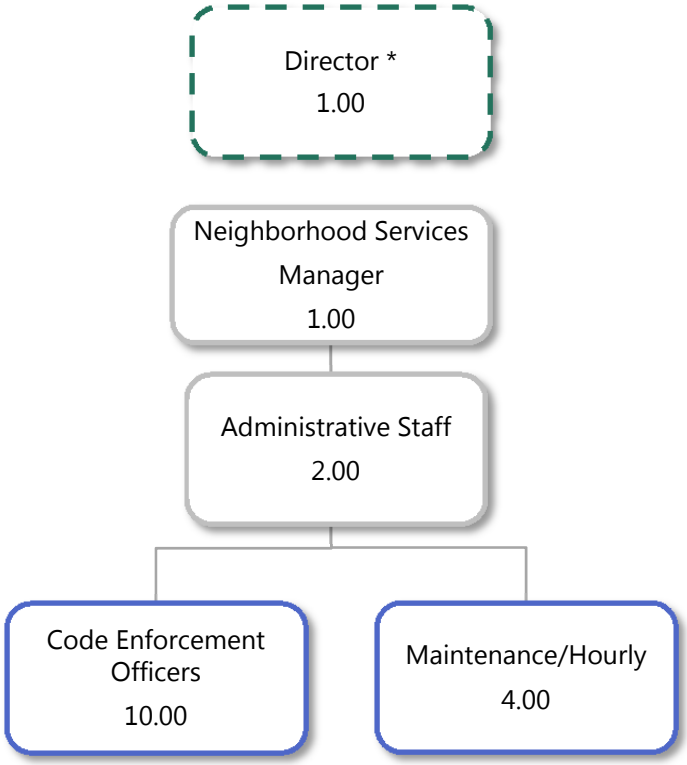
Significant Changes vs. 2016

- Removal of one time relocation funding

Neighborhood Services

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

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



* The Director position is funded as part of the Land Use Review budget. This position is not reflected in the position count in the Budget Summary on the following page.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016 and changes occurring as part of the 2017 Budget for each Fund including General Fund and Grants Fund.

General Fund

Use of Funds **	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salaries/Benefits/ Pensions	$0	$0	$1,232,132	$1,154,008	$1,152,664	($1,344)
Operating	0	0	115,139	191,263	169,263	(22,000)
Capital Outlay	0	0	29,500	31,500	5,500	(26,000)
Total	**$0**	**$0**	**$1,376,771**	**$1,376,771**	**$1,327,427**	**($49,344)**
Revenue		**$0**	**$220,135**	**$220,135**	**$197,000**	**($23,135)**

Position Title**	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Code Enforcement Officer***	0.00	5.00	5.00	8.00	3.00
Code Enforcement Supervisor	0.00	1.00	1.00	1.00	0.00
Inspector II	0.00	0.00	1.00	1.00	0.00
Land Use Inspector	0.00	1.00	0.00	0.00	0.00
Maintenance Technician II	0.00	1.00	1.00	1.00	0.00
Neighborhood Services Manager	0.00	1.00	1.00	1.00	0.00
Office Specialist	0.00	2.00	2.00	2.00	0.00
Sr. Code Enforcement Officer	0.00	2.00	2.00	2.00	0.00
Sr. Maintenance Technician	0.00	1.00	1.00	1.00	0.00
Total Positions	**0.00**	**14.00**	**14.00**	**17.00**	**3.00**

* 2016 Amended Budget as of 8/4/2016

** Code Enforcement has been moved from the Police Department budget to the Neighborhood Services Division in the Planning & Development Department and is a continuation of service with the history of expenses, revenue, and FTE positions remaining in the Police narrative.

*** 3.00 FTE code enforcement officers, previously listed in the grants table, are now listed in General Fund, where initial costs will be expensed and then reimbursed by the CDBG grant.

Funding Changes	During 2016	* 2016 Amended - 2016 Original Budget
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($44,365)
	Increase to fund pay for performance and position movements in salary structure	24,521
	Redistribution to fund Seasonal Temporary	18,500
	Total Salaries/Benefits/Pensions	**($1,344)**
	Operating	
	Removed one-time relocation assistance funding	($30,000)
	Increase in operating expenses	8,000
	Total Operating	**($22,000)**
	Capital Outlay	
	Increase in funding for computer networks	$1,500
	Decrease in funding for furniture and fixtures	($1,000)
	Decrease in vehicle addition funding	($26,500)
	Total Capital Outlay	**($26,000)**
	Total For 2017	**($49,344)**

Position Changes	During 2016	* 2016 Amended - 2016 Original Budget
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Transfer 3.00 FTE from Grant Funding to General Fund	3.00
	Total For 2017	**3.00**

* 2016 Amended Budget as of 8/4/2016

Grants	Civilian Positions **	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Code Enforcement Officer	3.00	3.00	3.00	0.00	(3.00)
	Total Civilian	**3.00**	**3.00**	**3.00**	**0.00**	**(3.00)**

Position Changes	During 2016	* 2016 Amended - 2016 Original Budget
	None	0.00
	During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Transfer 3.00 FTE to General Fund	(3.00)
	For 2017	**(3.00)**

* 2016 Amended Budget as of 8/4/2016

** The 3.00 FTE shown here were paid for with CDBG Grant funds as a reimbursement, therefore, the funding is not displayed in this narrative – it is displayed in the CDBG funding in the Community Development narrative. From 2017, the 3.00 FTE will be listed in General Fund.

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Neighborhood Services - Planning

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	0	0	859,412	817,200	797,403	(19,797)
51210 - OVERTIME	0	0	24,056	6,000	6,000	0
51220 - SEASONAL TEMPORARY	0	0	3,000	60,000	78,000	18,000
51245 - RETIREMENT TERM VACATION	0	0	48,000	0	0	0
51299 - SALARIES REIMBURSEMENTS	0	0	0	0	0	0
51465 - UNIFORM COURT OVERTIME	0	0	0	100	100	0
51610 - PERA	0	0	6,873	111,492	228,982	117,490
51615 - WORKERS COMPENSATION	0	0	114,231	14,249	(85,080)	(99,329)
51620 - EQUITABLE LIFE INSURANCE	0	0	14,458	2,795	(8,892)	(11,687)
51640 - DENTAL INSURANCE	0	0	3,435	5,340	7,761	2,421
51670 - PARKING FOR EMPLOYEES	0	0	0	0	500	500
51690 - MEDICARE	0	0	5,825	11,800	19,138	7,338
51695 - CITY EPO MEDICAL PLAN	0	0	12,743	50,424	74,677	24,253
51696 - ADVANTAGE HD MED PLAN	0	0	74,789	69,108	82,135	13,027
51697 - HRA BENEFIT TO ADV MED PLAN	0	0	60,560	5,500	(48,060)	(53,560)
51699 - BENEFITS REIMBURSEMENT	0	0	4,750	0	0	0
Salaries/Benefits/Pensions Total	**0**	**0**	**1,232,132**	**1,154,008**	**1,152,664**	**(1,344)**
Operating						0
52110 - OFFICE SUPPLIES	0	0	100	1,203	1,203	0
52111 - PAPER SUPPLIES	0	0	200	1,200	1,200	0
52120 - COMPUTER SOFTWARE	0	0	600	900	900	0
52122 - CELL PHONES EQUIP AND SUPPLIES	0	0	0	1,000	500	(500)
52125 - GENERAL SUPPLIES	0	0	550	5,450	5,450	0
52135 - POSTAGE	0	0	4,700	6,700	6,700	0
52140 - WEARING APPAREL	0	0	1,100	17,500	17,500	0
52235 - MAINT MACHINERY AND APPARATUS	0	0	16,500	33,300	37,000	3,700
52250 - MAINT RADIOS ALLOCATION	0	0	1,200	0	0	0
52570 - REIMBURSABLE SERVICES	0	0	2,150	22,000	22,000	0
52573 - CREDIT CARD FEES	0	0	22,000	0	0	0
52575 - SERVICES	0	0	0	10,000	10,000	0
52605 - CAR MILEAGE	0	0	0	0	500	500
52615 - DUES AND MEMBERSHIP	0	0	10,395	6,350	6,350	0
52630 - TRAINING	0	0	1,550	8,200	8,200	0
52635 - EMPLOYEE EDUCATIONL ASSISTANCE	0	0	0	0	0	0
52655 - TRAVEL OUT OF TOWN	0	0	750	7,100	7,100	0
52706 - WIRELESS COMMUNICATION	0	0	550	0	0	0
52736 - CELL PHONE AIRTIME	0	0	850	1,700	1,850	150
52738 - CELL PHONE BASE CHARGES	0	0	774	15,060	15,060	0
52775 - MINOR EQUIPMENT	0	0	35,320	17,250	17,250	0
52776 - PRINTER CONSOLIDATION COST	0	0	15,500	2,500	2,500	0
52872 - MAINT FLEET VEHICLES EQP	0	0	0	1,500	5,000	3,500
52874 - OFFICE SERVICES PRINTING	0	0	250	2,350	3,000	650
65361 - RELOCATION ASSISTANCE	0	0	100	30,000	0	(30,000)
Operating Total	**0**	**0**	**115,139**	**191,263**	**169,263**	**(22,000)**

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Neighborhood Services - Planning

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Capital Outlay						0
53020 - COMPUTERS NETWORKS	0	0	0	2,000	3,500	1,500
53030 - FURNITURE AND FIXTURES	0	0	2,000	3,000	2,000	(1,000)
53050 - MACHINERY AND APPARATUS	0	0	1,000	0	0	0
53080 - VEHICLES ADDITIONS	0	0	26,500	26,500	0	(26,500)
Capital Outlay Total	**0**	**0**	**29,500**	**31,500**	**5,500**	**(26,000)**
Grand Total	**0**	**0**	**1,376,771**	**1,376,771**	**1,327,427**	**(49,344)**
Revenue						
40150 - RESTITUTION	0	0	5,000	5,000	5,000	0
43359 - DILAPIDATED BLDG INSPECTIONS	0	0	1,000	1,000	1,000	0
44057 - PROPERTY CLEAN UP REIMBURSEMENT	0	0	3,135	3,135	5,000	1,865
45762 - GRAFFITI REMOVAL	0	0	1,000	1,000	1,000	0
45770 - CODE INFORCEMENT INSPECTIONS	0	0	50,000	50,000	25,000	(25,000)
45917 - CDBG PROGRAM	0	0	160,000	160,000	160,000	0
Total Revenue	**0**	**0**	**220,135**	**220,135**	**197,000**	**(23,135)**

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Police

Peter Carey, Police Chief | (719) 444-7401 | careype@ci.colospgs.co.us

2017 Initiatives

ID	Goal	Initiative
1B-01	Promoting Job Creation	Address public safety issues that impact our image and attractiveness to new businesses and residents.
3A-11	Building Community and Collaborative Relationships	Improve public safety response times.
3A-16	Building Community and Collaborative Relationships	Continually build on a solid foundation of public trust and engage the community in public safety efforts

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$88,566,020	$88,883,725	$88,883,725	$90,747,579	$1,863,854
	General Fund - CIP	908,618	400,000	400,000	1,500,000	1,100,000
	PSST	13,048,352	16,320,391	16,320,391	17,085,301	764,910
	Grants Fund	4,936,271	3,599,334	3,599,334	1,936,520	(1,662,814)
	Total	**$107,459,261**	**$109,203,450**	**$109,203,450**	**$111,269,400**	**$2,065,950**
	Positions					
	General Fund	825.50	813.50	815.50	812.50	(3.00)
	PSST	128.00	128.00	129.00	129.00	0.00
	Grants Fund	27.00	24.00	22.00	22.00	0.00
	Total	**980.50**	**965.50**	**966.50**	**963.50**	**(3.00)**

* 2016 Amended Budget as of 8/4/2016

Significant Changes vs. 2016

- Increase in General Fund to fund pay changes including increased closed pension plan costs
- Increase in General Fund – CIP to fund the Sand Creek Substation Lease Payment

Police Department

The Colorado Springs Police Department (CSPD) provides police services in partnership with the community to promote the safety and welfare of our citizens. Police services span a large continuum, from answering citizens' calls for service to solving crimes and arresting criminals. Police services also include other critical components, such as tactical operations, traffic safety and enforcement, community and media outreach, victim services, crime prevention, and crime lab services.

To achieve this mission, the CSPD collaborates extensively with local, state, and federal partners from the military, multiple communities, and other public sectors. Numerous relationships are essential to gathering community input on police services and engaging the community as partners in solving issues. The Colorado Springs Police Department is comprised of three components: The Office of the Chief of Police, the Patrol Operations Bureau, and the Operations Support Bureau.

The Office of the Chief of Police provides leadership and strategic direction for the Police Department through the development and implementation of the Department's goals, objectives, policies, and priorities for each assigned service area.

The Patrol Operations Bureau consists of the Gold Hill Division, Falcon Division, Sand Creek Division, Stetson Hills Division, and the Communications Center.

Patrol Divisions respond to citizens' calls for service, conduct criminal investigations, provide traffic and DUI enforcement/control, investigate traffic crashes, and engage in problem-solving efforts in collaboration with the community. Patrol officers are also involved in providing safety assessments and public awareness presentations. In addition, specially trained, non-sworn Community Service Officers assigned to each patrol division perform a variety of duties that have traditionally been handled by police officers. These duties include, but are not limited to, making face-to-face contact with citizens to prepare certain types of case reports; enforcing parking complaints; addressing abandoned vehicles and traffic hazards; providing traffic control at accident scenes; and, offering car seat safety checks.

The ***Communications Center*** is responsible for answering 911 calls as well as non-emergency requests for police, fire or medical within the City of Colorado Springs. Through the knowledge, procedures, and skills of the trained communications personnel, pre-arrival instructions are given to callers while responders are en route. The Center is committed to providing safe, efficient, and effective service delivery in emergency dispatch.

The Operations Support Bureau consists of five divisions.

The ***Investigations Division*** investigates violent crimes, including homicides, robberies, sexual assaults, felony assaults, child abuse, felony domestic violence, and felony elder abuse; provides assistance to victims of crimes; investigates financial crimes to include fraud and identity theft; investigates and combats the exploitation of children on the Internet; operates the Metro Crime Lab where DNA analyses and many other tests and evaluations of physical evidence are performed, and provides crime scene investigation.

The ***Specialized Enforcement Division's*** mission is to provide a tactical and/or canine response to volatile situations, security to numerous municipal facilities, selected traffic enforcement at high accident locations and school zones, investigative response to major accidents, parking meter enforcement downtown and Old Colorado City, and handicap parking enforcement. The Specialized Enforcement Division also supports special events throughout the City and provides VIP security services for dignitaries visiting our community.

The ***Metro Vice, Narcotics and Intelligence Division (MVNI)*** works to impact the local drug and human trafficking market and its negative effects on our community; performs complex investigations of major drug

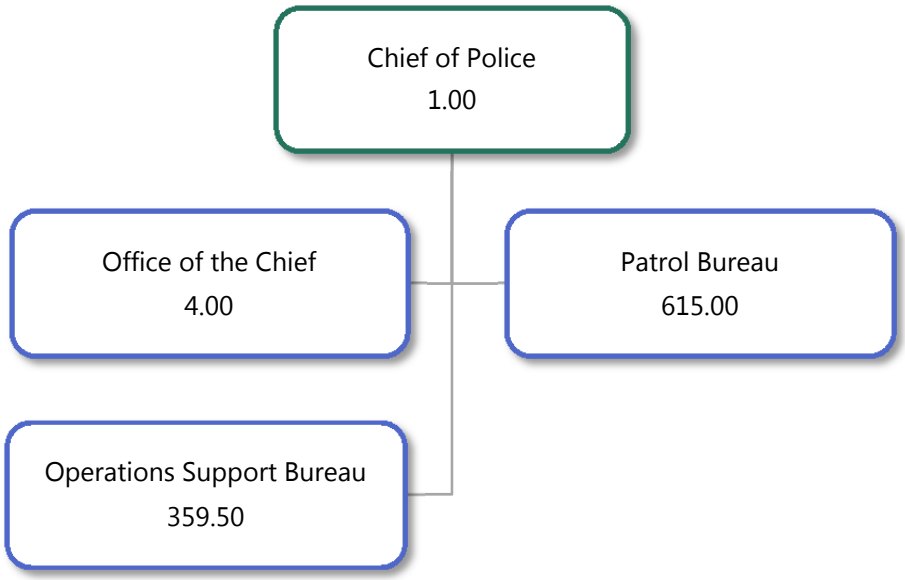
organizations, money laundering, and the smuggling of drugs throughout the United States; and, acts to eliminate other vice crimes such as prostitution and gambling. The Division is also responsible for enforcement and compliance of laws and regulations affecting marijuana and liquor throughout the 4th Judicial District. MVNI is multijurisdictional, with members from the Colorado Springs, Woodland Park and Fountain Police Departments, as well as, the El Paso and Teller County Sheriff's Offices. MVNI is actively engaged with similar federal and state investigative agencies, providing for criminal information gathering and sharing, threat analysis and enforcement. In addition, MVNI oversees the Strategic Information Center (STIC), an active collaboration of Crime Analysis and Intelligence, responsible for advancing Intelligence Led Policing within CSPD. This integrated approach is designed to provide enhanced tactical, operational, and strategic intelligence to CSPD personnel and leadership targeted toward the identification and examination of specific targets, threats and problems.

The ***Professional Standards Division*** is responsible for a number of compliance functions, such as distribution of policies and procedures, accreditation, inspections and internal investigations. This Division is also responsible for the Training Academy, Planning, Grants and Research and the Department's continuous connection to the community through the Media Liaison and Community Relations Unit. Professional Standards is also responsible for the Evidence and Impound units, the department's fleet and resource allocation, and facilities maintenance.

The ***Management Services Division*** is responsible for a number of support services for general City functions, as well as, independent CSPD units. Support services include Human Resources, Fiscal Services, Records and Identification, and the Volunteer Program administration. Interface with the City's Information Technology Division and oversight of CSPD's multiple technology solutions are also responsibilities of the Management Services Division.

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

Police Functions	**2015 Actual**	**2016 Original Budget**	**2016 Amended Budget**	**2017 Budget**
CAPS	$141,551	$179,801	$179,801	$182,378
Evidence	644,220	780,679	780,679	812,556
Impound Lot	1,023,793	1,208,108	1,208,108	1,307,296
Communications Center	5,997,172	6,555,965	6,555,965	5,652,015
Records and ID	2,440,587	2,667,946	2,667,946	2,464,791
Investigations	7,913,382	9,470,777	9,470,777	8,845,143
Crime Lab	1,237,840	1,325,435	1,325,435	1,483,809
Vice Narcotics	3,500,839	5,849,583	5,849,583	5,216,448
Specialized Enforcement	8,588,548	8,894,445	8,894,445	8,999,756
Code Enforcement	855,316	0	0	0
Patrol	46,119,126	49,819,762	49,819,762	49,832,675
Direct Public Service Functions	**$78,462,374**	**$86,752,501**	**$86,752,501**	**$84,796,867**
All other support/management functions	23,151,998	18,451,615	18,451,615	22,923,659
All Police Functions	**$101,614,372**	**$105,204,116**	**$105,204,116**	**$107,720,526**



* The organizational chart illustrates all positions that report to this department including 16.00 enterprise-funded positions that are funded in Airport Fund (13.00 FTE) and the Parking System Enterprise (3.00 FTE); therefore, these positions are not counted in the Position Totals or the funding tables in this narrative.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Budget for each fund including General Fund, PSST, Grant Funds, and CIP.

General Fund	Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Salary/Benefits/ Pensions	$76,460,955	$81,807,677	$81,880,242	$81,830,242	$84,088,359	$2,258,117
	Operating	5,463,325	6,430,764	6,928,483	6,978,483	6,584,220	(394,263)
	Capital Outlay	49,105	327,579	75,000	75,000	75,000	0
	Total	**$81,973,385**	**$88,566,020**	**$88,883,725**	**$88,883,725**	**$90,747,579**	**$1,863,854**
	CIP	**$64,756**	**$908,618**	**$400,000**	**$400,000**	**$1,500,000**	**$1,100,000**
	Revenue	**$4,608,510**	**$4,833,250**	**$4,388,379**	**$4,388,379**	**$4,579,400**	**$191,021**

General Fund Positions	Civilian Positions	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Administrative Technician	7.00	7.00	7.00	7.00	0.00
	Analyst I and II	5.00	5.00	5.00	5.00	0.00
	Application Support Admin I & II	0.00	0.00	1.00	1.00	0.00
	Civilian Criminal Investigator	1.00	1.00	1.00	1.00	0.00
	Code Enforcement Officer	5.00	0.00	0.00	0.00	0.00
	Code Enforcement Supervisor	1.00	0.00	0.00	0.00	0.00
	Community Service Officer	8.00	8.00	4.00	4.00	0.00
	Community Service Officer Supervisor	0.00	0.00	4.00	4.00	0.00
	Crime Analysis Supervisor (formerly Principal Analyst)	1.00	1.00	1.00	1.00	0.00
	Crime Lab Supervisor	1.00	1.00	1.00	1.00	0.00
	Crime Scene Investigator	2.00	2.00	2.00	2.00	0.00
	DNA Analyst	1.00	1.00	1.00	1.00	0.00
	DNA Technical Leader	1.00	1.00	1.00	1.00	0.00
	Emergency Response Technician	40.00	40.00	40.00	40.00	0.00
	Evidence Technician	11.00	13.00	12.00	12.00	0.00
	Fingerprint Technician	10.00	10.00	10.00	10.00	0.00
	Investigative Specialist	4.00	4.00	4.00	4.00	0.00
	Latent Fingerprint Examiner	1.00	1.00	1.00	1.00	0.00
	Maintenance Technician II	2.00	1.00	1.00	1.00	0.00
	Marshal	3.00	3.00	3.00	3.00	0.00

* 2016 Amended Budget as of 8/4/2016

General Fund Positions	Civilian Positions	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Office Specialist	33.00	29.00	28.00	28.00	0.00
	Police Administrative Services Manager	1.00	1.00	1.00	1.00	0.00
	Police Court Liaison	1.00	1.00	1.00	1.00	0.00
	Police Evidence Supervisor	1.00	1.00	1.00	1.00	0.00
	Police Financial Services Coordinator	1.00	1.00	1.00	0.00	(1.00)
	Police Fleet/Supply Coordinator	1.00	1.00	1.00	1.00	0.00
	Police Impound Facility Supervisor	1.00	1.00	1.00	1.00	0.00
	Police Logistics Support Manager	1.00	1.00	1.00	1.00	0.00
	Police Psychologist	1.00	1.00	1.00	1.00	0.00
	Police Records Manager	1.00	1.00	1.00	1.00	0.00
	Police Services Representative	16.00	16.00	16.00	16.00	0.00
	Polygrapher	1.00	1.00	0.00	0.00	0.00
	Polygrapher I	0.00	0.00	2.00	2.00	0.00
	Principal or Senior Analyst	4.00	4.00	4.00	4.00	0.00
	Program Administrator II	3.50	3.50	3.50	3.50	0.00
	Program Coordinator	1.00	1.00	1.00	1.00	0.00
	Public Safety Communications Manager	1.00	1.00	1.00	1.00	0.00
	Public Safety Communications Supervisor	9.00	9.00	7.00	7.00	0.00
	Public Safety Dispatch Trainer	1.00	1.00	1.00	1.00	0.00
	Public Safety Dispatcher	34.00	34.00	34.00	34.00	0.00
	Records Supervisor	6.00	6.00	6.00	6.00	0.00
	Senior Code Enforcement Officer	2.00	0.00	0.00	0.00	0.00
	Senior Communications Specialist	0.00	0.00	0.00	0.00	0.00
	Senior Crime Scene Investigator	2.00	2.00	2.00	2.00	0.00
	Senior Evidence Technician	0.00	0.00	1.00	1.00	0.00
	Senior Forensic Chemist	2.00	2.00	2.00	2.00	0.00
	Senior Office Specialist	10.00	10.00	11.00	9.00	(2.00)
	Senior Maintenance Technician	1.00	0.00	0.00	0.00	0.00
	Senior Marshal	1.00	1.00	1.00	1.00	0.00
	Senior Public Safety Communications Supervisor	0.00	0.00	2.00	2.00	0.00
	Staff Assistant	1.00	1.00	1.00	1.00	0.00
	Systems Analyst II	1.00	1.00	0.00	0.00	0.00
	Training Specialist	0.00	0.00	1.00	1.00	0.00
	Victim Advocate Coordinator (formerly Senior Analyst)	1.00	1.00	1.00	1.00	0.00
	Volunteer Coordinator	1.00	1.00	1.00	1.00	0.00
	Total Civilian	**244.50**	**232.50**	**234.50**	**231.50**	**(3.00)**

* 2016 Amended Budget as of 8/4/2016

General Fund Positions	Sworn Positions	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Police Chief	1.00	1.00	1.00	1.00	0.00
	Deputy Chief	2.00	2.00	2.00	2.00	0.00
	Police Commander	7.00	7.00	7.00	7.00	0.00
	Police Lieutenant	20.00	20.00	20.00	20.00	0.00
	Police Sergeant	67.00	67.00	67.00	67.00	0.00
	Police Officer	484.00	484.00	484.00	484.00	0.00
	Total Sworn	**581.00**	**581.00**	**581.00**	**581.00**	**0.00**
	Total Positions	**825.50**	**813.50**	**815.50**	**812.50**	**(3.00)**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Redistribution from salaries/benefits/pensions to operating	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	1,646,761
	Net increase for sworn rank movement	518,398
	Net increase to fund pension adjustments	1,075,677
	Net decrease due to finance centralization	(176,370)
	Net decrease due to pay practice changes	(630,000)
	Redistribution from salaries/benefits/pensions to operating	(176,349)
	Total Salaries/Benefits/Pensions	**$2,258,117**
	Operating	
	Redistribution from salaries/benefits/pensions to operating	$176,349
	Remove one-time expenses	(16,500)
	Transfer of the department's budget for armored car services to the Finance Department budget for central contract oversight	(5,118)
	Transfer of the department's budget for records management to the City Clerk's Office budget for central contract oversight	(13,500)
	Transfer of the department's budget for utilities (electric, gas, electric, & water) to the Finance/General Costs budget for central oversight	(543,839)
	Increase to fund security contract increase	8,345
	Total Operating	**($394,263)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2017	**$1,863,854**

* 2016 Amended Budget as of 8/4/2016

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Convert 4.00 FTE Community Service Officers to Senior Community Service Officers	0.00
	Convert 1.00 FTE Evidence Technician to Senior Evidence Technician	0.00
	Convert 2.00 FTE Communication Center Supervisors to Senior Public Safety Supervisors	0.00
	Convert 1.00 FTE Office Specialist to Senior Office Specialist	0.00
	Add 1.00 FTE Training Specialist	1.00
	Add 1.00 FTE Polygrapher	1.00
	Total During 2016	**2.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Transfer 1.00 FTE Police Financial Services Coordinator to finance due to finance centralization	(1.00)
	Transfer 2.00 FTE Senior Office Specialists to finance due to finance centralization	(2.00)
	Total For 2017	**(3.00)**

PSST							
	Use of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
	Salary/Benefits/ Pensions	$13,731,480	$11,576,100	$14,529,247	$14,529,247	$15,055,360	$526,113
	Operating	1,339,950	1,144,553	1,544,144	1,544,144	1,781,941	237,797
	Capital Outlay	966,633	327,699	247,000	247,000	248,000	1,000
	Total	**$16,038,063**	**$13,048,352**	**$16,320,391**	**$16,320,391**	**$17,085,301**	**$764,910**
	Total Civilian		42.00	42.00	43.00	43.00	0.00
	Total Sworn		86.00	86.00	86.00	86.00	0.00
	Total Position		**128.00**	**128.00**	**129.00**	**129.00**	**0.00**
	Revenue	**$0**	**$0**	**$0**	**$0**	**$50,000**	**$50,000**

* 2016 Amended Budget as of 8/4/2016

PSST Positions	Civilian Positions	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Analyst I/II	2.00	2.00	1.00	1.00	0.00
	Application Support Admin I & II	0.00	0.00	1.00	1.00	0.00
	Crime Scene Investigator	1.00	0.00	0.00	0.00	0.00
	Driver	2.00	2.00	2.00	2.00	0.00
	Emergency Response Technician	3.00	3.00	3.00	3.00	0.00
	Evidence Technician	3.00	3.00	3.00	3.00	0.00
	Fingerprint Technician	2.00	2.00	2.00	2.00	0.00
	Information Systems Analyst III	1.00	0.00	0.00	0.00	0.00
	Latent Fingerprint Examiner	0.00	0.00	1.00	1.00	0.00
	Maintenance Technician II	1.00	1.00	1.00	1.00	0.00
	Office Specialist	2.00	2.00	2.00	2.00	0.00
	Police Services Representative	12.00	12.00	12.00	12.00	0.00
	Public Safety Comm. Supervisor	1.00	1.00	1.00	1.00	0.00
	Public Safety Dispatcher	6.00	6.00	6.00	6.00	0.00
	Senior Analyst	1.00	1.00	2.00	2.00	0.00
	Senior Applications Support Administrator	0.00	1.00	2.00	2.00	0.00
	Senior Crime Scene Investigator	0.00	1.00	0.00	0.00	0.00
	Senior Office Specialist	3.00	3.00	3.00	3.00	0.00
	Senior Systems Analyst	1.00	1.00	0.00	0.00	0.00
	Skilled Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00
	Total Civilian	**42.00**	**42.00**	**43.00**	**43.00**	**0.00**
	Sworn Positions	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
	Police Commander	1.00	1.00	1.00	1.00	0.00
	Police Lieutenant	3.00	3.00	3.00	3.00	0.00
	Police Sergeant	20.00	20.00	20.00	20.00	0.00
	Police Officer	62.00	62.00	62.00	62.00	0.00
	Total Sworn	**86.00**	**86.00**	**86.00**	**86.00**	**0.00**
	Total Positions	**128.00**	**128.00**	**129.00**	**129.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes	During 2016	* 2016 Amended - 2016 Original Budget
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Increase for operational adjustments, including sworn rank and compensation adjustments	$526,112
	Total Salaries/Benefits/Pensions	**$526,112**
	Operating	
	Increase for additional operational needs	$237,799
	Total Operating	**$237,799**
	Capital Outlay	
	Increase for additional capital outlay needs	$1,000
	Total Capital Outlay	**$1,000**
	Total For 2017	**$764,911**

Position Changes	During 2016	* 2016 Amended - 2016 Original Budget
	Convert 1.00 FTE Senior Crime Scene Investigator to Latent Fingerprint Examiner	0.00
	Convert 1.00 FTE Senior Systems Analyst to Senior Applications Support Administrator	0.00
	Add 1.00 Special Position Application Support Admin I & II	1.00
	Total During 2016	**1.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

Enterprise Positions						
	Civilian Positions	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
	Parking Enforcement Officer - Parking	3.00	3.00	3.00	3.00	0.00
	Civilian Positions	**3.00**	**3.00**	**3.00**	**3.00**	**0.00**
	Sworn Positions	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
	Police Sergeant – Airport	1.00	1.00	1.00	1.00	0.00
	Police Officer – Airport	12.00	12.00	12.00	12.00	0.00
	Sworn Positions	**13.00**	**13.00**	**13.00**	**13.00**	0.00
	Total Positions	**16.00**	**16.00**	**16.00**	**16.00**	**0.00**
	The personnel report to the Police Department, but are funded in the Airport and Parking Enterprise budgets.					

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

Grants Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Grant Awards	$1,324,669	$4,936,271	$3,599,334	$3,599,334	$1,936,520	($1,662,814)
Total	**$1,324,669**	**$4,936,271**	**$3,599,334**	**$3,599,334**	**$1,936,520**	**($1,662,814)**

Civilian Positions	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Code Enforcement Officer	3.00	0.00	0.00	0.00	0.00
DNA Analyst	1.00	1.00	1.00	1.00	0.00
Emergency Response Technician	6.00	6.00	6.00	6.00	0.00
I.T. Project Manager II	1.00	1.00	1.00	1.00	0.00
Office Specialist	4.00	4.00	4.00	4.00	0.00
Program Coordinator	1.00	1.00	1.00	1.00	0.00
Public Safety Dispatcher	2.00	2.00	2.00	2.00	0.00
Victim Advocate (formerly Analyst I)	4.00	4.00	4.00	4.00	0.00
Total Civilian	**22.00**	**19.00**	**19.00**	**19.00**	**0.00**

Sworn Positions	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Police Officer	5.00	5.00	3.00	3.00	0.00
Total Sworn	**5.00**	**5.00**	**3.00**	**3.00**	**0.00**
Total Positions	**27.00**	**24.00**	**22.00**	**22.00**	**0.00**

Grant funding and associated positions will vary by year depending on the amount of grant funds anticipated or awarded.

NOTE: All grant funded positions are special positions and not regular FTE.

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Grant Awards	
	Decrease due to anticipated grant monies	(1,662,814)
	Total Grant Awards	**($1,662,814)**
	Total For 2017	**($1,662,814)**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Decrease in 2.00 FTE grant-funded Police Officers	(2.00)
	Total During 2016	**(2.00)**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

2017 CIP Program			
	Project	**General Fund**	**Total 2017 Allocation**
	Sand Creek Substation-Est'd Lease Payment	1,500,000	1,500,000
	Total 2017 CIP	**$1,500,000**	**$1,500,000**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 32-1		

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Police

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	11,510,882	11,960,034	11,604,136	11,604,136	11,727,937	123,801
51210 - OVERTIME	192,192	341,129	247,658	247,658	175,115	(72,543)
51220 - SEASONAL TEMPORARY	1,044,594	1,319,990	1,313,164	1,313,164	1,422,455	109,291
51225 - SHIFT WORKER HOLIDAY	167,196	176,314	179,000	179,000	179,600	600
51230 - SHIFT DIFFERENTIAL	128,932	135,156	134,700	134,700	137,200	2,500
51235 - STANDBY	303,607	324,594	306,000	306,000	328,000	22,000
51240 - RETIREMENT TERMINATION SICK	128,343	261,267	156,000	156,000	170,000	14,000
51245 - RETIREMENT TERM VACATION	36,699	55,896	61,600	61,600	55,000	(6,600)
51260 - VACATION BUY PAY OUT	152,074	175,908	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(451,189)	(370,065)	0	0	0	0
51405 - UNIFORM SALARIES	39,444,922	40,856,964	42,949,446	42,914,446	43,649,394	734,948
51410 - UNIFORM OVERTIME	1,341,952	3,198,535	1,286,021	1,286,021	1,007,563	(278,458)
51425 - UNIFORM SHIFT DIFFERENTIAL	180,397	180,534	191,000	191,000	194,000	3,000
51430 - UNIFORM SPECIAL ASSIGNMENT	43,876	46,393	52,276	52,276	49,700	(2,576)
51435 - EXTRA DUTY EXPENDITURE	1,029,843	908,342	1,050,600	1,050,600	1,048,189	(2,411)
51445 - LONGEVITY	320,110	317,843	327,855	327,855	448,855	121,000
51455 - SWORN VAC TWK	160,633	153,813	170,000	170,000	163,625	(6,375)
51460 - UNIFORM HAZARD DUTY	52,777	56,403	55,000	55,000	58,200	3,200
51465 - UNIFORM COURT OVERTIME	89,242	92,192	98,104	98,104	97,200	(904)
51470 - UNIFORM RETIREMENT COST	123,830	214,428	140,800	140,800	160,000	19,200
51482 - POLICE TRAINING OFFICERS	88,429	60,393	71,852	71,852	62,750	(9,102)
51610 - PERA	1,770,104	1,833,560	1,799,622	1,799,622	1,869,103	69,481
51612 - RETIREMENT HEALTH SAVINGS	184,546	263,222	211,200	211,200	220,000	8,800
51615 - WORKERS COMPENSATION	1,490,085	1,651,698	1,718,382	1,718,382	1,832,491	114,109
51620 - EQUITABLE LIFE INSURANCE	140,939	148,923	201,674	201,674	202,962	1,288
51640 - DENTAL INSURANCE	291,641	290,723	314,685	314,685	319,533	4,848
51650 - NEW HIRE POLICE PENSION PLAN	7,043,668	7,154,014	6,441,134	6,426,134	7,234,509	808,375
51651 - OLD HIRE POLICE PENSION	1,540,842	1,466,935	1,466,935	1,466,935	1,734,237	267,302
51652 - STATEWIDE POLICE PENSION	1,101,406	1,316,064	1,590,820	1,590,820	1,592,135	1,315
51670 - PARKING FOR EMPLOYEES	1,480	2,113	240	240	39,120	38,880
51690 - MEDICARE	773,748	821,487	816,995	816,995	870,868	53,873
51695 - CITY EPO MEDICAL PLAN	1,796,410	1,661,641	1,608,501	1,608,501	1,487,520	(120,981)
51696 - ADVANTAGE HD MED PLAN	3,930,515	4,399,327	4,962,650	4,962,650	5,185,035	222,385
51697 - HRA BENEFIT TO ADV MED PLAN	306,230	329,559	352,192	352,192	366,063	13,871
51699 - BENEFITS REIMBURSEMENT	0	2,348	0	0	0	0
Salaries/Benefits/Pensions Total	**76,460,955**	**81,807,677**	**81,880,242**	**81,830,242**	**84,088,359**	**2,258,117**
Operating						0
52105 - MISCELLANEOUS OPERATING	1,740	(7,390)	0	0	0	0
52110 - OFFICE SUPPLIES	60,218	55,060	75,550	75,550	82,050	6,500
52111 - PAPER SUPPLIES	19,421	22,079	30,350	30,350	29,450	(900)
52112 - AMMUNITION	287,807	222,851	239,250	239,250	232,500	(6,750)
52114 - K9 SUPPLIES	14,740	13,735	18,000	18,000	18,000	0
52115 - MEDICAL SUPPLIES	0	74	0	0	30,000	30,000
52120 - COMPUTER SOFTWARE	9,348	24,037	20,780	20,780	12,967	(7,813)
52122 - CELL PHONES EQUIP AND SUPPLIES	34	147	0	0	0	0
52125 - GENERAL SUPPLIES	142,222	186,049	285,095	285,095	306,237	21,142
52127 - CONSTRUCTION SUPPLIES	5,317	0	0	0	0	0

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Police

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52129 - HVAC-HEAT VENTILATN AIR SUPPLI	22,868	29,564	28,400	28,400	32,000	3,600
52135 - POSTAGE	39,122	41,984	39,360	39,360	41,400	2,040
52140 - WEARING APPAREL	398,371	812,884	521,020	521,020	451,765	(69,255)
52145 - PAINT AND CHEMICAL	13,373	5	11,500	11,500	11,125	(375)
52155 - AUTOMOTIVE	199,927	169,950	157,500	157,500	157,500	0
52160 - FUEL	11,917	7,279	13,500	13,500	13,500	0
52161 - CRIME PREVENTION	544	872	3,375	3,375	2,625	(750)
52165 - LICENSES AND TAGS	2,540	2,698	3,665	3,665	5,520	1,855
52175 - SIGNS	105	0	0	0	0	0
52190 - JANITORIAL SUPPLIES	26,513	31,578	28,000	28,000	32,000	4,000
52216 - EOD PROGRAM	5,839	11,449	15,000	15,000	15,000	0
52220 - MAINT OFFICE MACHINES	3,850	6,816	7,140	7,140	7,140	0
52225 - MAINT OF COMPUTER SOFTWARE	15,305	2,697	100	100	0	(100)
52230 - MAINT FURNITURE AND FIXTURES	507	450	0	0	0	0
52235 - MAINT MACHINERY AND APPARATUS	59,099	71,444	79,216	79,216	76,570	(2,646)
52238 - MAINT LARGE VEHICLES	282	10,011	10,000	10,000	10,000	0
52245 - MAINT SIGNALS	13,571	0	0	0	0	0
52250 - MAINT RADIOS ALLOCATION	83,919	100,983	96,389	96,389	103,970	7,581
52265 - MAINT BUILDINGS AND STRUCTURE	116,086	63,643	135,000	135,000	135,000	0
52275 - MAINT RUNWAYS	0	32,689	0	0	0	0
52305 - MAINT SOFTWARE	807	35,725	16,750	16,750	9,250	(7,500)
52404 - APPRAISALS	0	4,950	0	0	0	0
52405 - ADVERTISING SERVICES	9,075	7,925	10,613	10,613	11,762	1,149
52410 - BUILDING SECURITY SERVICES	120,660	127,305	146,208	146,208	168,345	22,137
52415 - CONTRACTS AND SPEC PROJECTS	161,100	201,515	230,310	230,310	210,610	(19,700)
52421 - CIVIL SERVICE TESTING	64,407	76,374	118,500	118,500	121,737	3,237
52422 - INCARCERATION SERVICES	316,958	445,818	380,000	380,000	421,000	41,000
52423 - TELECOMMUNICATION SERVICES	308	0	0	0	0	0
52428 - HOSTED IT SERVICES	0	20,708	33,940	33,940	55,500	21,560
52431 - CONSULTING SERVICES	6,201	1,000	0	0	0	0
52434 - TOWING SERVICES	482,072	503,232	500,000	500,000	590,000	90,000
52435 - GARBAGE REMOVAL SERVICES	4,624	5,605	7,000	7,000	7,000	0
52445 - JANITORIAL SERVICES	151,214	173,045	180,000	180,000	184,000	4,000
52450 - LAUNDRY AND CLEANING SERVICES	2,072	1,899	2,100	2,100	300	(1,800)
52455 - LAWN MAINTENANCE SERVICE	12,094	12,701	14,500	14,500	26,000	11,500
52465 - MISCELLANEOUS SERVICES	822	885	825	825	825	0
52560 - PARKING SERVICES	92	3,549	35,100	35,100	2,500	(32,600)
52565 - PEST CONTROL	3,651	3,511	8,028	8,028	8,200	172
52566 - KENNEL SERVICES	4,232	5,879	6,600	6,600	6,600	0
52567 - VETERINARY SERVICES	20,119	32,657	21,000	21,000	21,000	0
52570 - REIMBURSABLE SERVICES	4,934	6,667	0	0	0	0
52571 - SNOW REMOVAL	20,028	15,539	23,000	23,000	23,000	0
52573 - CREDIT CARD FEES	9,557	8,405	20,300	20,300	3,500	(16,800)
52575 - SERVICES	133,443	204,299	537,852	537,852	596,817	58,965

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Budget Detail Report

001 - GENERAL FUND
Police

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52578 - INTERPRETING SERVICES	18,371	15,840	19,375	19,375	19,475	100
52590 - TEMPORARY EMPLOYMENT	41,423	41,852	37,000	37,000	0	(37,000)
52615 - DUES AND MEMBERSHIP	12,240	27,250	46,882	46,882	77,077	30,195
52625 - MEETING EXPENSES IN TOWN	16,513	19,767	28,865	28,865	29,415	550
52630 - TRAINING	51,078	67,621	181,936	181,936	174,100	(7,836)
52635 - EMPLOYEE EDUCATIONL ASSISTANCE	32,171	30,457	40,000	40,000	40,000	0
52645 - SUBSCRIPTIONS	24,712	47,760	11,360	11,360	21,310	9,950
52655 - TRAVEL OUT OF TOWN	87,519	108,135	0	0	3,000	3,000
52705 - COMMUNICATIONS	32,800	42,133	50,000	50,000	50,000	0
52706 - WIRELESS COMMUNICATION	196,971	279,785	238,361	238,361	280,000	41,639
52725 - RENTAL OF PROPERTY	23,480	22,050	37,050	37,050	37,250	200
52735 - TELEPHONE LONG DIST CALLS	7,460	0	8,500	8,500	0	(8,500)
52738 - CELL PHONE BASE CHARGES	291,085	239,128	250,680	250,680	246,363	(4,317)
52740 - GENERAL INSURANCE-CITY	1,610	1,610	3,080	3,080	3,073	(7)
52744 - ENERGY AUDITS	5,512	0	0	0	0	0
52745 - UTILITIES	214	109	0	0	0	0
52746 - UTILITIES ELECTRIC	391,025	370,857	406,400	406,400	0	(406,400)
52747 - UTILITIES GAS	79,148	68,746	95,047	95,047	0	(95,047)
52748 - UTILITIES SEWER	14,296	14,472	12,000	12,000	0	(12,000)
52749 - UTILITIES WATER	40,251	39,099	30,392	30,392	0	(30,392)
52755 - COMMUNICATIONS EQUIPMENT	0	78	0	0	0	0
52757 - SECURITY SURVEILLANCE EQUIP	600	0	0	0	0	0
52765 - LEASE PURCHASE PAYMENTS	130,730	130,730	130,730	130,730	150,000	19,270
52775 - MINOR EQUIPMENT	357,601	492,987	518,013	568,013	452,750	(115,263)
52776 - PRINTER CONSOLIDATION COST	141,725	144,008	146,170	146,170	150,795	4,625
52795 - RENTAL OF EQUIPMENT	12,652	17,221	14,865	14,865	18,028	3,163
52874 - OFFICE SERVICES PRINTING	847	690	1,250	1,250	1,500	250
52875 - OFFICE SERVICES RECORDS	13,513	15,243	13,500	13,500	0	(13,500)
52908 - REPROGRAPHICS POLICE	62,136	65,767	62,000	62,000	63,000	1,000
60175 - CHIEF'S AWARD	0	0	0	0	0	0
65040 - MISCELLANEOUS	0	180	0	0	0	0
65075 - INTEREST	70,099	67,529	72,569	72,569	72,569	0
65097 - INTEREST OLD CITY HALL COP	59,529	59,530	59,530	59,530	59,530	0
65160 - RECRUITMENT	16,633	19,721	20,692	20,692	20,000	(692)
65185 - PRINCIPAL	63,089	65,659	60,620	60,620	60,620	0
65209 - PRINCIPAL OLD CITY HALL COP	74,978	74,978	74,978	74,978	74,978	0
65356 - RETIREMENT AWARDS	125	0	0	0	0	0
65357 - VOLUNTEER RESOURCES	134	0	0	0	0	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
65409 - GRANT MATCH	8,000	26,941	145,822	145,822	205,122	59,300
Operating Total	**5,463,325**	**6,430,764**	**6,928,483**	**6,978,483**	**6,584,220**	**(394,263)**
Capital Outlay						0
53020 - COMPUTERS NETWORKS	29,021	0	0	0	0	0
53030 - FURNITURE AND FIXTURES	36	0	0	0	0	0
53050 - MACHINERY AND APPARATUS	18,400	251,367	25,000	25,000	30,000	5,000
53070 - VEHICLES REPLACEMENT	1,648	0	0	0	0	0
53080 - VEHICLES ADDITIONS	0	21,628	0	0	0	0
53090 - BUILDINGS AND STRUCTURES	0	54,584	50,000	50,000	45,000	(5,000)
Capital Outlay Total	**49,105**	**327,579**	**75,000**	**75,000**	**75,000**	**0**

City of Colorado Springs
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001 - GENERAL FUND
Police

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Expenses Total	**81,973,385**	**88,566,020**	**88,883,725**	**88,883,725**	**90,747,579**	**1,863,854**
CIP Total	**64,757**	**908,618**	**400,000**	**400,000**	**1,500,000**	**1,100,000**
Grand Total	**82,038,142**	**89,474,638**	**89,283,725**	**89,283,725**	**92,247,579**	**2,963,854**

City of Colorado Springs
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001 - GENERAL FUND
Police

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Revenue						
40113 - MISCELLANEOUS	1,124	11,687	53,750	53,750	35,000	(18,750)
40125 - 78 POL PENSION MEMBER DEP	1,482	0	0	0	0	0
40150 - RESTITUTION	11,274	8,719	7,000	7,000	10,000	3,000
40429 - STATE HIRE POLICE	1,497	0	0	0	0	0
41415 - FINGER PRINTING	153,140	144,083	144,000	144,000	144,000	0
41840 - ADMIN REVENUE	0	0	0	0	66,000	66,000
43156 - REBATES	0	10,248	0	0	0	0
43359 - DILAPIDATED BLDG INSPECTIONS	500	0	0	0	0	0
44015 - DAMAGE TO PROPERTY	105,487	107,946	75,000	75,000	90,000	15,000
44020 - MISCELLANEOUS GENERAL	7,726	4,893	0	0	0	0
44025 - CASH OVER SHORT	112	60	0	0	0	0
44040 - SALE OF PROPERTY	78,752	26,369	15,000	15,000	15,000	0
44045 - SALE OF SCRAP	0	506	0	0	0	0
44053 - PD PARKING GARAGE FEES	64,669	62,668	60,000	60,000	64,000	4,000
44054 - OT REIMBURSEMENT	12,211	166,543	125,000	125,000	135,000	10,000
44055 - REIMBURSEMENT ACCT	0	9,090	0	0	0	0
44057 - PROPERTY CLEAN UP REIMBURSEMENT	6,968	11,612	0	0	0	0
45156 - OCCU TAX DRUG STORE	13	0	0	0	0	0
45734 - FOUNTAIN	36,165	36,192	36,600	36,600	3,200	(33,400)
45751 - AUTO INSPECTION FEES	3,504	420	536	536	500	(36)
45752 - EXTRA DUTY - VEHICLE USAGE	0	0	0	0	93,000	93,000
45753 - EXCESS POLICE ALARMS	138,818	132,030	100,000	100,000	120,000	20,000
45754 - LAB FEES POLICE	50,658	51,094	43,414	43,414	50,000	6,586
45755 - ALARM SITE REINSTATEMENT FEES	100	200	0	0	0	0
45756 - PHOTOSTATS AND PICTURES	117,484	111,179	100,000	100,000	131,800	31,800
45757 - POLICE POLYGRAPH TESTS	720	240	0	0	0	0
45758 - EXTRA DUTY REIMBURSEMENT	1,192,374	1,059,209	1,120,921	1,120,921	998,000	(122,921)
45759 - TOW AND STORAGE CHARGES	853,299	876,018	881,866	881,866	992,000	110,134
45760 - WITNESS FEES	678	1,024	600	600	700	100
45761 - SCHOOL RESOURCE OFFICER	705,121	899,574	943,000	943,000	943,000	0
45762 - GRAFFITI REMOVAL	0	6,946	0	0	0	0
45764 - ID REGISTRATION FEE	39,680	43,151	42,000	42,000	42,000	0
45766 - FIRING RANGE MAINT	(47)	0	0	0	0	0
45767 - ANNUAL ALARM REGISTRATION	614,849	610,422	580,000	580,000	600,000	20,000
45768 - UNCLAIMED PROPERTY DISPOSITION	41,863	36,409	47,000	47,000	35,000	(12,000)
45769 - HANGAR RENTAL	14,410	3,238	7,860	7,860	7,200	(660)
45770 - CODE INFORCEMENT INSPECTIONS	106,028	70,993	0	0	0	0
45791 - MILLINGS SALES	96,019	0	0	0	0	0
45901 - MISCELLANEOUS	4,603	4,794	4,832	4,832	4,000	(832)
45917 - CDBG PROGRAM	147,229	118,430	0	0	0	0
46173 - REIMBURSEMENT FR UTILITY FUND	0	207,263	0	0	0	0
Total Revenue	**4,608,510**	**4,833,250**	**4,388,379**	**4,388,379**	**4,579,400**	**191,021**

City of Colorado Springs
Budget Detail Report

171 - PSST
Police

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	1,933,229	1,960,001	2,060,796	2,060,796	2,158,539	97,743
51210 - OVERTIME	107,939	48,810	73,179	73,179	67,779	(5,400)
51220 - SEASONAL TEMPORARY	323,112	2,656	260,338	260,338	260,338	0
51225 - SHIFT WORKER HOLIDAY	21,643	22,141	24,400	24,400	23,766	(634)
51230 - SHIFT DIFFERENTIAL	30,192	30,070	34,304	34,304	32,232	(2,072)
51235 - STANDBY	17,959	18,112	20,510	20,510	20,094	(416)
51240 - RETIREMENT TERMINATION SICK	47,646	(254)	20,000	20,000	40,800	20,800
51245 - RETIREMENT TERM VACATION	9,406	7,888	8,400	8,400	10,200	1,800
51260 - VACATION BUY PAY OUT	23,882	26,829	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(47,199)	(43,432)	0	0	0	0
51405 - UNIFORM SALARIES	6,708,043	6,171,689	6,926,706	6,926,706	7,121,594	194,888
51410 - UNIFORM OVERTIME	1,769,819	422,989	1,847,527	1,847,527	1,908,117	60,590
51425 - UNIFORM SHIFT DIFFERENTIAL	48,460	52,877	42,000	42,000	48,500	6,500
51430 - UNIFORM SPECIAL ASSIGNMENT	6,188	15,704	8,650	8,650	17,646	8,996
51445 - LONGEVITY	44,668	41,585	47,845	47,845	46,342	(1,503)
51455 - SWORN VAC TWK	30,201	25,624	33,250	33,250	31,416	(1,834)
51460 - UNIFORM HAZARD DUTY	1,261	1,067	2,500	2,500	1,500	(1,000)
51465 - UNIFORM COURT OVERTIME	20,296	29,016	20,200	20,200	22,440	2,240
51470 - UNIFORM RETIREMENT COST	21,340	36,302	19,200	19,200	28,560	9,360
51482 - POLICE TRAINING OFFICERS	11,259	9,667	10,000	10,000	10,200	200
51610 - PERA	267,985	268,228	317,748	317,748	347,528	29,780
51612 - RETIREMENT HEALTH SAVINGS	0	62,746	28,800	28,800	61,200	32,400
51615 - WORKERS COMPENSATION	243,726	236,209	288,130	288,130	359,859	71,729
51620 - EQUITABLE LIFE INSURANCE	25,913	22,340	33,307	33,307	35,265	1,958
51640 - DENTAL INSURANCE	44,923	45,692	56,139	56,139	52,042	(4,097)
51650 - NEW HIRE POLICE PENSION PLAN	749,548	811,517	781,794	781,794	798,469	16,675
51652 - STATEWIDE POLICE PENSION	254,547	226,826	310,956	310,956	298,854	(12,102)
51670 - PARKING FOR EMPLOYEES	29,984	33,109	0	0	0	0
51690 - MEDICARE	123,981	113,655	134,593	134,593	170,524	35,931
51695 - CITY EPO MEDICAL PLAN	293,241	239,337	264,508	264,508	299,352	34,844
51696 - ADVANTAGE HD MED PLAN	525,504	589,789	794,621	794,621	730,135	(64,486)
51697 - HRA BENEFIT TO ADV MED PLAN	42,784	47,311	58,846	58,846	52,069	(6,777)
Salaries/Benefits/Pensions Total	**13,731,480**	**11,576,100**	**14,529,247**	**14,529,247**	**15,055,360**	**526,113**
Operating						
52105 - MISCELLANEOUS OPERATING	762	267	0	0	0	0
52110 - OFFICE SUPPLIES	3,788	4,442	5,000	5,000	5,000	0
52111 - PAPER SUPPLIES	1,664	836	1,750	1,750	1,750	0
52112 - AMMUNITION	25,256	1,654	23,250	23,250	9,000	(14,250)
52120 - COMPUTER SOFTWARE	5,361	660	688	688	688	0
52125 - GENERAL SUPPLIES	9,771	8,472	10,875	10,875	18,888	8,013
52129 - HVAC-HEAT VENTILATN AIR SUPPLI	8,428	4,988	8,750	8,750	11,000	2,250
52135 - POSTAGE	24	0	0	0	0	0
52140 - WEARING APPAREL	48,976	(26,461)	34,175	34,175	50,471	16,296
52145 - PAINT AND CHEMICAL	0	0	500	500	375	(125)
52155 - AUTOMOTIVE	9,727	0	0	0	0	0
52161 - CRIME PREVENTION	277	0	1,125	1,125	875	(250)
52165 - LICENSES AND TAGS	423	10	975	975	1,510	535
52175 - SIGNS	61	0	0	0	0	0

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Budget Detail Report

171 - PSST
Police

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52190 - JANITORIAL SUPPLIES	7,404	7,587	9,000	9,000	9,000	0
52220 - MAINT OFFICE MACHINES	129	0	500	500	500	0
52235 - MAINT MACHINERY AND APPARATUS	40,172	29,796	29,987	29,987	29,985	(2)
52250 - MAINT RADIOS ALLOCATION	19,780	18,400	19,780	19,780	22,790	3,010
52265 - MAINT BUILDINGS AND STRUCTURE	30,585	52,310	62,000	62,000	62,000	0
52305 - MAINT SOFTWARE	175,468	383,600	382,451	382,451	337,717	(44,734)
52410 - BUILDING SECURITY SERVICES	24,646	8,898	13,500	13,500	13,500	0
52428 - HOSTED IT SERVICES	32,084	24,684	44,074	44,074	111,850	67,776
52435 - GARBAGE REMOVAL SERVICES	1,407	1,833	3,000	3,000	3,000	0
52445 - JANITORIAL SERVICES	50,995	52,915	55,200	55,200	55,200	0
52450 - LAUNDRY AND CLEANING SERVICES	0	27	600	600	0	(600)
52455 - LAWN MAINTENANCE SERVICE	10,615	8,698	14,000	14,000	12,000	(2,000)
52565 - PEST CONTROL	1,942	1,747	4,000	4,000	4,000	0
52568 - BANK AND INVESTMENT FEES	4,155	3,997	0	0	0	0
52571 - SNOW REMOVAL	13,115	11,798	16,000	16,000	16,000	0
52575 - SERVICES	75,910	28,358	21,500	21,500	50,887	29,387
52578 - INTERPRETING SERVICES	0	193	4,625	4,625	4,625	0
52590 - TEMPORARY EMPLOYMENT	6,702	3,130	60,000	60,000	60,000	0
52615 - DUES AND MEMBERSHIP	280	0	250	250	188	(62)
52625 - MEETING EXPENSES IN TOWN	0	52	250	250	250	0
52630 - TRAINING	198	0	7,000	7,000	6,250	(750)
52645 - SUBSCRIPTIONS	99,737	48,941	52,320	52,320	50,477	(1,843)
52705 - COMMUNICATIONS	91,780	20,353	41,000	41,000	41,000	0
52706 - WIRELESS COMMUNICATION	33,337	504	33,000	33,000	33,000	0
52725 - RENTAL OF PROPERTY	2,000	12,000	12,000	12,000	12,000	0
52735 - TELEPHONE LONG DIST CALLS	705	865	1,100	1,100	1,100	0
52738 - CELL PHONE BASE CHARGES	28,830	0	30,000	30,000	30,000	0
52746 - UTILITIES ELECTRIC	86,338	80,465	91,000	91,000	95,800	4,800
52747 - UTILITIES GAS	14,714	13,702	21,500	21,500	13,700	(7,800)
52748 - UTILITIES SEWER	3,685	4,239	3,750	3,750	4,326	576
52749 - UTILITIES WATER	19,872	18,721	21,000	21,000	22,000	1,000
52765 - LEASE PURCHASE PAYMENTS	21,942	21,942	21,942	21,942	25,000	3,058
52775 - MINOR EQUIPMENT	129,248	34,840	162,200	162,200	294,864	132,664
52776 - PRINTER CONSOLIDATION COST	12,089	13,012	13,500	13,500	14,375	875
52827 - CHGS POLICE	185,398	145,060	186,000	186,000	145,000	(41,000)
52872 - MAINT FLEET VEHICLES EQP	0	96,968	0	0	100,000	100,000
52908 - REPROGRAPHICS POLICE	170	0	0	0	0	0
65170 - TRANSFER TO OTHER FUNDS	0	0	19,027	19,027	0	(19,027)
65356 - RETIREMENT AWARDS	0	50	0	0	0	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**1,339,950**	**1,144,553**	**1,544,144**	**1,544,144**	**1,781,941**	**237,797**

City of Colorado Springs
Budget Detail Report

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Police

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Capital Outlay						0
53020 - COMPUTERS NETWORKS	2,211	51,856	209,000	209,000	200,000	(9,000)
53050 - MACHINERY AND APPARATUS	71,740	0	0	0	0	0
53070 - VEHICLES REPLACEMENT	855,803	132,686	0	0	0	0
53080 - VEHICLES ADDITIONS	0	126,878	0	0	0	0
53090 - BUILDINGS AND STRUCTURES	36,879	16,279	38,000	38,000	48,000	10,000
Capital Outlay Total	**966,633**	**327,699**	**247,000**	**247,000**	**248,000**	**1,000**
Grand Total	**16,038,063**	**13,048,352**	**16,320,391**	**16,320,391**	**17,085,301**	**764,910**
Revenue						
45734 - FOUNTAIN	0	0	0	0	50,000	50,000
Total Revenue	**0**	**0**	**0**	**0**	**50,000**	**50,000**

Public Works

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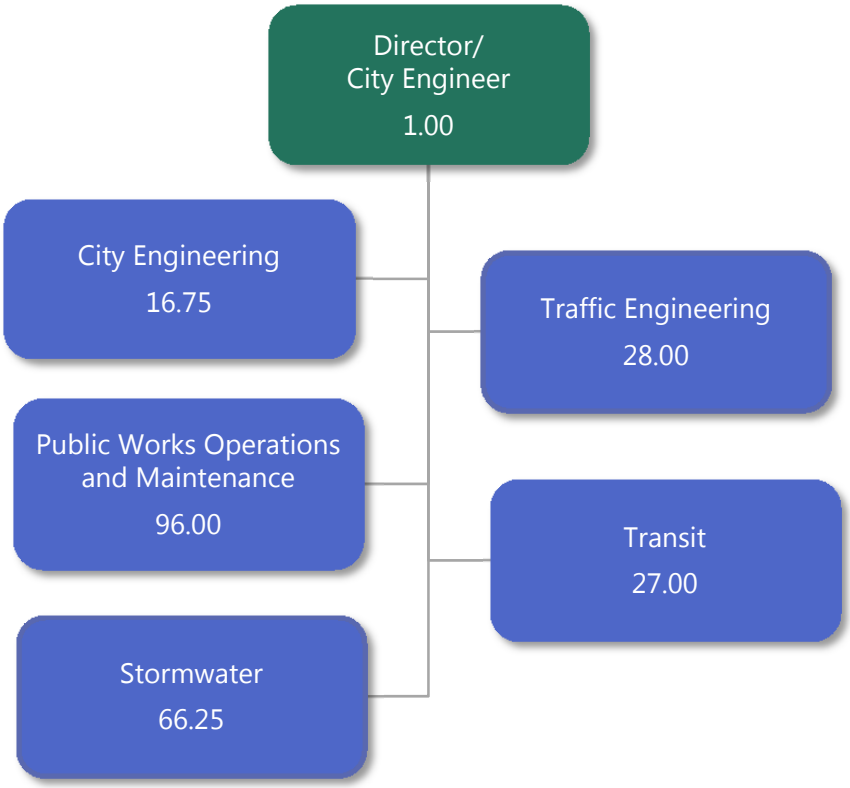


All Funds Summary

Division	General Fund	Other Funds	Total Budget
City Engineering	$2,230,995	$35,573,016	$37,804,011
Public Works Operations and Maintenance	9,938,368	66,117,186	76,055,554
Stormwater	14,260,556	1,700,000	15,960,556
Traffic Engineering	3,188,453	8,782,483	11,970,936
Transit	5,626,681	23,582,250	29,208,931
Total	**$35,245,053**	**$135,754,935**	**$170,999,988**
Total Positions	**217.00**	**18.00**	**235.00**

Public Works

All Funds History

Use of Funds	2015 Actual	2016 Original Budget	** 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
General Fund	$21,562,918	$22,671,649	$23,747,295	$25,899,073	$2,151,778
General Fund - CIP	10,600,360	12,647,449	18,098,512	9,345,980	(8,752,532)
Grants Fund - Awards [1]	6,263,639	23,007,447	23,007,447	17,208,206	(5,799,241)
2C-Road Tax Fund [2]	0	50,000,000	50,000,000	50,000,000	0
Bike Tax Fund	362,083	85,000	85,000	86,500	1,500
PPRTA - Capital	6,322,755	31,479,353	33,546,274	33,883,097	336,823
PPRTA - Maintenance [3]	20,803,741	21,063,456	23,015,096	21,905,186	(1,109,910)
PPRTA - Transit Expenditures [4]	10,199,458	12,746,342	13,449,391	12,671,946	(777,445)
Total	**$76,114,954**	**$173,700,696**	**$184,949,015**	**$170,999,988**	**($13,949,027)**
Total Positions	**207.00**	**208.00**	**212.00**	**235.00**	**23.00**

** 2016 Amended City Budget as of 8/4/2016—including all 2016 budget dedicated to Stormwater operating and capital projects. 2016 Amended PPRTA Budget for maintenance as of 7/13/2016. 2016 Amended PPRTA Transit Operating Budget as of 7/13/2016 includes additional sales tax revenue for 2015 and 2016.

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

2 The 2C-Road Repair, Maintenance, and Improvements Sales and Use Tax Fund (established by Ordinance No. 15-96 on December 8, 2015) for the temporary sales and use tax increase of 0.62% approved by voters in November 2015, with a supplemental appropriation for the 2016 budget of $50 million approved on January 26, 2016 (Ordinance No. 16-3).

3 Following PPRTA's budgeting practices, the 2015 Amended Budget includes 2014 unspent carryover, 2014 revenue carryover, and additional 2015 revenue. The 2016 Budget and 2015 Original Budget do not include carryover, so the 2016 Budget is approximately $1.7 million more than the original 2015 Original Budget.

4 PPRTA Transit Expenditures include tax and fare revenues; it does not reflect carryover for Planned Operating Reserve and grant match for obligated projects as shown in the CIP section on page 32-29.

City Engineering

Mike Chaves, P.E., Manager | (719) 385-5408 | mchaves@springsgov.com

2017 Initiatives

ID	Goal	Initiative
2A-02	Investing in Infrastructure	Develop a 10-year infrastructure plan which integrates specific goals for infrastructure throughout the City (specifying projects, partners, and outcomes) and coordinates infrastructure improvements across City departments/functions (parks, stormwater, streets) and with CSU.
2B-07	Investing in Infrastructure	Improve the City and CSU's alignment and coordination of infrastructure repair/upgrades.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$3,984,213	$3,878,557	$1,625,572	$1,724,747	$99,175
	General Fund - CIP	2,464,054	1,064,565	1,064,565	506,248	(558,317)
	PPRTA - Capital	5,245,636	24,471,353	26,538,274	26,248,097	(290,177)
	PPRTA - Maintenance	1,558,786	3,500,000	3,700,000	4,700,000	1,000,000
	Grants Fund - Awards	244,399	1,708,250	1,708,250	4,624,919	2,916,669
	All Funds Total	**$13,497,088**	**$34,622,725**	**$34,636,661**	**$37,804,011**	**$3,167,350**
	Positions					
	General Fund	43.75	42.25	17.75	17.75	0.00
	Total	**43.75**	**42.25**	**17.75**	**17.75**	**0.00**

* 2016 Amended City Budget as of 8/4/2016. 2016 Amended PPRTA Budget for maintenance as of 7/13/2016 includes additional sales tax revenue for 2015 and 2016.

Significant Changes vs. 2016

- Decrease of approximately $560,000 in General Fund – CIP projects planned for 2017
- Increase of $1.0 million in PPRTA Maintenance for bridge repair and maintenance
- Increase of nearly $3.6 million in Grants – CIP, mainly due to grant funds for two bridge replacement projects

City Engineering

City Engineering provides civil engineering services for the City including engineering, constructing and managing the City's transportation infrastructure. The Division maintains 436 bridges across the City in addition to managing all of the PPRTA capital projects. The Division's primary focus is to provide professional services and to construct and maintain quality infrastructure while providing safer, more efficient transportation systems. City Engineering is responsible for the following:

Capital Improvement Program (CIP)

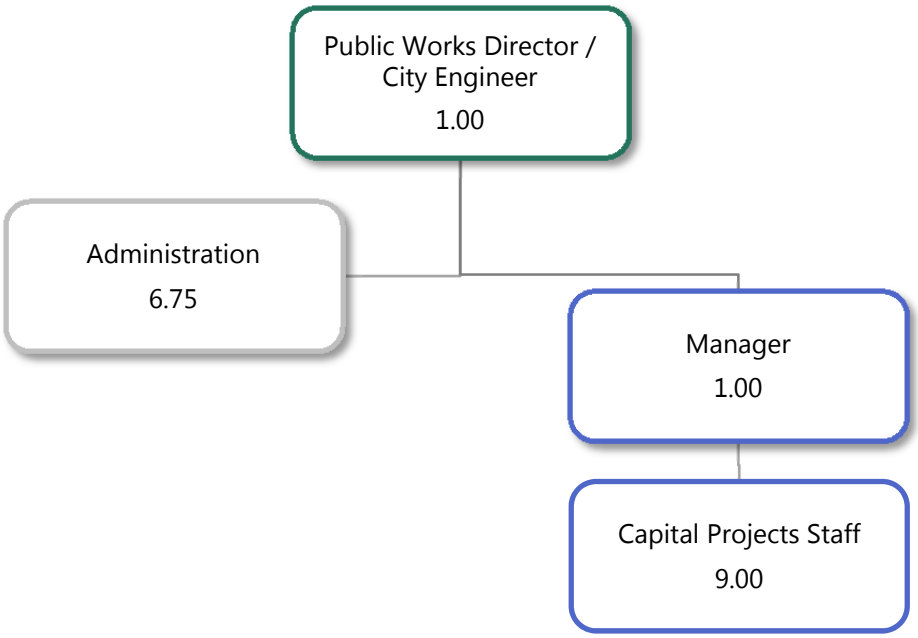
- Develops solutions to transportation needs
- Delivers capital projects in the most efficient and cost-effective manner possible

City Engineering Functions	2014 Actual	2015 Actual	2016 Original Budget	2016 Amended Budget	2017 Budget
Public Works Administration	$0	$580,270	$690,335	$686,494	$668,819
Engineering Development Review [1]	1,167,909	1,163,846	1,119,728	0	0
Asset Management [2]	1,056,923	638,206	574,659	0	0
ROW and Capital Project Management [3]	1,558,518	1,601,891	1,493,835	939,078	1,055,928
Total City Engineering Functions	**$3,783,350**	**$3,984,213**	**$3,878,557**	**$1,625,572**	**$1,724,747**

[1] In 2016, the Engineering Development Review function was transferred to the Planning & Development Department.

[2] In 2016, the Asset Management function was transferred to Public Works Operations & Maintenance (f/k/a Streets).

[3] In 2016, the Right-of-Way Management (ROW) function was transferred to Public Works Operations & Maintenance (f/k/a Streets).



The sections on the following pages provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Budget for each fund including General Fund, PPRTA, and CIP.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$3,542,475	$3,624,353	$3,558,341	$1,520,889	$1,624,714	$103,825
Operating	240,875	359,860	280,216	104,658	100,033	(4,625)
Capital Outlay	0	0	40,000	25	0	(25)
Total	**$3,783,350**	**$3,984,213**	**$3,878,557**	**$1,625,572**	**$1,724,747**	**$99,175**
CIP	**$2,464,054**	**$2,056,445**	**$1,064,565**	**$1,064,565**	**$506,248**	**($558,317)**
Revenue	**$2,901,419**	**$3,865,528**	**$2,903,173**	**$75,000**	**$51,505**	**($23,495)**

Position Title	2015 Original Budget	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Administrative Technician	1.00	1.00	0.75	0.75	0.00
Analyst I-Finance & Grants	1.00	1.00	1.00	1.00	0.00
Analyst II-Benefits & Financial	1.00	1.00	1.00	1.00	0.00
Asset Management Supervisor	1.00	1.00	0.00	0.00	0.00
Engineer III	8.00	6.75	3.00	3.00	0.00
Construction Project Manager	1.00	1.00	1.00	1.00	0.00
Engineering Develop. Review Mgr	1.00	1.00	0.00	0.00	0.00
Inspector II	4.50	4.50	0.00	0.00	0.00
Engineering Inspector III Lead	2.00	2.00	0.00	0.00	0.00
Engineering Manager	3.00	2.75	1.00	1.00	0.00
Engineering Specialist	1.25	1.25	0.00	0.00	0.00
Engineering Technician II	6.50	6.50	3.00	3.00	0.00
Licensed Surveyor	1.00	1.00	1.00	1.00	0.00
Office Specialist / Senior Office Specialist	4.00	4.00	3.00	3.00	0.00
Public Works Director/City Engineer	1.00	1.00	1.00	1.00	0.00
Real Estate Specialist II	0.50	0.50	0.00	0.00	0.00
Senior Analyst-BDG,BRM,FIN,GRT	1.00	1.00	1.00	1.00	0.00
Senior Engineer	1.00	1.00	1.00	1.00	0.00
Senior Engineering Inspector	1.50	1.50	0.00	0.00	0.00
Senior Licensed Surveyor	0.50	0.50	0.00	0.00	0.00
Senior Traffic Engineer	1.00	1.00	0.00	0.00	0.00
Traffic Technician II	1.00	1.00	0.00	0.00	0.00
Total Positions	**43.75**	**42.25**	**17.75**	**17.75**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Decrease in Salaries/Benefits/Pensions and Operating due to the reorganizations and transfers of the ROW and Asset Management programs from City Engineering to Public Works Operations & Maintenance, and the Engineering Development Review (EDR) function from City Engineering to Planning & Development	($2,265,027)
	Total During 2016	**($2,265,027)**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$77,282
	Increase to fund pay for performance and position movements in salary structure	26,543
	Total Salaries/Benefits/Pensions	**$103,825**
	Operating	
	Transfer of the department's budget for records management to the City Clerk's Office budget for central contract oversight	($3,950)
	Net decrease for projected operating expenditures	(675)
	Total Operating	**($4,625)**
	Capital Outlay	
	Decrease of remaining capital outlay after reorganizations	($25)
	Total Capital Outlay	**($25)**
	CIP	
	Decrease of local match required for anticipated 2017 grant awards	($558,317)
	Total CIP	**($558,317)**
	Total For 2017	**($459,142)**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Decrease of 24.50 FTE due to due to the reorganizations and transfers of the ROW and Asset Management programs from City Engineering to Public Works Operations & Maintenance, and the Engineering Development Review (EDR) function from City Engineering to Planning & Development, Land Use	(24.50)
	Total During 2016	**(24.50)**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

PPRTA	Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Capital †	$21,951,502	$5,245,636	$24,471,353	$26,538,274	$26,248,097	($290,177)
	Maintenance	2,851,169	1,558,786	3,500,000	3,700,000	4,700,000	1,000,000
	Total	**$24,802,671**	**$6,804,422**	**$27,971,353**	**$30,238,274**	**$30,948,097**	**$709,823**
	2017 PPRTA Maintenance Projects						
	Bridge Repair and Maintenance					$4,500,000	
	PPRTA Capital Project Maintenance					200,000	
	† The PPRTA capital projects for 2017 are listed below in the CIP table. The 2015 Actual includes PPRTA I and PPRTA II projects						
	The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated for capital projects and maintenance of the City's transportation system, relevant PPRTA expenditures are included in this document.						

* 2016 Amended City Budget as of 8/4/2016. 2016 Amended PPRTA Budget for maintenance as of 7/13/2016 includes additional sales tax revenue for 2015 and 2016.

2017 CIP Program	Project	General Fund	Grant	PPRTA	Total 2017 Allocation
	Academy Blvd.: Bijou to Airport Pavement Reconstruction			500,000	500,000
	Academy over Cottonwood Creek Bridge Rehabilitation			4,720,000	4,720,000
	Arterial Reimbursements	150,000			150,000
	Centennial Blvd. Extension-Fillmore to Fontanero			5,000,000	5,000,000
	Centennial St.-Garden of the Gods to Fillmore Pavement Reconstruction			168,000	168,000
	Cheyenne Canyon Road Bridge Replacement (TIP)	236,844	947,376		1,184,220
	Dublin Rd.: Imps: Briddle Pass Way to Powers Blvd.			1,240,000	1,240,000
	Emergency Bridge Fund			2,538,097	2,538,097
	Enchanted Circle over Sand Creek Tributary Bridge Replacement			200,000	200,000
	Las Vegas St./Royer UPRR Crossing Relocation			1,650,000	1,650,000
	Pedestrian Improvement-Citywide			687,000	687,000
	Pedestrian Improvement-School and Neighborhood			412,000	412,000
	Pikes Peak Ave.: Colorado to Printers Pkwy. Pavement Reconstruction			5,500,000	5,500,000
	Platte Ave. Bridge Replacement (TIP)		3,199,924	800,000	3,999,924
	Route 8 Pedestrian/Transit Accessibility (TIP)	119,404	477,619		597,023
	Shook's Run Bridge Corridor Study			300,000	300,000
	W. Colorado Avenue Reconstruction-31st Street to U.S. Hwy. 24			2,533,000	2,533,000
	Total 2017 CIP	**$506,248**	**$4,624,919**	**$26,248,097**	**$31,379,264**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 32-1				

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
City Engineering

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended	2017 Budget	2017 Budget - 2016 Amended
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	2,688,033	2,767,244	2,703,326	1,154,224	1,249,188	94,964
51210 - OVERTIME	13,351	8,949	13,500	0	0	0
51220 - SEASONAL TEMPORARY	20,892	9,646	0	0	0	0
51230 - SHIFT DIFFERENTIAL	34	23	0	0	0	0
51235 - STANDBY	826	0	0	0	0	0
51245 - RETIREMENT TERM VACATION	28,377	20,289	0	0	0	0
51260 - VACATION BUY PAY OUT	5,498	3,724	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(14,527)	(8,999)	0	0	0	0
51610 - PERA	363,082	364,457	369,395	157,435	170,123	12,688
51612 - RETIREMENT HEALTH SAVINGS	10,882	3,680	0	0	0	0
51615 - WORKERS COMPENSATION	20,359	22,452	19,824	4,517	6,110	1,593
51620 - EQUITABLE LIFE INSURANCE	7,473	7,706	9,837	4,334	4,604	270
51640 - DENTAL INSURANCE	14,991	15,332	16,042	6,328	5,979	(349)
51655 - RETIRED EMP MEDICAL INS	91	0	0	0	0	0
51670 - PARKING FOR EMPLOYEES	13,120	6,380	6,480	4,300	4,300	0
51690 - MEDICARE	37,666	38,509	39,097	16,662	18,006	1,344
51695 - CITY EPO MEDICAL PLAN	119,858	69,942	51,874	0	13,428	13,428
51696 - ADVANTAGE HD MED PLAN	197,685	273,883	306,716	161,394	142,914	(18,480)
51697 - HRA BENEFIT TO ADV MED PLAN	14,784	21,627	22,250	11,695	10,062	(1,633)
51699 - BENEFITS REIMBURSEMENT	0	(491)	0	0	0	0
Salaries/Benefits/Pensions Total	**3,542,475**	**3,624,353**	**3,558,341**	**1,520,889**	**1,624,714**	**103,825**
Operating						0
52105 - MISCELLANEOUS OPERATING	0	0	0	0	0	0
52110 - OFFICE SUPPLIES	5,377	3,019	6,009	5,159	5,159	0
52111 - PAPER SUPPLIES	1,004	1,380	1,650	1,450	1,450	0
52115 - MEDICAL SUPPLIES	1,072	827	800	600	600	0
52120 - COMPUTER SOFTWARE	18,766	89,121	2,200	1,200	1,200	0
52122 - CELL PHONES EQUIP AND SUPPLIES	1,654	2,074	800	100	100	0
52125 - GENERAL SUPPLIES	2,588	2,556	3,050	1,875	1,875	0
52135 - POSTAGE	4,596	2,670	5,025	4,925	4,925	0
52140 - WEARING APPAREL	1,034	0	980	0	0	0
52145 - PAINT AND CHEMICAL	146	148	0	0	0	0
52165 - LICENSES AND TAGS	125	53	0	0	0	0
52190 - JANITORIAL SUPPLIES	140	0	0	0	0	0
52191 - STORMWATER QUALITY	132	0	0	0	0	0
52225 - MAINT OF COMPUTER SOFTWARE	0	444	6,200	6,200	6,200	0
52235 - MAINT MACHINERY AND APPARATUS	0	1,454	600	600	600	0
52265 - MAINT BUILDINGS AND STRUCTURE	2,540	0	0	0	0	0
52305 - MAINT SOFTWARE	0	6,161	0	0	0	0
52410 - BUILDING SECURITY SERVICES	0	0	0	0	0	0
52415 - CONTRACTS AND SPEC PROJECTS	7	31,718	25,000	25,000	25,000	0
52423 - TELECOMMUNICATION SERVICES	42	0	0	0	0	0
52426 - MUN FAC RUNOFF CONTROL	0	0	0	0	0	0
52431 - CONSULTING SERVICES	5,419	1,569	5,250	0	0	0
52560 - PARKING SERVICES	1,700	11,700	7,540	3,940	3,600	(340)
52573 - CREDIT CARD FEES	44,874	57,471	45,000	0	0	0
52575 - SERVICES	1,194	1,766	1,560	780	780	0
52590 - TEMPORARY EMPLOYMENT	50,669	60,457	71,209	0	0	0
52607 - CELL PHONE ALLOWANCE	6,278	6,828	7,410	5,010	5,010	0
52610 - PROFESSIONAL LICENSES	0	212	100	100	100	0
52615 - DUES AND MEMBERSHIP	1,891	2,446	1,857	1,300	1,300	0
52625 - MEETING EXPENSES IN TOWN	630	1,026	1,500	1,500	600	(900)
52630 - TRAINING	11,392	6,149	17,000	7,000	6,915	(85)
52635 - EMPLOYEE EDUCATIONL ASSISTANCE	392	0	0	0	0	0

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
City Engineering

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended	2017 Budget	2017 Budget - 2016 Amended
Salaries/Benefits/Pensions						
52645 - SUBSCRIPTIONS	144	212	100	100	100	0
52655 - TRAVEL OUT OF TOWN	6,561	3,241	8,256	1,920	1,920	0
52706 - WIRELESS COMMUNICATION	8,610	8,363	9,820	4,020	4,020	0
52735 - TELEPHONE LONG DIST CALLS	747	0	0	0	0	0
52736 - CELL PHONE AIRTIME	35	9	60	0	0	0
52738 - CELL PHONE BASE CHARGES	7,703	7,729	10,119	2,318	2,318	0
52770 - SAFETY EQUIPMENT	1,535	2,306	1,535	1,535	835	(700)
52775 - MINOR EQUIPMENT	16,796	9,525	5,500	5,000	5,000	0
52776 - PRINTER CONSOLIDATION COST	14,265	15,463	14,286	9,786	9,786	0
52795 - RENTAL OF EQUIPMENT	8,640	9,756	8,640	8,640	9,990	1,350
52874 - OFFICE SERVICES PRINTING	1,383	778	1,710	650	650	0
52875 - OFFICE SERVICES RECORDS	3,693	3,647	3,950	3,950	0	(3,950)
60145 - SUBDIVISION RECORDING FEES	3,716	4,917	3,800	0	0	0
65160 - RECRUITMENT	1,758	567	0	0	0	0
65275 - COST OF COLLECTION	1,627	2,098	1,700	0	0	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**240,875**	**359,860**	**280,216**	**104,658**	**100,033**	**(4,625)**
Capital Outlay						0
53010 - OFFICE MACHINES	0	0	0	25	0	(25)
53020 - COMPUTERS NETWORKS	0	0	40,000	0	0	0
Capital Outlay Total	**0**	**0**	**40,000**	**25**	**0**	**(25)**
Total Expenses	**3,783,350**	**3,984,213**	**3,878,557**	**1,625,572**	**1,724,747**	**99,175**
CIP Total	**2,464,054**	**2,056,445**	**1,064,565**	**1,064,565**	**506,248**	**(558,317)**
Grand Total	**6,247,404**	**6,040,658**	**4,943,122**	**2,690,137**	**2,230,995**	**(459,142)**
Revenue						
40113 - MISCELLANEOUS	479	0	0	0	0	0
40145 - SUBDIVISION RECORDING FEES	7,091	7,075	7,100	0	0	0
42310 - COMMERCIAL FEES	768	3,043	0	0	0	0
43353 - RECOVERY	0	2,600	0	0	0	0
43355 - DEVELOPER FEES	0	(400)	0	0	0	0
43356 - DEVELOPMENT REVIEW FEES	472,796	500,795	403,084	0	0	0
44016 - BRIDGE DAMAGE SETTLEMENTS	0	(7,870)	0	0	0	0
44020 - MISCELLANEOUS GENERAL	750	0	0	0	0	0
44025 - CASH OVER SHORT	0	0	0	0	0	0
45282 - DANGEROUS BUILDINGS	(30,697)	0	0	0	0	0
45692 - CONCRETE PERMITS	133,323	184,210	124,579	0	0	0
45695 - EXCAVATION PERMITS	455,282	492,219	452,173	0	0	0
45697 - INSPECTION OVERTIME	1,819	3,780	0	0	0	0
45699 - DEVELOPMENT INSPECTION FEE	211,185	433,963	225,289	0	0	0
45700 - SIDEWALK SNOW REMOVAL	207	0	0	0	0	0
45712 - MAPS BOOKS CODES ETC	10	10	0	0	0	0
45802 - TRAFFIC CONTROL PERMIT	479,706	476,713	449,837	0	0	0
45803 - COMMUNITY HEALTH	0	0	0	0	0	0
45806 - PAVEMENT DEGRADATION FEE	1,152,487	1,738,589	1,166,111	0	0	0
45959 - REVENUE CLEARING ACCOUNT	0	0	0	0	0	0
46025 - INTEREST	43	185	0	0	0	0
46171 - REIMBURSEMENT FROM GRANTS	16,170	30,616	75,000	75,000	51,505	(23,495)
Total Revenue	**2,901,419**	**3,865,528**	**2,903,173**	**75,000**	**51,505**	**(23,495)**

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Public Works Operations and Maintenance

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2017 Initiatives

ID	Goal	Initiative
2A-10	Investing in Infrastructure	Successfully implement the 2C program

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$7,482,622	$7,677,481	$8,247,608	$8,438,368	$190,760
	General Fund - CIP	3,534,382	1,500,000	1,500,000	1,500,000	0
	2C-Road Tax Fund [1]	0	50,000,000	50,000,000	50,000,000	0
	PPRTA - Capital	0	412,000	412,000	412,000	0
	PPRTA - Maintenance [2]	18,624,471	16,063,456	17,515,096	15,705,186	(1,809,910)
	Total	**$29,641,475**	**$75,652,937**	**$77,674,704**	**$76,055,554**	**($1,619,150)**
	Positions					
	General Fund	87.00	85.00	88.00	96.00	8.00
	Total	**87.00**	**85.00**	**88.00**	**96.00**	**8.00**

* 2016 Amended City Budget as of 8/4/2016. 2016 Amended PPRTA Budget for maintenance as of 7/13/2016 includes additional sales tax revenue for 2015 and 2016.

[1] The 2C-Road Repair, Maintenance, and Improvements Sales and Use Tax Fund (established by Ordinance No. 15-96 on December 8, 2015) for the temporary sales and use tax increase of 0.62% approved by voters in November 2015, with a supplemental appropriation for the 2016 budget of $50 million approved on January 26, 2016 (Ordinance No. 16-3).

[2] Following PPRTA's budgeting practices, the 2016 Amended Budget includes 2015 unspent carryover, 2015 revenue carryover, and additional 2016 revenue. The 2017 Budget (and 2016 Original Budget) do not include carryover, so the 2017 Budget is approximately $358,000 less than the original 2016 Original Budget.

Significant Changes vs. 2016

- Addition of 8.00 FTE positions for streets maintenance activities to better serve the community and to also comply with the PPRTA transportation maintenance level of effort commitment

Public Works Operations and Maintenance

The mission of the Public Works Operations and Maintenance Division is to ensure that quality maintenance and rehabilitation are provided for the City's roadway and drainage infrastructure.

Asset Management

- Maintains condition inventory of infrastructure assets including bridges, storm pipes and channels, roadway pavements, traffic signals, signs, pavement markings, curb and gutter, sidewalk, pedestrian ramps, trails, and more
- Analyzes and monitors the conditions, costs, and life cycle of the City's infrastructure assets to equip decision makers with information for maintaining safe and operational public infrastructure

Concrete Repair, Pavement Rehabilitation and Resurfacing

- Provide concrete repairs for roadway infrastructure including curb/gutter, sidewalks, pedestrian ramps, crosspans, and overlay prep for resurfacing
- Provide minor resurfacing for sections of roadway
- Prioritize street resurfacing based on surface distress, traffic volume, faulty drainage, oxidation (weather wear), deterioration, and failure of the sub-grade material
- Manage contracts for pavement resurfacing (mill/overlay, chip and slurry seal)

Right-of-way Management

- Ensures that new and retrofit concrete, street excavations, and capital project work in the public right-of-way is constructed to Engineering standards
- Issues permits for and inspects work performed in the City right-of-way
- Reviews traffic control plans for permitted work and capital project work to help ensure safety in the public right-of-way

Signs & Markings

- Maintain the City's signs and markings system
- Install new signage and replace worn out signs to meet federal standards
- Re-stripe roadways, crosswalks, legends, and bike lanes
- Coordinate new guardrail installations and coordinates replacement of damaged guardrail

Snow, Ice Control and Emergency Weather Response

- Provide snow and emergency weather conditions response year-round to establish safe and passable streets
- Provide service for over 5,600 lane miles of roadway extending over a 194 square-mile area

2C-Road Tax Fund *

- Oversee two paving contracts in 2017 for the Overlay Program to repair and/or improve roadway segments
- Oversee six pre-overlay concrete contracts in 2017 for the Concrete Program to repair and/or improve concrete such as curb and gutter, sidewalks, and pedestrian ramps
- Oversee contracts for inspection and third-party testing of the individual projects

* The 2C-Road Repair, Maintenance, and Improvements Sales and Use Tax Fund (established by Ordinance No. 15-96 on December 8, 2015) for the temporary sales and use tax increase of 0.62% approved by voters in November 2015, with a supplemental appropriation for the 2016 budget of $50 million approved on January 26, 2016 (Ordinance No. 16-3).

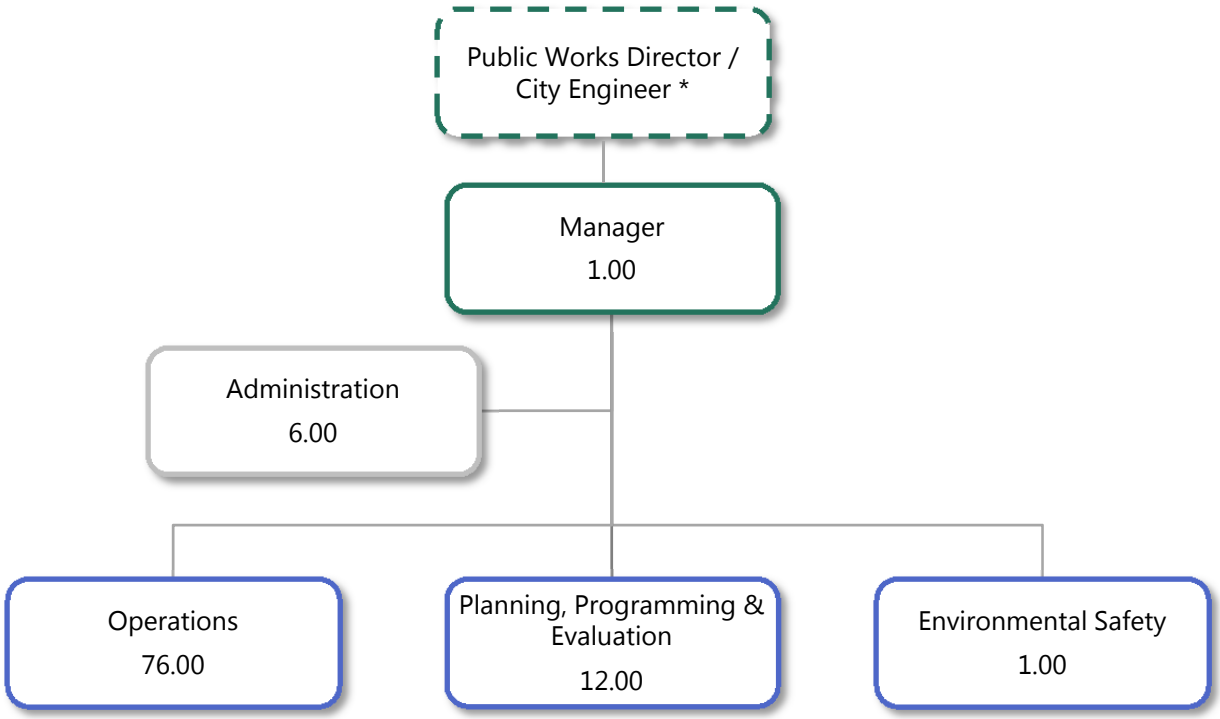
Public Works Operations and Maintenance Functions	2014 Actual	2015 Actual	2016 Original Budget	2016 Amended Budget	2017 Budget
Asset Management [1]	$0	$0	$0	$440,730	$484,212
ROW Management and Inspection [2]	0	0	0	555,814	1,186,347
Roadway and Drainage	9,324,678	6,975,048	7,088,372	6,661,954	6,183,766
Signs and Markings [3]	0	507,574	589,110	589,110	584,043
Total General Fund	**$9,324,678**	**$7,482,622**	**$7,677,482**	**$8,247,608**	**$8,438,368**
2C-Road Tax Fund [4]	0	0	50,000,000	50,000,000	50,000,000
Total Public Works Operations and Maintenance Functions	**$9,324,678**	**$7,482,622**	**$57,677,482**	**$58,247,608**	**$58,438,368**

[1] In 2016, the Asset Management function was transferred to Public Works Operations & Maintenance (f/k/a Streets).

[2] In 2016, the Right-of-Way Management (ROW) function was transferred to Public Works Operations & Maintenance (f/k/a Streets)

[3] In 2015, the Signs and Markings function was transferred to Public Works Operations & Maintenance (f/k/a Streets)

[4] The 2C-Road Repair, Maintenance, and Improvements Sales and Use Tax Fund (established by Ordinance No. 15-96 on December 8, 2015) for the temporary sales and use tax increase of 0.62% approved by voters in November 2015, with a supplemental appropriation for the 2016 budget of $50 million approved on January 26, 2016 (Ordinance No. 16-3).



* The Public Works Director/City Engineer position is funded as part of City Engineering's budget. This position is not reflected in the position count in the Budget Summary below.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Budget for each fund including General Fund, 2C-Road Tax Fund, PPRTA, and CIP.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$4,980,493	$5,422,434	$5,730,093	$6,119,375	$6,500,924	$381,549
Operating	4,310,088	2,053,908	1,942,388	2,045,233	1,892,444	(152,789)
Capital Outlay	34,097	6,280	5,000	83,000	45,000	(38,000)
Total	**$9,324,678**	**$7,482,622**	**$7,677,481**	**$8,247,608**	**$8,438,368**	**$190,760**
CIP	**$961,345**	**$3,534,382**	**$1,500,000**	**$1,500,000**	**$1,500,000**	**$0**
Revenue	**$13,619**	**$46,604**	**$11,200**	**$2,203,900**	**$2,203,900**	**$0**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Administrative Technician	1.00	1.00	0.00	0.00	0.00
Comm Center Dispatcher	2.00	2.00	2.00	2.00	0.00
Engineering Specialist	0.00	0.00	1.00	1.00	0.00
Engineering Supervisor	0.00	0.00	2.00	2.00	0.00
Engineering Technician II	0.00	0.00	3.00	3.00	0.00
Environmental Sfty & Hlth Coor	1.00	1.00	1.00	1.00	0.00
Equipment Operator I	12.00	12.00	13.00	21.00	8.00
Equipment Operator II	28.00	28.00	18.00	18.00	0.00
GIS Technician	0.00	1.00	1.00	1.00	0.00
Inspector II	1.00	1.00	3.00	3.00	0.00
Inspector III	0.00	0.00	4.00	4.00	0.00
Public Works Operations Mgr	0.00	0.00	1.00	1.00	0.00
Senior Analyst-BDG,CRM,FIN,GRT	1.00	1.00	1.00	1.00	0.00
Senior Equipment Operator	15.00	15.00	14.00	14.00	0.00
Senior Office Specialist	1.00	1.00	3.00	3.00	0.00
Sign Technician II	1.00	1.00	0.00	0.00	0.00
Signs Technician I	1.00	1.00	2.00	2.00	0.00
Street Programs Supervisor	3.00	1.00	2.00	2.00	0.00
Streets District Crew Leader	8.00	8.00	8.00	8.00	0.00
Streets District Supervisor	5.00	5.00	6.00	6.00	0.00
Streets Manager	1.00	1.00	0.00	0.00	0.00
Streets Operations Manager	1.00	1.00	2.00	2.00	0.00
Streets Operations Program Ast	0.00	0.00	1.00	1.00	0.00
Streets Repair Inspector	4.00	3.00	0.00	0.00	0.00
Traffic Engineering Supervisor	1.00	1.00	0.00	0.00	0.00
Total Positions	**87.00**	**85.00**	**88.00**	**96.00**	**8.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Increase in Salaries/Benefits/Pensions and Operating due to reorganization and transfer of the ROW and Asset Management programs from City Engineering to Public Works Operations & Maintenance (f/k/a Streets)	$582,167
	Total During 2016	**$582,167**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($25,215)
	Increase to fund pay for performance and position movements in salary structure	88,423
	Increase to fund 8.00 FTE positions added in 2017 for streets maintenance activities to continue to comply with the PPRTA transportation maintenance level of effort commitment	307,000
	Increase due to redistribution from Capital Outlay	11,341
	Total Salaries/Benefits/Pensions	**$381,549**
	Operating	
	Transfer of the department's budget for armored car services to the Finance Department budget for central contract oversight	($246)
	Transfer of the department's budget for utilities (electric, gas, electric, & water) to the Finance/General Costs budget for central oversight	(191,242)
	Increase due to redistribution from Capital Outlay	38,699
	Total Operating	**($152,789)**
	Capital Outlay	
	Decrease due to redistribution to Salaries/Benefits/Pensions and Operating	($38,000)
	Total Capital Outlay	**($38,000)**
	CIP	
	None	$0
	Total CIP	**$0**
	Total For 2017	**$190,760**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Net increase due to transfer of 3.00 FTE positions from City Engineering and Stormwater for the transfer the ROW and Asset Management programs from City Engineering	3.00
	Total During 2016	**3.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Increase due to the addition of 8.00 FTE (Equipment Operator I) positions	8.00
	Total For 2017	**8.00**

* 2016 Amended Budget as of 8/4/2016

2C-Road Tax Fund †	Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Special Revenue Fund - Roadway Improvements	$0	$0	$50,000,000	$50,000,000	$50,000,000	$0
	Total	**$0**	**$0**	**$50,000,000**	**$50,000,000**	**$50,000,000**	**$0**

† The 2C-Road Repair, Maintenance, and Improvements Sales and Use Tax Fund (2C-Road Tax Fund) (established by Ordinance No. 15-96 on December 8, 2015) for the temporary sales and use tax increase of 0.62% approved by voters in November 2015, with a supplemental appropriation for the 2016 budget of $50 million approved on January 26, 2016 (Ordinance No. 16-3).

* 2016 Amended Budget as of 8/4/2016

PPRTA	Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Capital †	$0	$94,894	$412,000	$412,000	$412,000	$0
	Maintenance	14,817,666	18,624,471	16,063,456	17,515,096	15,705,186	(1,809,910)
	Total	**$14,817,666**	**$18,719,365**	**$16,475,456**	**$17,927,096**	**$16,117,186**	**($1,809,910)**
	2017 PPRTA Maintenance Projects						
	Roadway Maintenance						
	Pothole Patching/Repair					$331,448	
	Resurfacing (In-House and Contracted)					7,345,938	
	Subtotal - Roadway Maintenance					**$7,677,386**	
	Infrastructure Maintenance						
	Concrete (In-House and Contracted)					2,175,730	
	Guardrail Maintenance [1]					100,000	
	Pipe (In-House and Contracted)					1,137,553	
	Project Support (In-House and Contracted)					3,201,017	
	Signs and Markings [1]					1,413,500	
	Subtotal - Infrastructure Maintenance					**$8,027,800**	
	Total PPRTA					**$15,705,186**	

† The PPRTA capital projects are listed below in the CIP table.

[1] In 2015, these functions were tranferred from Traffic Engineering

The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated for capital projects and maintenance of the City's transportation system, relevant PPRTA expenditures are included in this document.

* 2016 Amended City Budget as of 8/4/2016. 2016 Amended PPRTA Budget for maintenance as of 7/13/2016 includes additional sales tax revenue for 2015 and 2016

2017 CIP Program	Project	General Fund	PPRTA	2C-Road Tax Fund	Total 2017 Allocation
	2C-Road Repair, Maintenance, and Improvements			50,000,000	50,000,000
	Companion Drainage Projects		412,000		412,000
	Street Pavement Improvements (MOE)	1,500,000			1,500,000
	Total 2017 CIP	**$1,500,000**	**$412,000**	**$50,000,000**	**$51,912,000**

For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 32-1

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Operations and Maintenance Division

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	3,398,213	3,756,606	4,020,095	4,325,514	4,595,362	269,848
51210 - OVERTIME	219,545	267,517	223,847	234,347	209,347	(25,000)
51220 - SEASONAL TEMPORARY	32,406	0	0	0	0	0
51230 - SHIFT DIFFERENTIAL	9,318	15,654	0	0	0	0
51235 - STANDBY	18,547	15,404	0	0	0	0
51240 - RETIREMENT TERMINATION SICK	9,926	0	0	0	0	0
51245 - RETIREMENT TERM VACATION	59,460	16,181	0	0	0	0
51260 - VACATION BUY PAY OUT	14,362	18,472	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(24,300)	(42,934)	0	0	0	0
51610 - PERA	485,904	536,560	551,466	593,309	630,711	37,402
51612 - RETIREMENT HEALTH SAVINGS	4,156	0	0	0	0	0
51615 - WORKERS COMPENSATION	156,698	182,846	195,652	186,691	195,688	8,997
51620 - EQUITABLE LIFE INSURANCE	9,462	10,537	13,850	15,017	15,545	528
51640 - DENTAL INSURANCE	25,716	29,276	33,074	34,665	38,460	3,795
51670 - PARKING FOR EMPLOYEES	800	580	0	(4,068)	260	4,328
51690 - MEDICARE	50,690	55,802	58,366	19,760	66,754	46,994
51695 - CITY EPO MEDICAL PLAN	190,600	238,638	269,947	265,086	173,328	(91,758)
51696 - ADVANTAGE HD MED PLAN	293,163	304,769	339,047	418,631	538,468	119,837
51697 - HRA BENEFIT TO ADV MED PLAN	25,827	23,672	24,750	30,423	37,000	6,577
51699 - BENEFITS REIMBURSEMENT	0	(7,146)	0	0	0	0
Salaries/Benefits/Pensions Total	**4,980,493**	**5,422,434**	**5,730,094**	**6,119,375**	**6,500,924**	**381,549**
Operating						
52105 - MISCELLANEOUS OPERATING	0	0	0	0	0	0
52110 - OFFICE SUPPLIES	12,827	9,222	10,133	10,533	10,533	0
52111 - PAPER SUPPLIES	0	0	0	100	100	0
52115 - MEDICAL SUPPLIES	0	217	0	200	200	0
52120 - COMPUTER SOFTWARE	4,927	968	2,500	3,501	3,500	(1)
52122 - CELL PHONES EQUIP AND SUPPLIES	1,375	1,822	2,700	3,250	3,250	0
52125 - GENERAL SUPPLIES	18,810	27,661	60,945	61,845	86,129	24,284
52127 - CONSTRUCTION SUPPLIES	0	17,303	0	0	0	0
52131 - CONCRETE SUPPLIES	71,016	4,706	10,000	10,000	10,000	0
52135 - POSTAGE	77	77	0	100	100	0
52140 - WEARING APPAREL	24,247	33,921	21,500	22,200	22,850	650
52145 - PAINT AND CHEMICAL	6,865	7,438	0	0	0	0
52160 - FUEL	342	0	0	0	0	0
52165 - LICENSES AND TAGS	3,525	1,480	400	400	400	0
52185 - AGGREGATE MATERIAL	10,350	5,660	5,000	5,000	5,000	0
52192 - STORMWATER PERMIT	0	0	0	0	0	0
52210 - MAINT TREES	0	0	0	0	0	0
52220 - MAINT OFFICE MACHINES	2,755	0	1,000	1,000	1,000	0
52235 - MAINT MACHINERY AND APPARATUS	14,083	10,664	8,193	8,193	8,193	0
52255 - MAINT SIGNS	0	(1,474)	0	0	0	0
52265 - MAINT BUILDINGS AND STRUCTURE	100,265	19,045	62,000	62,000	185,464	123,464
52275 - MAINT RUNWAYS	0	0	0	0	0	0
52281 - MAINT INFRASTRUCTURE	(1,679)	0	0	0	0	0
52410 - BUILDING SECURITY SERVICES	11,636	12,910	11,623	11,623	11,623	0
52415 - CONTRACTS AND SPEC PROJECTS	341,377	157,856	73,000	73,000	0	(73,000)
52425 - ENVIRONMENTAL SERVICES	14,036	29,829	15,000	15,000	15,000	0

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Operations and Maintenance Division

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
52426 - MUN FAC RUNOFF CONTROL	0	0	0	0	0	0
52431 - CONSULTING SERVICES	26,566	263	0	0	0	0
52435 - GARBAGE REMOVAL SERVICES	124,318	5,368	21,500	21,500	5,500	(16,000)
52445 - JANITORIAL SERVICES	21,237	30,751	30,400	30,400	30,400	0
52560 - PARKING SERVICES	169	239	400	3,400	3,400	0
52565 - PEST CONTROL	0	722	0	0	0	0
52570 - REIMBURSABLE SERVICES	0	0	0	0	0	0
52571 - SNOW REMOVAL	1,258,230	1,383,315	1,075,465	1,037,465	1,075,465	38,000
52573 - CREDIT CARD FEES	0	0	0	45,000	45,000	0
52574 - LEGAL SERVICES	0	0	0	0	0	0
52575 - SERVICES	14,977	24,805	14,999	15,179	30,933	15,754
52590 - TEMPORARY EMPLOYMENT	0	1,483	180,464	251,673	201,209	(50,464)
52607 - CELL PHONE ALLOWANCE	1,230	907	1,500	1,500	1,500	0
52615 - DUES AND MEMBERSHIP	1,180	1,070	2,400	2,400	2,400	0
52625 - MEETING EXPENSES IN TOWN	1,764	1,048	1,000	1,000	1,000	0
52630 - TRAINING	3,549	14,202	22,148	28,648	10,000	(18,648)
52655 - TRAVEL OUT OF TOWN	0	5,369	0	5,586	0	(5,586)
52705 - COMMUNICATIONS	3,248	3,024	3,656	3,656	3,656	0
52706 - WIRELESS COMMUNICATION	0	1,808	2,520	4,020	4,020	0
52735 - TELEPHONE LONG DIST CALLS	233	0	0	0	0	0
52736 - CELL PHONE AIRTIME	0	13	0	60	60	0
52738 - CELL PHONE BASE CHARGES	18,960	18,060	23,777	26,536	26,536	0
52746 - UTILITIES ELECTRIC	30,646	47,776	62,197	62,197	0	(62,197)
52747 - UTILITIES GAS	21,661	31,384	55,110	55,110	0	(55,110)
52748 - UTILITIES SEWER	4,238	6,707	6,800	6,800	0	(6,800)
52749 - UTILITIES WATER	42,352	46,153	67,135	67,135	0	(67,135)
52770 - SAFETY EQUIPMENT	0	4,589	9,000	9,000	9,000	0
52775 - MINOR EQUIPMENT	34,357	57,065	66,963	67,463	67,463	0
52776 - PRINTER CONSOLIDATION COST	10,043	18,486	10,000	10,000	10,000	0
52795 - RENTAL OF EQUIPMENT	44,289	2,297	0	0	0	0
52811 - CHGS COMMUNITY SERVICES	2,000,000	0	0	0	0	0
52874 - OFFICE SERVICES PRINTING	1,195	1,911	500	1,100	1,100	0
52875 - OFFICE SERVICES RECORDS	0	4	0	0	0	0
52970 - ENVIRON PROTECTION PROGRAM	4,872	0	0	0	0	0
65160 - RECRUITMENT	0	40	0	0	0	0
65352 - EMPLOYEE AWARDS PROGRAM	3,940	5,744	460	460	460	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**4,310,088**	**2,053,908**	**1,942,388**	**2,045,233**	**1,892,444**	**(152,789)**
Capital Outlay						0
53020 - COMPUTERS NETWORKS	16,538	6,280	5,000	45,000	45,000	0
53030 - FURNITURE AND FIXTURES	0	0	0	0	0	0
53050 - MACHINERY AND APPARATUS	17,559	0	0	38,000	0	(38,000)
Capital Outlay Total	**34,097**	**6,280**	**5,000**	**83,000**	**45,000**	**(38,000)**
Total Expenses	**9,324,678**	**7,482,622**	**7,677,482**	**8,247,608**	**8,438,368**	**190,760**
CIP Total	**961,346**	**3,534,382**	**1,500,000**	**1,500,000**	**1,500,000**	**0**
Grand Total	**10,286,024**	**11,017,004**	**9,177,482**	**9,747,608**	**9,938,368**	**190,760**

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Operations and Maintenance Division

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Revenue						
40113 - MISCELLANEOUS	13,619	1,800	0	0	0	0
42650 - CITY WORKORDERS	0	31,174	11,200	11,200	11,200	0
44017 - GUARDRAIL DAMAGE SETTLEMENTS	0	3,560	0	0	0	0
44019 - SIGN DAMAGE SETTLEMENTS	0	10,070	0	0	0	0
45692 - CONCRETE PERMITS	0	0	0	124,579	124,579	0
45695 - EXCAVATION PERMITS	0	0	0	452,173	452,173	0
45802 - TRAFFIC CONTROL PERMIT	0	0	0	449,837	449,837	0
45806 - PAVEMENT DEGRADATION FEE	0	0	0	1,166,111	1,166,111	0
Total Revenue	**13,619**	**46,604**	**11,200**	**2,203,900**	**2,203,900**	**0**

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Stormwater

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2017 Initiatives

ID	Goal	Initiative
2A-08	Investing in Infrastructure	Commit to developing a sustainable and resilient stormwater system which maximizes the utilization of existing infrastructure, while implementing policies and procedures that facilitate preventive maintenance of systems.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and object.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	** 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$2,559,574	$3,247,036	$5,833,812	$7,160,556	$1,326,744
	General Fund - CIP	4,271,113	9,531,082	14,982,145	7,100,000	(7,882,145)
	General Fund Total	**$6,830,687**	**$12,778,118**	**$20,815,957**	**$14,260,556**	**($6,555,401)**
	Grants/Other - CIP	0	0	0	1,700,000	1,700,000
	Grants Fund - Awards †	0	10,204,260	10,204,260	0	(10,204,260)
	All Funds Total	**$6,830,687**	**$22,982,378**	**$31,020,217**	**$15,960,556**	**($15,059,661)**
	Positions					
	General Fund	25.25	28.75	52.25	66.25	14.00
	Total	**25.25**	**28.75**	**52.25**	**66.25**	**14.00**

** 2016 Amended Budget as of 8/4/2016—including all 2016 budget dedicated to Stormwater operating and capital projects

† For 2016, the Grants Fund includes the stormwater projects that were submitted for grant funding by the FEMA PA program (FEMA DR-4229) for the May-July 2015 storms and is shown here for stormwater project tracking purposes; however, the full FEMA DR-4229 grant is accounted for in the Office of Emergency Management narrative on page 13-1

Significant Changes vs. 2016

- The 2016 Amended General Fund budget reflects a transfer of stormwater project CIP funds back to the General Fund to give Public Works the flexibility to build a more robust stormwater control program to fulfill the requirements of the Municipal Separate Storm Sewer System stormwater (MS4) control program and Stormwater IGA between the City and Pueblo County
- For 2017, the General Fund operational budget is increased an additional $1.3 million to fund 14.00 positions
- The 2016 Amended General Fund – CIP budget includes all budget available for stormwater projects including projects on the Pueblo IGA project list
- For 2017, the General Fund – CIP budget includes only new budget for projects
- Grants Fund – Awards reported for 2016 are FEMA disaster recovery grants related to efforts/projects as a result of the May 2015 storms. The 2017 $1.7 million in Grants/Other-CIP is for other anticipated grant awards for stormwater projects.
- Decrease of $10.2 million in the Grants Fund as FEMA DR-4229 grant funding was only available in 2016

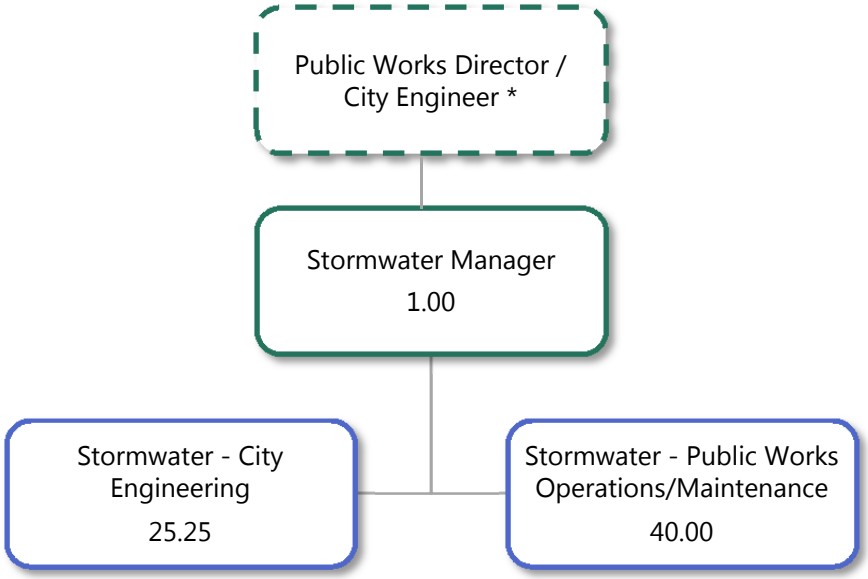
Stormwater

The Division's primary focus is to implement a program to responsibly manage the City's stormwater system. This includes the management of the City's Municipal Separate Storm Sewer System Permit and the City's drainage basins. The stormwater permit addresses stormwater quality with an emphasis on controlling and limiting pollutants to the City's drainage system through maintenance and Best Management Practices.

- Administers the City's Municipal Separate Storm Sewer System (MS4) Permit to ensure compliance with federal and state stormwater regulations including education, pollution prevention, inspections, and construction controls.
- Evaluates and implements drainage improvements to address street flooding, drainage way repairs and failing infrastructure.
- Maintenance of the City stormwater drainage is done by the Stormwater section of the Public Works Operations and Maintenance Division, including cleaning of inlets, detention ponds, and pipes and removal of debris from inlets, culverts, and channels. In addition, crews repair and stabilize stream banks.
- Manages stormwater capital construction projects.
- Manages the street sweeping/air quality control program to ensure the following criteria is met:
    - Meet federal, state and local environmental and air quality mandates through sweeping and dust abatement
    - Sweep streets in downtown area three times per week (avg. 45 lane miles/week), arterials once per month, and residential streets twice per year
    - Collect 25,600 cubic yards of material annually while sweeping 48,000 lane miles of roadway

In 2016, the City of Colorado Springs negotiated an Intergovernmental Agreement (IGA) with Pueblo County in order to resolve a dispute regarding Colorado Springs Utilities' 1041 Permit for the Southern Delivery System and the City's funding of its stormwater control program. On April 20, 2016, City Council passed Resolution No. 36-16 approving the IGA, which commits to fund $460 million from 2016 to 2035. In July 2016, the draft Stormwater Program Implementation Plan was released—it provides greater details of the program and is available at:
https://coloradosprings.gov/stormwater/page/stormwater-program-implementation-plan.

As a result, some of the stormwater projects originally planned for 2016 were incorporated into the list of 71 stormwater projects to be completed over the 20-year program. The funding for these projects was redistributed in order to provide additional Stormwater operating funds in 2016. Each year the City and Pueblo County will prioritize the CIP projects for the following year.



* The Public Works Director/City Engineer position is funded as part of City Engineering's budget. This position is not reflected in the position count in the Budget Summary below.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Budget for each fund including General Fund and CIP.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$1,906,699	$1,870,685	$2,348,411	$3,077,897	$5,012,406	$1,934,509
Operating	617,088	688,889	898,625	2,168,915	1,586,600	(582,315)
Capital Outlay	0	0	0	587,000	561,550	(25,450)
Total	**$2,523,787**	**$2,559,574**	**$3,247,036**	**$5,833,812**	**$7,160,556**	**$1,326,744**
CIP	**$8,828,987**	**$4,271,113**	**$9,531,082**	**$14,982,145**	**$7,100,000**	**($7,882,145)**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Administrative Technician	0.00	0.00	0.25	0.25	0.00
Construction Project Manager	0.00	0.00	1.00	1.00	0.00
Drainage Supervisor	0.00	0.00	0.00	1.00	1.00
Engineer II	0.00	0.00	2.00	3.00	1.00
Engineer III	0.00	1.25	2.00	2.00	0.00
Engineering Division Manager	0.00	0.00	1.00	1.00	0.00
Engineering Manager	1.00	1.25	0.00	0.00	0.00
Engineering Program Manager	0.00	0.00	2.00	3.00	1.00
Engineering Specialist	0.75	0.75	1.00	1.00	0.00
Engineering Stormwater Manager	1.00	1.00	0.00	0.00	0.00
Engineering Technician II	0.50	0.50	1.00	2.00	1.00
Engineering Technician III	0.00	0.00	1.00	1.00	0.00
Equipment Operator I	1.00	1.00	7.00	10.00	3.00
Equipment Operator II	3.00	5.00	13.00	16.00	3.00
Inspector II	2.50	2.00	4.00	7.00	3.00
Inspector III	0.00	0.00	4.00	4.00	0.00
Lead Engineering Inspector	2.00	2.00	0.00	0.00	0.00
Real Estate Specialist II	0.00	0.50	0.00	0.00	0.00
Senior Engineer	1.00	1.00	3.00	3.00	0.00
Senior Engineering Inspector	0.50	0.50	0.00	0.00	0.00
Senior Equipment Operator	7.00	5.00	6.00	6.00	0.00
Stormwater Quality Coordinator	0.00	0.00	1.00	1.00	0.00
Stormwater Specialist	1.00	1.00	0.00	0.00	0.00
Street Programs Supervisor	0.00	1.00	1.00	1.00	0.00
Streets District Crew Leader	3.00	3.00	2.00	2.00	0.00
Streets District Supervisor	1.00	1.00	0.00	0.00	0.00
Streets Repair Inspector	0.00	1.00	0.00	0.00	0.00
Sweeper Operations Supervisor	0.00	0.00	0.00	1.00	1.00
Total Positions	**25.25**	**28.75**	**52.25**	**66.25**	**14.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Transfer of budget for Salaries/Benefits/Pensions and Operating due to the transfer of 7.50 FTE positions and the addition of 16.00 FTE positions	$2,276,408
	Total During 2016	**$2,276,408**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Increase to fund pay for performance and position movements in salary structure	$60,556
	Increase due to redistribution from Operating and Capital Outlay to fund added positions and new budget for added positions	1,873,953
	Total Salaries/Benefits/Pensions	**$1,934,509**
	Operating	
	Transfer of the department's budget for utilities (electric, gas, electric, & water) to the Finance/General Costs budget for central oversight	($800)
	Net decrease due to redistribution to Salaries/Benefits/Pensions to fund added positions in 2016 and 2017	(581,515)
	Total Operating	**($582,315)**
	Capital Outlay	
	Decrease due to redistribution to Salaries/Benefits/Pensions to fund added positions in 2016 and 2017	($25,450)
	Total Capital Outlay	**($25,450)**
	CIP	
	Decrease reflects new budget for projects	($7,882,145)
	Total CIP	**($7,882,145)**
	Total For 2017	**($6,555,401)**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Increase due to the transfer of 7.50 FTE positions and the addition of 16.00 FTE positions	23.50
	Total During 2016	**23.50**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Increase due to addition of 14.00 FTE positions	14.00
	Total For 2017	**14.00**

* 2016 Amended Budget as of 8/4/2016

2017 CIP Program

Project	General Fund	Grant	Total 2017 Allocation
Stormwater CIP Projects *	7,100,000		7,100,000
Stormwater CIP Grant Projects		1,700,000	1,700,000
Total 2017 CIP	**$7,100,000**	**$1,700,000**	**$8,800,000**

For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 32-1

* General Fund Stormwater CIP Projects. Each year the City and Pueblo County will prioritize the CIP projects for the follwing year. The specific projects for 2017 are listed below--the funding amount for each project will be determined once the scope is defined.

Austin Bluffs Parkway Storage Upstream of Research (CS-331)
Bridle Pass Drive Storage (CS-332)
Camp Creek -Phase 1
Citadel Mall Neighborhood Improvements
Comprehensive Drainage Master Plan
Cottonwood Creek Detention Basins (PR-2,6,7,9,11,14)
Cottonwood Park Storage, Westside (CS-334)
Criteria Manual Updates
Dam Repairs
Downtown Drainage Improvements
Drainage Basin Planning Studies
Emergency Stormwater Projects
Fairfax Tributary Detention Pond
Galley Road Channel (CS-258)
King Street Detention Pond
Miscellaneous Studies
Monument Creek at Talemine (CS-011)
North Chelton Road
North Douglas Natural Channel
Palmer Park Channel Grade Control - Galley Rd. to Palmer Park (CS-259)
Park Vista-Siferd Low Water Crossing (CS-232)
Project Scoping and Definition
Rangewood Tributary Detention Pond
Sand Creek Detention Pond 2 Storage -South of Barnes (CS-105)
Sand Creek Lower West Fork Channel - Emory to Platte Ave. (CS-252)
Sand Creek Side Channel - Segment 107 Channel Stabilization (CS-261)
Sand Creek Upper West Fork Channel/Grade Control- Galley to Murray (CS-254)
Sand Creek Upper West Fork Channel/Grade Control- West Fork to Palmer Park Blvd. (CS-262)
Sand Creek Upper West Fork Grade Control- Maizeland to South Carefree (CS-265)
Sand Creek West Fork Channel/Grade Control - Main stem to Wooten
Shooks Run Channel - Cache La Poudre St. to Patty Jewett Golf Course (CS 326)
South Pine Creek Detention Pond
Stormwater Improvements
Upper Hancock Channel Grade Control- Hancock to Academy (CS-239)
USAFA Drainages (Northgate area)
Wagner Park Detention Storage - Downstream of Bijou Detention Storage Required (CS-360)
Water Quality Projects

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Stormwater

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	1,354,856	1,322,853	1,662,241	2,123,986	3,601,858	1,477,872
51210 - OVERTIME	60,593	67,414	64,353	67,853	70,500	2,647
51220 - SEASONAL TEMPORARY	1,605	6,593	24,960	24,960	25,000	40
51230 - SHIFT DIFFERENTIAL	1,306	3,989	0	0	0	0
51235 - STANDBY	2,311	4,057	0	0	0	0
51240 - RETIREMENT TERMINATION SICK	5,758	6,402	0	0	0	0
51245 - RETIREMENT TERM VACATION	22,607	14,861	0	0	0	0
51260 - VACATION BUY PAY OUT	536	3,276	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(5,183)	(32,982)	0	0	0	0
51610 - PERA	190,196	185,378	226,958	294,548	486,346	191,798
51612 - RETIREMENT HEALTH SAVINGS	0	3,680	0	0	0	0
51615 - WORKERS COMPENSATION	40,692	44,937	52,199	67,764	105,386	37,622
51620 - EQUITABLE LIFE INSURANCE	3,785	3,665	5,701	8,372	12,347	3,975
51640 - DENTAL INSURANCE	8,661	8,986	11,500	17,902	27,801	9,899
51670 - PARKING FOR EMPLOYEES	1,390	820	960	3,640	4,560	920
51690 - MEDICARE	18,952	19,291	24,021	31,233	51,475	20,242
51695 - CITY EPO MEDICAL PLAN	45,286	49,638	63,420	128,195	74,448	(53,747)
51696 - ADVANTAGE HD MED PLAN	141,994	156,662	197,849	286,180	513,498	227,318
51697 - HRA BENEFIT TO ADV MED PLAN	11,354	11,621	14,250	23,265	39,187	15,922
51699 - BENEFITS REIMBURSEMENT	0	(10,456)	0	0	0	0
Salaries/Benefits/Pensions Total	**1,906,699**	**1,870,685**	**2,348,412**	**3,077,898**	**5,012,406**	**1,934,508**
Operating						0
52105 - MISCELLANEOUS OPERATING	63	0	0	0	0	0
52110 - OFFICE SUPPLIES	377	489	400	1,950	2,345	395
52111 - PAPER SUPPLIES	0	0	0	2,050	2,500	450
52120 - COMPUTER SOFTWARE	0	354	0	5,000	8,000	3,000
52122 - CELL PHONES EQUIP AND SUPPLIES	646	739	300	3,050	3,450	400
52125 - GENERAL SUPPLIES	9,973	9,952	13,505	14,355	16,600	2,245
52131 - CONCRETE SUPPLIES	0	495	0	0	0	0
52135 - POSTAGE	0	239	0	0	0	0
52140 - WEARING APPAREL	1,396	3,716	3,780	8,304	0	(8,304)
52145 - PAINT AND CHEMICAL	32	147	0	0	0	0
52160 - FUEL	0	33	0	0	0	0
52180 - ASPHALTIC MATERIAL	41	0	0	0	0	0
52185 - AGGREGATE MATERIAL	12,956	1,394	8,000	8,000	8,000	0
52191 - STORMWATER QUALITY	158,051	105,587	160,065	574,308	460,000	(114,308)
52192 - STORMWATER PERMIT	11,084	11,080	11,080	11,080	11,080	0
52225 - MAINT OF COMPUTER SOFTWARE	1,980	1,980	2,000	2,000	10,700	8,700
52235 - MAINT MACHINERY AND APPARATUS	559	3,845	1,500	1,500	2,500	1,000
52255 - MAINT SIGNS	1,861	0	0	0	0	0
52265 - MAINT BUILDINGS AND STRUCTURE	1,270	11,332	0	0	0	0
52281 - MAINT INFRASTRUCTURE	147,093	342,121	500,000	500,000	504,500	4,500
52305 - MAINT SOFTWARE	0	0	0	3,075	3,075	0
52410 - BUILDING SECURITY SERVICES	0	(1,275)	0	0	0	0
52415 - CONTRACTS AND SPEC PROJECTS	98,489	108,139	94,976	196,999	100,000	(96,999)
52426 - MUN FAC RUNOFF CONTROL	110,528	33,699	50,000	194,101	100,000	(94,101)
52431 - CONSULTING SERVICES	3,144	0	0	535,418	200,000	(335,418)
52435 - GARBAGE REMOVAL SERVICES	1	458	0	0	0	0

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Stormwater

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52560 - PARKING SERVICES	0	1,204	1,200	1,200	1,500	300
52575 - SERVICES	2,114	7,789	8,555	8,855	11,200	2,345
52590 - TEMPORARY EMPLOYMENT	20,230	10,220	11,494	11,494	46,500	35,006
52607 - CELL PHONE ALLOWANCE	1,487	718	1,520	6,620	8,050	1,430
52615 - DUES AND MEMBERSHIP	753	2,347	2,330	2,780	3,280	500
52630 - TRAINING	2,777	2,586	1,250	7,550	12,500	4,950
52655 - TRAVEL OUT OF TOWN	2,159	18	500	2,000	2,500	500
52705 - COMMUNICATIONS	1	(37)	0	0	0	0
52706 - WIRELESS COMMUNICATION	1,200	1,856	2,400	4,560	4,800	240
52738 - CELL PHONE BASE CHARGES	2,055	3,568	828	5,073	9,120	4,047
52746 - UTILITIES ELECTRIC	196	0	915	915	0	(915)
52770 - SAFETY EQUIPMENT	0	0	0	5,000	11,000	6,000
52775 - MINOR EQUIPMENT	4,383	11,595	10,000	30,000	20,000	(10,000)
52776 - PRINTER CONSOLIDATION COST	0	0	0	4,500	5,500	1,000
52795 - RENTAL OF EQUIPMENT	18,431	10,653	11,377	11,377	11,400	23
52874 - OFFICE SERVICES PRINTING	1,307	1,181	200	3,300	4,500	1,200
52875 - OFFICE SERVICES RECORDS	222	333	450	500	0	(500)
52881 - PURCH FOR RESALE FUEL	0	0	0	0	0	0
65014 - COLLECTIONS AGENCY FEE	229	0	0	0	0	0
65160 - RECRUITMENT	0	334	0	2,000	2,000	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**617,088**	**688,889**	**898,625**	**2,168,914**	**1,586,600**	**(582,314)**
Capital Outlay						
53030 - FURNITURE AND FIXTURES	0	0	0	10,000	10,000	0
53040 - MACHINERY AND APPARATUS	0	0	0	521,000	500,000	(21,000)
53080 - VEHICLES ADDITIONS	0	0	0	56,000	56,000	0
53096 - SW GEN FUND CAP PROJECTS	0	0	0	0	(4,450)	(4,450)
Capital Outlay Total	**0**	**0**	**0**	**587,000**	**561,550**	**(25,450)**
Total Expenses	**2,523,787**	**2,559,574**	**3,247,037**	**5,833,812**	**7,160,556**	**1,326,744**
CIP Total	**8,828,987**	**4,271,113**	**9,531,082**	**14,982,145**	**7,100,000**	**(7,882,145)**
Grand Total	**11,352,774**	**6,830,687**	**12,778,119**	**20,815,957**	**14,260,556**	**(6,555,401)**

Traffic Engineering

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2017 Initiatives

ID	Goal	Initiative
2A-09	Investing in Infrastructure	Collaborate more closely with CDOT (Colorado Department of Transportation) on projects in Colorado Springs to improve aesthetics along major corridors and incorporate sustainability projects.
3A-06	Building Community and Collaborative Relationships	Improve walking, biking, and transit mobility options in existing neighborhoods of the City

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$3,154,052	$3,048,770	$3,220,498	$2,948,721	($271,777)
	General Fund - CIP	81,678	231,009	231,009	239,732	8,723
	PPRTA - Capital	623,410	6,102,000	6,102,000	6,102,000	0
	PPRTA - Maintenance	620,484	1,500,000	1,800,000	1,500,000	(300,000)
	Grants Fund - Awards	0	924,036	924,036	1,093,983	169,947
	Bike Tax	362,083	85,000	85,000	86,500	1,500
	Total	**$4,841,707**	**$11,890,815**	**$12,362,543**	**$11,970,936**	**($391,607)**
	Positions					
	General Fund	26.00	26.00	28.00	28.00	0.00
	Total	**26.00**	**26.00**	**28.00**	**28.00**	**0.00**

* 2016 Amended City Budget as of 8/4/2016. 2016 Amended PPRTA Budget for maintenance as of 7/13/2016 includes additional sales tax revenue for 2015 and 2016.

Significant Changes vs. 2016

- Net decrease of $272,000, mainly due to the transfer of the department's budget for utilities (electric, gas, electric, & water) to the Finance/General Costs budget for central oversight
- Increase of $171,000 in grant funds for 2017

Traffic Engineering

Traffic Engineering's primary mission is to provide safe and efficient movement of vehicles, cyclists, and pedestrians on the public rights-of-way. The Division works to improve mobility and traffic flow, maintain public safety, reduce travel times and mitigate congestion. Traffic Engineering is responsible for three major programs:

Traffic Signal Systems

- Manage signal timing, coordination and maintenance of the City's 584 traffic signals and 22 CDOT signals
- Respond to 24 hour emergency traffic signal malfunction repairs
- Operate the incident management system (traffic cameras and message boards) on key arterials throughout the City
- Analyze citizen and developer requests for new traffic signals and additional phases to existing traffic signals
- Manage school zone flashing beacon schedule and maintenance
- Coordinate the annual traffic signal rebuild program
- Maintain the priority green system for emergency first responders

Transportation Planning

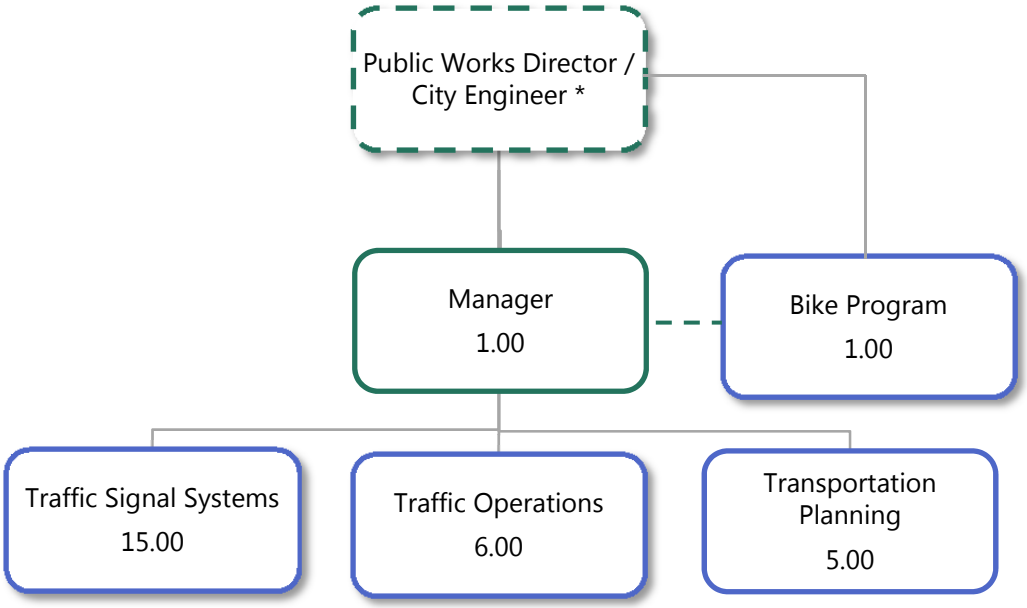
- Plan and implement roadway, bike, and pedestrian projects and programs to develop a multi-modal transportation system
- Update and maintain the Bike Master Plan and other planning documents associated with Bike Planning
- Develop and implement bike infrastructure and construct safety improvements where warranted
- Institute bike programs that help promote and enhance bicycling in Colorado Springs
- Identify and monitor projects to manage roadway congestion and unsafe locations for all modes of transportation
- Identify funding for transportation and safety projects including grant applications to leverage local funds
- Administer the School Safety Program
- Conduct public process to develop regional, sub-regional and neighborhood projects
- Address neighborhood parking and cut-through traffic issues
- Conduct various studies and analyses for both traffic congestion and bicycling
- Coordinate transportation planning efforts with city departments, government agencies, and citizen groups in the Pikes Peak Region
- Collect traffic data, analyze generate traffic studies
- Administer the City's truck route program

Traffic Operations

- Municipal Court Liaison for traffic related legal issues including research, field investigation, and representing the city in court
- Identify Transportation and Safety projects for the City Traffic Engineer
- Develop and coordinate Federal Highway Administration mandated compliance programs
- Review roadway plans for capital projects and development for new roadway corridors, roundabouts, bike lane projects
- Provide school safety services related to school crossings and parking concerns/issues
- Review and comment on traffic related Revocable Permits

Traffic Engineering Functions	2014 Actual	2015 Actual	2016 Original Budget	2016 Amended Budget	2017 Budget
School Safety	$539,109	$458,309	$471,676	$471,676	$445,569
Signals Maintenance and Construction	1,094,061	971,576	1,072,272	1,072,272	802,764
Signs and Markings *	1,144,937	0	0	0	0
Traffic Management Center (TMC) Operations	498,432	467,944	473,239	473,239	461,731
Transportation Planning	668,925	1,256,223	1,031,583	1,203,311	1,238,657
Total Traffic Engineering Functions	**$3,945,464**	**$3,154,052**	**$3,048,770**	**$3,220,498**	**$2,948,721**

* In 2015, the Signs and Markings function was transferred to Public Works Operations and Maintenance.



* The Public Works Director/City Engineer position is funded as part of City Engineering's budget. This position is not reflected in the position count in the Budget Summary below.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Budget for each fund including General Fund, PPRTA, and CIP.

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$2,762,128	$2,091,631	$2,262,229	$2,432,857	$2,464,917	$32,060
Operating	1,183,336	1,062,421	786,541	787,641	483,804	(303,837)
Capital Outlay	0	0	0	0	0	0
Total	**$3,945,464**	**$3,154,052**	**$3,048,770**	**$3,220,498**	**$2,948,721**	**($271,777)**
CIP	**$419,763**	**$81,678**	**$231,009**	**$231,009**	**$239,732**	**$8,723**
Revenue	**$379,647**	**$408,443**	**$355,110**	**$355,110**	**$345,730**	**($9,380)**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Engineer III	0.00	0.00	1.00	1.00	0.00
Engineering Division Manager	0.00	0.00	1.00	1.00	0.00
Engineering Program Manager	0.00	0.00	1.00	1.00	0.00
Engineering Supervisor	1.00	1.00	2.00	2.00	0.00
Engineering Technician I	0.00	0.00	1.00	1.00	0.00
Engineering Technician II	0.00	0.00	12.00	12.00	0.00
Engineering Technician III	0.00	0.00	3.00	3.00	0.00
Maintenance Technician II	1.00	1.00	1.00	1.00	0.00
Planning Technician	1.00	1.00	0.00	0.00	0.00
Principal Planner	0.00	0.00	1.00	1.00	0.00
Principal Traffic Engineer	1.00	1.00	0.00	0.00	0.00
Senior Engineer	0.00	0.00	1.00	1.00	0.00
Senior Planner	1.00	1.00	1.00	1.00	0.00
Senior Skilled Maintenance Tech.	1.00	1.00	0.00	0.00	0.00
Senior Traffic Engineer	1.00	1.00	0.00	0.00	0.00
Skilled Maintenance Technician	2.00	2.00	0.00	0.00	0.00
Skilled Maintenance Technician II	0.00	0.00	3.00	3.00	0.00
Traffic Signal Supervisor	1.00	1.00	0.00	0.00	0.00
Traffic Technician I	1.00	1.00	0.00	0.00	0.00
Traffic Technician II	11.50	11.00	0.00	0.00	0.00
Traffic Technician III	2.50	3.00	0.00	0.00	0.00
Transportation Manager	1.00	1.00	0.00	0.00	0.00
Total Positions	**26.00**	**26.00**	**28.00**	**28.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Net decrease to Salaries/Benefits/Pensions and Operating due to reorganization between City Engineering and Traffic Engineering	($171,728)
	Total During 2016	**($171,728)**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($15,866)
	Increase to fund pay for performance and position movements in salary structure	47,927
	Total Salaries/Benefits/Pensions	**$32,061**
	Operating	
	Transfer of the department's budget for records management to the City Clerk's Office budget for central contract oversight	($2,100)
	Transfer of the department's budget for utilities (electric, gas, electric, & water) to the Finance/General Costs budget for central oversight	(301,737)
	Total Operating	**($303,837)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	CIP	
	Increase of local match for grant awards in 2017	$8,723
	Total CIP	**$8,723**
	Total For 2017	**($263,053)**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Increase of 2.00 FTEs due to reorganization between City Engineering and Traffic Engineering	2.00
	Reclassification of 2.00 positions (Engineering Tech I to Engineering Tech II and Senior Planner to Principal Planner)	0.00
	Total During 2016	**2.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

PPRTA	Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Capital †	$1,331,716	$623,410	$6,102,000	$6,102,000	$6,102,000	$0
	Maintenance	4,442,051	620,484	1,500,000	1,800,000	1,500,000	(300,000)
	Total	**$5,773,767**	**$1,243,894**	**$7,602,000**	**$7,902,000**	**$7,602,000**	**($300,000)**
	2017 PPRTA Maintenance Projects						
	Hazard Elimination/Safety Improvements					600,000	
	Traffic Signal Maintenance					900,000	
	† The PPRTA capital projects for 2017 are listed below in the CIP table. The 2015 Actual includes PPRTA I and PPRTA II projects						
	The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated for capital projects and maintenance of the City's transportation system, relevant PPRTA expenditures are included.						

* 2016 Amended City Budget as of 8/4/2016. 2016 Amended PPRTA Budget for maintenance as of 7/13/2016 includes additional sales tax revenue for 2015 and 2016

2017 CIP Program	Project	General Fund	Bike Tax	Grant	PPRTA	Total 2017 Allocation
	Advanced Detection (TIP)	108,441		462,399		570,840
	Bicycle Infrastructure Improvements		86,500			86,500
	Congestion/Incident Management/Signal Improvements				412,000	412,000
	Intersection Improvements-Citywide				824,000	824,000
	Old Ranch Road at Powers-Improvements and Bridge				1,433,000	1,433,000
	On-Street Bikeway Improvements				412,000	412,000
	Roadway Safety and Traffic Operations				1,000,000	1,000,000
	Traffic Signal System Upgrades				2,021,000	2,021,000
	Traffic Signal Upgrade (TIP)	131,291		631,584		762,875
	Total 2017 CIP	**$239,732**	**$86,500**	**$1,093,983**	**$6,102,000**	**$7,522,215**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 32-1					

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Traffic Engineering

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	2,053,537	1,569,548	1,692,133	1,825,582	1,840,663	15,081
51210 - OVERTIME	30,748	27,354	35,000	35,000	35,000	0
51220 - SEASONAL TEMPORARY	23,797	7,360	3,800	3,800	3,800	0
51230 - SHIFT DIFFERENTIAL	613	361	0	0	0	0
51235 - STANDBY	10,784	10,716	11,500	11,500	11,500	0
51240 - RETIREMENT TERMINATION SICK	426	0	0	0	0	0
51245 - RETIREMENT TERM VACATION	15,760	13,788	0	0	0	0
51260 - VACATION BUY PAY OUT	5,113	1,988	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(8,584)	(5,926)	0	0	0	0
51610 - PERA	279,885	209,339	227,320	245,602	250,838	5,236
51612 - RETIREMENT HEALTH SAVINGS	0	5,901	0	0	0	0
51615 - WORKERS COMPENSATION	37,999	24,814	28,811	29,438	25,779	(3,659)
51620 - EQUITABLE LIFE INSURANCE	5,689	4,226	6,021	6,522	6,540	18
51640 - DENTAL INSURANCE	12,463	8,685	10,137	10,869	11,712	843
51670 - PARKING FOR EMPLOYEES	1,754	816	240	720	720	0
51690 - MEDICARE	25,730	20,027	24,059	25,994	26,548	554
51695 - CITY EPO MEDICAL PLAN	116,862	51,296	52,218	57,402	57,408	6
51696 - ADVANTAGE HD MED PLAN	138,399	130,893	158,738	167,426	180,660	13,234
51697 - HRA BENEFIT TO ADV MED PLAN	11,153	10,445	12,251	13,001	13,749	748
Salaries/Benefits/Pensions Total	**2,762,128**	**2,091,631**	**2,262,228**	**2,432,856**	**2,464,917**	**32,061**
Operating						
52105 - MISCELLANEOUS OPERATING	(336)	0	0	0	0	0
52110 - OFFICE SUPPLIES	2,971	1,364	1,374	1,374	1,374	0
52111 - PAPER SUPPLIES	99	284	50	50	50	0
52115 - MEDICAL SUPPLIES	188	194	350	350	350	0
52120 - COMPUTER SOFTWARE	26,000	4,618	4,150	4,150	4,150	0
52122 - CELL PHONES EQUIP AND SUPPLIES	1,211	704	350	350	350	0
52125 - GENERAL SUPPLIES	4,075	2,506	3,470	3,470	3,470	0
52127 - CONSTRUCTION SUPPLIES	23,694	2,440	8,000	8,000	8,000	0
52130 - OTHER SUPPLIES	250	0	0	0	0	0
52131 - CONCRETE SUPPLIES	3,553	0	0	0	0	0
52135 - POSTAGE	98	24	600	600	600	0
52145 - PAINT AND CHEMICAL	3,394	0	600	600	600	0
52155 - AUTOMOTIVE	13	0	0	0	0	0
52190 - JANITORIAL SUPPLIES	973	268	1,000	1,000	1,000	0
52235 - MAINT MACHINERY AND APPARATUS	958	895	1,980	1,980	1,980	0
52244 - MAINT TRAFFIC MARKINGS	38,722	0	0	0	0	0
52245 - MAINT SIGNALS	50,980	4,241	35,000	35,000	35,000	0
52255 - MAINT SIGNS	29,456	0	0	0	0	0
52265 - MAINT BUILDINGS AND STRUCTURE	8,859	2,507	6,000	6,000	6,000	0
52270 - MAINT WELLS AND RESERVOIRS	991	0	0	0	0	0
52305 - MAINT SOFTWARE	0	3,924	10,500	10,500	10,500	0
52410 - BUILDING SECURITY SERVICES	360	760	480	480	480	0
52415 - CONTRACTS AND SPEC PROJECTS	194,023	384,186	35,085	35,085	35,085	0
52435 - GARBAGE REMOVAL SERVICES	1,895	251	258	258	258	0
52445 - JANITORIAL SERVICES	16,995	5,675	6,350	6,350	6,350	0
52560 - PARKING SERVICES	2,600	2,300	1,900	1,900	1,900	0
52575 - SERVICES	4,820	595	375	375	375	0

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Traffic Engineering

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52590 - TEMPORARY EMPLOYMENT	0	0	0	0	0	0
52591 - SCHOOL CROSSING GUARDS	310,716	310,717	310,716	310,716	310,716	0
52607 - CELL PHONE ALLOWANCE	908	1,050	960	1,860	1,860	0
52610 - PROFESSIONAL LICENSES	0	1,963	0	0	0	0
52615 - DUES AND MEMBERSHIP	4,212	1,605	3,399	3,399	3,399	0
52625 - MEETING EXPENSES IN TOWN	931	373	0	0	0	0
52630 - TRAINING	4,314	1,288	4,425	4,625	4,625	0
52640 - CITIZEN ACADEMY	50	0	0	0	0	0
52655 - TRAVEL OUT OF TOWN	2,125	165	0	0	0	0
52706 - WIRELESS COMMUNICATION	10,840	8,726	7,201	7,201	7,201	0
52732 - UTLITIES TRAFFIC SIGNALS	0	274,123	284,820	284,820	0	(284,820)
52735 - TELEPHONE LONG DIST CALLS	168	0	0	0	0	0
52736 - CELL PHONE AIRTIME	(45)	11	60	60	60	0
52738 - CELL PHONE BASE CHARGES	10,960	7,694	11,512	11,512	11,512	0
52745 - UTILITIES	0	0	0	0	0	0
52746 - UTILITIES ELECTRIC	313,424	9,756	13,514	13,514	0	(13,514)
52747 - UTILITIES GAS	23,493	1,377	1,809	1,809	0	(1,809)
52748 - UTILITIES SEWER	3,098	481	650	650	0	(650)
52749 - UTILITIES WATER	6,074	727	944	944	0	(944)
52770 - SAFETY EQUIPMENT	14,203	1,749	3,840	3,840	3,840	0
52775 - MINOR EQUIPMENT	47,729	12,466	14,525	14,525	14,525	0
52776 - PRINTER CONSOLIDATION COST	10,218	7,591	7,324	7,324	7,324	0
52874 - OFFICE SERVICES PRINTING	1,007	258	870	870	870	0
52875 - OFFICE SERVICES RECORDS	2,069	2,105	2,100	2,100	0	(2,100)
65160 - RECRUITMENT	0	460	0	0	0	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**1,183,336**	**1,062,421**	**786,541**	**787,641**	**483,804**	**(303,837)**
Total Expenses	**3,945,464**	**3,154,052**	**3,048,769**	**3,220,497**	**2,948,721**	**(271,776)**
CIP Total	**419,764**	**81,680**	**231,009**	**231,009**	**239,732**	**8,723**
Grand Total	**4,365,228**	**3,235,732**	**3,279,778**	**3,451,506**	**3,188,453**	**(263,053)**
Revenue						
44014 - RECYCLED MATERIALS	10,770	6,824	11,000	11,000	6,500	(4,500)
44016 - BRIDGE DAMAGE SETTLEMENTS	6,975	0	0	0	0	0
44017 - GUARDRAIL DAMAGE SETTLEMENTS	12,231	15,079	0	0	0	0
44018 - SIGNAL DAMAGE SETTLEMENTS	(6,965)	45,064	0	0	0	0
44019 - SIGN DAMAGE SETTLEMENTS	5,058	(1,494)	0	0	0	0
44040 - SALE OF PROPERTY	0	0	0	0	0	0
45711 - COPIES OF DOCUMENTS	350	500	350	350	350	0
45811 - STATE SAFETY TRAFFIC DEV	321,930	335,070	337,260	337,260	332,880	(4,380)
45812 - TRAFFIC REIMB FROM OTHERS	19,780	3,299	0	0	0	0
46171 - REIMBURSEMENT FROM GRANTS	9,518	4,101	6,500	6,500	6,000	(500)
Total Revenue	**379,647**	**408,443**	**355,110**	**355,110**	**345,730**	**(9,380)**

Transit

Craig Blewitt, Manager | (719) 385-5428 | cblewitt@springsgov.com

2017 Initiatives

ID	Goal	Initiative
3A-08	Building Community and Collaborative Relationships	Reach the transit "maintenance of effort" level of funding as a step toward ensuring long-term resiliency of affordable and effective transit services to facilitate economic and recreational activity.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Use of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	General Fund	$4,382,457	$4,819,805	$4,819,805	$5,626,681	$806,876
	General Fund - CIP	249,133	320,793	320,793	0	(320,793)
	Grants Fund - Awards	6,019,240	10,170,901	10,170,901	9,789,304	(381,597)
	PPRTA - Capital	453,709	494,000	494,000	1,121,000	627,000
	PPRTA - Expenditures †	10,199,458	12,746,342	13,449,391	12,671,946	(777,445)
	Total	**$21,303,997**	**$28,551,841**	**$29,254,890**	**$29,208,931**	**($45,959)**
	Postitions					
	General Fund	9.00	9.00	9.00	9.00	0.00
	Grants Fund	16.00	17.00	17.00	18.00	1.00
	Total	**25.00**	**26.00**	**26.00**	**27.00**	**1.00**

* 2016 Amended City Budget as of 8/4/2016. 2016 Amended PPRTA Budget as of 7/13/2016 includes additional sales tax revenue for 2015 and 2016.

† PPRTA Transit Expenditure funds include tax and fare revenues; it does not reflect carryover for Planned Operating Reserve and grant match for obligated projects as shown in the CIP section on page 32-21.

Significant Changes vs. 2016

- Increase of $577,000 to meet the transportation maintenance of effort for PPRTA
- Decrease of $321,000 in General Fund – CIP for the grant match on the pedestrian/transit accessibility grants that were transferred to City Engineering to oversee. However, a portion of the amount budgeted previously in CIP is transferred to General Fund Operating
- Net increase of nearly $900,000 in available Grants Fund for anticipated grant awards and CIP
- Net decrease of approximately $150,000 in PPRTA Capital and Operating funds
- Addition of 1.00 FTE in the Grants Fund for a Buyer I/II position

Transit

The City of Colorado Springs is the primary provider of public transportation services in the Pikes Peak Region and is designated by the Federal Transit Administration (FTA) as the recipient of grant funding for the Pikes Peak urbanized area. Responsibilities include transit service administration, regional planning coordination, sub-recipient oversight, and ensuring compliance with all of the FTA's rules and regulations. The Transit Services Division also coordinates local non-profit agency transit services and pursues grant opportunities for the entire region. Transit directs the activities and operations of all fixed-route, paratransit systems and rideshare programs for the region. Over ninety percent (90%) of operations is outsourced.

Mountain Metro Fixed-Route Bus Service

- Includes service to Colorado Springs, Manitou Springs, and to parts of unincorporated El Paso County with approximately 10,000 one-way weekday trips per day servicing a diverse customer base
- Maintains farebox recovery rate of 23% with 23 average hourly boardings per bus
- Provides about 90% of all public transit passenger trips serviced by Transit

Mountain Metro Mobility – ADA/Paratransit service within Mountain Metro operating service area

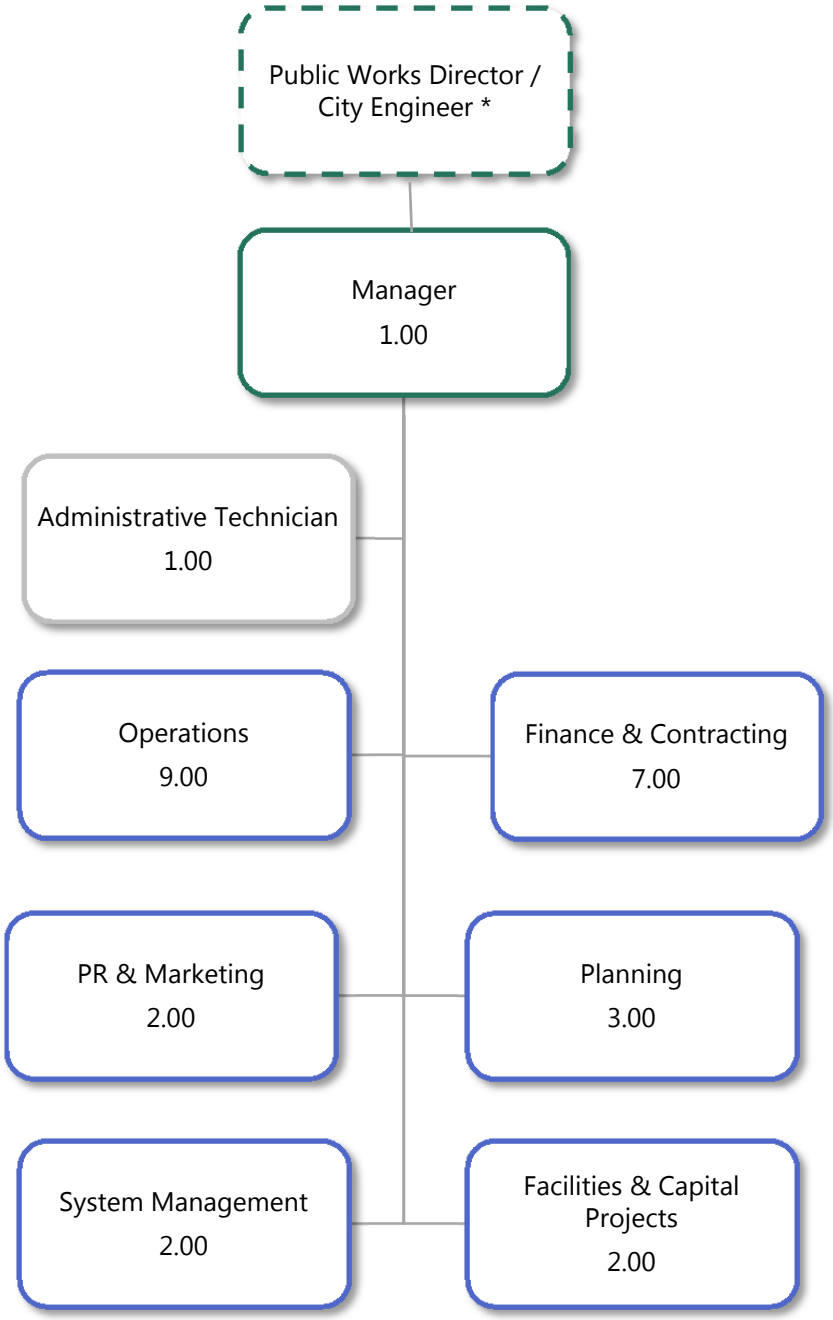
- Provides the federally-mandated Americans with Disabilities Act (ADA) complementary paratransit service, a demand-response service for individuals whose mobility needs prevent them from using the fixed-route bus system
- Provides service along a 1.5-mile corridor (3/4 mile on each side) of every bus route during the same time the fixed-route system is operating
- Riders are required to be certified as eligible to receive curb-to-curb and door-to-door paratransit service; eligible individuals can use the local fixed-route bus service at no charge, allowing the City to minimize the cost of paratransit services
- 100% of the ADA paratransit riders are transit dependent

Mountain Metro Rides – Alternative Transportation

- Promotes alternative transportation options to residents of the Pikes Peak Region
- Reduces congestion and pollution by encouraging and coordinating the use of carpools, vanpools, bicycle commuting, school pool (including bike and walk pools for children as well as carpools), telecommuting, and transit use
- Operates 24 vehicles currently with 155 participants

Specialized Elderly and Disabled Transit Services – Paratransit service above and beyond ADA requirements

- Contracts with local non-profit agencies to provide essential elderly and disabled paratransit services to the community
- Provides service to residents whose trips are outside the ADA-required area and to residents who need door-through-door assistance



* The Public Works Director/City Engineer position is funded as part of City Engineering's budget. This position is not reflected in the position count in the Budget Summary below.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Budget for each fund including General Fund, Grants Fund, and PPRTA

General Fund

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$633,333	$678,937	$706,154	$706,154	$716,772	$10,618
Operating	3,137,039	3,703,520	4,113,651	4,113,651	4,909,909	796,258
Capital Outlay	0	0	0	0	0	0
Total	**$3,770,372**	**$4,382,457**	**$4,819,805**	**$4,819,805**	**$5,626,681**	**$806,876**
CIP	**$139,613**	**$249,133**	**$320,793**	**$320,793**	**$0**	**($320,793)**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Administrative Technician	1.00	1.00	1.00	1.00	0.00
Analyst II, Budget, Crime, Grant	0.00	1.00	1.00	1.00	0.00
Contract Coordinator	1.00	0.00	0.00	0.00	0.00
Dispatcher	3.00	3.00	3.00	3.00	0.00
Lead Dispatcher	1.00	1.00	1.00	1.00	0.00
Office Specialist	1.00	1.00	1.00	1.00	0.00
Service Coordinator	1.00	1.00	0.00	0.00	0.00
Transit Services Manager	1.00	1.00	1.00	1.00	0.00
Transit Services Supervisor	0.00	0.00	1.00	1.00	0.00
Total Positions	**9.00**	**9.00**	**9.00**	**9.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$4,095
	Increase to fund pay for performance and position movements in salary structure	6,523
	Total Salaries/Benefits/Pensions	**$10,618**
	Operating	
	Transfer of the department's budget for armored car services to the Finance Department budget for central contract oversight †	($3,813)
	Transfer of the department's budget for records management to the City Clerk's Office budget for central contract oversight †	(900)
	Transfer of the department's budget for utilities (electric, gas, electric, & water) to the Finance/General Costs budget for central oversight †	(86,502)
	Transfer portion of CIP funding to Operating	310,473
	Increase to fund the transportation maintenance of effort for PPRTA	577,000
	Total Operating	**$796,258**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	CIP	
	Decrease of local grant match on the pedestrian/transit accessibility grants that were transferred to City Engineering to oversee	($320,793)
	Total CIP	**($320,793)**
	Total For 2017	**$486,083**

† These amounts, which total $91,215, will continue to be included in the PPRTA Transit maintenance of effort amount

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

Grants Fund	Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Grant Award	$3,742,910	$6,019,240	$7,850,979	$7,850,979	$5,710,994	($2,139,985)
	Total	**$3,742,910**	**$6,019,240**	**$7,850,979**	**$7,850,979**	**$5,710,994**	**($2,139,985)**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Accounting Technician II	1.00	1.00	1.00	1.00	0.00
Analyst II, Benefits & Financial	2.00	2.00	2.00	1.00	(1.00)
Buyer I/II	0.00	0.00	0.00	1.00	1.00
Contract Specialist II	1.00	1.00	1.00	1.00	0.00
Program Coordinator	0.00	0.00	0.00	1.00	1.00
Project Design Specialist	1.00	1.00	1.00	1.00	0.00
Public Communications Specialist II	1.00	1.00	1.00	1.00	0.00
Senior Analyst, BDG, CRM, FIN, GRT	2.00	2.00	2.00	2.00	0.00
Senior Applications Support Admin.	1.00	1.00	1.00	1.00	0.00
Senior Business Analyst	1.00	1.00	1.00	1.00	0.00
Senior Office Specialist	1.00	1.00	1.00	1.00	0.00
Sr. Public Communications Specialist	1.00	1.00	1.00	1.00	0.00
Transit Fleet Services Coordinator	0.00	1.00	1.00	1.00	0.00
Transit Services Administrator	0.00	1.00	1.00	1.00	0.00
Transit Services Supervisor	3.00	2.00	2.00	2.00	0.00
Transit Scheduler	1.00	1.00	1.00	1.00	0.00
Total Positions	**16.00**	**17.00**	**17.00**	**18.00**	**1.00**

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Decresase in anticipated grant awards in 2017	($2,139,985)
	Total For 2017	**($2,139,985)**

* 2016 Amended Budget as of 8/4/2016

Position Changes	During 2016	* 2016 Amended - 2016 Original Budget
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Increase due to addition of 1.00 FTE (Buyer I/II) position	1.00
	Total For 2017	**1.00**

* 2016 Amended Budget as of 8/4/2016

PPRTA	Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	2016 * Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Capital [1]	$0	$453,709	$494,000	$494,000	$1,121,000	$627,000
	Expenditures †	10,279,631	10,199,458	12,746,342	13,449,391	12,671,946	(777,445)
	Total	**$10,279,631**	**$10,653,167**	**$13,240,342**	**$13,943,391**	**$13,792,946**	**($150,445)**
	2017 PPRTA Expenditures						
	PPRTA Fixed-Route Service					$5,989,196	
	PPRTA ADA Paratransit Service					3,341,342	
	PPRTA Fuel (Fixed-Route)					853,101	
	PPRTA Fuel (ADA Paratransit)					305,816	
	Bus Storage Facility					487,760	
	Fixed Route Bus System - Vehicle Purchase					360,606	
	PPRTA Specialized Transportation Services					397,465	
	PPRTA Contracts and Temporary Personnel					70,000	
	PPRTA Transit Grant Match					866,660	
	[1] PPRTA capital projects are listed in the CIP table below.						
	The PPRTA budget, funded by a one-cent sales tax, is not appropriated by the City. However, to reflect total funding dedicated for operating the City's transit services, relevant PPRTA expenditures are included in this document. For 2015, the PPRTA includes both operating and capital project funds.						

* 2016 Amended City Budget as of 8/4x/2016. 2016 Amended PPRTA Budget as of 7/13/2016 includes additional sales tax revenue for 2015 and 2016.

† PPRTA Transit Expenditure funds include tax and fare revenues; it does not reflect carryover for Planned Operating Reserve and grant match for obligated projects as shown in the CIP section on pg. 32-21.

2017 CIP Program	Project	Grant	PPRTA	Total 2017 Allocation
	ADA-Paratransit Vehicle Replacement	700,000	187,000	887,000
	Bus Storage Facility	1,945,040		1,945,040
	Fixed Route Bus System - Vehicle Purchase	1,401,270	627,000	2,028,270
	Sidewalk/Bus Stop Program on Existing Routes		200,000	200,000
	Vanpool Vehicle Purchase	32,000	107,000	139,000
	Total 2017 CIP	**$4,078,310**	**$1,121,000**	**$5,199,310**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 32-1			

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Transit

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	476,195	513,852	512,575	512,575	523,848	11,273
51210 - OVERTIME	5,088	6,950	14,326	14,326	14,326	0
51220 - SEASONAL TEMPORARY	6,934	0	7,680	7,680	7,680	0
51225 - SHIFT WORKER HOLIDAY	1,342	0	5,200	5,200	5,200	0
51230 - SHIFT DIFFERENTIAL	1,866	1,943	1,500	1,500	1,500	0
51245 - RETIREMENT TERM VACATION	3,481	0	0	0	0	0
51260 - VACATION BUY PAY OUT	2,588	1,607	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(2,493)	(2,064)	0	0	0	0
51610 - PERA	66,184	68,788	70,223	70,223	72,820	2,597
51615 - WORKERS COMPENSATION	938	1,050	1,076	1,076	1,116	40
51620 - EQUITABLE LIFE INSURANCE	1,319	1,412	1,855	1,855	1,879	24
51640 - DENTAL INSURANCE	2,782	3,313	3,485	3,485	3,852	367
51690 - MEDICARE	5,375	5,607	7,432	7,432	7,707	275
51695 - CITY EPO MEDICAL PLAN	13,000	21,979	23,564	23,564	23,568	4
51696 - ADVANTAGE HD MED PLAN	45,163	50,738	53,488	53,488	49,776	(3,712)
51697 - HRA BENEFIT TO ADV MED PLAN	3,571	3,762	3,750	3,750	3,500	(250)
Salaries/Benefits/Pensions Total	**633,333**	**678,937**	**706,154**	**706,154**	**716,772**	**10,618**
Operating						
52105 - MISCELLANEOUS OPERATING	27,356	(26,387)	1,608	1,608	0	(1,608)
52110 - OFFICE SUPPLIES	4,939	4,741	4,800	4,800	4,800	0
52120 - COMPUTER SOFTWARE	0	0	0	0	0	0
52135 - POSTAGE	2,644	3,435	4,200	4,200	4,800	600
52140 - WEARING APPAREL	121	0	200	200	100	(100)
52160 - FUEL	212,534	162,641	324,420	324,420	310,108	(14,312)
52165 - LICENSES AND TAGS	3,269	3,529	3,851	3,851	4,729	878
52190 - JANITORIAL SUPPLIES	2,428	1,967	3,090	3,090	3,000	(90)
52202 - TICKET VENDING MACHINES	9,512	9,380	27,844	27,844	13,124	(14,720)
52205 - MAINT LANDSCAPING	0	0	500	500	500	0
52220 - MAINT OFFICE MACHINES	10,209	10,915	10,451	10,451	11,650	1,199
52240 - MAINT NONFLEET VEHICLES EQP	70,745	72,768	71,422	71,422	71,422	0
52241 - MAINT PARA TRANSIT PREV MAINT	31,630	18,287	13,399	13,399	13,399	0
52242 - MAINT BENCHES AND SHELTERS	474	0	5,000	5,000	2,000	(3,000)
52243 - MAINT TRANSIT PREV MAINT	0	0	87,715	87,715	87,715	0
52265 - MAINT BUILDINGS AND STRUCTURE	11,465	7,144	9,817	9,817	17,554	7,737
52281 - MAINT INFRASTRUCTURE	5,537	1,968	8,300	8,300	16,000	7,700
52305 - MAINT SOFTWARE	321,634	378,055	399,368	399,368	419,423	20,055
52405 - ADVERTISING SERVICES	77,915	105,188	110,100	110,100	110,100	0
52410 - BUILDING SECURITY SERVICES	138,330	147,505	176,700	176,700	161,950	(14,750)
52435 - GARBAGE REMOVAL SERVICES	1,493	2,162	1,800	1,800	2,640	840
52440 - HUMAN SERVICES	416,718	386,244	392,716	392,716	392,716	0
52445 - JANITORIAL SERVICES	0	0	5,000	5,000	2,000	(3,000)
52560 - PARKING SERVICES	535	324	500	500	480	(20)
52573 - CREDIT CARD FEES	8,418	7,031	13,200	13,200	9,600	(3,600)
52574 - LEGAL SERVICES	600	1,188	18,000	18,000	18,000	0
52575 - SERVICES	15,191	4,288	13,113	13,113	5,615	(7,498)
52576 - AUDIT SERVICES	11,960	8,785	19,724	19,724	9,685	(10,039)
52590 - TEMPORARY EMPLOYMENT	199,972	227,622	217,761	217,761	254,359	36,598
52615 - DUES AND MEMBERSHIP	46,941	50,014	56,800	56,800	58,400	1,600

City of Colorado Springs
Budget Detail Report

001 - GENERAL FUND
Transit

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52625 - MEETING EXPENSES IN TOWN	460	327	500	500	500	0
52645 - SUBSCRIPTIONS	136	255	615	615	615	0
52705 - COMMUNICATIONS	1	0	0	0	0	0
52706 - WIRELESS COMMUNICATION	0	0	0	0	0	0
52725 - RENTAL OF PROPERTY	110,788	112,212	114,456	114,456	114,456	0
52735 - TELEPHONE LONG DIST CALLS	375	(437)	0	0	0	0
52738 - CELL PHONE BASE CHARGES	5,370	6,602	6,420	6,420	7,200	780
52746 - UTILITIES ELECTRIC	49,668	49,000	59,079	59,079	0	(59,079)
52747 - UTILITIES GAS	11,488	10,307	10,654	10,654	0	(10,654)
52748 - UTILITIES SEWER	654	694	692	692	0	(692)
52749 - UTILITIES WATER	14,637	14,068	16,077	16,077	0	(16,077)
52873 - PRINTING OUTSOURCE	59,114	43,245	82,896	82,896	55,407	(27,489)
52874 - OFFICE SERVICES PRINTING	1,106	488	900	900	1,200	300
52875 - OFFICE SERVICES RECORDS	1,097	897	1,098	1,098	0	(1,098)
52886 - RADIO MAINTENANCE MISC	28,823	29,084	43,230	43,230	18,100	(25,130)
52888 - RADIO MAINTENANCE PPRCN	28,287	30,181	21,200	21,200	26,642	5,442
60105 - PERA	0	27	0	0	0	0
65023 - PARA ELIGIBILITY	37,495	61,482	77,263	77,263	77,263	0
65025 - ADA PARATRANSIT CONTRACT	109,000	110,997	109,000	109,000	109,000	0
65026 - ADA SUPPLEMENTAL	121,854	181,539	186,144	186,144	186,144	0
65030 - TRANSIT SERVICE CONTRACT	705,628	1,241,279	1,163,989	1,163,989	2,051,462	887,473
65160 - RECRUITMENT	(1,246)	675	1,700	1,700	1,700	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
65405 - GRANT MATCH SALARIES	219,734	221,804	216,339	216,339	254,351	38,012
Operating Total	**3,137,039**	**3,703,520**	**4,113,651**	**4,113,651**	**4,909,909**	**796,258**
Capital Outlay Total	**0**	**0**	**0**	**0**	**0**	**0**
Total Expenses	**3,770,372**	**4,382,457**	**4,819,805**	**4,819,805**	**5,626,681**	**806,876**
CIP Total	**139,613**	**249,133**	**320,793**	**320,793**	**0**	**(320,793)**
Grand Total	**3,909,985**	**4,631,590**	**5,140,598**	**5,140,598**	**5,626,681**	**486,083**

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Airport

Dan Gallagher, Aviation Director | (719) 550-1900 | dgallagher@springsgov.com

2017 Initiatives

ID	Goal	Initiative
1C-02	Promoting Job Creation	Further diversify and expand new revenue streams, while controlling operating expenses, and fostering an efficient and cost effective airport operation subsequently lowering the Cost per Enplanement and encouraging new air service opportunities through COS.
1C-03	Promoting Job Creation	Enhance economic development opportunities at COS through site and land development planning. This will enable shovel-ready construction for future prospects and further compliment the lucrative economic incentives available through the Commercial Aeronautical Zone.
1C-04	Promoting Job Creation	Continue to improve recruitment efforts to retain, expand, and attract aviation related businesses within the Commercial Aeronautical Zone.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds (Net of Transfers Between Funds)

Source of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
401 - Airport Operating	$17,028,385	$18,463,836	$18,463,836	$16,988,159	($1,475,677)
403 - CIP	1,539,758	16,692,222	15,262,222	4,398,696	(10,863,526)
404 - Debt Service	22,683	0	0	0	0
405 - Passenger Facility Charges	1,568,976	2,655,658	2,655,658	3,397,500	741,842
407 - Customer Facility Charges	731,245	1,060,862	1,060,862	1,189,866	129,004
409 - Grants	0	0	28,440,084	11,985,555	(16,454,529)
Total	**$20,891,047**	**$38,872,578**	**$37,442,578**	**$25,974,221**	**($11,468,357)**
Use of Funds					
401 - Airport Operating**	$13,265,479	$16,522,703	$16,522,703	$13,968,446	($2,554,257)
403 - CIP***	2,065,189	8,286,994	8,286,994	10,581,995	2,295,001
404 - Debt Service****	861,901	10,040,450	10,040,450	2,630,550	(7,409,900)
405 - Passenger Facility Charges Projects/SIB Loan	64,746	266,908	266,908	658,952	392,044
407 - Customer Facility Charges Projects	0	0	0	0	0
409 - Grants	0	13,190,108	27,619,786	13,222,222	(14,397,564)
Total	**$16,257,315**	**$35,117,055**	**$35,117,055**	**$27,839,943**	**($7,277,112)**
Positions					
Airport Enterprise	93.00	93.00	95.00	96.00	1.00
Total	**93.00**	**93.00**	**95.00**	**96.00**	**1.00**

* 2016 Amended Budget as of 8/4/2016

** For the 2016 Budget, 401 – Airport Operating includes a one-time payment on a bank loan and a contribution to the City's Health Insurance Fund; for the 2015 Budget, operating grants of $226,000 are included in 401;

*** For the 2016 Budget, 403 – CIP & Grants includes Passenger Facility Charges and Customer Facility Charges projects

**** For the 2016 Budget, 404 – Debt Service includes $7.5M to retire the outstanding balance on the Series 2007 bonds

All Funds - Appropriation Table						
	Revenue	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
	401 - Airport Operating	$10,751,527	$20,463,836	$20,463,836	$16,988,159	($3,475,677)
	403 - CIP	3,385,215	19,774,444	18,344,444	10,548,747	(7,795,697)
	404 - Debt Service	2,412,057	10,040,450	10,040,450	2,693,224	(7,347,226)
	405 - Passenger Facility Charges	1,420,576	2,655,658	2,655,658	3,397,500	741,842
	407 - Customer Facility Charges	731,245	1,060,862	1,060,862	1,189,866	129,004
	409 - Grants	0	13,190,108	28,440,084	13,222,222	(15,217,862)
	Total Appropriation (With Fund Transfers)**	**$18,700,620**	**$67,185,358**	**$81,005,334**	**$48,039,718**	**($32,965,616)**
	Expenses					
	401 - Airport Operating	$13,265,479	$17,998,419	$17,998,419	$18,234,221	$235,802
	403 - CIP	2,065,189	18,864,944	18,864,944	10,581,995	(8,282,949)
	404 - Debt Service	861,901	10,040,450	10,040,450	2,630,550	(7,409,900)
	405 - Passenger Facility Charges	64,746	2,655,658	2,655,658	5,973,119	3,317,461
	407 - Customer Facility Charges	0	1,000,000	1,000,000	500,000	(500,000)
	409 - Grants	0	13,190,108	28,440,084	13,222,222	(15,217,862)
	Total Appropriation (With Fund Transfers)**	**$16,257,315**	**$63,749,579**	**$78,999,555**	**$51,142,107**	**($27,857,448)**
	Positions					
	Airport Enterprise	93.00	93.00	95.00	96.00	1.00
	Total	**93.00**	**93.00**	**95.00**	**96.00**	**1.00**

* 2016 Amended Budget as of 8/4/2016

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

Significant Changes vs. 2016

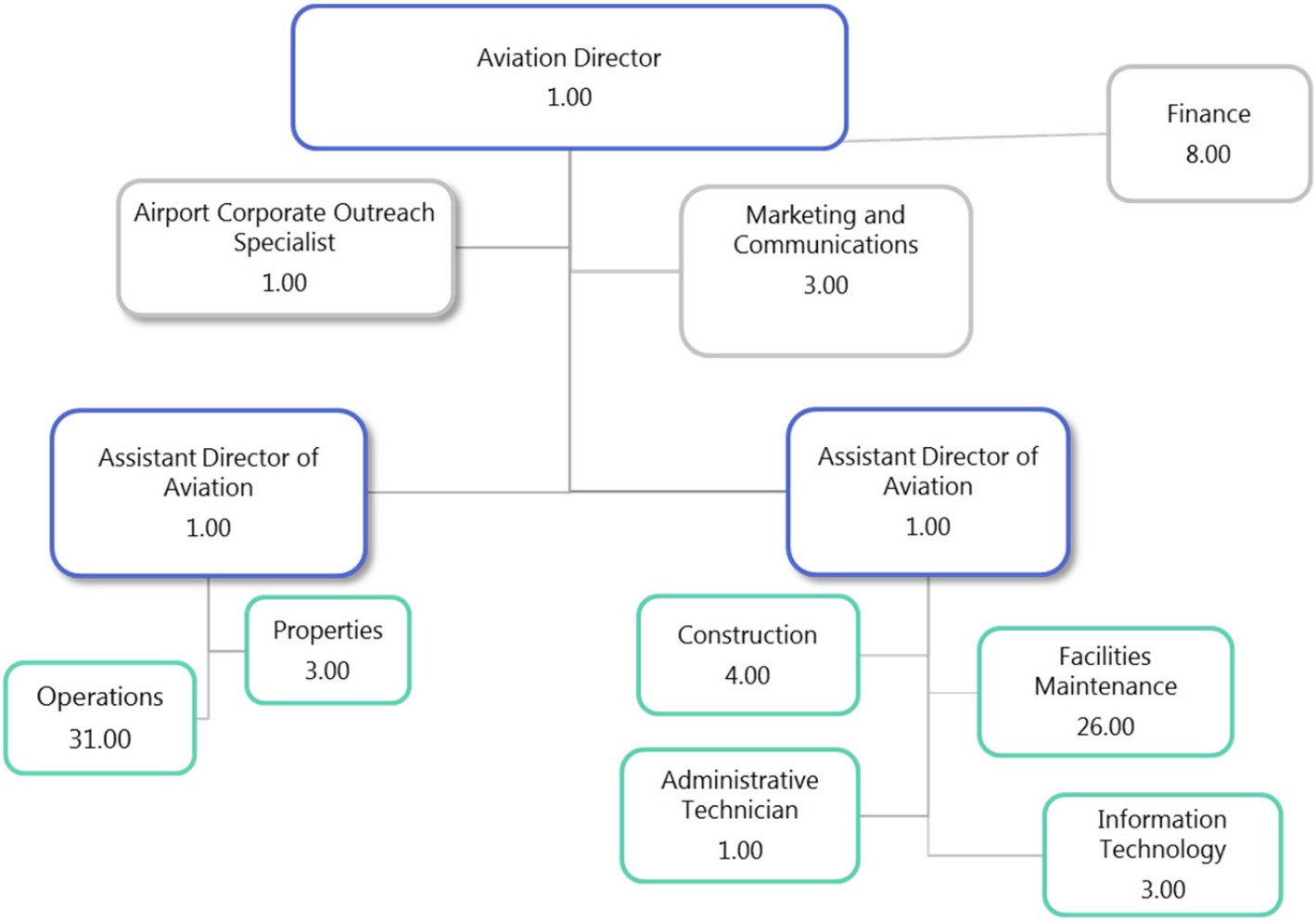
- Decrease of $2,000,000 in Fund 401 for debt service after the retirement of 2007 Series Bonds in 2016
- Net decrease of $925,916 in Fund 401 due to operational adjustments
- Increase of $2,790,059 in Fund 401 to transfers to other funds

Airport

The Colorado Springs Airport (COS) is a primary commercial service airport. COS:

- Services southern Colorado as well as portions of western Kansas and northern New Mexico, with nearly 1.3 million anticipated passengers in 2016
- Will provide approximately 25 daily departures with non-stop services to 12 major cities across the U.S. in 2016
- Maintains active corporate, cargo and general aviation populations and is host to Peterson Air Force Base, home of the U.S. Air Force Space Command, NORAD/NORTHCOM, the Army Space and Missile Defense Command

According to *Economic Impact of Airports in Colorado 2008 Economy*, COS generates a combined impact of over $1.6 billion each year for the region. COS and Peterson AFB provide 19,672 direct and indirect jobs in the aviation, aerospace, and defense sectors. The Colorado Springs Airport is a fully self-sustaining public enterprise that accepts no local tax revenue.



* The organizational chart illustrates all position that report to this department, not including 13.00 positions that report to another department but are funded by the Airport; however, all positions funded by the Airport are reflected in the Position Totals of the funding tables in this narrative.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Budget for the Airport Enterprise Fund.

401 - Airport Operating

Source of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Airline Revenue	$4,944,794	$6,252,730	$6,207,884	$6,207,884	$5,407,652	($800,232)
Non-Airline Revenue						
Public Parking	3,610,466	3,355,767	4,421,741	4,421,741	4,667,542	245,801
Rental Car	3,222,650	3,117,683	3,153,070	3,153,070	3,569,036	415,966
Terminal Concessions	739,115	728,493	765,438	765,438	870,091	104,653
Interest Income	180,944	171,095	47,378	47,378	114,075	66,697
Ground/Building Rent	1,534,679	1,873,031	1,971,258	1,971,258	2,036,035	64,777
Other Income	(850,294)	(4,747,272)	3,897,067	3,897,067	323,726	(3,573,341)
Total	**$13,382,354**	**$10,751,527**	**$20,463,836**	**$20,463,836**	**$16,988,159**	**($3,475,677)**

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/Pensions	$6,732,792	$6,800,877	$7,507,677	$7,507,677	$7,874,638	$366,961
Operating	6,952,144	6,145,012	6,889,542	6,889,542	5,963,626	(925,916)
Transfers to Other Funds	0	0	1,475,716	1,475,716	4,265,775	2,790,059
Capital Outlay	86,118	319,590	125,484	125,484	130,182	4,698
Debt Service**	0	0	2,000,000	2,000,000	0	(2,000,000)
Total	**$13,771,054**	**$13,265,479**	**$17,998,419**	**$17,998,419**	**$18,234,221**	**$235,802**

* 2016 Amended Budget as of 8/4/2016

** For the 2016 Budget, "Debt Service" includes a one-time payment on a bank loan

Note: Transfers to Other Funds and Debt Service are included in the Operation section of the Budget Detail Report

Positions	Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Director of Aviation	1.00	1.00	1.00	1.00	0.00
	Accountant I	1.00	1.00	1.00	1.00	0.00
	Accounting Technician II	2.00	2.00	2.00	2.00	0.00
	Administrative Technician	4.00	4.00	4.00	4.00	0.00
	Airport Accounting Manager	1.00	1.00	1.00	1.00	0.00
	Airport Corporate Outreach Specialist	0.00	0.00	1.00	1.00	0.00
	Airport Customer Service Coordinator	0.00	0.00	1.00	1.00	0.00
	Airport Maintenance Coordinator	0.00	0.00	0.00	0.00	0.00
	Airport Marketing & Communications Manager	1.00	1.00	1.00	1.00	0.00
	Airport Public Communications Specialist I/II	0.00	0.00	1.00	1.00	0.00
	Analyst I/II	2.00	2.00	2.00	2.00	0.00
	Assistant Director of Aviation	2.00	2.00	2.00	2.00	0.00
	Associate Fleet Technician	1.00	1.00	1.00	1.00	0.00
	Communications Center Dispatcher	5.00	5.00	5.00	5.00	0.00
	Communications Center Supervisor	1.00	1.00	1.00	1.00	0.00
	Construction Project Specialist	1.00	1.00	0.00	0.00	0.00
	Construction Project Manager	0.00	0.00	1.00	1.00	0.00
	Design & Construction Manager	1.00	1.00	1.00	1.00	0.00
	Electronic Specialist	2.00	2.00	2.00	2.00	0.00
	Engineering Technician II	1.00	1.00	1.00	1.00	0.00
	Environment Safety & Health Specialist	1.00	1.00	1.00	1.00	0.00
	Equipment Operator I, II, III	8.00	8.00	9.00	9.00	0.00
	Facilities Supervisor	0.00	0.00	1.00	1.00	0.00
	Information Systems Analyst II	2.00	2.00	2.00	2.00	0.00
	Maintenance Service Workers	15.00	15.00	14.00	14.00	0.00
	Maintenance Technician II	2.00	2.00	2.00	2.00	0.00
	Office Specialist	1.00	1.00	0.00	0.00	0.00
	Operations Agent	3.00	3.00	3.00	3.00	0.00
	Operations Manager	1.00	1.00	1.00	1.00	0.00
	Police Officer (Sworn) †	12.00	12.00	12.00	12.00	0.00
	Police Sergeant (Sworn) †	1.00	1.00	1.00	1.00	0.00
	Properties Administrator	1.00	1.00	1.00	1.00	0.00
	Security Coordinator	0.00	0.00	1.00	1.00	0.00
	Senior Accountant	1.00	1.00	1.00	1.00	0.00
	Senior Analyst, Financial	1.00	1.00	1.00	1.00	0.00
	Senior Equipment Operator	1.00	1.00	2.00	2.00	0.00
	Senior Fleet Technician	1.00	1.00	1.00	1.00	0.00
	Senior Office Specialist	2.00	2.00	1.00	1.00	0.00
	Operations Supervisor	1.00	1.00	1.00	1.00	0.00
	Senior Operations Agent	3.00	3.00	3.00	3.00	0.00
	Senior Skilled Maintenance Technician	3.00	3.00	3.00	3.00	0.00
	Senior Systems Administrator	0.00	0.00	0.00	1.00	1.00
	Skilled Maintenance Supervisor	3.00	3.00	1.00	1.00	0.00
	Skilled Maintenance Technician	4.00	4.00	4.00	4.00	0.00
	Total Positions	**93.00**	**93.00**	**95.00**	**96.00**	**1.00**
	† The police personnel report to the Chief of Police, but are funded in the Airport Enterprise budget.					

* 2016 Amended Budget as of 8/4/2016

Funding Changes	During 2016	* 2016 Amended - 2016 Original Budget
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions, pay for performance, and movements in the salary structure	$366,961
	Total Salaries/Benefits/Pensions	**$366,961**
	Operating	
	Decrease for operational adjustments	($925,916)
	Increase to fund debt service payments - transfer to other funds line	90,100
	Increase to fund transfer to other funds	2,699,959
	Total Operating	**$1,864,143**
	Capital Outlay	
	Decrease to move IT infrastructure projects to CIP	$4,698
	Total Capital Outlay	**$4,698**
	Debt Service	
	Decrease due to debt service being paid from 404 in 2016, rather than 401 (expense moved to transfer to other funds operating line)	($2,000,000)
	Total Debt Service	**($2,000,000)**
	Total For 2017	**$235,802**

Position Changes	During 2016	* 2016 Amended - 2016 Original Budget
	Add 2.00 FTE	2.00
	Total During 2016	**2.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Add 1.00 FTE Senior Systems Administrator	1.00
	Total For 2017	**1.00**

* 2016 Amended Budget as of 8/4/2016

2017 CIP Program	Project	Enterprise	Grant	Other	Total 2017 Allocation
	Airfield Pavement Localized Repair and Maintenance (Phase V - IX)	70,000			70,000
	Airport Administrative Technology Upgrade	310,000			310,000
	Airport Airside Maintenance - 2017	335,000			335,000
	Airport Complex Improvements 2017	2,000,000			2,000,000
	Airport Corporate Aviation Taxiway Construction	330,000		670,000 [1]	1,000,000
	Airport Customer Experience/Tenant Improvement Upgrade			500,000 [1]	500,000
	Airport FIDS/BIDS Infrastructure Upgrade	250,000			250,000
	Airport Fleet Improvement (Phase IX)	680,000			680,000
	Airport Hail Storm Repairs			3,500,000 [1]	3,500,000
	Airport IT Infrastructure Improvements	500,000			500,000
	Airport Landside Maintenance - 2017	250,000			250,000
	Airport Operations Inspection Software	150,000			150,000
	Airport RAC Resurfacing Design	500,000			500,000
	Airport Rehab TWY G, Terminal Connectors (Phase I) Design/Construction	1,236,667	11,985,555		13,222,222
	Airport Terminal Facility Improvement (Phase I)	455,000			455,000
	Airport Tractor Replacement	81,995			81,995
	Total 2017 CIP	**$7,148,662**	**$11,985,555**	**$4,670,000**	**$23,804,217**
	For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 32-1				

[1] Other funds sources for the Airport include airline partner, insurance claim for 2016 hail damage, and corporate aviation tenant

Note: A portion of the Enterprise CIP projects are funded by the Passenger Facility Charge (PFC) and Customer Facility Charge (CFC)

City of Colorado Springs
Budget Detail Report

401 - AIRPORT GROSS REV FUND
Airport

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	3,761,914	3,700,983	4,254,999	4,254,999	4,401,529	146,530
51210 - OVERTIME	150,907	144,960	172,497	172,497	161,101	(11,396)
51220 - SEASONAL TEMPORARY	48,807	63,291	74,600	74,600	69,695	(4,905)
51225 - SHIFT WORKER HOLIDAY	41,677	38,281	42,991	42,991	38,833	(4,158)
51230 - SHIFT DIFFERENTIAL	36,090	36,444	52,010	52,010	34,966	(17,044)
51235 - STANDBY	14,250	15,561	14,262	14,262	14,549	287
51240 - RETIREMENT TERMINATION SICK	854	24,572	7,080	7,080	25,000	17,920
51245 - RETIREMENT TERM VACATION	44,949	56,556	6,135	6,135	22,158	16,023
51260 - VACATION BUY PAY OUT	13,472	13,904	0	0	4,870	4,870
51299 - SALARIES REIMBURSEMENTS	(23,472)	(25,145)	0	0	(4,870)	(4,870)
51405 - UNIFORM SALARIES	939,914	956,234	959,491	959,491	959,491	(0)
51410 - UNIFORM OVERTIME	81,127	133,542	86,760	86,760	111,452	24,692
51425 - UNIFORM SHIFT DIFFERENTIAL	3,661	3,378	6,240	6,240	4,050	(2,190)
51430 - UNIFORM SPECIAL ASSIGNMENT	1,261	1,108	696	696	1,231	535
51445 - LONGEVITY	13,877	14,260	15,529	15,529	14,452	(1,077)
51455 - SWORN VAC TWK	9,899	7,311	9,712	9,712	9,949	237
51460 - UNIFORM HAZARD DUTY	3,614	3,614	3,600	3,600	3,509	(91)
51465 - UNIFORM COURT OVERTIME	102	0	410	410	100	(310)
51470 - UNIFORM RETIREMENT COST	71	5,964	0	0	9,000	9,000
51482 - POLICE TRAINING OFFICERS	301	321	307	307	400	93
51610 - PERA	536,832	529,298	641,475	641,475	607,760	(33,715)
51612 - RETIREMENT HEALTH SAVINGS	4,737	14,549	0	0	40,000	40,000
51615 - WORKERS COMPENSATION	110,126	120,199	123,872	123,872	125,971	2,099
51620 - EQUITABLE LIFE INSURANCE	13,292	13,175	19,355	19,355	19,912	557
51640 - DENTAL INSURANCE	29,765	30,041	33,211	33,211	37,121	3,910
51650 - NEW HIRE POLICE PENSION PLAN	208,002	188,759	206,155	206,155	203,000	(3,155)
51652 - STATEWIDE POLICE PENSION	461	0	8,365	8,365	0	(8,365)
51655 - RETIRED EMP MEDICAL INS	25,209	26,537	26,000	26,000	25,338	(662)
51675 - UNEMPLOYMENT INSURANCE	1,902	3,269	0	0	0	0
51690 - MEDICARE	70,743	70,063	75,702	75,702	80,058	4,356
51695 - CITY EPO MEDICAL PLAN	317,887	309,196	326,957	326,957	338,989	12,032
51696 - ADVANTAGE HD MED PLAN	249,481	277,290	315,016	315,016	481,523	166,507
51697 - HRA BENEFIT TO ADV MED PLAN	21,080	23,362	24,250	24,250	33,500	9,250
Salaries/Benefits/Pensions Total	**6,732,792**	**6,800,877**	**7,507,677**	**7,507,677**	**7,874,638**	**366,961**
Operating						0
52105 - MISCELLANEOUS OPERATING	(2)	(1)	0	0	0	0
52110 - OFFICE SUPPLIES	9,080	8,943	12,500	12,500	8,422	(4,078)
52115 - MEDICAL SUPPLIES	1,132	526	1,516	1,516	965	(551)
52120 - COMPUTER SOFTWARE	7,843	2,547	1,850	1,850	1,200	(650)
52122 - CELL PHONES EQUIP AND SUPPLIES	157	2,872	1,000	1,000	1,508	508
52125 - GENERAL SUPPLIES	32,099	76,186	53,403	53,403	53,139	(264)
52126 - ELECTRICAL SUPPLIES	53,960	48,808	48,524	48,524	52,403	3,879
52127 - CONSTRUCTION SUPPLIES	12,794	15,212	28,699	28,699	16,357	(12,342)
52128 - PLUMBING SUPPLIES	3,683	5,384	5,302	5,302	4,416	(886)
52129 - HVAC-HEAT VENTILATN AIR SUPPLI	37,550	45,779	54,132	54,132	42,012	(12,120)
52130 - OTHER SUPPLIES	6,069	5,415	9,438	9,438	5,673	(3,765)
52135 - POSTAGE	5,172	2,719	5,158	5,158	3,174	(1,984)

City of Colorado Springs
Budget Detail Report

401 - AIRPORT GROSS REV FUND
Airport

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52140 - WEARING APPAREL	13,986	16,920	32,925	32,925	15,326	(17,599)
52145 - PAINT AND CHEMICAL	51,176	138,207	146,394	146,394	95,938	(50,456)
52146 - DEICING CHEMICALS AND MATERIAL	221,530	174,567	138,487	138,487	326,309	187,822
52150 - SEED AND FERTILIZER	0	10,439	14,877	14,877	14,900	23
52156 - INVENTORY OVER SHORT	0	(132)	1,000	1,000	100	(900)
52160 - FUEL	193,460	142,246	222,734	222,734	144,199	(78,535)
52165 - LICENSES AND TAGS	1,065	722	1,152	1,152	777	(375)
52175 - SIGNS	53,224	34,040	63,280	63,280	88,987	25,707
52180 - ASPHALTIC MATERIAL	3,904	5,467	16,144	16,144	7,198	(8,946)
52185 - AGGREGATE MATERIAL	0	0	5,925	5,925	5,260	(665)
52190 - JANITORIAL SUPPLIES	72,578	75,608	74,250	74,250	69,083	(5,167)
52195 - ENVIRONMENTAL SUPPLIES ETC	395	576	1,192	1,192	700	(492)
52205 - MAINT LANDSCAPING	5,875	4,301	5,300	5,300	4,594	(706)
52215 - MAINT GROUNDS	83,620	34,198	40,850	40,850	29,300	(11,550)
52220 - MAINT OFFICE MACHINES	12,616	13,044	11,720	11,720	24,879	13,159
52225 - MAINT OF COMPUTER SOFTWARE	9,676	9,170	8,000	8,000	9,887	1,887
52230 - MAINT FURNITURE AND FIXTURES	1,866	7,452	3,145	3,145	2,200	(945)
52235 - MAINT MACHINERY AND APPARATUS	21,732	33,908	34,283	34,283	25,920	(8,363)
52236 - MAINT LOADING BRIDGES	43,492	56,106	51,012	51,012	51,070	58
52237 - MAINT BAGGAGE	9,970	15,981	17,624	17,624	4,847	(12,777)
52250 - MAINT RADIOS ALLOCATION	79,932	53,235	53,080	53,080	54,000	920
52265 - MAINT BUILDINGS AND STRUCTURE	251,215	230,262	228,757	228,757	211,027	(17,730)
52275 - MAINT RUNWAYS	13,621	21,348	23,055	23,055	20,760	(2,295)
52278 - MAINT RNWY LIGHTING	21,319	83,141	50,000	50,000	47,951	(2,049)
52280 - MAINT ROADS AND BRIDGES	1,709	356	5,700	5,700	2,072	(3,628)
52305 - MAINT SOFTWARE	38,216	49,230	53,780	53,780	79,837	26,057
52405 - ADVERTISING SERVICES	338,398	380,592	337,050	337,050	390,160	53,110
52410 - BUILDING SECURITY SERVICES	16,000	12,001	29,400	29,400	19,300	(10,100)
52423 - TELECOMMUNICATION SERVICES	0	0	0	0	800	800
52425 - ENVIRONMENTAL SERVICES	7,243	18,414	12,980	12,980	12,050	(930)
52435 - GARBAGE REMOVAL SERVICES	16,968	32,900	42,480	42,480	26,444	(16,036)
52565 - PEST CONTROL	1,197	760	1,088	1,088	838	(250)
52568 - BANK AND INVESTMENT FEES	27,849	25,522	28,500	28,500	22,160	(6,340)
52572 - BAD DEBT EXPENSE	940,672	1,953	2,500	2,500	1,762	(738)
52573 - CREDIT CARD FEES	1,257	13,084	3,300	3,300	13,000	9,700
52574 - LEGAL SERVICES	70,110	97,226	109,000	109,000	100,000	(9,000)
52575 - SERVICES	163,812	214,675	208,849	208,849	194,420	(14,429)
52576 - AUDIT SERVICES	75,000	101,475	75,000	75,000	101,475	26,475
52590 - TEMPORARY EMPLOYMENT	121,576	220,073	140,318	140,318	192,080	51,762
52605 - CAR MILEAGE	1,969	1,908	4,950	4,950	2,200	(2,750)
52607 - CELL PHONE ALLOWANCE	0	0	0	0	5,467	5,467
52615 - DUES AND MEMBERSHIP	16,850	13,890	27,417	27,417	19,658	(7,759)
52625 - MEETING EXPENSES IN TOWN	8,112	15,189	15,800	15,800	14,398	(1,402)
52630 - TRAINING	7,902	15,207	32,154	32,154	34,311	2,157
52635 - EMPLOYEE EDUCATIONL ASSISTANCE	0	0	6,384	6,384	0	(6,384)
52645 - SUBSCRIPTIONS	76,709	81,107	74,422	74,422	115,953	41,531
52655 - TRAVEL OUT OF TOWN	19,140	19,313	53,287	53,287	41,701	(11,586)
52705 - COMMUNICATIONS	14,229	14,570	14,130	14,130	15,224	1,094
52706 - WIRELESS COMMUNICATION	0	0	468	468	0	(468)

City of Colorado Springs
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401 - AIRPORT GROSS REV FUND
Airport

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52725 - RENTAL OF PROPERTY	0	0	0	0	4,000	4,000
52735 - TELEPHONE LONG DIST CALLS	698	703	1,440	1,440	800	(640)
52736 - CELL PHONE AIRTIME	331	410	240	240	2,270	2,030
52738 - CELL PHONE BASE CHARGES	12,762	12,541	13,800	13,800	13,600	(200)
52740 - GENERAL INSURANCE-CITY	196,009	206,875	196,872	196,872	238,395	41,523
52746 - UTILITIES ELECTRIC	826,943	838,578	1,095,383	1,095,383	869,642	(225,741)
52747 - UTILITIES GAS	214,464	184,911	300,444	300,444	191,679	(108,765)
52748 - UTILITIES SEWER	24,582	22,136	27,192	27,192	26,566	(626)
52749 - UTILITIES WATER	114,910	98,169	116,270	116,270	100,619	(15,651)
52755 - COMMUNICATIONS EQUIPMENT	1,514	1,076	1,080	1,080	1,200	120
52757 - SECURITY SURVEILLANCE EQUIP	10,701	23,927	12,000	12,000	34,748	22,748
52775 - MINOR EQUIPMENT	8,802	9,733	31,505	31,505	21,169	(10,336)
52785 - RADIO REPLACEMENT	0	15,068	0	0	0	0
52795 - RENTAL OF EQUIPMENT	4,012	3,015	9,268	9,268	7,745	(1,523)
52805 - ADMIN PRORATED CHARGES	594,173	581,300	600,000	600,000	488,346	(111,654)
52859 - INSURANCE OTHER	3,000	0	5,400	5,400	0	(5,400)
52872 - MAINT FLEET VEHICLES EQP	137,452	225,136	183,200	183,200	185,546	2,346
52874 - OFFICE SERVICES PRINTING	848	2,241	9,240	9,240	10,210	970
52875 - OFFICE SERVICES RECORDS	0	0	0	0	10	10
52970 - ENVIRON PROTECTION PROGRAM	0	1	5,000	5,000	0	(5,000)
65070 - ADM FEE AIRPORT REV BONDS	9,300	8,593	9,300	9,300	12,920	3,620
65075 - INTEREST	51,180	0	0	0	0	0
65160 - RECRUITMENT	1,159	10,752	3,137	3,137	4,370	1,233
65170 - TRANSFER TO OTHER FUNDS	0	0	1,475,716	1,475,716	4,265,775	2,790,059
65185 - PRINCIPAL	0	0	2,000,000	2,000,000	0	(2,000,000)
65356 - RETIREMENT AWARDS	0	125	0	0	0	0
65359 - PARKING MGMT	1,438,597	1,195,081	1,523,106	1,523,106	900,000	(623,106)
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**6,952,144**	**6,145,012**	**10,365,258**	**10,365,258**	**10,229,401**	**(135,857)**
Capital Outlay						0
53020 - COMPUTERS NETWORKS	4,252	80,542	7,260	7,260	33,000	25,740
53050 - MACHINERY AND APPARATUS	77,114	72,904	108,474	108,474	82,382	(26,092)
53070 - VEHICLES REPLACEMENT	0	44,176	0	0	0	0
53080 - VEHICLES ADDITIONS	0	24,913	0	0	0	0
53090 - BUILDINGS AND STRUCTURES	552	94,955	2,000	2,000	11,000	9,000
53100 - LAND	0	0	3,250	3,250	1,000	(2,250)
65401 - RADIO FUND PURCHASES	4,200	2,100	4,500	4,500	2,800	(1,700)
Capital Outlay Total	**86,118**	**319,590**	**125,484**	**125,484**	**130,182**	**4,698**
Grand Total	**13,771,054**	**13,265,479**	**17,998,419**	**17,998,419**	**18,234,221**	**235,802**

City of Colorado Springs
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401 - AIRPORT GROSS REV FUND
Airport

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Revenue						
40113 - MISCELLANEOUS	200	831	0	0	0	0
41000 - LANDING	1,429,585	1,988,481	2,111,048	2,111,048	1,712,584	(398,464)
41010 - MAINT FLIGHT LANDING FEES	289,234	399,727	248,836	248,836	262,946	14,110
41030 - LOADING BRIDGES	46,831	96,045	47,844	47,844	69,744	21,900
41050 - TERMINAL RENT	2,974,114	3,624,944	3,660,247	3,660,247	3,208,053	(452,194)
41070 - DIVERSION LANDING FEES	61,904	39,775	25,000	25,000	49,301	24,301
41080 - GATE USAGE	100,121	69,558	82,937	82,937	66,570	(16,367)
41081 - GROUND POWER	3,400	1,250	4,000	4,000	1,000	(3,000)
41100 - FOOD BEVERAGES	278,885	299,407	285,000	285,000	341,377	56,377
41104 - RETAIL GIFT SPEC	310,016	327,453	325,000	325,000	376,460	51,460
41106 - SHOE SHINE	2,400	1,200	0	0	2,400	2,400
41110 - ADVERTISING OTHER	100,657	55,219	110,310	110,310	135,220	24,910
41112 - ATM MACHINE	42,000	42,000	42,000	42,000	12,000	(30,000)
41113 - COIN MACHINE	209	0	198	198	198	(0)
41114 - TELEPHONE	115	37	50	50	0	(50)
41120 - BUILDING RENTAL	262,851	403,194	404,133	404,133	430,232	26,099
41140 - RENT CAR COUNTERS	161,904	221,397	235,000	235,000	249,896	14,896
41150 - MISCELLANEOUS CONCESSIONS	1,833	780	780	780	336	(444)
41200 - RENT CAR PRIVILEGES	2,561,102	2,391,303	2,372,884	2,372,884	2,768,119	395,235
41220 - RAC RETURN SPACES	196,883	210,684	211,000	211,000	219,084	8,084
41230 -	302,761	294,299	334,186	334,186	331,937	(2,249)
41250 - PUBLIC PARKING AND FINES	3,521,710	3,278,261	4,317,941	4,317,941	4,573,155	255,214
41260 - GROUND TRANSPORTATION	88,756	77,506	103,800	103,800	94,387	(9,413)
41300 - FUEL SALES	233,965	259,013	250,333	250,333	236,632	(13,701)
41310 - FUEL TAX EXCISE AND SALES TAX	840,046	515,548	831,890	831,890	412,438	(419,452)
41320 - GROUND BUILDING RENTS	1,042,817	1,401,159	1,497,496	1,497,496	1,534,967	37,471
41340 - SUPPORT BUILDING RENTS	198,451	38,118	39,067	39,067	38,775	(292)
41365 - GROUND BUILDING RENTS	30,560	30,560	30,562	30,562	32,061	1,499
41370 - RAMP OVERNIGHT	39,605	32,950	27,972	27,972	37,456	9,484
41400 - MISCELLANEOUS ADMIN REVENUE	216,580	228,425	411,416	411,416	421,914	10,498
41410 - PREMIER MEMBERSHIP	44,880	81,952	0	0	0	0
41415 - FINGER PRINTING	18,045	13,590	19,388	19,388	15,818	(3,571)
41416 - LOST BADGES	11,290	9,650	11,338	11,338	10,470	(868)
41417 - TRANSPONDER FEES	20,900	8,125	0	0	0	0
41420 - LATE FEES	1,313	1,340	5,904	5,904	1,326	(4,578)

City of Colorado Springs
Budget Detail Report

401 - AIRPORT GROSS REV FUND
Airport

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
41450 - PHONE SERVICES	26,597	20,632	26,952	26,952	10,659	(16,293)
41460 - CABLE TV SERVICES	6,860	7,720	6,738	6,738	21,319	14,581
41500 - AIRLINE INCENTIVES	(230,220)	(28,251)	0	0	(1,111,909)	(1,111,909)
43070 - STATE SHARE	58,162	42,752	62,500	62,500	32,500	(30,000)
43080 - FEDERAL SHARE	181,500	285,991	262,608	262,608	272,559	9,951
43157 - PURCH CARD PROGRAM REBATES	19,678	12,079	0	0	0	0
44020 - MISCELLANEOUS GENERAL	25,914	43,038	0	0	0	0
44025 - CASH OVER SHORT	(4)	4	0	0	0	0
44040 - SALE OF PROPERTY	65,632	9,014	0	0	0	0
44045 - SALE OF SCRAP	59,027	4,690	0	0	0	0
44055 - REIMBURSEMENT ACCT	0	6,816	0	0	0	0
45233 - REFUSE	6,443	6,627	8,000	8,000	0	(8,000)
45237 - MASSAGE THERAPIST	3,000	2,397	2,100	2,100	2,100	0
46025 - INTEREST	180,944	171,095	47,378	47,378	114,075	66,697
46151 - Transfer to Other Funds	(2,508,740)	(6,553,596)	0	0	0	0
46153 - TRANSFER FROM OTHER FUNDS	51,638	276,738	2,000,000	2,000,000	0	(2,000,000)
Total Revenue	**13,382,354**	**10,751,527**	**20,463,836**	**20,463,836**	**16,988,159**	**(3,475,677)**

City of Colorado Springs
Budget Detail Report

403 - AIRPORT CIP
Airport

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Operating						0
65170 - TRANSFER TO OTHER FUNDS	0	0	10,577,950	10,577,950	0	(10,577,950)
Operating Total	**0**	**0**	**10,577,950**	**10,577,950**	**0**	**(10,577,950)**
Total Expenses	**0**	**0**	**10,577,950**	**10,577,950**	**0**	**(10,577,950)**
CIP Total	**13,820,809**	**2,065,189**	**8,286,994**	**8,286,994**	**10,581,995**	**2,295,001**
Grand Total	**13,820,809**	**2,065,189**	**18,864,944**	**18,864,944**	**10,581,995**	**(8,282,949)**
Revenue						
41400 - MISCELLANEOUS ADMIN REVENUE	465,158	92,249	180,000	180,000	45,277	(134,723)
42710 - OTHER REVENUE	0	0	3,550,000	3,550,000	4,170,000	620,000
43070 - STATE SHARE	3,239,920	379,528	682,222	682,222	0	(682,222)
43080 - FEDERAL SHARE	9,924,452	963,060	12,280,000	10,850,000	0	(10,850,000)
44040 - SALE OF PROPERTY	0	104,921	0	0	0	0
46025 - INTEREST	0	0	0	0	183,419	183,419
46153 - TRANSFER FROM OTHER FUNDS	2,798,018	1,845,457	3,082,222	3,082,222	6,150,051	3,067,829
Total Revenue	**16,427,548**	**3,385,215**	**19,774,444**	**18,344,444**	**10,548,747**	**(7,795,697)**

City of Colorado Springs
Budget Detail Report

404 - AIRPORT BOND FUND
Airport

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Operating						0
65070 - ADM FEE AIRPORT REV BONDS	2,366	750	0	0	0	0
65075 - INTEREST	1,171,861	861,151	790,450	790,450	710,550	(79,900)
65185 - PRINCIPAL	0	0	9,250,000	9,250,000	1,920,000	(7,330,000)
65215 - BOND ISSUANCE COSTS	187,082	0	0	0	0	0
Operating Total	**1,361,309**	**861,901**	**10,040,450**	**10,040,450**	**2,630,550**	**(7,409,900)**
Grand Total	**1,361,309**	**861,901**	**10,040,450**	**10,040,450**	**2,630,550**	**(7,409,900)**
Revenue						
43105 - BOND INTEREST	38,076	22,683	0	0	0	0
46151 - Transfer to Other Funds	(51,638)	(38,076)	0	0	0	0
46153 - TRANSFER FROM OTHER FUNDS	15,268,213	2,427,450	10,040,450	10,040,450	2,693,224	(7,347,226)
Total Revenue	**15,254,651**	**2,412,057**	**10,040,450**	**10,040,450**	**2,693,224**	**(7,347,226)**

City of Colorado Springs
Budget Detail Report

405 - AIRPORT PFC FUND
Airport

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Operating						0
65075 - INTEREST	(29,290)	64,746	53,187	53,187	354,108	300,921
65170 - TRANSFER TO OTHER FUNDS	0	0	2,388,750	2,388,750	5,314,167	2,925,417
65185 - PRINCIPAL	0	0	213,721	213,721	304,844	91,123
Operating Total	**(29,290)**	**64,746**	**2,655,658**	**2,655,658**	**5,973,119**	**3,317,461**
Grand Total	**(29,290)**	**64,746**	**2,655,658**	**2,655,658**	**5,973,119**	**3,317,461**
Revenue						
41090 - PFC REVENUES	1,616,126	1,560,075	2,655,658	2,655,658	3,397,500	741,842
46025 - INTEREST	2,681	8,901	0	0	0	0
46151 - Transfer to Other Funds	(3,372,212)	(148,490)	0	0	0	0
46153 - TRANSFER FROM OTHER FUNDS	414,267	90	0	0	0	
Total Revenue	**(1,339,138)**	**1,420,576**	**2,655,658**	**2,655,658**	**3,397,500**	**741,842**

City of Colorado Springs
Budget Detail Report

407 - CUSTOMER FACILITY CHARGES
Airport

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Operating						0
65170 - TRANSFER TO OTHER FUNDS	0	0	1,000,000	1,000,000	500,000	(500,000)
Operating Total	**0**	**0**	**1,000,000**	**1,000,000**	**500,000**	**(500,000)**
Grand Total	**0**	**0**	**1,000,000**	**1,000,000**	**500,000**	**(500,000)**
Revenue						
41096 - CFC REVENUES	665,723	666,484	1,060,862	1,060,862	1,189,866	129,004
46025 - INTEREST	50,115	64,761	0	0	0	0
Total Revenue	**715,838**	**731,245**	**1,060,862**	**1,060,862**	**1,189,866**	**129,004**

City of Colorado Springs
Budget Detail Report

409 - AIRPORT GRANTS
Airport

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Operating						
70200 - PROJECTS TO BE DETERMINED	0	0	0	2,950,108	0	(2,950,108)
70930 - CONSTRUCTION	0	0	0	25,489,976	0	(25,489,976)
Operating Total	**0**	**0**	**0**	**28,440,084**	**0**	**(28,440,084)**
Expenses Total	**0**	**0**	**0**	**28,440,084**	**0**	**(28,440,084)**
CIP - Grant	0	0	0	0	11,985,555	11,985,555
CIP - Grant Match	0	0	0	0	1,236,667	1,236,667
CIP Total	**0**	**0**	**0**	**0**	**13,222,222**	**13,222,222**
Grand Total	**0**	**0**	**0**	**28,440,084**	**13,222,222**	**(15,217,862)**
Revenue						
43070 - STATE SHARE	0	0	0	800,000	150,000	(650,000)
43075 - CITY SHARE	0	0	0	976,283	0	(976,283)
43080 - FEDERAL SHARE	0	0	13,190,108	25,843,503	11,835,555	(14,007,948)
46153 - TRANSFER FROM OTHER FUNDS	0	0	0	820,298	1,236,667	416,369
Total Revenue	**0**	**0**	**13,190,108**	**28,440,084**	**13,222,222**	**(15,217,862)**

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Cemetery Enterprise

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2017 Initiatives

ID	Goal	Initiative
4A-25	Excelling in City Services	Increase the Cemeteries' market share in the community.
4A-26	Excelling in City Services	Stabilize the maintenance cost per site at Evergreen and Fairview Cemeteries

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Source of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Cemetery Enterprise	$724,189	$1,390,792	$1,390,792	$1,392,392	$1,600
	Total	**$724,189**	**$1,390,792**	**$1,390,792**	**$1,392,392**	**$1,600**
	Use of Funds					
	Cemetery Enterprise	$1,195,828	$1,404,605	$1,404,605	$1,415,579	$10,974
	Total	**$1,195,828**	**$1,404,605**	**$1,404,605**	**$1,415,579**	**$10,974**
	Positions					
	Cemetery Enterprise	6.00	6.00	6.00	6.00	0.00
	Total	**6.00**	**6.00**	**6.00**	**6.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

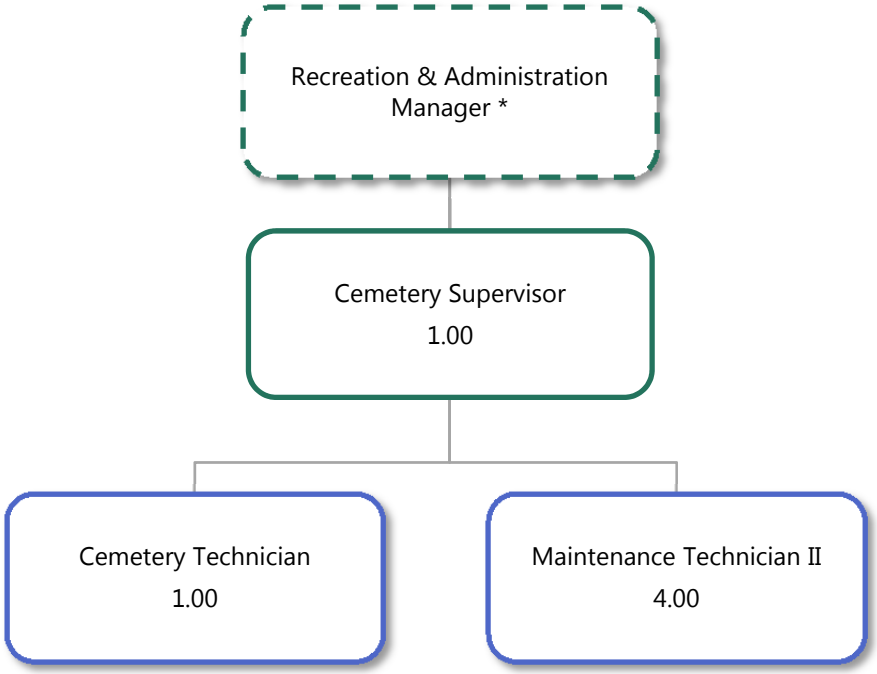
Significant Changes vs. 2016

- None

Cemetery Enterprise

The City owns two cemeteries, operated as enterprises and partially supported by an endowment fund, which offer burial services including casket interments and cremation inurnments. The Cemetery Enterprise strives to provide self-supportive, quality cemetery services for the public for the interment of the deceased in a dignified and respectful manner and to maintain the perpetual care responsibilities of the cemetery grounds.

Evergreen Cemetery was established shortly after Colorado Springs was founded in 1871 and deeded to the City in 1875. Fairview Cemetery, initially established in 1895, was annexed by Colorado Springs in 1917. The two cemeteries are home to such notable historical figures as Winfield Scott Stratton, General William Jackson Palmer, and Helen Hunt Jackson.



* The Manager position is funded as part of the Recreation & Administration budget. This position is not reflected in the position count in the Budget Summary on the following page.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Cemetery Enterprise Budget.

Cemetery Fund

Source of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Interments and Removals	$455,960	($21,110)	$506,230	$506,230	$506,230	$0
Sales of Lots	393,932	380,496	437,812	437,812	437,812	0
Interest - Endowment/Other	280,376	253,555	252,500	252,500	254,100	1,600
Burial Vaults & Bronze Markers	84,880	86,980	91,500	91,500	91,500	0
Miscellaneous	90,348	24,268	102,750	102,750	102,750	0
Total	**$1,305,496**	**$724,189**	**$1,390,792**	**$1,390,792**	**$1,392,392**	**$1,600**

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$480,089	$445,839	$530,078	$530,078	$487,916	($42,162)
Operating	818,819	749,989	839,527	839,527	892,663	53,136
Capital Outlay	37,327	0	35,000	35,000	35,000	0
Total	**$1,336,235**	**$1,195,828**	**$1,404,605**	**$1,404,605**	**$1,415,579**	**$10,974**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Cemetery Operations Administrator	1.00	0.00	0.00	0.00	0.00
Cemetery Technician	1.00	1.00	1.00	1.00	0.00
Cemetery Specialist	1.00	1.00	1.00	0.00	(1.00)
Cemetery Supervisor	0.00	0.00	0.00	1.00	1.00
Maintenance Technician II	3.00	4.00	4.00	4.00	0.00
Total Positions	**6.00**	**6.00**	**6.00**	**6.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes	During 2016	* 2016 Amended - 2016 Original Budget
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	($42,162)
	Total Salaries/Benefits/Pensions	**($42,162)**
	Operating	
	Increase to fund additional utilities needs and temporary employment	$53,136
	Total Operating	**$53,136**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2017	**$10,974**

Position Changes	During 2016	* 2016 Amended - 2016 Original Budget
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Reclassification of Cemetery Specialist position to Cemetery Supervisor	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

City of Colorado Springs
Budget Detail Report

457 - CEMETERY FUND
Cemetery Enterprise

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	286,838	227,395	322,281	322,281	275,000	(47,281)
51210 - OVERTIME	39,476	42,446	35,000	35,000	35,000	0
51220 - SEASONAL TEMPORARY	28,225	47,565	35,500	35,500	42,000	6,500
51230 - SHIFT DIFFERENTIAL	707	597	0	0	0	0
51245 - RETIREMENT TERM VACATION	0	9,749	0	0	0	0
51610 - PERA	45,717	42,681	43,401	43,401	47,437	4,036
51612 - RETIREMENT HEALTH SAVINGS	0	4,798	0	0	0	0
51615 - WORKERS COMPENSATION	4,935	6,397	5,386	5,386	5,447	61
51620 - EQUITABLE LIFE INSURANCE	825	664	11,121	11,121	1,094	(10,027)
51640 - DENTAL INSURANCE	2,109	1,782	2,661	2,661	2,664	3
51655 - RETIRED EMP MEDICAL INS	8,503	9,096	0	0	0	0
51675 - UNEMPLOYMENT INSURANCE	7,000	280	0	0	0	0
51690 - MEDICARE	4,850	4,530	4,594	4,594	5,021	427
51695 - CITY EPO MEDICAL PLAN	44,416	33,951	36,057	36,057	28,199	(7,858)
51696 - ADVANTAGE HD MED PLAN	6,107	13,121	31,827	31,827	43,054	11,227
51697 - HRA BENEFIT TO ADV MED PLAN	381	787	2,250	2,250	3,000	750
Salaries/Benefits/Pensions Total	**480,089**	**445,839**	**530,078**	**530,078**	**487,916**	**(42,162)**
Operating						0
52110 - OFFICE SUPPLIES	328	160	1,500	1,500	1,500	0
52115 - MEDICAL SUPPLIES	0	120	100	100	100	0
52120 - COMPUTER SOFTWARE	0	0	100	100	100	0
52122 - CELL PHONES EQUIP AND SUPPLIES	0	0	100	100	100	0
52125 - GENERAL SUPPLIES	585	2,407	1,500	1,500	1,500	0
52135 - POSTAGE	791	812	650	650	650	0
52140 - WEARING APPAREL	862	1,439	500	500	500	0
52145 - PAINT AND CHEMICAL	0	0	100	100	100	0
52150 - SEED AND FERTILIZER	24,211	30,380	22,000	22,000	22,000	0
52165 - LICENSES AND TAGS	0	0	50	50	50	0
52175 - SIGNS	64	0	100	100	100	0
52190 - JANITORIAL SUPPLIES	1,061	671	650	650	650	0
52205 - MAINT LANDSCAPING	0	0	300	300	300	0
52210 - MAINT TREES	23,205	180	18,000	18,000	18,000	0
52215 - MAINT GROUNDS	29,569	3,361	20,000	20,000	20,000	0
52220 - MAINT OFFICE MACHINES	0	0	210	210	210	0
52225 - MAINT OF COMPUTER SOFTWARE	0	0	100	100	100	0
52235 - MAINT MACHINERY AND APPARATUS	1,066	281	1,250	1,250	1,250	0
52240 - MAINT NONFLEET VEHICLES EQP	1,314	312	300	300	300	0
52265 - MAINT BUILDINGS AND STRUCTURE	2,488	7,682	3,500	3,500	3,500	0
52270 - MAINT WELLS AND RESERVOIRS	(3,871)	12,554	10,000	10,000	10,000	0
52405 - ADVERTISING SERVICES	3,309	2,010	17,750	17,750	17,750	0
52410 - BUILDING SECURITY SERVICES	5,044	8,277	5,200	5,200	5,200	0
52430 - FINANCIAL SERVICES	0	0	1,000	1,000	1,000	0
52435 - GARBAGE REMOVAL SERVICES	0	239	0	0	0	0
52450 - LAUNDRY AND CLEANING SERVICES	0	0	50	50	50	0
52455 - LAWN MAINTENANCE SERVICE	187,615	200,242	190,165	190,165	190,165	0
52465 - MISCELLANEOUS SERVICES	53	24	500	500	500	0
52560 - PARKING SERVICES	0	12	0	0	0	0

City of Colorado Springs
Budget Detail Report

457 - CEMETERY FUND
Cemetery Enterprise

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52565 - PEST CONTROL	0	225	0	0	0	0
52568 - BANK AND INVESTMENT FEES	227	333	400	400	451	51
52573 - CREDIT CARD FEES	5,407	6,309	6,000	6,000	6,000	0
52575 - SERVICES	71,295	61,084	54,486	54,486	54,486	0
52578 - INTERPRETING SERVICES	0	0	100	100	100	0
52590 - TEMPORARY EMPLOYMENT	0	12,249	0	0	20,400	20,400
52605 - CAR MILEAGE	0	0	100	100	100	0
52615 - DUES AND MEMBERSHIP	0	0	500	500	500	0
52625 - MEETING EXPENSES IN TOWN	229	450	250	250	250	0
52630 - TRAINING	0	80	250	250	250	0
52635 - EMPLOYEE EDUCATIONL ASSISTANCE	0	0	100	100	100	0
52645 - SUBSCRIPTIONS	226	226	250	250	250	0
52655 - TRAVEL OUT OF TOWN	2,116	0	500	500	500	0
52735 - TELEPHONE LONG DIST CALLS	41	5	150	150	150	0
52736 - CELL PHONE AIRTIME	0	0	250	250	250	0
52738 - CELL PHONE BASE CHARGES	1,658	1,726	1,750	1,750	1,750	0
52740 - GENERAL INSURANCE-CITY	1,555	2,737	2,000	2,000	2,000	0
52746 - UTILITIES ELECTRIC	5,353	5,359	7,350	7,350	7,800	450
52747 - UTILITIES GAS	7,644	7,044	9,450	9,450	9,450	0
52748 - UTILITIES SEWER	1,134	3,149	2,100	2,100	2,200	100
52749 - UTILITIES WATER	307,314	235,158	288,200	288,200	322,800	34,600
52775 - MINOR EQUIPMENT	12,054	851	7,000	7,000	7,000	0
52776 - PRINTER CONSOLIDATION COST	515	517	500	500	500	0
52795 - RENTAL OF EQUIPMENT	694	578	600	600	600	0
52805 - ADMIN PRORATED CHARGES	60,848	59,815	63,706	63,706	61,655	(2,051)
52806 - PAYMENT IN LIEU OF TAXES	1,241	827	414	414	0	(414)
52872 - MAINT FLEET VEHICLES EQP	30,457	28,501	37,000	37,000	37,000	0
52874 - OFFICE SERVICES PRINTING	917	975	1,000	1,000	1,000	0
52875 - OFFICE SERVICES RECORDS	130	241	200	200	200	0
52880 - PURCHASES FOR RESALE	29,770	50,087	58,000	58,000	58,000	0
52893 - RENTAL OF FLEET VEHICLES	0	0	75	75	75	0
52970 - ENVIRON PROTECTION PROGRAM	300	300	300	300	300	0
65170 - TRANSFER TO OTHER FUNDS	0	0	871	871	871	0
Operating Total	**818,819**	**749,989**	**839,527**	**839,527**	**892,663**	**53,136**
Capital Outlay						
53050 - MACHINERY AND APPARATUS	(2,794)	0	15,000	30,000	15,000	(15,000)
53090 - BUILDINGS AND STRUCTURES	40,121	0	20,000	5,000	20,000	15,000
Capital Outlay Total	**37,327**	**0**	**35,000**	**35,000**	**35,000**	**0**
Grand Total	**1,336,235**	**1,195,828**	**1,404,605**	**1,404,605**	**1,415,579**	**10,974**

City of Colorado Springs
Budget Detail Report

457 - CEMETERY FUND
Cemetery Enterprise

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Revenue						
41904 - CARE OF LOTS	6,000	6,000	6,000	6,000	6,000	0
41905 - INTERMENTS AND REMOVALS	455,960	(21,110)	506,230	506,230	506,230	0
41910 - SALES OF LOTS	393,932	380,496	437,812	437,812	437,812	0
41915 - MEMORIAL OR FOUNDATIONS	45,643	40,277	50,000	50,000	50,000	0
41920 - MISCELLANEOUS CEMETERY	3,109	2,226	5,000	5,000	5,000	0
41925 - SALE OF BURIAL VAULTS	84,880	86,980	90,000	90,000	90,000	0
41930 - SALE OF BRONZE MEMORIALS	0	0	1,500	1,500	1,500	0
41935 - VAULT SUPERVISION FEE	33,350	(27,100)	39,000	39,000	39,000	0
41945 - CONTRACT ADMIN CHARGE	2,245	2,865	2,750	2,750	2,750	0
43135 - INTEREST ON ENDOWMENT	278,090	250,492	250,000	250,000	250,000	0
44025 - CASH OVER SHORT	1	0	0	0	0	0
46025 - INTEREST	2,286	3,063	2,500	2,500	4,100	1,600
Total Revenue	**1,305,496**	**724,189**	**1,390,792**	**1,390,792**	**1,392,392**	**1,600**

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Development Review Enterprise

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2017 Initiatives

ID	Goal	Initiative
4A-05	Excelling in City Services	Modernize development review processes internally, and evaluate regulations, fees and rules, using best practices, in cooperation with other entities outside City government who are involved in the process.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Source of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Development Review Enterprise	$1,823,285	$2,309,295	$2,309,295	$2,125,217	($184,078)
	Total	**$1,823,285**	**$2,309,295**	**$2,309,295**	**$2,125,217**	**($184,078)**
	Use of Funds					
	Development Review Enterprise	$1,718,773	$1,924,662	$1,924,662	$1,763,177	($161,485)
	Total	**$1,718,773**	**$1,924,662**	**$1,924,662**	**$1,763,177**	**($161,485)**
	Positions					
	Development Review Enterprise	14.50	15.50	15.00	15.00	0.00
	Total	**14.50**	**15.50**	**15.00**	**15.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Significant Changes vs. 2016

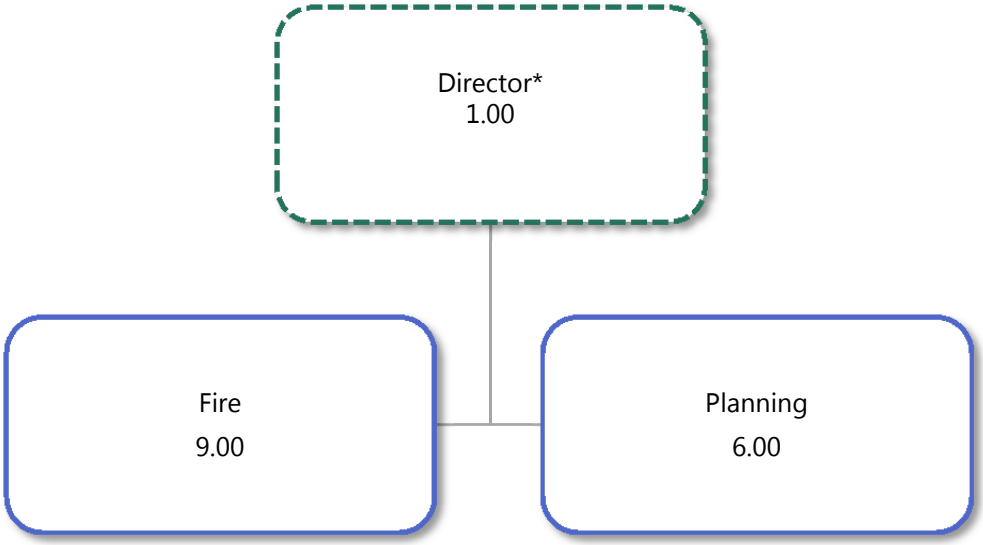
- Net decrease of $161,485 due mainly to changes to fund existing positions, pay for performance and position movements in salary structure

Development Review Enterprise

Established in 2001, the Development Review Enterprise (DRE) Division is responsible for the final implementation of City land use regulations and fire codes. The DRE:

- reviews building permit applications for single-family homes and additions, signs, fire protection systems, fire code review for all construction, and fire inspections
- reviews minor ministerial applications associated with building permits

There are two sections of the DRE, City Planning and Fire Construction Services, both of which are located on the upper floor of the Pikes Peak Regional Development Center. Like other City enterprises, the DRE is 100% self-sufficient, requiring no taxpayer support.



* The Director position is funded as part of the Land Use Review budget. This position is not reflected in the position count in the Budget Summary on the following page.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Development Review Enterprise Budget.

Enterprise Funds

Source of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Administrative Review Fees (Planning)	$1,381,222	$1,797,249	$1,336,895	$1,336,895	$1,146,409	($190,486)
Interest	26,769	26,036	9,000	9,000	9,000	0
Fire Service Fees[1]	0	0	963,400	963,400	969,808	6,408
Total	**$1,407,991**	**$1,823,285**	**$2,309,295**	**$2,309,295**	**$2,125,217**	**($184,078)**

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$878,871	$1,368,504	$1,202,344	$1,202,344	$1,052,429	($149,915)
Operating	359,419	349,392	618,553	618,553	627,290	8,737
Capital Outlay	58,970	877	103,765	103,765	83,458	(20,307)
Total	**$1,297,260**	**$1,718,773**	**$1,924,662**	**$1,924,662**	**$1,763,177**	**($161,485)**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Engineering Technician II	0.00	0.00	0.00	0.00	0.00
Fire Code Inspector I/II	4.00	4.00	4.00	4.00	0.00
Fire Protection Engineer I/II	1.00	2.00	2.00	2.00	0.00
Inspector II	0.00	0.00	1.00	1.00	0.00
Land Use Inspector	1.00	1.00	0.00	0.00	0.00
Planner I/II	4.00	4.00	3.00	3.00	0.00
Planning Technical Assistant	1.00	1.00	0.00	0.00	0.00
Planning Technician	0.00	0.00	1.00	1.00	0.00
Senior Fire Code Inspector	2.00	2.00	2.00	2.00	0.00
Senior Office Specialist	1.50	1.50	2.00	2.00	0.00
Total Positions	**14.50**	**15.50**	**15.00**	**15.00**	**0.00**

[1] Fire Service-Related DRE Fees were not separately budgeted for in prior years

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund exisiting positions	($177,507)
	Increase to fund pay for performance and position movements in salary structure	22,593
	Other changes to Salary and Benefits	4,999
	Total Salaries/Benefits/Pensions	**($149,915)**
	Operating	
	Net change due to operations	$8,737
	Total Operating	**$8,737**
	Capital Outlay	
	Decrease in funding for vehicle replacement	($25,000)
	Increase in furniture and fixtures, and computer networks	4,693
	Total Capital Outlay	**($20,307)**
	Total For 2017	**($161,485)**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Transfer 1.00 FTE Planner II to Land Use Review	(1.00)
	Add 0.50 FTE Senior Office Specialist	0.50
	Total During 2016	**0.50**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

City of Colorado Springs
Budget Detail Report

480 - DEVELOPMENT REVIEW ENTERPRISE
Development Review Enterprise

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	673,011	1,144,976	922,887	922,887	822,503	(100,384)
51210 - OVERTIME	11,527	6,126	1,350	1,350	1,350	0
51230 - SHIFT DIFFERENTIAL	130	5	0	0	0	0
51235 - STANDBY	170	42	0	0	0	0
51245 - RETIREMENT TERM VACATION	2,372	0	0	0	0	0
51260 - VACATION BUY PAY OUT	2,525	6,832	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	1,337	(9,230)	0	0	0	0
51610 - PERA	79,749	101,985	133,975	133,975	111,753	(22,222)
51615 - WORKERS COMPENSATION	5,386	7,906	8,584	8,584	8,578	(6)
51620 - EQUITABLE LIFE INSURANCE	1,708	2,165	3,037	3,037	2,819	(218)
51640 - DENTAL INSURANCE	4,170	5,112	6,210	6,210	5,412	(798)
51655 - RETIRED EMP MEDICAL INS	3,316	3,316	4,158	4,158	4,158	0
51690 - MEDICARE	8,478	10,853	12,239	12,239	11,828	(411)
51695 - CITY EPO MEDICAL PLAN	42,069	26,698	24,732	24,732	24,420	(312)
51696 - ADVANTAGE HD MED PLAN	37,739	57,915	79,172	79,172	55,608	(23,564)
51697 - HRA BENEFIT TO ADV MED PLAN	2,786	3,843	6,000	6,000	4,000	(2,000)
51699 - BENEFITS REIMBURSEMENT	2,398	(40)	0	0	0	0
Salaries/Benefits/Pensions Total	**878,871**	**1,368,504**	**1,202,344**	**1,202,344**	**1,052,429**	**(149,915)**
Operating						
52105 - MISCELLANEOUS OPERATING	675	1,373	500	500	0	(500)
52110 - OFFICE SUPPLIES	984	629	2,180	2,180	2,177	(3)
52111 - PAPER SUPPLIES	782	1,835	1,570	1,570	1,670	100
52120 - COMPUTER SOFTWARE	0	0	19,472	19,472	3,250	(16,222)
52122 - CELL PHONES EQUIP AND SUPPLIES	355	174	850	850	550	(300)
52125 - GENERAL SUPPLIES	2,019	1,490	4,425	4,425	3,300	(1,125)
52135 - POSTAGE	2,001	1,962	2,650	2,650	4,000	1,350
52140 - WEARING APPAREL	337	4,362	4,580	4,580	4,958	378
52165 - LICENSES AND TAGS	0	0	520	520	520	0
52220 - MAINT OFFICE MACHINES	0	895	750	750	750	0
52560 - PARKING SERVICES	1,351	1,800	1,300	1,300	1,700	400
52568 - BANK AND INVESTMENT FEES	3,001	2,724	2,601	2,601	2,813	212
52573 - CREDIT CARD FEES	5,347	5,946	4,476	4,476	4,075	(401)
52575 - SERVICES	1,429	273	1,225	1,225	7,204	5,979
52590 - TEMPORARY EMPLOYMENT	0	0	5,000	5,000	15,500	10,500
52605 - CAR MILEAGE	27	0	250	250	250	0
52607 - CELL PHONE ALLOWANCE	0	295	0	0	875	875
52615 - DUES AND MEMBERSHIP	60	601	4,007	4,007	4,055	48
52625 - MEETING EXPENSES IN TOWN	0	0	1,050	1,050	1,050	0
52630 - TRAINING	1,805	3,982	7,720	7,720	12,820	5,100
52635 - EMPLOYEE EDUCATIONL ASSISTANCE	0	0	1,500	1,500	1,500	0
52645 - SUBSCRIPTIONS	0	0	1,600	1,600	2,250	650
52655 - TRAVEL OUT OF TOWN	2,088	3,027	3,600	3,600	4,600	1,000
52705 - COMMUNICATIONS	0	0	10,894	10,894	10,894	0
52706 - WIRELESS COMMUNICATION	0	0	644	644	744	100
52725 - RENTAL OF PROPERTY	184,965	181,626	192,000	192,000	192,000	0
52735 - TELEPHONE LONG DIST CALLS	348	0	0	0	0	0
52736 - CELL PHONE AIRTIME	0	0	220	220	220	0
52738 - CELL PHONE BASE CHARGES	3,280	5,130	9,206	9,206	10,100	894

City of Colorado Springs
Budget Detail Report

480 - DEVELOPMENT REVIEW ENTERPRISE
Development Review Enterprise

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52740 - GENERAL INSURANCE-CITY	2,139	2,845	1,574	1,574	3,146	1,572
52775 - MINOR EQUIPMENT	6,587	2,483	4,900	4,900	3,800	(1,100)
52776 - PRINTER CONSOLIDATION COST	2,180	2,274	2,760	2,760	3,330	570
52805 - ADMIN PRORATED CHARGES	82,104	60,036	72,038	72,038	59,652	(12,386)
52859 - INSURANCE OTHER	2,876	4,615	6,513	6,513	6,513	0
52872 - MAINT FLEET VEHICLES EQP	11,089	11,711	19,500	19,500	18,332	(1,168)
52873 - PRINTING OUTSOURCE	0	0	200	200	200	0
52874 - OFFICE SERVICES PRINTING	7,297	9,843	786	786	13,000	12,214
65160 - RECRUITMENT	1,000	0	2,000	2,000	2,000	0
65170 - TRANSFER TO OTHER FUNDS	0	0	163,492	163,492	163,492	0
65275 - COST OF COLLECTION	33,293	37,461	60,000	60,000	60,000	**0**
65365 - HEALTH PROGRAMS	0	0	0	0	0	**0**
Operating Total	**359,419**	**349,392**	**618,553**	**618,553**	**627,290**	**8,737**
Capital Outlay						
53010 - OFFICE MACHINES	6,980	0	1,426	1,426	1,426	0
53020 - COMPUTERS NETWORKS	5,141	877	17,439	17,439	20,449	3,010
53030 - FURNITURE AND FIXTURES	(1,751)	0	9,900	9,900	11,583	1,683
53070 - VEHICLES REPLACEMENT	48,600	0	75,000	75,000	50,000	(25,000)
Capital Outlay Total	**58,970**	**877**	**103,765**	**103,765**	**83,458**	**(20,307)**
Grand Total	**1,297,260**	**1,718,773**	**1,924,662**	**1,924,662**	**1,763,177**	**(161,485)**
Revenue						
43357 - CONSTRUCTION PLAN REVIEW	6,200	3,200	353,500	353,500	353,500	0
43360 - INTERIOR FINISH/REMODEL	0	0	9,500	9,500	9,500	0
43361 - RESIDENTIAL HILLSIDE	0	0	22,000	22,000	22,000	0
43362 - EXTRATERRITORIAL INSPECTIONS	0	0	12,700	12,700	12,700	0
43363 - TRIP FEES	0	0	21,000	21,000	21,000	0
43364 - LIMITED REVIEW FEES	0	0	13,000	13,000	13,000	0
43365 - PERMIT RENEWAL FEES	0	40	300	300	300	0
44077 - ZONING SYSTEM FEES	100	0	1,000	1,000	500	(500)
45763 - ADMINISTRATIVE SERVICES FEES	937,564	1,353,376	1,292,037	1,292,037	1,102,051	(189,986)
45771 - ALARM SYSTEM PERMIT	180,337	167,355	187,000	187,000	187,000	0
45774 - FIXED FIRE PROTECTION	16,200	13,600	31,300	31,300	31,300	0
45780 - SPECIAL FP INSPECTIONS	17,550	21,900	28,600	28,600	28,600	0
45781 - SPRINKLER PERMIT FEES	168,094	182,677	227,300	227,300	227,300	0
45785 - OFF DUTY INSPECTIONS	9,350	4,655	10,700	10,700	10,700	0
45786 - FIRE DEVELOPMENT REVIEW	200	0	0	0	0	0
45787 - WATER MAIN HYDRANT PLAN REVIEW	0	1,050	21,000	21,000	27,408	6,408
45789 - PRE PLAN CONSTRUCTION CONSULT	0	0	2,500	2,500	2,500	0
45794 - OVERTIME PLAN REVIEW	0	255	5,600	5,600	5,600	0
45957 - FINES NO PERMIT	3,025	5,283	17,400	17,400	17,400	0
46025 - INTEREST	26,769	26,036	9,000	9,000	9,000	0
46170 - REIMBURSEMENT FR OTHER FUNDS	42,602	43,858	43,858	43,858	43,858	0
Revenue Total	**1,407,991**	**1,823,285**	**2,309,295**	**2,309,295**	**2,125,217**	**(184,078)**

Golf Enterprise

Pat Gentile, Superintendent | (719) 385-6931 | pgentile@springsgov.com

2017 Initiatives

ID	Goal	Initiative
1B-12	Promoting Job Creation	Increase the number of golf rounds played at both golf courses.
4A-16	Excelling in City Services	Provide quality, affordable golf services to the residents and visitors of the City of Colorado Springs.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Source of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Patty Jewett Golf Course	$1,995,825	$2,148,519	$2,148,529	$2,097,101	($51,428)
	Valley Hi Golf Course	921,646	1,135,911	1,135,911	1,059,692	(76,219)
	Total	**$2,917,471**	**$3,284,430**	**$3,284,440**	**$3,156,793**	**($127,637)**
	Use of Funds					
	Patty Jewett Golf Course	$1,845,753	$2,104,539	$2,104,539	$2,028,720	($75,819)
	Valley Hi Golf Course	952,583	1,114,764	1,114,764	1,030,594	(84,170)
	Total	**$2,798,336**	**$3,219,303**	**$3,219,303**	**$3,059,314**	**($159,989)**
	Positions					
	Patty Jewett Golf Course	6.50	6.50	7.00	7.00	0.00
	Valley Hi Golf Course	3.50	3.50	3.00	3.00	0.00
	Total	**10.00**	**10.00**	**10.00**	**10.00**	**0.00**

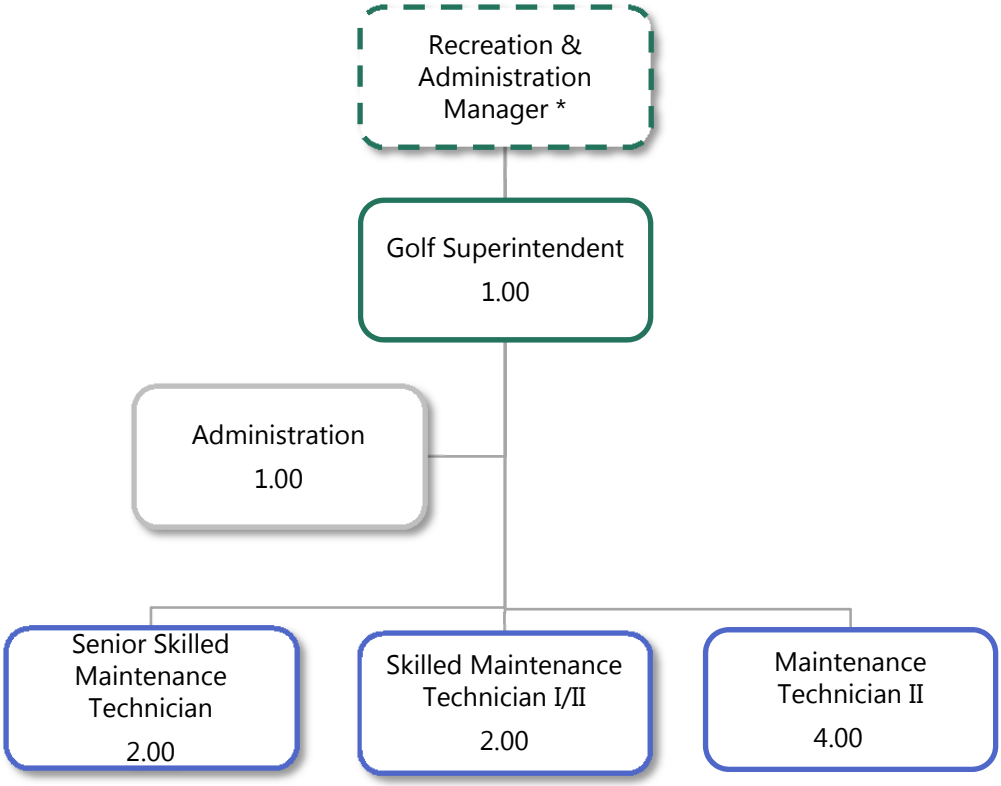
* 2016 Amended Budget as of 8/4/2016

Significant Changes vs. 2016

- Expenses at both courses are decreasing due to reduced projected revenue at both golf courses
- Revenues are projected to exceed expenses at both golf courses

Golf Enterprise

The City owns two golf courses, operated as enterprises, which are maintained for players of all abilities. The Golf Enterprise provides a high quality, affordable golf experience while being a financially responsible self-supporting enterprise. Patty Jewett Golf Course, the third oldest public course west of the Mississippi, has been City-owned since 1919. Valley Hi Golf Course was constructed in 1956 and purchased by the City in 1975. Both courses provide a wide range of services including full-service restaurants, pro-shops, lessons, leagues, golf outings, men's and women's association play, and competitive tournament play.



* The Manager position is funded as part of the Recreation & Administration budget. This position is not reflected in the position count in the Budget Summary on the following page.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Golf Enterprise Budget.

Patty Jewett

Source of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Annual Permit Fees	$80,150	$75,800	$75,825	$75,825	$77,456	$1,631
Daily 9 and 18 Hole Green Fees	1,233,247	1,174,952	1,350,857	1,350,867	1,281,535	(69,332)
Cart Fees	292,014	311,626	292,357	292,357	292,357	0
Concessions	192,193	208,565	192,193	192,193	208,565	16,372
Operating Fee Daily	216,953	209,440	224,140	224,140	220,750	(3,390)
Miscellaneous	12,390	7,461	7,060	7,060	7,738	678
Interest	7,095	7,981	6,087	6,087	8,700	2,613
Total	**$2,034,042**	**$1,995,825**	**$2,148,519**	**$2,148,529**	**$2,097,101**	**($51,418)**

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$683,367	$694,647	$684,707	$684,707	$690,262	$5,555
Operating	1,178,775	1,065,279	1,288,835	1,288,835	1,237,458	(51,377)
Capital Outlay	46,583	85,827	130,997	130,997	101,000	(29,997)
Total	**$1,908,725**	**$1,845,753**	**$2,104,539**	**$2,104,539**	**$2,028,720**	**($75,819)**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Golf Course Superintendent	0.50	0.50	1.00	1.00	0.00
Maintenance Technician II	3.00	3.00	3.00	3.00	0.00
Senior Office Specialist	1.00	1.00	1.00	1.00	0.00
Senior Skilled Maintenance Technician	0.00	0.00	0.00	1.00	1.00
Skilled Maintenance Technician I/II	2.00	2.00	2.00	1.00	(1.00)
Total Positions	**6.50**	**6.50**	**7.00**	**7.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$7,793
	Increase to fund pay for performance and position movements in salary structure	7,762
	Decrease due to reducution in seasonal temporary	(10,000)
	Total Salaries/Benefits/Pensions	**$5,555**
	Operating	
	Decrease in Admin Pro Rate charges based on Cost Allocation Plan	($27,949)
	Decrease based on projected operational needs	(23,428)
	Total Operating	**($51,377)**
	Capital Outlay	
	Decrease based on projected capital outlay needs for machinery and security equipment	($29,997)
	Total Capital Outlay	**($29,997)**
	Total For 2017	**($75,819)**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Increase 0.50 FTE (Golf Course Superintendent)	0.50
	Total During 2016	**0.50**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Reclassification of 1.00 FTE position from Skilled Maintenance Technician I/II to Senior Skilled Maintenance Technician	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

Valley Hi

Source of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Annual Permit Fees	$34,700	$34,875	$34,788	$34,788	$37,425	$2,637
Daily 9 and 18 Hole Green Fees	635,356	575,591	705,247	705,247	656,736	(48,511)
Cart Fees	190,526	178,325	205,955	205,955	197,459	(8,496)
Concessions	42,025	34,963	35,200	35,200	39,277	4,077
Operating Fee Daily	103,685	89,310	122,510	122,510	119,750	(2,760)
Miscellaneous	4,303	3,757	3,650	3,650	3,935	285
Interest	3,560	3,015	3,561	3,561	3,300	(261)
Footgolf	0	1,810	25,000	25,000	1,810	(23,190)
Total	**$1,014,155**	**$921,646**	**$1,135,911**	**$1,135,911**	**$1,059,692**	**($76,219)**

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$296,830	$283,777	$291,663	$291,663	$286,582	($5,081)
Operating	748,678	668,806	823,101	823,101	744,012	(79,089)
Capital Outlay	0	0	0	0	0	0
Total	**$1,045,508**	**$952,583**	**$1,114,764**	**$1,114,764**	**$1,030,594**	**($84,170)**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Golf Course Superintendent	0.50	0.50	0.00	0.00	0.00
Maintenance Technician II	1.00	1.00	1.00	1.00	0.00
Senior Skilled Maintenance Technician	0.00	0.00	0.00	1.00	1.00
Skilled Maintenance Technician	2.00	2.00	2.00	1.00	(1.00)
Total Positions	**3.50**	**3.50**	**3.00**	**3.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$1,879
	Increase to fund pay for performance and position movements in salary structure	3,040
	Decrease due to reducution in seasonal temporary	(10,000)
	Total Salaries/Benefits/Pensions	**($5,081)**
	Operating	
	Decrease in Admin Pro Rate charges based on Cost Allocation Plan	($26,740)
	Decrease based on projected operational needs	(52,349)
	Total Operating	**($79,089)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2017	**($84,170)**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Decrease 0.50 FTE (Golf Course Superintendent)	(0.50)
	Total During 2016	**(0.50)**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Reclassification of 1.00 FTE position from Skilled Maintenance Technician I/II to Senior Skilled Maintenance Technician	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

City of Colorado Springs
Budget Detail Report

451 - GOLF - PATTY JEWETT
Parks - Patty Jewett Golf Course

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	422,484	395,033	404,371	404,371	397,420	(6,951)
51210 - OVERTIME	8,753	13,422	15,000	15,000	15,000	0
51220 - SEASONAL TEMPORARY	84,365	89,978	113,300	113,300	103,300	(10,000)
51230 - SHIFT DIFFERENTIAL	516	531	0	0	0	0
51235 - STANDBY	3,021	3,105	3,000	3,000	3,000	0
51245 - RETIREMENT TERM VACATION	0	7,995	0	0	0	0
51260 - VACATION BUY PAY OUT	691	881	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(1,524)	(1,900)	0	0	0	0
51610 - PERA	67,922	66,312	52,556	52,556	68,901	16,345
51612 - RETIREMENT HEALTH SAVINGS	0	21,918	0	0	0	0
51615 - WORKERS COMPENSATION	12,829	14,293	9,957	9,957	16,565	6,608
51620 - EQUITABLE LIFE INSURANCE	1,183	1,114	1,449	1,449	1,397	(52)
51640 - DENTAL INSURANCE	2,677	2,360	2,978	2,978	2,448	(530)
51655 - RETIRED EMP MEDICAL INS	3,316	4,133	4,000	4,000	4,000	0
51675 - UNEMPLOYMENT INSURANCE	5,284	4,494	0	0	0	0
51690 - MEDICARE	7,203	7,035	5,826	5,826	7,292	1,466
51695 - CITY EPO MEDICAL PLAN	45,447	30,422	26,865	26,865	28,199	1,334
51696 - ADVANTAGE HD MED PLAN	17,680	30,926	42,405	42,405	39,740	(2,665)
51697 - HRA BENEFIT TO ADV MED PLAN	1,520	2,595	3,000	3,000	3,000	0
Salaries/Benefits/Pensions Total	**683,367**	**694,647**	**684,707**	**684,707**	**690,262**	**5,555**
Operating						
52105 - MISCELLANEOUS OPERATING	0	0	0	0	0	0
52110 - OFFICE SUPPLIES	1,714	2,747	1,500	1,500	1,500	0
52115 - MEDICAL SUPPLIES	1,640	421	525	525	525	0
52120 - COMPUTER SOFTWARE	0	0	500	500	500	0
52122 - CELL PHONES EQUIP AND SUPPLIES	(796)	624	0	0	0	0
52125 - GENERAL SUPPLIES	2,286	5,111	5,000	5,000	5,000	0
52135 - POSTAGE	5	7	0	0	0	0
52140 - WEARING APPAREL	4,515	4,481	4,000	4,000	4,000	0
52145 - PAINT AND CHEMICAL	0	0	1,000	1,000	500	(500)
52150 - SEED AND FERTILIZER	100,351	102,662	111,045	111,045	101,045	(10,000)
52155 - AUTOMOTIVE	3,628	1,581	2,000	2,000	2,000	0
52175 - SIGNS	309	0	1,000	1,000	500	(500)
52190 - JANITORIAL SUPPLIES	9,607	10,253	9,000	9,000	9,000	0
52205 - MAINT LANDSCAPING	2,371	3,121	4,000	4,000	4,000	0
52210 - MAINT TREES	16,411	12,750	17,500	17,500	17,500	0
52215 - MAINT GROUNDS	22,154	22,462	28,000	28,000	25,000	(3,000)
52220 - MAINT OFFICE MACHINES	0	0	700	700	0	(700)
52225 - MAINT OF COMPUTER SOFTWARE	144	0	0	0	0	0
52230 - MAINT FURNITURE AND FIXTURES	3,957	840	1,000	1,000	1,000	0
52235 - MAINT MACHINERY AND APPARATUS	25,279	37,443	43,000	43,000	40,000	(3,000)
52240 - MAINT NONFLEET VEHICLES EQP	110	0	1,000	1,000	1,000	0
52265 - MAINT BUILDINGS AND STRUCTURE	13,675	25,373	16,000	16,000	38,233	22,233
52270 - MAINT WELLS AND RESERVOIRS	33,334	21,856	33,000	33,000	30,000	(3,000)
52275 - MAINT RUNWAYS	0	0	0	0	0	0
52280 - MAINT ROADS AND BRIDGES	4,150	3,953	12,000	12,000	12,000	0
52405 - ADVERTISING SERVICES	4,074	4,328	4,500	4,500	4,500	0
52410 - BUILDING SECURITY SERVICES	3,752	4,161	3,500	3,500	4,000	500

City of Colorado Springs
Budget Detail Report

451 - GOLF - PATTY JEWETT
Parks - Patty Jewett Golf Course

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52435 - GARBAGE REMOVAL SERVICES	0	0	6,655	6,655	6,655	0
52445 - JANITORIAL SERVICES	0	0	25,200	25,200	26,000	800
52450 - LAUNDRY AND CLEANING SERVICES	1,239	1,533	2,000	2,000	1,500	(500)
52465 - MISCELLANEOUS SERVICES	431	883	0	0	0	0
52560 - PARKING SERVICES	0	0	5	5	0	(5)
52565 - PEST CONTROL	0	0	1,322	1,322	1,822	500
52568 - BANK AND INVESTMENT FEES	815	829	800	800	957	157
52575 - SERVICES	292,898	290,360	288,172	288,172	246,914	(41,258)
52590 - TEMPORARY EMPLOYMENT	0	0	0	0	0	0
52605 - CAR MILEAGE	171	278	400	400	400	0
52615 - DUES AND MEMBERSHIP	2,215	2,143	2,300	2,300	3,000	700
52625 - MEETING EXPENSES IN TOWN	249	210	475	475	475	0
52630 - TRAINING	2,135	2,228	1,700	1,700	3,200	1,500
52645 - SUBSCRIPTIONS	0	130	300	300	300	0
52655 - TRAVEL OUT OF TOWN	2,586	5,258	3,900	3,900	5,000	1,100
52706 - WIRELESS COMMUNICATION	0	0	240	240	0	(240)
52731 - STATE CNTY PPRTA TAX	0	3,801	0	0	4,000	4,000
52735 - TELEPHONE LONG DIST CALLS	24	(86)	600	600	100	(500)
52736 - CELL PHONE AIRTIME	14	18	0	0	0	0
52738 - CELL PHONE BASE CHARGES	6,968	6,432	6,860	6,860	5,860	(1,000)
52740 - GENERAL INSURANCE-CITY	8,983	8,170	8,680	8,680	14,111	5,431
52745 - UTILITIES	(12,820)	(11,474)	0	0	0	0
52746 - UTILITIES ELECTRIC	70,960	57,646	72,760	72,760	67,126	(5,634)
52747 - UTILITIES GAS	18,914	15,378	20,000	20,000	17,000	(3,000)
52748 - UTILITIES SEWER	11,326	9,931	9,156	9,156	9,431	275
52749 - UTILITIES WATER	262,976	174,058	278,557	278,557	297,988	19,431
52765 - LEASE PURCHASE PAYMENTS	90,016	90,016	97,585	97,585	89,306	(8,279)
52770 - SAFETY EQUIPMENT	0	0	750	750	1,200	450
52775 - MINOR EQUIPMENT	8,994	7,698	11,000	11,000	16,000	5,000
52776 - PRINTER CONSOLIDATION COST	1,055	1,050	800	800	1,000	200
52795 - RENTAL OF EQUIPMENT	432	426	1,500	1,500	1,000	(500)
52805 - ADMIN PRORATED CHARGES	113,239	93,266	102,034	102,034	74,085	(27,949)
52872 - MAINT FLEET VEHICLES EQP	31,120	29,836	33,000	33,000	30,000	(3,000)
52874 - OFFICE SERVICES PRINTING	437	359	500	500	500	0
52970 - ENVIRON PROTECTION PROGRAM	10,728	10,728	10,725	10,725	10,725	0
65170 - TRANSFER TO OTHER FUNDS	0	0	1,089	1,089	0	(1,089)
Operating Total	**1,178,775**	**1,065,279**	**1,288,835**	**1,288,835**	**1,237,458**	**(51,377)**
Capital Outlay						
53050 - MACHINERY AND APPARATUS	46,583	33,270	96,000	96,000	50,000	(46,000)
53090 - BUILDINGS AND STRUCTURES	0	52,557	34,997	34,997	51,000	16,003
Capital Outlay Total	**46,583**	**85,827**	**130,997**	**130,997**	**101,000**	**(29,997)**
Grand Total	**1,908,725**	**1,845,753**	**2,104,539**	**2,104,539**	**2,028,720**	**(75,819)**

City of Colorado Springs
Budget Detail Report

451 - GOLF - PATTY JEWETT
Parks - Patty Jewett Golf Course

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Revenue						
41720 - ANNUAL ADULT	40,150	39,050	39,325	39,325	38,403	(922)
41723 - ANNUAL PRIME	74,762	66,154	83,820	83,820	75,988	(7,832)
41725 - ANNUAL SENIOR	39,300	36,450	36,000	36,000	38,553	2,553
41730 - ANNUAL JUNIOR	700	300	500	500	500	0
41735 - DAILY 18 HOLE	234,724	219,791	252,967	252,967	245,224	(7,743)
41737 - DAILY 18 HOLE PRIME	209,310	215,978	234,701	234,701	226,021	(8,680)
41740 - DAILY 9 HOLE	430,880	412,245	472,515	472,515	440,190	(32,325)
41743 - DAILY 9 HOLE PRIME	283,571	260,784	306,864	306,864	294,112	(12,752)
41745 - HIGH SCHOOLS	1,600	2,400	1,600	1,600	2,400	800
41750 - CITY CART FEES DAILY	292,014	311,626	292,357	292,357	292,357	0
41755 - CONCESSIONS GRILL	181,693	198,065	181,693	181,693	198,065	16,372
41760 - CONCESSIONS PRO SHOP	10,500	10,500	10,500	10,500	10,500	0
41765 - LOCKER RENTAL	5,400	4,750	5,460	5,460	5,338	(122)
41775 - MISCELLANEOUS GOLF	150	0	0	0	0	0
41780 - OPERATING FEE DAILY	216,953	209,440	224,140	224,140	220,750	(3,390)
44010 - INSURANCE	4,256	0	0	0	0	0
44025 - CASH OVER SHORT	160	311	0	0	0	0
44040 - SALE OF PROPERTY	824	0	0	0	0	0
46025 - INTEREST	7,095	7,981	6,087	6,087	8,700	2,613
Total Revenue	**2,034,042**	**1,995,825**	**2,148,529**	**2,148,529**	**2,097,101**	**(51,428)**

City of Colorado Springs
Budget Detail Report

455 - GOLF - VALLEY HI
Parks - Valley Hi Golf Course

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	154,152	164,552	162,541	162,541	155,063	(7,478)
51210 - OVERTIME	3,145	2,858	3,000	3,000	3,000	0
51220 - SEASONAL TEMPORARY	66,148	41,856	61,424	61,424	51,424	(10,000)
51230 - SHIFT DIFFERENTIAL	145	449	0	0	0	0
51235 - STANDBY	3,234	2,996	3,000	3,000	3,000	0
51260 - VACATION BUY PAY OUT	924	951	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(906)	(924)	0	0	0	0
51610 - PERA	29,882	27,998	22,268	22,268	29,242	6,974
51615 - WORKERS COMPENSATION	6,294	6,627	4,676	4,676	8,114	3,438
51620 - EQUITABLE LIFE INSURANCE	429	461	581	581	530	(51)
51640 - DENTAL INSURANCE	856	1,207	1,331	1,331	1,260	(71)
51655 - RETIRED EMP MEDICAL INS	1,102	1,102	1,000	1,000	1,000	0
51690 - MEDICARE	3,168	2,966	2,356	2,356	3,095	739
51696 - ADVANTAGE HD MED PLAN	26,359	28,526	27,487	27,487	28,854	1,367
51697 - HRA BENEFIT TO ADV MED PLAN	1,898	2,152	2,000	2,000	2,000	0
Salaries/Benefits/Pensions Total	**296,830**	**283,777**	**291,664**	**291,664**	**286,582**	**(5,082)**
Operating						
52105 - MISCELLANEOUS OPERATING	0	0	0	0	0	0
52110 - OFFICE SUPPLIES	365	703	500	500	500	0
52115 - MEDICAL SUPPLIES	431	276	225	225	225	0
52120 - COMPUTER SOFTWARE	0	0	0	0	0	0
52122 - CELL PHONES EQUIP AND SUPPLIES	(624)	0	0	0	0	0
52125 - GENERAL SUPPLIES	730	2,454	3,000	3,000	3,000	0
52135 - POSTAGE	393	0	0	0	0	0
52140 - WEARING APPAREL	1,679	1,917	2,000	2,000	2,350	350
52145 - PAINT AND CHEMICAL	0	0	350	350	0	(350)
52150 - SEED AND FERTILIZER	53,690	43,738	61,971	61,971	55,000	(6,971)
52155 - AUTOMOTIVE	3,034	2,019	2,000	2,000	2,000	0
52165 - LICENSES AND TAGS	0	0	0	0	0	0
52175 - SIGNS	0	0	500	500	500	0
52190 - JANITORIAL SUPPLIES	2,844	2,639	3,550	3,550	3,000	(550)
52205 - MAINT LANDSCAPING	411	524	2,000	2,000	2,000	0
52210 - MAINT TREES	2,075	1,500	3,675	3,675	3,000	(675)
52215 - MAINT GROUNDS	17,965	18,766	14,000	14,000	14,000	0
52220 - MAINT OFFICE MACHINES	374	430	425	425	425	0
52225 - MAINT OF COMPUTER SOFTWARE	94	0	149	149	0	(149)
52230 - MAINT FURNITURE AND FIXTURES	0	2,622	2,000	2,000	1,000	(1,000)
52235 - MAINT MACHINERY AND APPARATUS	21,154	25,005	28,000	28,000	28,000	0
52240 - MAINT NONFLEET VEHICLES EQP	1,508	150	811	811	811	0
52265 - MAINT BUILDINGS AND STRUCTURE	13,604	7,139	20,000	20,000	20,000	0
52270 - MAINT WELLS AND RESERVOIRS	16,441	10,002	22,000	22,000	18,000	(4,000)
52280 - MAINT ROADS AND BRIDGES	74	50	3,000	3,000	1,000	(2,000)
52405 - ADVERTISING SERVICES	1,026	1,526	2,000	2,000	2,000	0
52410 - BUILDING SECURITY SERVICES	1,688	1,672	1,670	1,670	2,000	330
52435 - GARBAGE REMOVAL SERVICES	0	0	5,339	5,339	5,575	236
52445 - JANITORIAL SERVICES	0	0	0	15,840	15,840	0
52450 - LAUNDRY AND CLEANING SERVICES	1,666	1,989	1,575	1,575	1,575	0
52455 - LAWN MAINTENANCE SERVICE	0	0	15,840	0	0	0

City of Colorado Springs
Budget Detail Report

455 - GOLF - VALLEY HI
Parks - Valley Hi Golf Course

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52465 - MISCELLANEOUS SERVICES	262	504	0	0	400	400
52565 - PEST CONTROL	0	0	750	750	750	0
52568 - BANK AND INVESTMENT FEES	404	316	9,000	9,000	363	(8,637)
52574 - LEGAL SERVICES	0	0	0	0	0	0
52575 - SERVICES	198,282	169,140	175,831	175,831	156,761	(19,070)
52590 - TEMPORARY EMPLOYMENT	0	0	0	0	0	0
52605 - CAR MILEAGE	77	0	255	255	0	(255)
52615 - DUES AND MEMBERSHIP	1,584	1,293	1,488	1,488	1,488	0
52625 - MEETING EXPENSES IN TOWN	93	0	153	153	153	0
52630 - TRAINING	1,730	1,335	1,700	1,700	1,700	0
52645 - SUBSCRIPTIONS	0	0	170	170	0	(170)
52655 - TRAVEL OUT OF TOWN	2,176	2,486	2,200	2,200	2,200	0
52706 - WIRELESS COMMUNICATION	0	0	240	240	0	(240)
52731 - STATE CNTY PPRTA TAX	0	2,415	0	0	2,415	2,415
52735 - TELEPHONE LONG DIST CALLS	55	(20)	150	150	0	(150)
52736 - CELL PHONE AIRTIME	14	9	0	0	0	0
52738 - CELL PHONE BASE CHARGES	6,227	4,510	6,000	6,000	2,500	(3,500)
52740 - GENERAL INSURANCE-CITY	6,386	10,754	7,292	7,292	8,541	1,249
52745 - UTILITIES	(2,400)	(2,950)	0	0	0	0
52746 - UTILITIES ELECTRIC	37,910	37,713	44,883	44,883	40,280	(4,603)
52747 - UTILITIES GAS	15,418	14,597	16,537	16,537	16,537	0
52748 - UTILITIES SEWER	5,037	2,956	4,000	4,000	4,120	120
52749 - UTILITIES WATER	147,461	119,425	162,251	162,251	167,467	5,216
52765 - LEASE PURCHASE PAYMENTS	89,086	89,086	91,896	91,896	84,400	(7,496)
52770 - SAFETY EQUIPMENT	0	0	1,000	1,000	1,000	0
52775 - MINOR EQUIPMENT	704	1,166	5,000	5,000	5,000	0
52776 - PRINTER CONSOLIDATION COST	470	470	280	280	500	220
52795 - RENTAL OF EQUIPMENT	150	0	750	750	750	0
52805 - ADMIN PRORATED CHARGES	65,073	56,831	60,576	60,576	33,836	(26,740)
52806 - PAYMENT IN LIEU OF TAXES	1,907	1,272	636	636	0	(636)
52872 - MAINT FLEET VEHICLES EQP	27,364	26,620	30,000	30,000	28,000	(2,000)
52874 - OFFICE SERVICES PRINTING	30	1,201	425	425	500	75
52970 - ENVIRON PROTECTION PROGRAM	2,556	2,556	2,550	2,550	2,550	0
65170 - TRANSFER TO OTHER FUNDS	0	0	508	508	0	(508)
Operating Total	**748,678**	**668,806**	**823,101**	**823,101**	**744,012**	**(79,089)**
Grand Total	**1,045,508**	**952,583**	**1,114,765**	**1,114,765**	**1,030,594**	**(84,171)**

City of Colorado Springs
Budget Detail Report

455 - GOLF - VALLEY HI
Parks - Valley Hi Golf Course

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Revenue						
41720 - ANNUAL ADULT	13,750	14,025	13,888	13,888	14,758	870
41723 - ANNUAL PRIME	33,183	32,528	38,489	38,489	34,529	(3,960)
41725 - ANNUAL SENIOR	20,700	20,700	20,700	20,700	22,500	1,800
41730 - ANNUAL JUNIOR	250	150	200	200	167	(33)
41733 - FIRST TEE 9 HOLE	535	515	580	580	385	(195)
41734 - FIRST TEE 18 HOLE	120	120	120	120	50	(70)
41735 - DAILY 18 HOLE	147,699	134,293	166,112	166,112	189,515	23,403
41737 - DAILY 18 HOLE PRIME	184,416	160,145	196,478	196,478	193,688	(2,790)
41739 - DAILY 18 HOLE FOOT GOLF	0	1,810	25,000	25,000	1,810	(23,190)
41740 - DAILY 9 HOLE	187,967	179,036	214,860	214,860	158,265	(56,595)
41743 - DAILY 9 HOLE PRIME	81,436	68,954	88,608	88,608	80,304	(8,304)
41745 - HIGH SCHOOLS	3,600	3,500	3,200	3,200	3,500	300
41750 - CITY CART FEES DAILY	190,526	178,233	203,268	203,268	197,459	(5,809)
41752 - CART FEES FOOT GOLF	0	92	2,687	2,687	0	(2,687)
41755 - CONCESSIONS GRILL	32,400	25,163	24,700	24,700	28,777	4,077
41760 - CONCESSIONS PRO SHOP	9,625	9,800	10,500	10,500	10,500	0
41765 - LOCKER RENTAL	465	525	450	450	435	(15)
41775 - MISCELLANEOUS GOLF	150	0	0	0	0	0
41780 - OPERATING FEE DAILY	103,685	89,310	122,510	122,510	119,750	(2,760)
44025 - CASH OVER SHORT	88	(268)	0	0	0	0
46025 - INTEREST	3,560	3,015	3,561	3,561	3,300	(261)
Total Revenue	**1,014,155**	**921,646**	**1,135,911**	**1,135,911**	**1,059,692**	**(76,219)**

Memorial Health System Enterprise

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

2017 Goals

City Council authorized and directed that funds and monies from the Health System Operating Lease Agreement or the Integration and Affiliation Agreement with University of Colorado Health are placed into an appropriate segregated account and shall be spent only to satisfy obligations specifically provided for in the agreements. Funds remaining after satisfying the obligations shall be transferred directly into the City controlled non-profit foundation, Colorado Springs Health Foundation, as provided for under IRS Sections 501(c)(3) and 509(a) and authorized by City Council and the Mayor pursuant to Resolution No. 89-12.

The goal of the Memorial Health System Enterprise is to satisfy those obligations and, at the appropriate time, transfer funds to the foundation as required and directed in the Funds Management Agreement.

All Funds Summary

All Funds	Source of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Memorial Enterprise	$10,102,896	$5,712,112	$10,976,112	$5,664,112	($5,312,000)
	Total	**$10,102,896**	**$5,712,112**	**$10,976,112**	**$5,664,112**	**($5,312,000)**
	Use of Funds					
	Memorial Enterprise	$2,131,261	$5,712,112	$10,976,112	$5,664,112	($5,312,000)
	Total	**$2,131,261**	**$5,712,112**	**$10,976,112**	**$5,664,112**	**($5,312,000)**

* 2016 Amended Budget as of 8/4/2016

Significant Changes vs. 2016

- Net decrease of $5.3 million mainly due to the third-party cost report settlements received and paid in 2016 for audit services and transfer of settlements to Colorado Springs Health Foundation

Memorial Health System Enterprise

Since 1949, the City of Colorado Springs owned and operated Memorial Health System, dedicated to being a regional leader in providing high quality healthcare services to all citizens.

Upon careful consideration, City Council considered the option of leasing the assets of Memorial Health System to an outside independent operator to ensure the best possible healthcare for the entire community. The Memorial Health System Task Force, created by City Council, recommended that City Council select the University of Colorado Health System as the exclusive bidder to be considered for this strategic partnership.

On August 28, 2012, voters approved the proposed operating lease agreement and the integration and affiliation agreement with the University of Colorado Health System. The transaction was finalized on October 1, 2012.

The Memorial Health System Enterprise remains primarily as a leasing entity. The Memorial Health System Enterprise collects lease payments and continues to incur expenditures related to excluded liabilities, such as the run-out on medical claims and workers' compensation claims incurred prior to October 1, 2012.

The sections below provide a summary of the Budget, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Memorial Health System Enterprise budget.

Memorial Health System Enterprise Fund						
Source of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
Rental	$3,265,384	$3,191,932	$5,612,112	$5,612,112	$5,612,112	$0
Interest	620,537	93,883	100,000	100,000	52,000	(48,000)
Gain/Loss on Investment	(432,737)	163,120	0	0	0	0
Miscellaneous	1,015,216	5,308,961	0	5,264,000	0	(5,264,000)
MHS UCH Margin Share	0	1,345,000	0	0	0	0
Total	**$4,468,400**	**$10,102,896**	**$5,712,112**	**$10,976,112**	**$5,664,112**	**($5,312,000)**
Use of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
Salary/Benefits/ Pensions	$715,267	$77,948	$7,000	$7,000	$1,000	($6,000)
Operating †	270,904,039	2,053,313	5,705,112	10,969,112	5,663,112	(5,306,000)
Capital Outlay	0	0	0	0	0	0
Total	**$271,619,306**	**$2,131,261**	**$5,712,112**	**$10,976,112**	**$5,664,112**	**($5,312,000)**
† Funds in excess of operational needs will be transferred to the Foundation per the Funds Management Agreement.						

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Increase for payment to audit firm contracted to assist with Memorial Health System audits of third-party cost reports (offset by settlement of third-party cost reports received by UCH-MHS)	$298,000
	Increase for transfer to the Colorado Springs Health Foundation for settlements of third-party cost reports (offset by settlement of third-party cost reports received by UCH-MHS)	4,966,000
	Total During 2016	**$5,264,000**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Decrease due to reduced projected salary expenditure for City finance support	($6,000)
	Total Salaries/Benefits/Pensions	**($6,000)**
	Operating	
	Decrease due to removal of 2016 third-party cost report settlements and related audit services	($5,264,000)
	Decrease due to reduced expenditures for claims and legal defense costs	(1,066,826)
	Increase due to projected excess funds transfers to Colorado Springs Health Foundation	1,024,826
	Total Operating	**($5,306,000)**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Total For 2017	**($5,312,000)**

* 2016 Amended Budget as of 8/4/2016

City of Colorado Springs
Budget Detail Report

430 - MEMORIAL HEALTH SYSTEM FUND

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	5,214	972	7,000	7,000	1,000	(6,000)
51210 - OVERTIME	0	33	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	648,460	76,942	0	0	0	0
51615 - WORKERS COMPENSATION	9	1	0	0	0	0
51695 - CITY EPO MEDICAL PLAN	61,584	0	0	0	0	0
Salaries/Benefits/Pensions Total	**715,267**	**77,948**	**7,000**	**7,000**	**1,000**	**(6,000)**
Operating						0
52165 - LICENSES AND TAGS	225	0	0	0	0	0
52408 - SETTLEMENT COSTS	190,000,000	0	0	0	0	0
52431 - CONSULTING SERVICES	2,739	0	0	0	0	0
52465 - MISCELLANEOUS SERVICES	42,877	0	0	0	0	0
52568 - BANK AND INVESTMENT FEES	3,326	10,133	5,000	5,000	5,000	0
52574 - LEGAL SERVICES	0	0	0	0	0	0
52575 - SERVICES	13,714	29	32,000	32,000	32,000	0
52576 - AUDIT SERVICES	26,230	297,399	0	298,000	0	(298,000)
52590 - TEMPORARY EMPLOYMENT	13,987	0	0	0	0	0
52625 - MEETING EXPENSES IN TOWN	0	0	0	0	0	0
52655 - TRAVEL OUT OF TOWN	128	0	0	0	0	0
60113 - MISCELLANEOUS	2,771	0	0	0	0	0
60140 - MEDICAL CLAIMS EXPENSES	(17,608)	(3,530)	0	0	0	0
60235 - MHS DEATH BENEFIT	1,500	7,500	0	0	0	0
60286 - UTILIZATION MGMT	150	0	0	0	0	0
65051 - ADM FEE	550	550	0	0	0	0
65127 - CLAIMS AND DAMAGES MEMORIAL	158,375	339,981	450,000	450,000	10,000	(440,000)
65133 - INSURED LIAB CLAIMS MEMORIAL	113,628	146,611	495,000	495,000	75,000	(420,000)
65150 - LEGAL DEFENSE	1,150,945	316,373	441,000	441,000	234,174	(206,826)
65181 - RESIDUAL EQUITY TRANSFER OUT	80,200,919	1,345,000	4,282,112	9,248,112	5,306,938	(3,941,174)
65210 - ADJUST RESERVE	(810,417)	(406,733)	0	0	0	0
65250 - LEGAL AND ADMIN GEN COSTS	0	0	0	0	0	0
Operating Total	**270,904,039**	**2,053,313**	**5,705,112**	**10,969,112**	**5,663,112**	**(5,306,000)**
Grand Total	**271,619,306**	**2,131,261**	**5,712,112**	**10,976,112**	**5,664,112**	**(5,312,000)**
Revenue						
40113 - MISCELLANEOUS	133,203	16,205	0	0	0	0
44020 - MISCELLANEOUS GENERAL	882,013	0	0	0	0	0
44030 - ACCT REC COLLECTION	0	14,010	0	0	0	0
44055 - REIMBURSEMENT ACCT	0	14,844	0	0	0	0
44060 - GAIN LOSS ON INVESTMENT	(432,737)	163,120	0	0	0	0
45901 - MISCELLANEOUS	0	5,263,902	0	5,264,000	0	(5,264,000)
45905 - RENTAL INCOME	3,265,384	3,191,932	5,612,112	5,612,112	5,612,112	0
46025 - INTEREST	620,537	93,883	100,000	100,000	52,000	(48,000)
46040 - MHS UCH MARGIN SHARE	0	1,345,000	0	0	0	0
Total Revenue	**4,468,400**	**10,102,896**	**5,712,112**	**10,976,112**	**5,664,112**	**(5,312,000)**

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Parking System Enterprise

Greg Warnke, Manager | (719) 385-5682 | gwarnke@springsgov.com

2017 Initiatives

ID	Goal	Initiative
2A-12	Investing in Infrastructure	Support downtown renaissance through collaborating with City Departments and CSU to increase street-scaping projects and partnering with private enterprises on right-of-way improvements near mixed-use developments.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds	Source of Funds	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2016 Budget - * 2015 Amended Budget
	Parking Enterprise	$4,630,763	$4,410,516	$4,410,516	$4,644,269	$233,753
	Total	**$4,630,763**	**$4,410,516**	**$4,410,516**	**$4,644,269**	**$233,753**
	Use of Funds					
	Parking Enterprise	$2,906,259	$2,711,361	$2,711,361	$2,853,454	$142,093
	Parking Enterprise - CIP	1,235,670	865,000	865,000	2,335,000	1,470,000
	Total	**$4,141,929**	**$3,576,361**	**$3,576,361**	**$5,188,454**	**$1,612,093**
	Positions					
	Parking Enterprise	8.50	8.50	8.50	8.50	0.00
	Total	**8.50**	**8.50**	**8.50**	**8.50**	**0.00**

* 2016 Amended Budget as of 8/4/2016

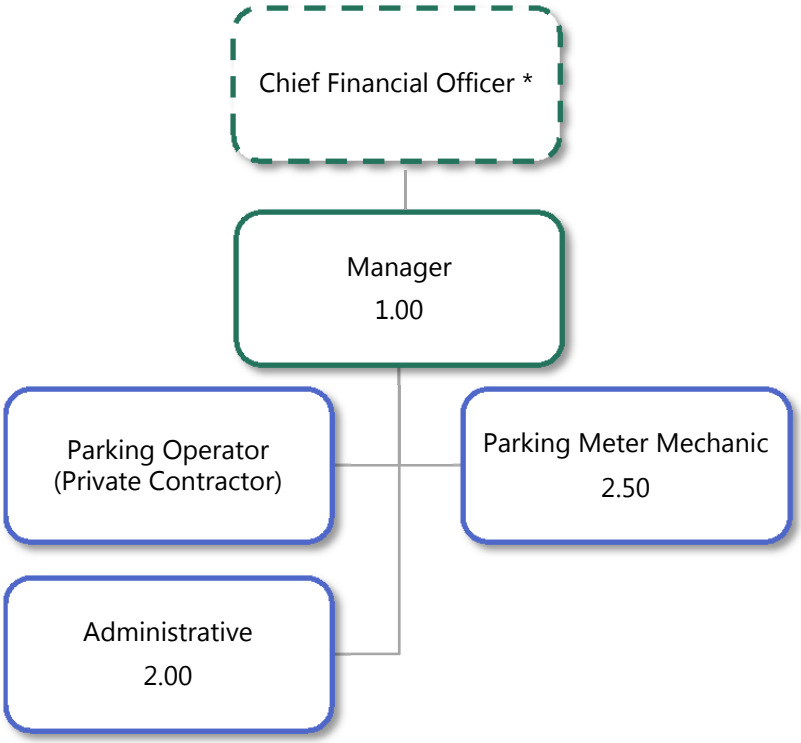
Significant Changes vs. 2016

- Increase of nearly $234,000 in revenue, mainly due to converting to 800 new credit card parking meters
- Increase of $1.5 million in CIP based on projects planned for in 2017

Parking System Enterprise

The Parking System Enterprise provides public parking spaces as a key element in maintaining the economic vitality of the downtown and surrounding activity centers. Public parking is an economic development tool used to attract private investment into the community and manage urban growth.

The Enterprise operates solely on fees collected from users. No taxpayer support is required. All proceeds from these operations are reinvested back into the community in the form of increasing the Parking System's capacity and funding parking and pedestrian projects aimed at improving the health, safety, and welfare of the community.



The organizational chart illustrates all positions that report to this department, not including 3.00 positions that report to another department but are funded from the Parking System Enterprise Fund; however, positions funded by the Parking Enterprise Fund are reflected in the Position Totals of the funding tables in this narrative.

* The Chief Financial Officer position is funded as part of the Finance Department budget. This position is not reflected in the position count in the Budget Summary below.

The sections below provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Parking System Enterprise and CIP budgets.

Parking Enterprise Fund

Source of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Monthly Parking	$1,855,427	$1,852,316	$1,812,780	$1,812,780	$1,845,420	$32,640
Transient Parking	389,347	415,499	366,258	366,258	357,575	(8,683)
Parking Meters and Hoods	1,993,435	2,060,061	1,935,082	1,935,082	2,144,878	209,796
Misc. Transit Lease	111,223	112,212	114,396	114,396	114,396	0
Interest	51,472	57,487	50,000	50,000	50,000	0
POC Garage Loan Payment	133,188	133,188	132,000	132,000	132,000	0
Total	**$4,534,092**	**$4,630,763**	**$4,410,516**	**$4,410,516**	**$4,644,269**	**$233,753**

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$548,504	$509,200	$571,690	$571,690	$584,556	$12,866
Operating	1,103,299	1,324,446	1,209,251	1,209,251	1,340,387	131,136
Capital Outlay	15,400	3,048	20,000	20,000	20,000	0
Debt Service	1,055,664	1,069,565	910,420	910,420	908,511	(1,909)
Total	**$2,722,867**	**$2,906,259**	**$2,711,361**	**$2,711,361**	**$2,853,454**	**$142,093**

CIP	**$807,102**	**$1,235,670**	**$865,000**	**$865,000**	**$2,335,000**	**$1,470,000**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Administrative Technician	1.00	1.00	1.00	1.00	0.00
Analyst I	1.00	1.00	1.00	1.00	0.00
Parking Administrative Manager	1.00	1.00	1.00	1.00	0.00
Parking Enforcement Officer †	3.00	3.00	3.00	3.00	0.00
Parking Meter Mechanic	1.50	1.50	1.50	1.50	0.00
Senior Parking Meter Mechanic	1.00	1.00	1.00	1.00	0.00
Total Positions	**8.50**	**8.50**	**8.50**	**8.50**	**0.00**

† The 3.00 Parking Enforcement Officer positions report to the Police Department but are funded in the Parking Enterprise budget.

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	$0
	Total During 2016	**$0**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions	$4,311
	Increase to fund pay for performance and position movements in salary structure	8,555
	Total Salaries/Benefits/Pensions	**$12,866**
	Operating	
	Increase due to projected expenditures	$44,973
	Decrease in Admin Pro Rate charges based on Cost Allocation Plan	(1,095)
	Increase in credit card fees for usage/processing fees on 800 new meters	23,839
	Increase in gateway fees on 800 new credit card enabled meters	59,773
	Increase due to utiltity rate increases	3,646
	Total Operating	**$131,136**
	Capital Outlay	
	None	$0
	Total Capital Outlay	**$0**
	Debt Service	
	Net decrease of principal and interest payment as a result of bond refinance	($1,909)
	Total Debt Service	**($1,909)**
	CIP	
	Increase to fund CIP projects	$1,470,000
	Total CIP	**$1,470,000**
	Total For 2017	**$1,612,093**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	None	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

2017 CIP Program		
Project	**Enterprise**	**Total 2017 Allocation**
Credit Card Enabled Parking Meters	335,000	335,000
Downtown Streetscape Project	1,100,000	1,100,000
Parking Ongoing Maintenance	200,000	200,000
Pikes Peak Avenue Streetscape Project	700,000	700,000
Total 2017 CIP	**$2,335,000**	**$2,335,000**
For a citywide comprehensive list of project, refer to the CIP section of the Budget, pg. 32-1		

City of Colorado Springs
Budget Detail Report

470 - PARKING SYSTEM GROSS INCOME

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	419,344	391,483	427,746	427,746	436,301	8,555
51210 - OVERTIME	2,200	1,983	6,300	6,300	6,300	0
51230 - SHIFT DIFFERENTIAL	101	0	0	0	0	0
51245 - RETIREMENT TERM VACATION	16	0	0	0	0	0
51260 - VACATION BUY PAY OUT	73	102	0	0	0	0
51299 - SALARIES REIMBURSEMENTS	(2,290)	(2,336)	0	0	0	0
51610 - PERA	55,369	52,452	58,329	58,329	58,329	0
51615 - WORKERS COMPENSATION	5,578	5,934	6,033	6,033	6,033	0
51620 - EQUITABLE LIFE INSURANCE	1,172	1,083	1,481	1,481	1,480	(1)
51640 - DENTAL INSURANCE	3,356	3,199	3,802	3,802	3,852	50
51655 - RETIRED EMP MEDICAL INS	2,214	2,214	2,196	2,196	2,196	0
51690 - MEDICARE	5,927	5,635	6,173	6,173	6,173	0
51695 - CITY EPO MEDICAL PLAN	4,427	0	0	0	0	0
51696 - ADVANTAGE HD MED PLAN	47,244	43,932	55,380	55,380	59,392	4,012
51697 - HRA BENEFIT TO ADV MED PLAN	3,773	3,519	4,250	4,250	4,500	250
Salaries/Benefits/Pensions Total	**548,504**	**509,200**	**571,690**	**571,690**	**584,556**	**12,866**
Operating						0
52110 - OFFICE SUPPLIES	963	1,297	1,985	1,985	1,985	0
52125 - GENERAL SUPPLIES	4,023	2,457	2,200	2,200	2,200	0
52135 - POSTAGE	551	76	850	850	850	0
52140 - WEARING APPAREL	642	539	1,000	1,000	1,000	0
52145 - PAINT AND CHEMICAL	1,129	1,682	1,700	1,700	1,700	0
52190 - JANITORIAL SUPPLIES	287	190	400	400	400	0
52235 - MAINT MACHINERY AND APPARATUS	2,175	4,564	5,000	5,000	5,000	0
52260 - MAINT METERS	12,669	13,286	25,000	25,000	25,000	0
52265 - MAINT BUILDINGS AND STRUCTURE	16,305	5,508	24,700	24,700	24,700	0
52405 - ADVERTISING SERVICES	1,006	0	3,500	3,500	3,500	0
52410 - BUILDING SECURITY SERVICES	55,489	59,033	64,200	64,200	69,700	5,500
52415 - CONTRACTS AND SPEC PROJECTS	635,370	639,660	737,130	737,130	835,403	98,273
52430 - FINANCIAL SERVICES	0	364	0	0	0	0
52435 - GARBAGE REMOVAL SERVICES	1,071	546	1,200	1,200	1,200	0
52568 - BANK AND INVESTMENT FEES	5,786	6,009	3,200	3,200	6,930	3,730
52573 - CREDIT CARD FEES	48,808	65,333	1,920	1,920	1,920	0
52575 - SERVICES	7,863	21,510	11,450	11,450	11,450	0
52576 - AUDIT SERVICES	0	13,675	0	0	0	0
52590 - TEMPORARY EMPLOYMENT	0	9,900	0	0	0	0
52607 - CELL PHONE ALLOWANCE	2,723	2,722	2,960	2,960	2,960	0
52615 - DUES AND MEMBERSHIP	1,609	990	1,000	1,000	1,000	0
52620 - CREDIT CARD FEES - METERS	62,150	78,442	98,661	98,661	122,500	23,839
52625 - MEETING EXPENSES IN TOWN	0	90	0	0	0	0
52635 - EMPLOYEE EDUCATIONL ASSISTANCE	0	0	500	500	500	0
52655 - TRAVEL OUT OF TOWN	0	0	2,500	2,500	2,500	0
52735 - TELEPHONE LONG DIST CALLS	34	0	225	225	225	0
52738 - CELL PHONE BASE CHARGES	313	126	0	0	0	0
52740 - GENERAL INSURANCE-CITY	17,693	19,158	21,475	21,475	22,541	1,066
52746 - UTILITIES ELECTRIC	92,018	75,052	104,802	104,802	108,300	3,498
52748 - UTILITIES SEWER	3,234	1,818	2,450	2,450	2,492	42
52749 - UTILITIES WATER	6,243	3,531	5,085	5,085	5,191	106
52775 - MINOR EQUIPMENT	15,788	3,995	2,450	2,450	2,450	0
52776 - PRINTER CONSOLIDATION COST	3,758	3,910	3,770	3,770	3,770	0

City of Colorado Springs
Budget Detail Report

470 - PARKING SYSTEM GROSS INCOME

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52805 - ADMIN PRORATED CHARGES	84,568	117,138	66,331	66,331	65,236	(1,095)
52806 - PAYMENT IN LIEU OF TAXES	11,480	7,654	3,923	3,923	0	(3,923)
52872 - MAINT FLEET VEHICLES EQP	5,532	3,856	5,000	5,000	5,000	0
52874 - OFFICE SERVICES PRINTING	322	325	1,000	1,000	1,000	0
52875 - OFFICE SERVICES RECORDS	247	246	150	150	250	100
65051 - ADM FEE	1,450	1,275	300	300	300	0
65075 - INTEREST	460,664	414,565	215,420	215,420	198,511	(16,909)
65170 - TRANSFER TO OTHER FUNDS	0	0	1,234	1,234	1,234	0
65185 - PRINCIPAL	595,000	655,000	695,000	695,000	710,000	15,000
65215 - BOND ISSUANCE COSTS	0	158,489	0	0	0	0
Operating Total	**2,158,963**	**2,394,011**	**2,119,671**	**2,119,671**	**2,248,898**	**129,227**
Capital Outlay						
53030 - FURNITURE AND FIXTURES	2,091	0	0	0	0	0
53050 - MACHINERY AND APPARATUS	13,309	3,048	20,000	20,000	20,000	0
Capital Outlay Total	**15,400**	**3,048**	**20,000**	**20,000**	**20,000**	**0**
Total Expenses	**2,722,867**	**2,906,259**	**2,711,361**	**2,711,361**	**2,853,454**	**142,093**
CIP Total	**807,104**	**1,235,670**	**865,000**	**865,000**	**2,335,000**	**1,470,000**
Grand Total	**3,529,971**	**4,141,929**	**3,576,361**	**3,576,361**	**5,188,454**	**1,612,093**
Revenue						
42005 - BUS TERMINAL GARAGE 1	111,223	112,212	114,396	114,396	114,396	0
42010 - METER HOODS	57,038	27,168	19,932	19,932	19,932	0
42020 - MONTHLY PARKING LOT 3	134,784	163,083	144,240	144,240	173,760	29,520
42025 - MONTHLY PARKING GARAGE 1	418,568	423,146	422,040	422,040	410,400	(11,640)
42030 - MONTHLY PARKING GARAGE 2	1,291,960	1,254,382	1,219,200	1,219,200	1,230,960	11,760
42035 - MONTHLY PARKING LOT 4	8,000	7,200	10,200	10,200	10,200	0
42036 - MONTHLY PARKING LOT 5	2,145	2,250	17,100	17,100	20,100	3,000
42040 - PARKING METERS	1,545,239	1,489,221	1,379,816	1,379,816	1,376,698	(3,118)
42041 - PARKING METERS - CC	371,989	529,267	534,084	534,084	746,998	212,914
42042 - POC GARAGE LOAN PAYMENT	133,188	133,188	132,000	132,000	132,000	0
42045 - TRANSIENT PARKING LOT 3	47,863	51,114	44,317	44,317	51,284	6,967
42050 - TRANSIENT PARKING LOT 4	1,217	1,340	2,100	2,100	2,100	0
42055 - TRANSIENT PARKING GARAGE 1	105,337	113,940	106,283	106,283	105,358	(925)
42060 - TRANSIENT PARKING GARAGE 2	234,930	249,242	213,558	213,558	198,833	(14,725)
44010 - INSURANCE	16,777	0	0	0	0	0
44020 - MISCELLANEOUS GENERAL	594	16,517	0	0	0	0
44025 - CASH OVER SHORT	(30)	8	0	0	0	0
44040 - SALE OF PROPERTY	1,798	0	0	0	0	0
45765 - PARKING FEES	0	0	1,250	1,250	1,250	0
46025 - INTEREST	51,472	57,487	50,000	50,000	50,000	0
Total Revenue	**4,534,092**	**4,630,765**	**4,410,516**	**4,410,516**	**4,644,269**	**233,753**

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Pikes Peak - America's Mountain

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2017 Initiatives

ID	Goal	Initiative
1B-13	Promoting Job Creation	Explore public and private funding opportunities for the design, development and construction of a new Summit House. Complete design and begin construction.
4A-23	Excelling in City Services	At Pikes Peak America's Mountain, maintain an average operational cost per visitor that is fair and equitable in relation to the expenditures of the Enterprise necessary for long-term sustainability.

Note: the ID number above is used in the Performance Measurement chapter to reference specific strategic and departmental initiatives by goal and objective.

All Funds Summary

All Funds		2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
	Source of Funds					
	Pikes Peak - America's Mountain Enterprise	$5,830,220	$3,953,066	$4,103,066	$5,276,366	$1,173,300
	Total	**$5,830,220**	**$3,953,066**	**$4,103,066**	**$5,276,366**	**$1,173,300**
	Uses of Funds					
	Pikes Peak - America's Mountain Enterprise	$2,953,158	$3,153,066	$3,153,066	$4,026,366	$873,300
	Pikes Peak - America's Mountain Enterprise - CIP	720,641	1,100,000	1,250,000	1,250,000	0
	Grant Funds - Awards	0	10,000	10,000	0	(10,000)
	Total	**$3,673,799**	**$4,263,066**	**$4,413,066**	**$5,276,366**	**$863,300**
	Positions					
	Pikes Peak - America's Mountain Enterprise	19.00	19.00	19.00	19.00	0.00
	Total	**19.00**	**19.00**	**19.00**	**19.00**	**0.00**

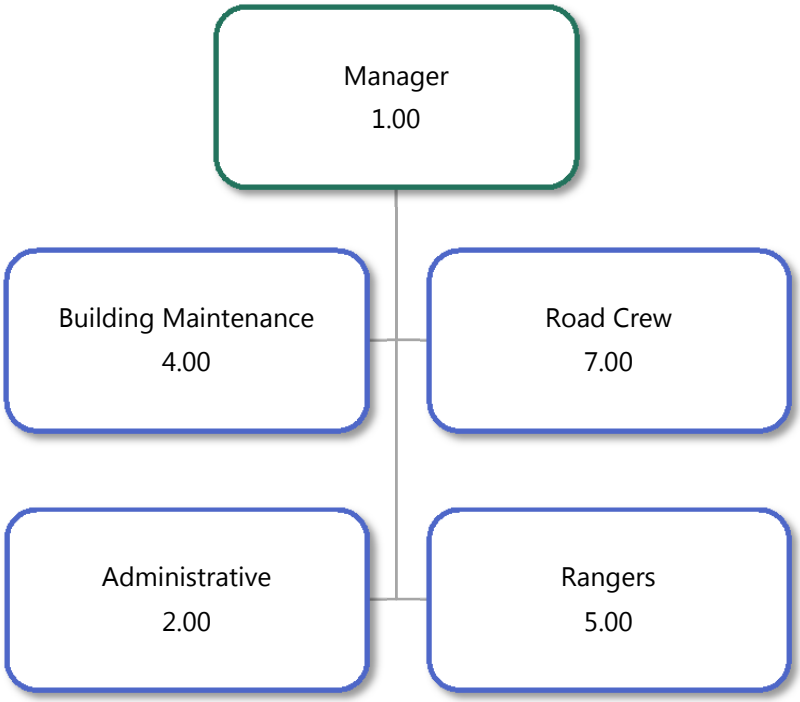
* 2016 Amended Budget as of 8/4/2016

Significant Changes vs. 2016

- Revenue increase of nearly $1.2 million due to increased toll gate fees
- Increase in operating mainly due to $1.0 million budgeted to provide shuttle service during construction of the Summit Complex

Pikes Peak – America's Mountain

Pikes Peak – America's Mountain operates the Pikes Peak Highway under a Term Special Use Permit issued by the U.S. Forest Service. Included in the operation are the associated visitor facilities including the Summit House, Glen Cove Inn and Crystal Reservoir Gift Shop, and the Pikes Peak Recreational Corridor for activities such as hiking, picnic grounds, and interpretive trails. Revenue is primarily generated from Gateway entry fees and concessionaire fees. These fees provide visitor and ranger services, highway maintenance and construction, facility maintenance and construction, and interpretive and educational services.



The sections on the following pages provide a summary of the Budget, authorized positions, changes that occurred after the budget was implemented for 2016, and changes occurring as part of the 2017 Pikes Peak – America's Mountain Enterprise Budget.

Enterprise Funds

Source of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Tollgate Entry Fees	$3,064,969	$3,729,507	$2,200,000	$2,200,000	$3,350,000	$1,150,000
ARAMARK Concessions	2,409,524	1,306,121	1,266,666	1,266,666	1,266,666	0
Tower Optical Viewers	1,163	1,553	1,000	1,000	1,100	100
Miscellaneous	475,985	439,913	363,400	363,400	386,600	23,200
Transfer from Other Funds	0	250,000	100,000	250,000	250,000	0
Interest	77,101	103,126	22,000	22,000	22,000	0
Total	**$6,028,742**	**$5,830,220**	**$3,953,066**	**$4,103,066**	**$5,276,366**	**$1,173,300**

Use of Funds	2014 Actual	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Salary/Benefits/ Pensions	$1,207,282	$1,176,649	$1,389,272	$1,389,272	$1,355,450	($33,822)
Operating	1,574,972	1,633,395	1,531,794	1,531,794	2,566,916	1,035,122
Capital Outlay	40,469	143,114	232,000	232,000	104,000	(128,000)
Total	**$2,822,723**	**$2,953,158**	**$3,153,066**	**$3,153,066**	**$4,026,366**	**$873,300**
CIP	**$84,358**	**$720,641**	**$1,100,000**	**$1,250,000**	**$1,250,000**	**$0**

Position Title	2015 Actual	2016 Original Budget	* 2016 Amended Budget	2017 Budget	2017 Budget - * 2016 Amended Budget
Equipment Operator II	2.00	2.00	2.00	2.00	0.00
Maintenance Technician II	1.00	1.00	1.00	1.00	0.00
Office Specialist	1.00	1.00	1.00	1.00	0.00
Parks Operations Administrator	1.00	1.00	1.00	1.00	0.00
Pikes Peak - America's Mountain Manager	1.00	1.00	1.00	1.00	0.00
Pikes Peak Crew Lead	0.00	0.00	1.00	1.00	0.00
Pikes Peak Highway Rangers	4.00	4.00	4.00	4.00	0.00
Project Construction Specialist	1.00	1.00	1.00	1.00	0.00
Ranger Supervisor	1.00	1.00	1.00	1.00	0.00
Senior Equipment Operator	3.00	3.00	2.00	2.00	0.00
Senior Fleet Technician	1.00	1.00	1.00	1.00	0.00
Senior Maintenance Technician	2.00	2.00	2.00	2.00	0.00
Skilled Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00
Total Positions	**19.00**	**19.00**	**19.00**	**19.00**	**0.00**

* 2016 Amended Budget as of 8/4/2016

Funding Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Increase due to additional CIP funding from the LART Fund for the Summit Complex	$150,000
	Total During 2016	**$150,000**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	Salaries/Benefits/Pensions	
	Net change to fund existing positions, pay for performance, and position movements in salary structure	($48,282)
	Increase for overtime and seasonal temporary	3,660
	Increase due to retirements in 2017	10,800
	Total Salaries/Benefits/Pensions	**($33,822)**
	Operating	
	Increase to provide shuttle service during construction of the Summit Complex	$1,000,000
	Net increase for projected operating expenditures	35,122
	Total Operating	**$1,035,122**
	Capital Outlay	
	Decrease to remove one-time 2016 funding for replacement of vehicles	($130,000)
	Increase for computers/networks	2,000
	Total Capital Outlay	**($128,000)**
	CIP	
	None	$0
	Total CIP	**$0**
	Total For 2017	**$873,300**

Position Changes		
	During 2016	*** 2016 Amended - 2016 Original Budget**
	Reclassification of Senior Equipment Operator to Pikes Peak Crew Lead	0.00
	Total During 2016	**0.00**
	For 2017	**2017 Budget - * 2016 Amended Budget**
	None	0.00
	Total For 2017	**0.00**

* 2016 Amended Budget as of 8/4/2016

Grant Funds						
Use of Funds	**2014 Actual**	**2015 Actual**	**2016 Original Budget**	*** 2016 Amended Budget**	**2017 Budget**	**2017 Budget - * 2016 Amended Budget**
Grant Award	$0	$0	$10,000	$10,000	$0	($10,000)
Total	**$0**	**$0**	**$10,000**	**$10,000**	**$0**	**($10,000)**

Funding Changes	
During 2016	*** 2016 Amended - 2016 Original Budget**
None	$0
Total During 2016	**$0**
For 2017	**2017 Budget - * 2016 Amended Budget**
Decrease to remove 2016 noxious weed control grant	($10,000)
Total For 2017	**($10,000)**

* 2016 Amended Budget as of 8/4/2016

2017 CIP Program			
Project Name	**Enterprise**	**Other**	**Total 2017 Allocation**
Summit House	1,000,000	250,000 [1]	1,250,000
Total 2017 CIP	**$1,000,000**	**$250,000**	**$1,250,000**
For a citywide comprehensive list of projects, refer to the CIP section of the Budget, page 32-1			

City of Colorado Springs
Budget Detail Report

460 - PIKES PEAK-AMERICA'S MTN
Parks - Pikes Peak Americas Mtn.

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Salaries/Benefits/Pensions						
51205 - CIVILIAN SALARIES	802,495	768,540	919,763	919,763	953,307	33,544
51210 - OVERTIME	9,293	19,756	15,000	15,000	16,000	1,000
51220 - SEASONAL TEMPORARY	87,817	96,373	90,340	90,340	93,000	2,660
51230 - SHIFT DIFFERENTIAL	1,182	1,253	0	0	1,200	1,200
51240 - RETIREMENT TERMINATION SICK	0	0	0	0	6,300	6,300
51245 - RETIREMENT TERM VACATION	2,931	1,301	0	0	5,000	5,000
51260 - VACATION BUY PAY OUT	1,142	827	500	500	500	0
51299 - SALARIES REIMBURSEMENTS	(2,229)	(803)	0	0	0	0
51610 - PERA	119,281	117,740	142,945	142,945	104,841	(38,104)
51612 - RETIREMENT HEALTH SAVINGS	0	0	3,000	3,000	2,500	(500)
51615 - WORKERS COMPENSATION	33,183	34,305	33,500	33,500	30,895	(2,605)
51620 - EQUITABLE LIFE INSURANCE	2,356	2,282	3,249	3,249	4,721	1,472
51640 - DENTAL INSURANCE	6,255	6,136	8,141	8,141	6,300	(1,841)
51655 - RETIRED EMP MEDICAL INS	11,059	11,060	11,100	11,100	11,100	0
51675 - UNEMPLOYMENT INSURANCE	0	0	2,500	2,500	2,500	0
51690 - MEDICARE	12,700	12,470	15,130	15,130	13,000	(2,130)
51695 - CITY EPO MEDICAL PLAN	14,818	10,161	9,210	9,210	14,052	4,842
51696 - ADVANTAGE HD MED PLAN	97,084	86,888	124,644	124,644	83,484	(41,160)
51697 - HRA BENEFIT TO ADV MED PLAN	7,915	8,360	10,250	10,250	6,750	(3,500)
Salaries/Benefits/Pensions Total	**1,207,282**	**1,176,649**	**1,389,272**	**1,389,272**	**1,355,450**	**(33,822)**
Operating						
52105 - MISCELLANEOUS OPERATING	0	144	0	0	0	0
52110 - OFFICE SUPPLIES	2,633	2,999	3,000	3,000	3,000	0
52115 - MEDICAL SUPPLIES	1,951	8,645	2,000	2,000	2,000	0
52120 - COMPUTER SOFTWARE	265	0	0	0	0	0
52122 - CELL PHONES EQUIP AND SUPPLIES	126	50	100	100	100	0
52125 - GENERAL SUPPLIES	3,105	3,931	3,500	3,500	3,500	0
52127 - CONSTRUCTION SUPPLIES	12,796	10,052	10,000	10,000	10,000	0
52129 - HVAC-HEAT VENTILATN AIR SUPPLI	207	0	0	0	0	0
52135 - POSTAGE	575	620	550	550	550	0
52140 - WEARING APPAREL	5,887	5,992	4,000	4,000	4,000	0
52145 - PAINT AND CHEMICAL	288	571	4,000	4,000	4,000	0
52155 - AUTOMOTIVE	1,803	165	4,500	4,500	3,000	(1,500)
52165 - LICENSES AND TAGS	728	825	1,500	1,500	1,000	(500)
52175 - SIGNS	3,236	231	5,000	5,000	3,500	(1,500)
52190 - JANITORIAL SUPPLIES	3,786	8,822	4,000	4,000	6,000	2,000
52215 - MAINT GROUNDS	216	265	300	300	300	0
52220 - MAINT OFFICE MACHINES	0	0	200	200	200	0
52235 - MAINT MACHINERY AND APPARATUS	817	786	2,200	2,200	1,200	(1,000)
52240 - MAINT NONFLEET VEHICLES EQP	110	165	0	0	0	0
52250 - MAINT RADIOS ALLOCATION	27,178	18,346	17,150	17,150	17,150	0
52265 - MAINT BUILDINGS AND STRUCTURE	58,423	15,292	70,000	70,000	90,000	20,000
52280 - MAINT ROADS AND BRIDGES	256,187	171,255	350,000	350,000	300,000	(50,000)
52305 - MAINT SOFTWARE	2,127	14,023	2,500	2,500	2,300	(200)
52403 - PIKES PEAK MARKETING	100,827	122,974	71,666	71,666	150,000	78,334
52406 - ADVERTISING REFUND PROJECTS	0	2,185	0	0	0	0
52410 - BUILDING SECURITY SERVICES	2,916	2,916	3,500	3,500	9,083	5,583
52425 - ENVIRONMENTAL SERVICES	35,911	11,205	22,890	22,890	23,000	110

City of Colorado Springs
Budget Detail Report

460 - PIKES PEAK-AMERICA'S MTN
Parks - Pikes Peak Americas Mtn.

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
52435 - GARBAGE REMOVAL SERVICES	10,675	5,160	10,000	10,000	10,000	0
52450 - LAUNDRY AND CLEANING SERVICES	5,995	5,386	6,500	6,500	6,500	0
52460 - MEDICAL SERVICE	0	0	340	340	340	0
52465 - MISCELLANEOUS SERVICES	287	283	500	500	500	0
52560 - PARKING SERVICES	0	42	0	0	100	100
52565 - PEST CONTROL	2,577	2,900	3,500	3,500	3,500	0
52568 - BANK AND INVESTMENT FEES	8,780	10,729	7,500	7,500	14,884	7,384
52570 - REIMBURSABLE SERVICES	129,508	114,641	225,000	225,000	225,000	0
52573 - CREDIT CARD FEES	27,441	33,867	22,000	22,000	28,000	6,000
52575 - SERVICES	72,540	27,012	20,000	20,000	19,500	(500)
52578 - INTERPRETING SERVICES	7,737	12,872	7,000	7,000	4,046	(2,954)
52579 - INSPECTIONS	1,081	276	6,500	6,500	12,000	5,500
52590 - TEMPORARY EMPLOYMENT	0	1,855	0	0	0	0
52595 - TRANSPORTATION SERVICES	0	0	0	0	1,000,000	1,000,000
52605 - CAR MILEAGE	0	0	50	50	50	0
52615 - DUES AND MEMBERSHIP	546	813	500	500	500	0
52625 - MEETING EXPENSES IN TOWN	2,043	1,015	1,500	1,500	1,500	0
52630 - TRAINING	1,016	687	4,500	4,500	5,000	500
52645 - SUBSCRIPTIONS	149	229	0	0	0	0
52650 - MARKETING EXP	0	0	100	100	0	(100)
52655 - TRAVEL OUT OF TOWN	0	304	1,200	1,200	2,000	800
52706 - WIRELESS COMMUNICATION	0	0	0	0	480	480
52735 - TELEPHONE LONG DIST CALLS	154	(2)	300	300	150	(150)
52736 - CELL PHONE AIRTIME	147	45	200	200	100	(100)
52738 - CELL PHONE BASE CHARGES	997	1,020	1,000	1,000	1,000	0
52740 - GENERAL INSURANCE-CITY	14,148	24,248	21,000	21,000	20,000	(1,000)
52746 - UTILITIES ELECTRIC	16,238	13,995	19,000	19,000	19,000	0
52747 - UTILITIES GAS	30,710	24,316	50,000	50,000	40,000	(10,000)
52748 - UTILITIES SEWER	0	595	0	0	0	0
52749 - UTILITIES WATER	3,727	4,008	3,500	3,500	3,700	200
52765 - LEASE PURCHASE PAYMENTS	173,591	100,279	0	0	0	0
52770 - SAFETY EQUIPMENT	0	876	2,500	2,500	2,500	0
52775 - MINOR EQUIPMENT	32,729	1,964	15,000	15,000	12,000	(3,000)
52776 - PRINTER CONSOLIDATION COST	3,577	3,613	3,800	3,800	3,800	0
52785 - RADIO REPLACEMENT	2,700	1,300	1,000	1,000	1,000	0
52795 - RENTAL OF EQUIPMENT	11,472	2,663	10,000	10,000	10,000	0
52805 - ADMIN PRORATED CHARGES	129,041	128,508	152,839	152,839	146,233	(6,606)
52872 - MAINT FLEET VEHICLES EQP	130,368	127,122	160,000	160,000	160,000	0
52874 - OFFICE SERVICES PRINTING	11,174	15,977	10,000	10,000	12,000	2,000
52875 - OFFICE SERVICES RECORDS	114	91	150	150	150	0
52880 - PURCHASES FOR RESALE	(528)	1,424	1,500	1,500	1,500	0
52881 - PURCH FOR RESALE FUEL	100,483	69,394	142,000	142,000	130,000	(12,000)
52882 - PURCH FOR RESALE COMMERCIAL	0	13,853	2,000	2,000	2,000	0
52883 - PURCH FOR RESALE NON STCK PART	35,186	35,226	34,000	34,000	34,000	0
52884 - PURCH FOR RESALE STOCK PARTS	3,934	1,146	0	0	0	0
52970 - ENVIRON PROTECTION PROGRAM	900	900	0	0	0	0
65075 - INTEREST	19,148	8,633	0	0	0	0
65170 - TRANSFER TO OTHER FUNDS	0	0	2,759	2,759	0	(2,759)
65185 - PRINCIPAL	62,489	431,671	0	0	0	0
65365 - HEALTH PROGRAMS	0	0	0	0	0	0
Operating Total	**1,574,972**	**1,633,395**	**1,531,794**	**1,531,794**	**2,566,916**	**1,035,122**

City of Colorado Springs
Budget Detail Report

460 - PIKES PEAK-AMERICA'S MTN
Parks - Pikes Peak Americas Mtn.

Acct # - Description	2014 Actual	2015 Actual	2016 Orig. Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
Capital Outlay						0
53020 - COMPUTERS NETWORKS	1,404	1,523	1,500	1,500	3,500	2,000
53030 - FURNITURE AND FIXTURES	0	0	500	500	500	0
53070 - VEHICLES REPLACEMENT	39,065	122,266	230,000	230,000	100,000	(130,000)
53080 - VEHICLES ADDITIONS	0	19,325	0	0	0	
Capital Outlay Total	**40,469**	**143,114**	**232,000**	**232,000**	**104,000**	**(128,000)**
Total Expenses	**2,822,723**	**2,953,158**	**3,153,066**	**3,153,066**	**4,026,366**	**873,300**
CIP Total	**84,358**	**720,641**	**1,100,000**	**1,250,000**	**1,250,000**	**0**
Grand Total	**2,907,081**	**3,673,799**	**4,253,066**	**4,403,066**	**5,276,366**	**873,300**
Revenue						
41805 - TOLLGATE	3,064,969	3,729,507	2,200,000	2,200,000	3,350,000	1,150,000
41810 - CONCESSIONS PIKES PEAK HWY	2,409,524	1,306,121	1,266,666	1,266,666	1,266,666	0
41820 - TOWER OPTICAL	1,163	1,553	1,000	1,000	1,100	100
41835 - MISC PIKES PEAK HWY	137,295	114,409	73,600	73,600	77,100	3,500
41840 - ADMIN REVENUE	4,932	9,497	4,500	4,500	3,000	(1,500)
43040 - DONATIONS	6,780	6,775	5,800	5,800	6,000	200
43070 - STATE SHARE	0	8,200	0	0	0	0
44025 - CASH OVER SHORT	72	(62)	0	0	0	0
44040 - SALE OF PROPERTY	5,424	5,785	0	0	0	0
44045 - SALE OF SCRAP	1,565	0	0	0	0	0
44055 - REIMBURSEMENT ACCT	266,818	238,395	225,000	225,000	225,000	0
45903 - NORTH SLOPE ADMISSION	53,099	56,914	54,500	54,500	75,500	21,000
46025 - INTEREST	77,101	103,126	22,000	22,000	22,000	0
46152 - TRANSFER FROM LART	0	250,000	100,000	250,000	250,000	0
Total Revenue	**6,028,742**	**5,830,220**	**3,953,066**	**4,103,066**	**5,276,366**	**1,173,300**

Capital Improvements Program (CIP)

The City is responsible for building and maintaining capital facilities such as police and fire facilities, roads, bridges, parks, and other public buildings to facilitate service delivery. Some of this infrastructure is more visible to the public eye, such as construction of a new fire station or an interchange, while other projects are virtually hidden but still vitally important, such as technology infrastructure.

Capital improvements are defined by the City as projects with a relatively high monetary value, a long life, and that results in the creation of a fixed asset or significant revitalization that upgrades and extends the useful life of a fixed asset. Capital improvements are not only vital to our City's infrastructure; they affect every city resident and visitor by providing the safety, mobility, recreation, and other services upon which the community depends.

$15.3 M General Fund

- ✓ Decrease of $2.8 million over 2016 General Fund CIP, mainly due to an increase in the Stormwater operating budget
- ✓ $7.1 million of 2017 General Fund for Stormwater
- ✓ General Fund grant match of nearly $600,000 is leveraging approximately $4.2 million in grant funds for capital improvements

$129.7 M Restricted CIP

- ✓ Increase of $5.6 million in projected CIP grant funds [1]
- ✓ Nearly $4.0 million in TOPS funding for trail and parkland expansion, water footprint reduction projects, and playground structure replacements
- ✓ Grant funds of $24.4 million for critical roadway improvements, stormwater projects, bridge rehabilitation projects, airport improvements, school safety, parkland expansion, and transit pedestrian accessibility

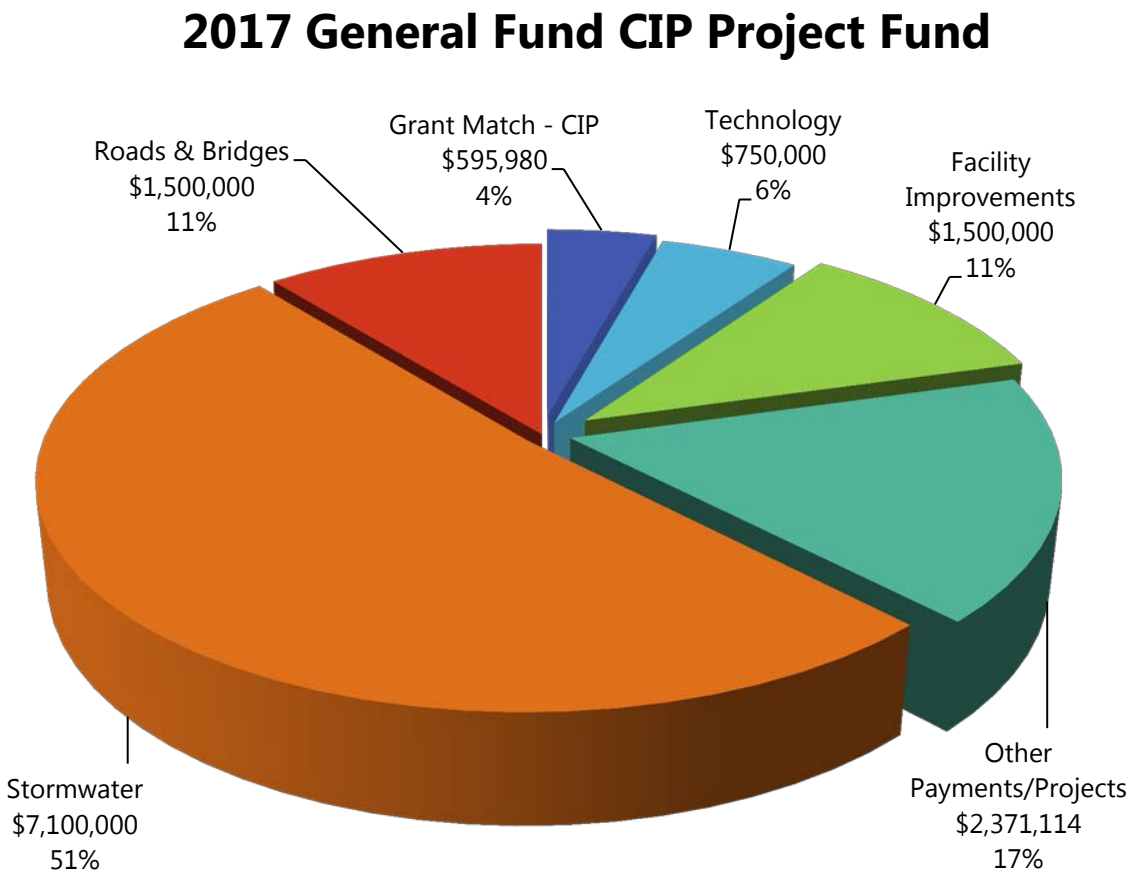
[1] For 2017, Public Works will receive approximately $1.7 million for stormwater projects and nearly $6.9 million for a bridge replacement, pedestrian accessibility and a transit bus storage facility

$145.0M
Total 2017 CIP

↑ $8.4 million in total CIP funds

2017 General Fund CIP $15,290,667

For 2017, the total General Fund contribution toward capital improvement projects is $15,290,667, of which $7.1 million is retained in the General Fund – capital projects for stormwater.



Stormwater, Roads & Bridges:

- $7.1 million in critical stormwater projects
- $1.5 million as part of the City's maintenance of effort on street and road improvements

Grant Matches for Capital Projects:

- Includes nearly $600,000 match dollars for transportation projects that address congestion, safety, bridge replacements, pedestrian and transit accessibility, and air quality

Technology:

- Funding for technology project to enhance customer service and improve efficiency

Facility Improvements:

- Critical repair and maintenance of City facilities such as police stations, fire stations, community centers, and includes the first lease payment of approximately $1.5 million for the Sand Creek Substation.

Other Payments/Projects:

- Financial commitments for major projects including $1.5 million for the PPRCN radio infrastructure

2017 and Five-Year General Fund CIP Plan $88,631,749

The Five-Year General Fund CIP Plan for 2017-2021 currently includes the projects listed in the table below; however, it's important to remember that the CIP program is fluid and as other funding mechanisms are identified, projects may drop off and as new priorities are determined, new projects may be added on.

Five-Year General Fund CIP Plan	2017	2018	2019	2020	2021	Total
30th Street Roadway and Safety Improvements (TIP)	-	-	$496,081	$988,541	-	$1,484,622
Advanced Detection (TIP)	108,441	127,119	-	-	-	235,560
Arterial Reimbursements	150,000	150,000	150,000	150,000	150,000	750,000
Automatic External Defibrillators (AEDs)-Est. Lease Pmt (4 yrs)	210,000	210,000	210,000	210,000	-	840,000
Cache La Poudre over Monument Creek Bridge Rehabilitation	-	-	-	-	292,700	292,700
Cheyenne Canyon Road Bridge Replacement (TIP)	236,844	236,844	-	-	-	473,688
Citywide ADA Compliance Projects	200,000	250,000	250,000	250,000	250,000	1,200,000
Citywide Emergency Facilities Maintenance	100,000	100,000	100,000	100,000	100,000	500,000
Citywide Facilities Maintenance	809,000	809,000	994,519	965,000	1,200,000	4,777,519
Citywide Facilities Security	190,340	115,000	200,000	200,000	200,000	905,340
Energy Efficiency Retrofits	174,233	174,233	174,233	174,233	174,233	871,165
High Priority CIP Projects	356,396	-	-	-	-	356,396
IT Disaster Recovery	-	-	-	-	453,430	453,430
MDC Replacement-Est. Pmt (5 yrs)	-	360,000	360,000	360,000	360,000	1,440,000
PeopleSoft - Enterprise Resource Planning (ERP) Strategy	750,000	640,000	-	-	-	1,390,000
Radio Infrastructure (City Share)	1,500,000	1,500,000	1,500,000	-	-	4,500,000
Radio Replacement-Est. Pmt (10 yrs)	-	-	624,000	624,000	624,000	1,872,000
Route 1 & 7 Pedestrian/Transit Accessibility (TIP)	-	-	28,058	-	-	28,058
Route 16 & 4 Improvements (8th St) (TIP)	-	44,104	88,216	65,017	-	197,337
Route 4 (Cheyenne Blvd) Improvements (TIP)	-	-	85,172	77,721	-	162,893
Route 8 Pedestrian/Transit Accessibility (TIP)	119,404	-	53,657	-	-	173,061
Route 9 Improvements-Phase 4 (TIP)	-	107,000	-	-	-	107,000
Sand Creek Substation-EST'D Lease Payment	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Self-contained Breathing Apparatus (SCBA)-Lease Pmt	154,718	163,680	-	-	-	318,398
Stormwater CIP Projects *	7,100,000	10,000,000	10,000,000	10,500,000	10,900,000	48,500,000
Street Pavement Improvements (MOE)	1,500,000	1,600,000	1,700,000	1,800,000	1,900,000	8,500,000
Traffic Signal Upgrade (TIP)	131,291	131,291	-	-	-	262,582
Workforce Management/ Staffing Program (Telestaff software) - Fire	-	-	-	-	240,000	240,000
Workforce Management/ Staffing Program (Telestaff software) - Police	-	-	-	-	300,000	300,000
	$15,290,667	**$18,218,271**	**$18,513,936**	**$17,964,512**	**$18,644,363**	**$88,631,749**

* In 2016, the City of Colorado Springs negotiated an Intergovernmental Agreement (IGA) with Pueblo County in order to resolve a dispute regarding Colorado Springs Utilities' 1041 Permit for the Southern Delivery System and the City's funding of its stormwater control program. On April 20, 2016, City Council passed Resolution No. 36-16 approving the IGA, which commits to fund $460 million from 2016 to 2035. In July 2016, the draft Stormwater Program Implementation Plan was released, which provides greater details of the program (see page 32-19 for more information). The plan is available at: https://coloradosprings.gov/stormwater/page/stormwater-program-implementation-plan.

Each year the City of Colorado Springs and Pueblo County will determine the CIP projects for the following year. The specific projects for 2017 are listed in the table below—the funding amount for each project will be determined once the scope is defined.

2017 Stormwater CIP Projects
Austin Bluffs Parkway Storage Upstream of Research (CS-331)
Bridle Pass Drive Storage (CS-332)
Camp Creek -Phase 1
Citadel Mall Neighborhood Improvements
Comprehensive Drainage Master Plan
Cottonwood Creek Detention Basins (PR-2,6,7,9,11,14)
Cottonwood Park Storage, Westside (CS-334)
Criteria Manual Updates
Dam Repairs
Downtown Drainage Improvements
Drainage Basin Planning Studies
Emergency Stormwater Projects
Fairfax Tributary Detention Pond
Galley Road Channel (CS-258)
King Street Detention Pond
Miscellaneous Studies
Monument Creek at Talemine (CS-011)
North Chelton Road
North Douglas Natural Channel
Palmer Park Channel Grade Control - Galley Rd. to Palmer Park (CS-259)
Park Vista-Siferd Low Water Crossing (CS-232)
Project Scoping and Definition
Rangewood Tributary Detention Pond
Sand Creek Detention Pond 2 Storage -South of Barnes (CS-105)
Sand Creek Lower West Fork Channel - Emory to Platte Ave. (CS-252)
Sand Creek Side Channel - Segment 107 Channel Stabilization (CS-261)
Sand Creek Upper West Fork Channel/Grade Control- Galley to Murray (CS-254)
Sand Creek Upper West Fork Channel/Grade Control- West Fork to Palmer Park Blvd. (CS-262)
Sand Creek Upper West Fork Grade Control- Maizeland to South Carefree (CS-265)
Sand Creek West Fork Channel/Grade Control - Main stem to Wooten
Shooks Run Channel - Cache La Poudre St. to Patty Jewett Golf Course (CS 326)
South Pine Creek Detention Pond
Stormwater Improvements
Upper Hancock Channel Grade Control- Hancock to Academy (CS-239)
USAFA Drainages (Northgate area)
Wagner Park Detention Storage - Downstream of Bijou Detention Storage Required (CS-360)
Water Quality Projects

2017 and Five-Year General Fund CIP Plan

The table below gives a breakdown of the Five-Year General Fund CIP Plan by department.

Department	2017	2018	2019	2020	2021	Total 5-Year
Finance	$2,606,396	$2,140,000	$1,500,000	$0	$0	$6,246,396
Fire	364,718	373,680	210,000	210,000	240,000	1,398,398
Information Technology	0	360,000	984,000	984,000	1,437,430	3,765,430
Police	1,500,000	1,500,000	1,500,000	1,500,000	1,800,000	7,800,000
Public Works/Non-Stormwater	2,245,980	2,396,358	2,601,184	3,081,279	2,342,700	12,667,501
Public Works/Stormwater	7,100,000	10,000,000	10,000,000	10,500,000	10,900,000	48,500,000
Sustainability & Support Services	1,473,573	1,448,233	1,718,752	1,689,233	1,924,233	8,254,024
Total	**$15,290,667**	**$18,218,271**	**$18,513,936**	**$17,964,512**	**$18,644,363**	**$88,631,749**

Finance

- Nearly $1.4 million for upgrades to the City's Enterprise Resource Planning (ERP) system
- Approximately $4.8 million for the City's financial commitment of its share of PPRCN tower upgrades at $1.5 million per year for 2017-2019, and other high priority CIP projects

Fire

- Nearly $1.2 million in equipment needs for final two lease payments for self-contained breathing apparatus (SCBA) and replacement of 44 AEDs in years 2017-2020
- $240,000 in 2021 for Telestaff software (automated solution to centralize staffing functions)

IT

- Approximately $1.4 million in 2018-2021 for MDC replacement (replace the Mobile Desktop Computers (MDCs), spares, and mounting hardware in use at CSPD and CSFD that were deployed in 2012). The total cost of this project is estimated at $1.9 million. It is anticipated that financing will be obtained so this equipment can be replaced in 2018 and paid for over a 5-year period.
- Nearly $1.9 million in years 2019-2021 for replacement of 2,300 handheld radios (Motorola will end support of current radios as of 12/31/2020). The total cost of this project is estimated to be $8.7 million. It is anticipated that financing will be obtained so replacement of these radios can begin in 2018 and paid for over a 10-year period.
- $450,000 in 2021 for IT Disaster Recovery (complete Disaster Recover (DR) planning, and purchase and deploy the infrastructure needed so that City IT services can be restored after a disaster)

Police

- $1.5 million per year on a 10-year lease-purchase agreement for replacement of the Sand Creek Substation—construction of the substation to begin in 2017.
- $220,000 for Telestaff software (automated solution to centralize staffing functions)

Five-Year General Fund CIP Plan

Public Works/Stormwater

- Year 2017 – $7.1 million in General Fund money and $1.7 million in estimated grant funds
- Years 2018-2021 – $10 million in years 2018 and 2019, $10.5 million in 2020, and $10.9 million in 2021

In 2016, the City of Colorado Springs negotiated an Intergovernmental Agreement (IGA) with Pueblo County in order to resolve a dispute regarding Colorado Springs Utilities' 1041 Permit for the Southern Delivery System and the City's funding of its stormwater control program. On April 20, 2016, City Council passed Resolution No. 36-16 approving the IGA, which commits to fund $460 million from 2016 to 2035. In July 2016, the draft Stormwater Program Implementation Plan was released, which provides greater details of the program (see page 32-19 for more information). The plan is available at: https://coloradosprings.gov/stormwater/page/stormwater-program-implementation-plan.

Public Works/Non-Stormwater

- City Engineering – approximately $3.7 million
  - Bridges – $474,000 in 2017-2018 for local grant match on the Cheyenne Canyon Road Bridge Replacement and $300,000 for the design of one bridge replacement project (Cache La Poudre over Monument Creek)
  - Roads – $670,000 in 2017-2020 for local grant match pedestrian/transit accessibility projects (TIP); $1.5 million in 2019-2020 for local grant match on the 30th Street Roadway and Safety Improvements (TIP), and $750,000 in years 2017-2021 ($150,000/yr.) for arterial reimbursements to subdividers/developers for infrastructure improvements
- Public Works Operations and Maintenance (f/k/a Streets) – $8.5 million over the 2017-2021 CIP plan as part of the City's maintenance of effort on street and road improvements
- Traffic Engineering – $500,000 in 2017-2018 for local grant match of TIP projects (traffic signal upgrades and advanced detection)

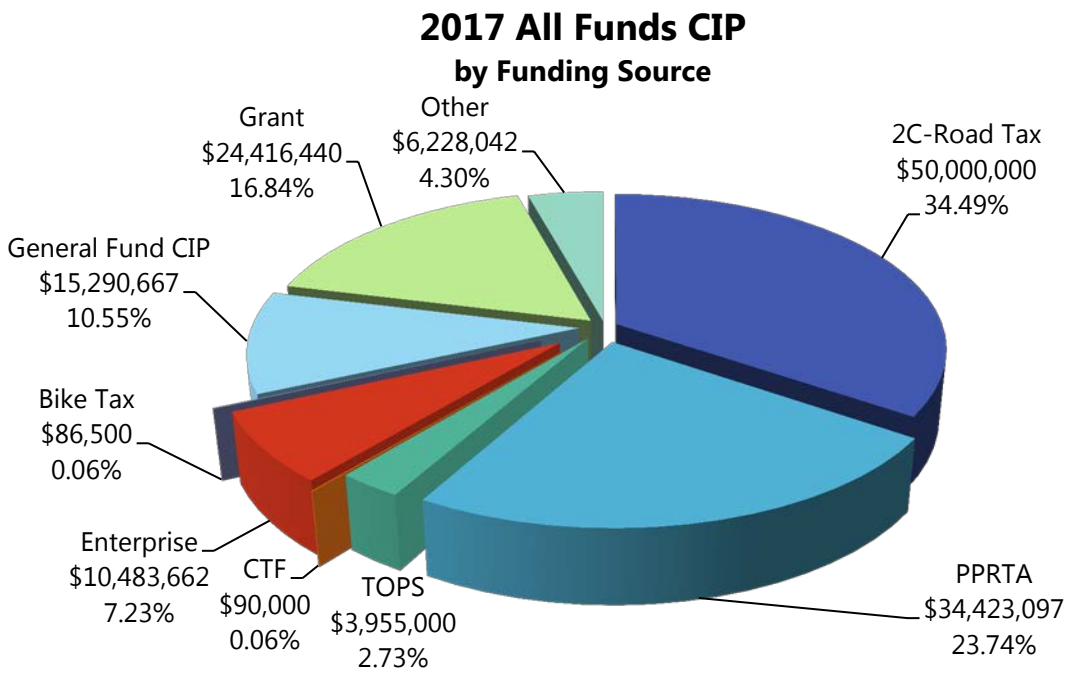
Sustainability & Support Services

- Nearly $7.4 million for maintenance of City facilities to address ADA compliance, emergency maintenance, critical maintenance, and facility security
- $871,000 for financial commitment of energy efficiency retrofits

2017 All Funds CIP $144,973,408

The 2017 All Funds CIP Budget is primarily comprised of restricted revenue sources or funds (approximately 89%) for the construction of a number of major capital improvements throughout the City, including various transportation improvements, facility improvements, park projects, and IT infrastructure.

For 2017, the All Funds CIP budget is nearly $145 million and is derived from the sources shown below:



The 2016 original CIP Program budget totaled $136.6 million, of which $18.1 million was funded by the General Fund. For 2017, there is a decrease of $2.8 million General Fund CIP but a net increase of nearly $8.4 million across all funds. This increase is largely due to three factors—increases of $5.6 million in grant funds (mainly in Public Works for stormwater and 1 bridge replacement), $4.4 million in other funding (such as an insurance claim for 2016 hail damage at the Airport and LART funds for the Pikes Peak Summit Complex), and $1.3 million in PPRTA Capital project funding. The $2.8 million decrease in General Fund CIP is due transferring CIP funding to the Stormwater operating budget to give Public Works the flexibility to build a more robust stormwater control program to fulfill the requirements of the Municipal Separate Storm Sewer System stormwater (MS4) control program and Stormwater IGA between the City and Pueblo County.

Fund	2015 Budget	2016 Budget	2017 Budget	Variance 2016-2017 Budget
2C-Road Tax	$0	$50,000,000	$50,000,000	$0
PPRTA	27,464,663	33,100,353	$34,423,097	1,322,744
PSST	0	249,087		(249,087)
TOPS	7,204,464	4,200,137	$3,955,000	(245,137)
CTF	221,500	75,000	$90,000	15,000
Enterprise	3,409,000	10,152,044	$10,483,662	331,618
Bike Tax	97,850	85,000	$86,500	1,500
General Fund CIP	11,189,257	18,131,169	$15,290,667	(2,840,502)
Grant	39,552,109	18,781,955	$24,416,440	5,634,485
Other	11,265,652	1,827,612	$6,228,042	4,400,430
Total	**$100,404,495**	**$136,602,357**	**$144,973,408**	**$8,371,051**

2017 All Funds CIP Detail – by Project Type

Roads & Bridges: Includes critical transportation projects such as street and road maintenance, bridge replacements, and intersection improvements to increase safety and maintain critical infrastructure. Funding for these projects include General Fund, PPRTA capital funds, Bike Tax, grant funds, and the 2C-Road Tax Fund.

Stormwater: Includes stormwater and drainage projects to maintain critical infrastructure and responsibly manage the City's stormwater system. Funding for these projects include General Fund, and grant funds.

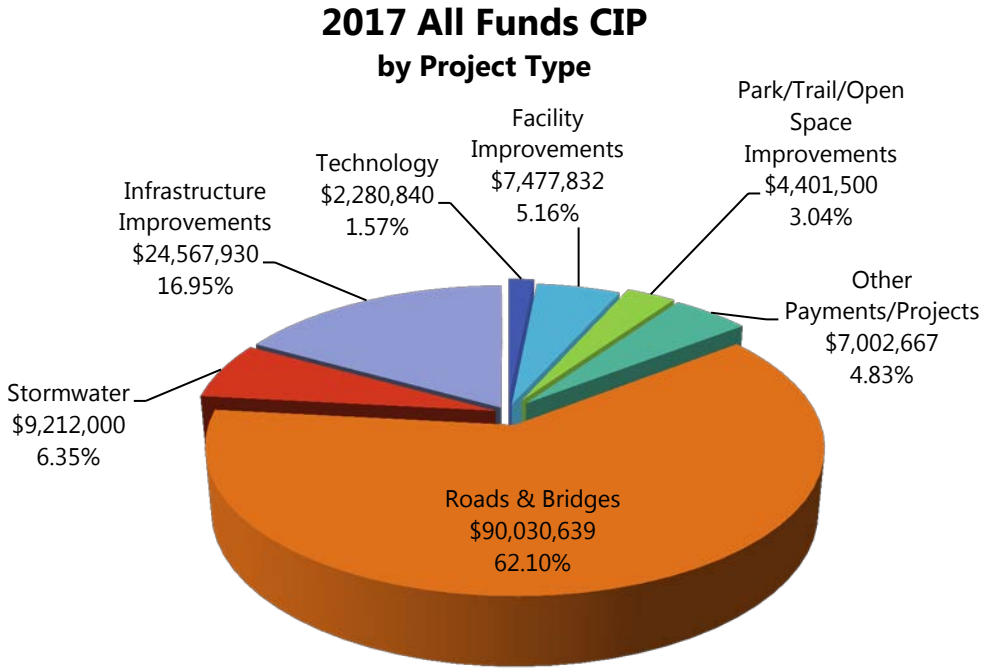
Infrastructure Improvements: Includes Transit for a bus storage facility, Parking System projects for downtown streetscapes, Airport projects for pavement repair/maintenance and taxiway improvements. Funding for these projects are from FTA and CDBG grant, and the respective Enterprise funds.

Technology: Includes technology projects to enhance customer service and improve efficiency. Funding for these projects include General Fund, grant funds, and Enterprise funds.

Facility Improvements: Includes new infrastructure such as the Pikes Peak Summit House and the lease-purchase payment for the Sand Creek Substation; the repair and maintenance of City facilities such as police stations, fire stations, and community centers; transit pedestrian/accessibility improvements; as well as upgrades to the Airport. Funding for these projects include General Fund, Grants Fund, LART Fund, Enterprise funds (including Airport Passenger Facility Charges), and Other funds (including private fund raising).

Park/Trail Improvements: Includes upgrades to playgrounds, parks, irrigation systems, and trail, as well as potential open space acquisition. Funding for these projects include General Fund, CTF, TOPS, PPRTA capital funds, grant funds, and other funds such as Public Space & Development Fund (PLDO), Friends Groups, and private donations.

Other Payments/Projects: Includes financial commitments for land acquisition and other major projects such as Airport fleet improvements and equipment, radio infrastructure upgrade, replacement of Transit buses and vanpool vehicles, parking system improvements, and federally mandated upgrades to traffic signs. Funding for these projects include General Fund, Enterprise funds (Parking and Airport), grant funds, PPRTA capital funds, and TOPS funds.



2017 All Funds CIP Detail

Project	General Fund	Restricted Funds									2017 Allocation
		Bike Tax	CTF	Enterprise	Grant	PLDO	PPRTA	TOPS	2C-Road Tax	Other	
2C-Road Repair, Maintenance, and Improvements									50,000,000		50,000,000
Academy Blvd.: Bijou to Airport Pavement Reconstruction							500,000				500,000
Academy over Cottonwood Creek Bridge Rehabilitation							4,720,000				4,720,000
ADA-Paratransit Vehicle Purchase					700,000		187,000				887,000
Advanced Detection (TIP)	108,441				462,399						570,840
Airfield Pavement Localized Repair and Maintenance (Phase V - IX)				70,000							70,000
Airport Administrative Technology Upgrade				310,000							310,000
Airport Airside Maintenance - 2017				335,000							335,000
Airport Complex Improvements 2017				2,000,000							2,000,000
Airport Corporate Aviation Taxiway Construction				330,000						670,000 [1]	1,000,000
Airport Customer Experience/Tenant Improvement Upgrade										500,000 [1]	500,000
Airport FIDS/BIDS Infrastructure Upgrade				250,000							250,000
Airport Fleet Improvement (Phase IX)				680,000							680,000
Airport Hail Storm Repairs										3,500,000 [1]	3,500,000
Airport IT Infrastructure Improvements				500,000							500,000
Airport Landside Maintenance - 2017				250,000							250,000
Airport Operations Inspection Software				150,000							150,000
Airport RAC Resurfacing Design				500,000							500,000
Airport Rehab TWY G, Terminal Connectors (Phase I) Design/Construction				1,236,667	11,985,555						13,222,222
Airport Terminal Facility Improvement (Phase I)				455,000							455,000
Airport Tractor Replacement				81,995							81,995
Arterial Reimbursements	150,000										150,000
Automatic External Defibrillators (AEDs)-Est. Lease Pmt (4 yrs)	210,000										210,000
Bicycle Infrastructure Improvements		86,500									86,500
Briargate Trail								65,000			65,000
Bus Storage Facility					1,945,040						1,945,040
Centennial Blvd. Extension-Fillmore to Fontanero							5,000,000				5,000,000
Centennial St.-Garden of the Gods to Fillmore Pavement Reconstruction							168,000				168,000
Cheyenne Canyon Road Bridge Replacement (TIP)	236,844				947,376						1,184,220
Citywide ADA Compliance Projects	200,000										200,000
Citywide Emergency Facilities Maintenance	100,000										100,000
Citywide Facilities Maintenance	809,000										809,000
Citywide Facilities Security	190,340										190,340
Companion Drainage Projects							412,000				412,000
Congestion/Incident Management/Signal Improvements							412,000				412,000
Cottonwood Trail Academy Underpass								450,000			450,000
Cottonwood Trail-Phase III								325,000			325,000
Credit Card Enabled Parking Meters				335,000							335,000
Downtown Streetscape Project				1,100,000							1,100,000
Dublin Rd.: Imps: Briddle Pass Way to Powers Blvd.							1,240,000				1,240,000
Emergency Bridge Fund							2,538,097				2,538,097

2017 All Funds CIP Detail

Project	General Fund	Restricted Funds									2017 Allocation
		Bike Tax	CTF	Enterprise	Grant	PLDO	PPRTA	TOPS	2C-Road Tax	Other	
Enchanted Circle over Sand Creek Tributary Bridge Replacement							200,000				200,000
Energy Efficiency Retrofits	174,233									99,259 [2]	273,492
Fixed Route Bus System - Vehicle Purchase					1,401,270		627,000				2,028,270
High Priority CIP Projects	356,396										356,396
Intersection Improvements-Citywide							824,000				824,000
Las Vegas St./Royer UPRR Crossing Relocation							1,650,000				1,650,000
Midland Trail South-8th St to 21st St-Design and Engineering								110,000			110,000
North Cheyenne Canon Master Plan Update								125,000			125,000
Old Ranch Road at Powers-Improvements and Bridge							1,433,000				1,433,000
On-Street Bikeway Improvements							412,000				412,000
Open Space Acquisition								70,000			70,000
Outdoor Sculpture Preservation			15,000								15,000
Parking Ongoing Maintenance				200,000							200,000
Pedestrian Improvement-Citywide							687,000				687,000
Pedestrian Improvement-School and Neighborhood							412,000				412,000
PeopleSoft - Enterprise Resource Planning (ERP) Strategy	750,000										750,000
Pikes Peak Ave.: Colorado to Printers Pkwy. Pavement Reconstruction							5,500,000				5,500,000
Pikes Peak Avenue Streetscape Project				700,000							700,000
Pikes Peak Summit Complex				1,000,000						250,000 [3]	1,250,000
Platte Ave. Bridge Replacement (TIP)					3,199,924		800,000				3,999,924
Playground Renovation & Replacement								315,000			315,000
Public Facilities/Infrastructure Projects					933,673						933,673
Radio Infrastructure (City Share)	1,500,000										1,500,000
Red Rock Canyon Landfill Monitoring			75,000								75,000
Red Rock Canyon Master Plan Implementation								575,000			575,000
Red Rock Canyon Open Space COP Payment								1,010,000		112,383 [4]	1,122,383
Roadway Safety and Traffic Operations							1,000,000				1,000,000
Rock Island Trail Corridor Imps							540,000				540,000
Route 8 Pedestrian/Transit Accessibility (TIP)	119,404				477,619						597,023
S Shooks Run Trail-Fountain to Las Vegas								495,000			495,000
Sand Creek Substation-EST'D Lease Payment	1,500,000										1,500,000
Self-contained Breathing Apparatus (SCBA)-Lease Pmt	154,718										154,718
Shook's Run Bridge Corridor Study							300,000				300,000
Sidewalk/Bus Stop Program on Existing Routes							200,000				200,000
Sinton Trail @ Chestnut Underpass								175,000			175,000
Skyview Adult Sports Complex COP Payment										269,900 [5]	269,900
Stormwater CIP Grant Projects					1,700,000						1,700,000
Stormwater CIP Projects	7,100,000										7,100,000
Street Pavement Improvements (MOE)	1,500,000										1,500,000
Traffic Signal System Upgrades							2,021,000				2,021,000
Traffic Signal Upgrade (TIP)	131,291				631,584						762,875

2017 All Funds CIP Detail

Project	General Fund	Restricted Funds									2017 Allocation
		Bike Tax	CTF	Enterprise	Grant	PLDO	PPRTA	TOPS	2C-Road Tax	Other	
Ute Valley Park Master Plan Implementation								240,000			240,000
Vanpool Vehicle Purchase					32,000		107,000				139,000
Venezia Community Park						826,500					826,500
W. Colorado Avenue Reconstruction-31st Street to U.S. Hwy. 24							2,533,000				2,533,000
Total 2017 CIP	**$15,290,667**	**$86,500**	**$90,000**	**$10,483,662**	**$24,416,440**	**$826,500**	**$34,423,097**	**$3,955,000**	**$50,000,000**	**$5,401,542**	**$144,973,408**

[1] Other funds sources for the Airport include airline partner, insurance claim for 2016 hail damage, and corporate aviation tenant

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

[3] Other funds source is from LART Fund

[4] Red Rock Canyon Purchase payment of $1,123,825 - balance of the payment is budgeted in CTF operating funds

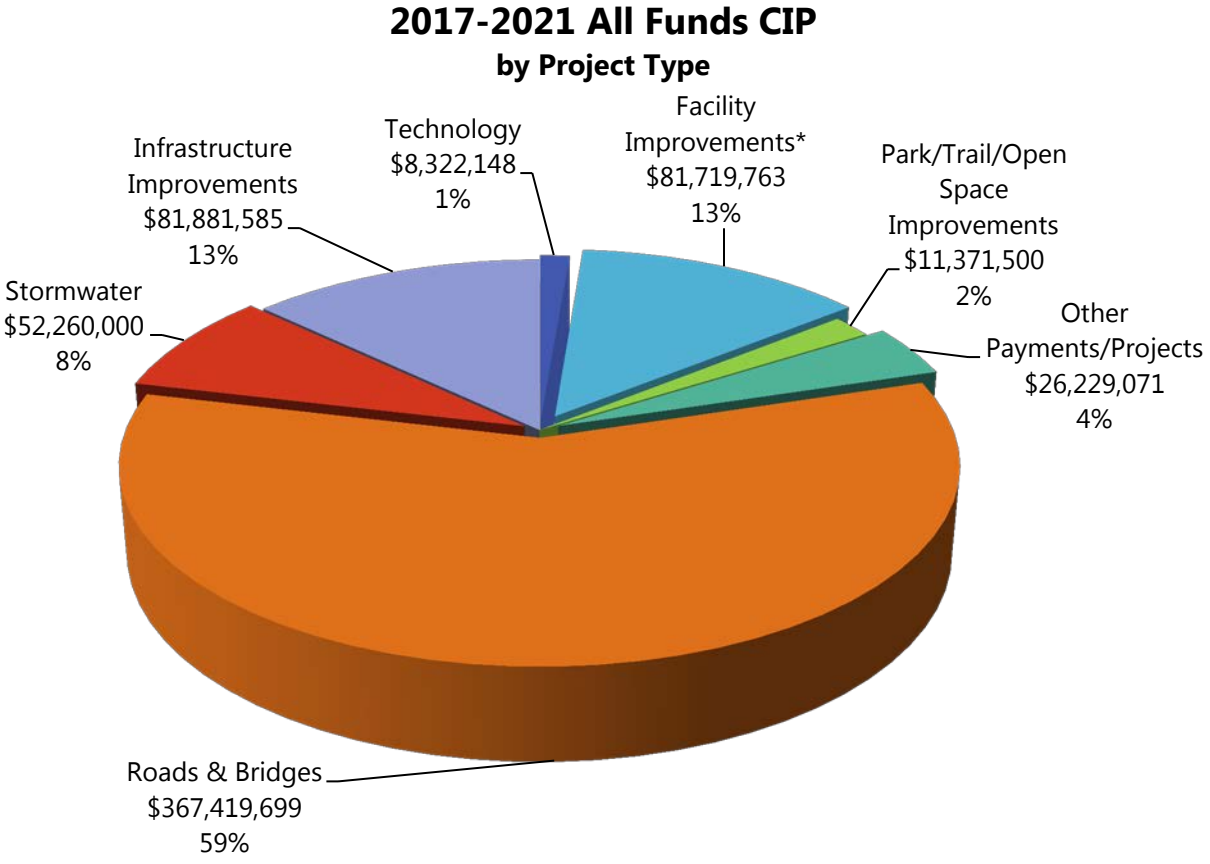
[5] Skyview Softball Complex payment of $269,900 - Other funds source includes concession revenue and ballplayer fees (for 2017, the estimated revenue to the Ballfield Fund is $60,800), balance paid from CTF operating funds

Five-Year All Funds CIP Plan $629,203,766

Over the next five years, the City has approximately $629.2 million in planned capital improvements. This includes projects from all funding sources such as Grant funds, Airport Passenger Facility Charges (PFC) funds, Pikes Peak Rural Transportation Authority (PPRTA) capital projects, the Trails, Open Space and Parks (TOPS) Fund, Conservation Trust Fund (CTF), 2C-Road Repair, Maintenance, and Improvements Sales and Use Tax Fund (2C-Road Tax Fund), private fund raising, and General Fund projects as prioritized in the 2017-2021 General Fund CIP Plan.

Since 2017 is the only year that funds are budgeted and appropriated, the dollar values for years 2018-2021 are estimates that will very likely change based on anticipated costs, revenue projections, and construction schedules, as well as future years' changing priorities. However, it serves as a reasonable estimate for future planned capital projects.

Below is a summary of the five-year Capital Program by project type. The following pages include all projects anticipated between 2017 and 2021.



* Includes $45.5 million in fund raising in years 2018-2020 for the Pikes Peak Summit Complex

Five-Year All Funds CIP Plan Detail

Project	2017	2018	2019	2020	2021	Total
2C-Road Repair, Maintenance, and Improvements	50,000,000	50,000,000	50,000,000	50,000,000	-	**200,000,000**
30th Street Roadway and Safety Improvements (TIP)	-	-	2,882,517	5,744,083	-	**8,626,600**
8th Street Imps: Motor City Way to Fountain Creek	-	-	-	1,500,000	-	**1,500,000**
Academy Blvd.: Bijou to Airport Pavement Reconstruction	500,000	3,317,000	-	-	-	**3,817,000**
Academy Blvd.: Fountain to Milton Proby Reconstruction	-	6,000,000	9,200,000	-	-	**15,200,000**
Academy over Cottonwood Creek Bridge Rehabilitation	4,720,000	-	-	-	-	**4,720,000**
ADA-Paratransit Vehicle Purchase	887,000	887,000	887,000	187,000	187,000	**3,035,000**
Advanced Detection (TIP)	570,840	595,878	-	-	-	**1,166,718**
Air Cargo Building Roof Replacement	-	-	150,000	-	-	**150,000**
Airfield Pavement Localized Repair and Maintenance (Phase V)	70,000	-	-	-	-	**70,000**
Airport Administrative Technology Upgrade	310,000	-	-	-	-	**310,000**
Airport Airside Maintenance - 2017-2021	335,000	360,000	480,000	530,000	50,000	**1,755,000**
Airport Complex Improvements 2017	2,000,000	-	-	-	-	**2,000,000**
Airport Corporate Aviation Taxiway Construction	1,000,000	-	-	-	-	**1,000,000**
Airport Customer Experience/Tenant Improvement Upgrade	500,000	-	-	-	-	**500,000**
Airport FIDS/BIDS Infrastructure Upgrade	250,000	-	-	-	-	**250,000**
Airport Fleet Improvement (Phase IX-XII)	680,000	625,000	1,300,000	850,000	-	**3,455,000**
Airport Hail Storm Repairs	3,500,000	-	-	-	-	**3,500,000**
Airport IT Infrastructure Improvements	500,000	-	-	-	-	**500,000**
Airport Landside Maintenance - 2017-2020	250,000	-	150,000	800,000	-	**1,200,000**
Airport Maintenance Complex Building A Roof Replacement	-	-	-	140,000	-	**140,000**
Airport Maintenance Complex Building B Roof Replacement	-	-	-	-	110,000	**110,000**
Airport Operations Inspection Software	150,000	-	-	-	-	**150,000**
Airport Parking Revenue Management System	-	500,000	-	-	-	**500,000**
Airport RAC Resurfacing Design	500,000	-	-	-	-	**500,000**
Airport Rehab TWY G, Terminal Connectors (Phase I) Design/Construction	13,222,222	-	-	-	-	**13,222,222**
Airport Rehab TWY G, Terminal Connectors (Phase II) – Rehab. TWY G from TWY M through TWY P	-	11,090,889	-	-	-	**11,090,889**
Airport Rehab TWY G, Terminal Connectors (Phase III) – Rehab. TWY G from TWY P through TWY C	-	-	11,077,777	-	-	**11,077,777**
Airport Rehabilitation of Runway 17R/35L (Design)	-	2,611,111	-	-	-	**2,611,111**
Airport Rehabilitation of Runway 17R/35L (Phase I & II Construction)	-	-	-	-	26,000,000	**26,000,000**
Airport Rehabilitation of Taxiway B from TWY B1 to TWY F	-	-	-	-	500,000	**500,000**

Five-Year All Funds CIP Plan Detail

Project	2017	2018	2019	2020	2021	Total
Airport Road over Spring Creek Bridge Replacement	-	-	792,000	792,000	-	**1,584,000**
Airport Rotating Beacon Replacement	-	-	80,000	-	-	**80,000**
Airport Safety Area Separation & Rehabilitation	-	1,111,111	-	4,333,333	-	**5,444,444**
Airport Terminal Facility Improvement (Phase I-V)	455,000	1,255,000	1,815,000	1,350,000	1,650,000	**6,525,000**
Airport Tractor Replacement	81,995	81,995	81,995	81,995		**327,980**
Arterial Reimbursements	150,000	150,000	150,000	150,000	150,000	**750,000**
Automatic External Defibrillators (AEDs)-Est. Lease Pmt (4 yrs)	210,000	210,000	210,000	210,000		**840,000**
Barnes Road Roadway Imps.	-	-	-	1,720,000	700,000	**2,420,000**
Bicycle Infrastructure Improvements	86,500	86,500	86,500	86,500	86,500	**432,500**
Black Forest Rd. Roadway Improvements: Woodmen to Research (Joint Proj)	-	-	-	-	4,433,000	**4,433,000**
Briargate Trail	65,000	-	-	-	-	**65,000**
Bus Storage Facility	1,945,040	-	-	-	-	**1,945,040**
Cache La Poudre over Monument Creek Bridge Rehabilitation	-	-	-	-	292,700	**292,700**
Centennial Blvd. Extension-Fillmore to Fontanero	5,000,000	4,588,500	-	-	-	**9,588,500**
Centennial St.-Garden of the Gods to Fillmore Pavement Reconstruction	168,000	-	-	-	-	**168,000**
Cheyenne Canyon Road Bridge Replacement (TIP)	1,184,220	1,184,220	-	-	-	**2,368,440**
Circle Dr. EB over Fountain Creek Bridge Rehabilitation	-	3,300,000	-	-	-	**3,300,000**
Circle Dr. EB over Hancock Bridge Rehabilitation	-	-	3,300,000	-	-	**3,300,000**
Circle Dr. WB over Fountain Creek Bridge Rehabilitation	-	-	3,300,000	-	-	**3,300,000**
Circle Dr. WB over Hancock Bridge Rehabilitation	-	-	3,300,000	-	-	**3,300,000**
Citywide ADA Compliance Projects	200,000	250,000	250,000	250,000	250,000	**1,200,000**
Citywide Emergency Facilities Maintenance	100,000	100,000	100,000	100,000	100,000	**500,000**
Citywide Facilities Maintenance	809,000	809,000	994,519	965,000	1,200,000	**4,777,519**
Citywide Facilities Security	190,340	115,000	200,000	200,000	200,000	**905,340**
Companion Drainage Projects	412,000	412,000	412,000	412,000	412,000	**2,060,000**
Congestion/Incident Management/Signal Improvements	412,000	412,000	412,000	412,000	412,000	**2,060,000**
Cottonwood Trail Academy Underpass	450,000	-	-	-	-	**450,000**
Cottonwood Trail-Phase III	325,000	-	-	-	-	**325,000**
Credit Card Enabled Parking Meters	335,000	-	-	-	-	**335,000**
Downtown Streetscape Project	1,100,000	-	-	-	-	**1,100,000**
Dublin Rd.: Imps: Briddle Pass Way to Powers Blvd.	1,240,000	-	-	-	-	**1,240,000**

Five-Year All Funds CIP Plan Detail

Project	2017	2018	2019	2020	2021	Total
El Paso Bridge over Fountain Creek Tributary	-	-	-	-	457,000	**457,000**
Emergency Bridge Fund	2,538,097	687,000	687,000	687,000	687,000	**5,286,097**
Enchanted Circle over Sand Creek Tributary Bridge Replacement	200,000	-	-	-	-	**200,000**
Energy Efficiency Retrofits	273,492	273,492	273,492	273,492	273,492	**1,367,460**
Fixed Route Bus System - Vehicle Purchase	2,028,270	2,126,335	2,714,235	2,293,597	4,011,707	**13,174,144**
Galley Road over Sand Creek Bridge Replacement	-	-	-	-	1,936,000	**1,936,000**
High Priority CIP Projects	356,396	-	-	-	-	**356,396**
I-25 Ramps: South Nevada/Tejon St. Corridor Improvements	-	-	-	-	750,000	**750,000**
Intersection Improvements-Citywide	824,000	824,000	824,000	824,000	824,000	**4,120,000**
IT Disaster Recovery	-	-	-	-	453,430	**453,430**
Las Vegas St./Royer UPRR Crossing Relocation	1,650,000	-	-	-	-	**1,650,000**
MDC Replacement-Est. Pmt (5 yrs)	-	360,000	360,000	360,000	360,000	**1,440,000**
Midland Trail Improvements	-	450,000	-	-	-	**450,000**
Midland Trail South-8th St to 21st St-Design and Engineering	110,000	-	-	-	-	**110,000**
North Cheyenne Canon Master Plan Update	125,000	-	-	-	-	**125,000**
Old Ranch Road at Powers-Improvements and Bridge	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000	**7,165,000**
On-Street Bikeway Improvements	412,000	412,000	412,000	412,000	412,000	**2,060,000**
Open Space Acquisition	70,000	70,000	70,000	70,000	70,000	**350,000**
Outdoor Sculpture Preservation	15,000	15,000	15,000	15,000	15,000	**75,000**
Parking Ongoing Maintenance	200,000	200,000	200,000	200,000	200,000	**1,000,000**
Pedestrian Improvement-Citywide	687,000	687,000	687,000	687,000	687,000	**3,435,000**
Pedestrian Improvement-School and Neighborhood	412,000	412,000	412,000	412,000	412,000	**2,060,000**
PeopleSoft - Enterprise Resource Planning (ERP) Strategy	750,000	640,000	-	-	-	**1,390,000**
Pikes Peak Ave.: Colorado to Printers Pkwy. Pavement Reconstruction	5,500,000	5,763,160	-	-	-	**11,263,160**
Pikes Peak Avenue Streetscape Project	700,000	-	-	-	-	**700,000**
Pikes Peak Summit Complex	1,250,000	21,875,000	21,875,000	5,000,000	-	**50,000,000**
Platte Ave. Bridge Replacement (TIP)	3,999,924	6,187,611	-	-	-	**10,187,535**
Platte Avenue Connection I-25 Study	-	-	75,000	125,000	350,000	**550,000**
Platte Avenue Corridor Imp Study	-	-	-	2,200,000	-	**2,200,000**
Playground Renovation & Replacement	315,000	300,000	300,000	300,000	300,000	**1,515,000**
Public Facilities/Infrastructure Projects	933,673	-	-	-	-	**933,673**

Five-Year All Funds CIP Plan Detail

Project	2017	2018	2019	2020	2021	Total
Radio Infrastructure (City Share)	1,500,000	1,500,000	1,500,000	-	-	**4,500,000**
Radio Replacement-Est. Pmt (10 yrs)	-	-	624,000	624,000	624,000	**1,872,000**
Red Rock Canyon Landfill Monitoring	75,000	80,000	80,000	80,000	80,000	**395,000**
Red Rock Canyon Master Plan Implementation	575,000	-	-	-	-	**575,000**
Red Rock Canyon Open Space COP Payment	1,122,383	1,128,750	-	-	-	**2,251,133**
Roadway Safety and Traffic Operations	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	**5,000,000**
Rock Island Trail Corridor Imps	540,000	460,000	-	-	-	**1,000,000**
Route 1 & 7 Pedestrian/Transit Accessibility (TIP)	-	-	139,240	-	-	**139,240**
Route 16 & 4 Improvements (8th St) (TIP)	-	220,521	441,083	328,686	-	**990,290**
Route 4 (Cheyenne Blvd) Improvements (TIP)	-	-	425,864	388,606	-	**814,470**
Route 8 Pedestrian/Transit Accessibility (TIP)	597,023	-	268,287	-	-	**865,310**
Route 9 Improvements-Phase 4 (TIP)	-	535,000	-	-	-	**535,000**
S Shooks Run Trail-Fountain to Las Vegas	495,000	-	-	-	-	**495,000**
S. Cheyenne Canyon Rd. 1 over Cheyenne Creek Bridge Replacement	-	-	-	-	410,000	**410,000**
Sand Creek Substation-EST'D Lease Payment	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	**7,500,000**
Self-contained Breathing Apparatus (SCBA)-Lease Pmt	154,718	163,680	-	-	-	**318,398**
Shook's Run Bridge Corridor Study	300,000	-	-	-	-	**300,000**
Shooks Run Trail Corridor Imps	-	-	800,000	-	-	**800,000**
Sidewalk/Bus Stop Program on Existing Routes	200,000	1,000,000	1,000,000	1,000,000	1,000,000	**4,200,000**
Sinton Trail @ Chestnut Underpass	175,000	-	-	-	-	**175,000**
Sinton Trail Corridor Imps.	-	-	-	600,000	-	**600,000**
Skyview Adult Sports Complex COP Payment	269,900	270,300	247,800	-	-	**788,000**
Stapleton Dr./Briargate Blvd. Corridor Study (Joint Proj)	-	-	-	-	786,000	**786,000**
Stormwater CIP Grant Projects	1,700,000	-	-	-	-	**1,700,000**
Stormwater CIP Projects	7,100,000	10,000,000	10,000,000	10,500,000	10,900,000	**48,500,000**
Street Pavement Improvements (MOE)	1,500,000	1,600,000	1,700,000	1,800,000	1,900,000	**8,500,000**
Templeton Gap Trail Imps.	-	-	-	600,000	-	**600,000**
Traffic Signal System Upgrades	2,021,000	2,021,000	2,021,000	2,021,000	2,021,000	**10,105,000**
Traffic Signal Upgrade (TIP)	762,875	762,875	-	-	-	**1,525,750**
UPRR Mainline over Fontanero Bridge Replacement	-	-	-	-	525,000	**525,000**

Five-Year All Funds CIP Plan Detail

Project	2017	2018	2019	2020	2021	Total
UPRR Nevada & Tejon St. Crossing	-	-	-	1,500,000	1,800,000	**3,300,000**
Ute Valley Park Master Plan Implementation	240,000	-	-	-	-	**240,000**
Vanpool Vehicle Purchase	139,000	139,000	139,000	107,000	107,000	**631,000**
Venezia Community Park	826,500	-	-	-	-	**826,500**
W. Colorado Avenue Reconstruction-31st Street to U.S. Hwy. 24	2,533,000	2,533,000	-	-	-	**5,066,000**
West Fillmore over Unnamed Channel Bridge Replacement	-	-	1,000,000	-	-	**1,000,000**
Workforce Management/ Staffing Program (Telestaff software) - Fire	-	-	-	-	240,000	**240,000**
Workforce Management/ Staffing Program (Telestaff software) - Police	-	-	-	-	300,000	**300,000**
Total by Year	**$144,973,408**	**$157,681,928**	**$144,835,309**	**$108,155,292**	**$73,557,829**	**$629,203,766**

General Fund Five-Year CIP Prioritization Process

In 2013, the CIP Committee consisting of community leaders, City staff and council members conducted a 5-year CIP prioritization process with the following results:

1. Developed project rating criteria based on two tiers of criteria:
   - Tier 1 Criteria included safety, service level and legal mandates
   - Tier 2 Criteria included linkage to other CIP projects, Economic Opportunity Zones or City approved plans (e.g., Strategic Plan or Comprehensive Plan), and financial commitments for funding from Non-General Fund sources
2. Made recommendations for an achievable 5-year CIP plan using a constrained budget model of $35 million per year.
3. Made recommendations for funding backlogs of capital improvements and capital infrastructure needs; vehicles, radios, cardiac monitors (rolling stock); and maintenance of City facilities and infrastructure.
4. Made policy recommendations that included: increase focus on lifecycle costs, the City's warranty requirement, and funding to maintain the City's infrastructure; review and update the Vehicle Replacement Policy; and create an annual City facilities maintenance fund.

Based on the results and recommendations of the CIP Committee, the following strategies were incorporated into the City's 2014 Five-Year Strategic Plan:

- Develop a five-year CIP program on a biennial basis
- Develop funding strategies to address the backlog of needs
- Develop a plan to address ongoing and deferred maintenance
- Reassess use of City facilities/space to maximize utilization
- Enhance infrastructure development standards to provide a high return on investment
- Renovate or develop infrastructure, roads and buildings, with a low-impact, low-energy approach to reduce long-term maintenance and operating costs

The Five-Year CIP Plan was updated in 2016 after reviewing the projects with multi-year funding that were in the 2016-2020 plan and evaluating new project requests for funding in years of 2017-2021.

In late 2014, a Citywide Facilities Maintenance Committee was established to coordinate facilities maintenance issues and provide annual funding recommendations as part of the budget process on citywide facilities maintenance projects to minimize the City's risk exposure and maximize the use of its funds to address the highest priority needs. In 2016, the Committee has taken the following steps to achieve these goals:

- The Committee worked with the County to provide detailed assessments of City facilities and has used this data to prioritize all facilities maintenance needs across the City and develop a 5-year plan to address these needs.
- The Committee is also working with the City's ADA Coordinator, who is conducting assessments of City facilities and public areas to identify where the City has the highest ADA non-compliance risk. The Committee will request funding to mitigate the highest priority ADA issues in the next five years.
- The Committee Further recognizes the importance of the safety and security projects and has requested assistance from the Office of Emergency Management in evaluating and prioritizing the safety and security needs in all City facilities. Based on the findings, the Committee will develop a 5-year plan and request funding to address these needs.

Stormwater 20-Year IGA Plan $460,000,000

In 2016, the City of Colorado Springs negotiated an Intergovernmental Agreement (IGA) with Pueblo County in order to resolve a dispute regarding Colorado Springs Utilities' 1041 Permit for the Southern Delivery System and the City's funding of its stormwater control program. On April 20, 2016, City Council passed Resolution No. 36-16 approving the IGA, which commits to fund $460 million from 2016 to 2035. In July 2016, the draft Stormwater Program Implementation Plan was released, which provides greater details of the program—including the programs described below.

MS4 Program Implementation. The City's Municipal Separate Storm Sewer System Permit (MS4) Program was developed to protect public health, safety, and the environment by complying with the conditions of the MS4 permit issued to the City by CDPHE. The MS4 permit requires the City to implement best management practices (BMPs) to minimize the effect of urban runoff on water quality. The MS4 Program addresses residential/commercial development, industrial sites, construction sites, municipal facilities, and illicit discharges through reviews, inspections, enforcement, and education/outreach.

The City's goal is to have an MS4 Program with the following attributes:

- Compliant program – assures full compliance with MS4 permit conditions
- Sustainable program – has long-term sustainability in terms of financing and staffing
- Proactive program – anticipates changes in MS4 and other environmental program regulations
- Beneficial program – protects and enhances water quality within the watershed
- Cost-effective program – develops efficiencies and balances MS4 needs with capital project needs

Capital Program Improvement. The Capital Program consists of the staff, budget, and project control systems to plan, design, and construct larger-scale stormwater infrastructure projects. The purposes of the Capital Program Improvement Plan are to prepare an updated and reliable CIP list and develop a strategy and improved process for project implementation.

Public Outreach and Communication Improvement Strategy. The City is in the process of improving its Stormwater Program. Its primary focus is to evaluate and develop a strategy for improving two major components of the Stormwater Program – the ongoing stormwater system operation, including the MS4 Program, and implementation of capital improvement projects for the stormwater system. To complement and support those efforts, the City has developed a strategy for improving public education and outreach related to the Stormwater Program.

The list of CIP projects, including the estimated year and costs are outlined in the Implementation Plan, which is available at: https://coloradosprings.gov/stormwater/page/stormwater-program-implementation-plan.

Below is the list of CIP projects from Table 1-1 of the Implementation Plan.

Stormwater 20-Year IGA Plan $460,000,000

	Project Name
1.	Sand Creek Pond 3
2.	FEMA Projects
3.	King Street Detention Pond
4.	Water Quality Project--America the Beautiful Park Detention Basin
5.	USAFA Drainages (Northgate Area)
6.	Emergency Stormwater Projects
7.	Fairfax Tributary Detention Pond
8.	Downtown Drainage Improvements
9.	Sand Creek Stabilization south of Platte
10.	Cottonwood Creek Detention Basins
11.	Rangewood Tributary Detention Pond
12.	Storage Bridle Pass Drive Construct new pond to improve 2 yr flows
13.	South Pine Creek Detention Pond
14.	Citadel Mall Neighborhood Improvements
15.	North Chelton Road
16.	Camp Creek--Phase 1
17.	Storage Wagner Park Detention - downstream of Bijou Detention Storage Required
18.	Storage Austin Bluffs Parkway upstream of Research
19.	Storage Cottonwood Park (west side)
20.	Storage Sand Creek Detention Pond 2 Complete Detention Pond 2 on Sand Creek south of Barnes
21.	Park Vista (Siferd Low Water Crossing)
22.	CS-239 Grade Control Upper Hancock Channel - Hancock to Academy
23.	North Douglas Natural Channel
24.	Galley Road Channel-Sand Creek between Galley and Platte Avenue
25.	Monument Creek at Talemine
26.	Side Channel Sand Creek - segment 107, reach SC-5 1700lf channel stabilization
27.	Grade Control Palmer Park Channel - Galley Rd. to Palmer Park
28.	Shooks Run Channel - Cache La Poudre St. to Patty Jewett Golf Course
29.	CS-265 Grade Control Sand Creek Upper West Fork - Maizeland to South Carefree 3 drop structures
30.	CS-254 Channel/Grade Control Sand Creek Upper West Fork - Galley to Murray 1730lf channel stabilization, 2 drop structures
31.	CS-262 Channel/Grade Control Upper Sand Creek - W. Fork to Palmer Park Blvd. 1550lf channel stabilization, w/drop structures
32.	CS-252 Channel Sand Creek Lower West Fork - Emory to Platte Ave. 1000lf channel stabilization
33.	CS-025 Channel/Grade Control Sand Creek West Fork - Main stem to Wooten Construct drop structures & streambank protection
34.	Channel/Grade Control Sand Creek
35.	Channel/Grade Control Sand Creek
36.	CS-246 Channel/Grade Control Sand Creek Lower Center Tributary - No Name to East Fork

	Project Name
37.	Channel/Grade Control East Fork of Sand Creek
38.	Grade Control Fountain Blvd. Channel - Chelton Rd. to Fountain Blvd.
39.	Grade Control Chelton Road Channel - Academy to Chelton
40.	CS-240 Channel/Storm Drain Lower Sand Creek Tributaries 2,3, and 4 - Main Stem to Academy
41.	CS-238 Channel/Grade Control Lower Hancock Channel - Downstream 1500lf channel stabilization, 2 drop structures
42.	CS-268 Channel/Grade Control Las Vegas St. Channel - ATSF RR to Peterson Fld Trib. 700lf channel stabilization, 2 drop structures
43.	CS-247 Channel/Grade Control Sand Creek Middle Center Tributary - Powers to No Name 300lf channel stabilization, 3 drop structures
44.	CS-130 Channel Hancock Expressway Channel East of Astrozon
45.	Gold Medal Point Channel
46.	Channel/Grade Control Cottonwood Creek - Academy to Union Construct flood control and stream restoration projects
47.	Channel/Grade Control Cottonwood Creek - Monument Creek to Academy
48.	Channel/Grade Control Rangewood Channel - Main Stem to Balsam 7400lf channel stabilization, w/drop structures
49.	Channel/Grade Control Cottonwood Creek - Rangewood to Woodmen 5300lf channel stabilization, w/drop structures
50.	Channel/Grade Control Fountain Creek - W. Cimmaron St. to N end of Drake Power
51.	Channel/Grade Control Fountain Creek
52.	Fountain Creek - Drake Power Plant to Shooks Run
53.	Channel/Grade Control Fountain Creek - Shooks Run to Fountain Mutual Canal Channel stabilization, 2 drop structures
54.	Channel/Grade Control Fountain Creek - Fountain Mutual Canal to US 24 Bypass Channel stabilization, 2 drop structures
55.	Channel/Grade Control Fountain Creek - US 24 Bypass to Spring Creek Channel stabilization, 2 drop structures
56.	Channel/Grade Control Fountain Creek - Spring Creek to Mobile Home Park Channel stabilization, 3 drop structures
57.	Channel/Grade Control Fountain Creek - Mobile Home Park to N end El Pomar Sports
58.	Channel/Grade Control Fountain Creek - N end El Pomar Sports Park to S end El
59.	Monument Creek Mobile Home Park
60.	Channel/Grade Control Chelton Dr. Channel - Chelton Dr to Airport Rd 2400lf channel stabilization, 2 drop structures
61.	Pine Creek Outfall into Monument Creek
62.	Channel/Grade Control Templeton Gap Rd. Channel - Powers to Tutt 4400lf channel stabilization, w/drop structures
63.	Storage Mount Woodmen Court Drainage Sedimentation pond
64.	Shooks Run Improvements
65.	Shooks Run Channel - Bijou Street Culvert & Channel Stabilization
66.	Shooks Run Improvements - Phase 3
67.	Old Annexation Drainage Improvements
68.	Briargate Drainage Improvements
69.	Skyway Area Improvements
70.	Channel/Storm Drain Columbia Road Drainage
71.	Dry Creek Channel

Pikes Peak Rural Transportation Authority (PPRTA) $69,000,229

The 2017 budgets for PPRTA maintenance, capital projects, and transit are listed below. This is presented for informational purposes only as the City Council does not appropriate PPRTA funds.

Project	Capital	Maintenance	Transit Expenditures
City Engineering			
Academy Blvd.: Bijou to Airport Pavement Reconstruction	$500,000		
Academy over Cottonwood Creek Bridge Rehabilitation	4,720,000		
Bridge Repair and Maintenance		4,500,000	
Capital Project Maintenance		200,000	
Centennial Blvd. Extension-Fillmore to Fontanero	5,000,000		
Centennial St.-Garden of the Gods to Fillmore Pavement Reconstruction	168,000		
Dublin Rd.: Imps: Briddle Pass Way to Powers Blvd.	1,240,000		
Emergency Bridge Fund	2,538,097		
Enchanted Circle over Sand Creek Tributary Bridge Replacement	200,000		
Las Vegas St./Royer UPRR Crossing Relocation	1,650,000		
Pedestrian Improvement-Citywide	687,000		
Pedestrian Improvement-School and Neighborhood	412,000		
Pikes Peak Ave.: Colorado to Printers Pkwy. Pavement Reconstruction	5,500,000		
Platte Ave. Bridge Replacement (TIP)	800,000		
Shook's Run Bridge Corridor Study	300,000		
W. Colorado Avenue Reconstruction-31st Street to U.S. Hwy. 24	2,533,000		
Total - City Engineering	**$26,248,097**	**$4,700,000**	**$0**
Parks, Recreation and Cultural Services			
Rock Island Trail Corridor Imps	540,000		
Total - Parks, Recreation and Cultural Services	**$540,000**	**$0**	**$0**
Public Works Operations and Maintenance (f/k/a Streets)			
Roadway Maintenance			
Pothole Patching/Repair		$331,448	
Resurfacing (In-House and Contracted)		7,345,938	
Subtotal - Roadway Maintenance		**$7,677,386**	
Infrastructure Maintenance			
Companion Drainage Projects	$412,000		
Concrete (In-House and Contracted)		2,175,730	
Guardrail Maintenance		100,000	
Pipe (In-House and Contracted)		1,137,553	
Project Support (In-House and Contracted)		3,201,017	
Signs and Markings		1,413,500	
Subtotal - Infrastructure Maintenance		**$8,027,800**	
Total - Public Works Operations and Maintenance (f/k/a Streets)	**$412,000**	**$15,705,186**	**$0**

Pikes Peak Rural Transportation Authority (PPRTA)

Project	Capital	Maintenance	Transit Expenditures
Traffic Engineering			
Congestion/Incident Management/Signal Improvements	$412,000		
Hazard Elimination/Safety Imp		600,000	
Intersection Improvements-Citywide	824,000		
Old Ranch Road at Powers-Improvements and Bridge	1,433,000		
On-Street Bikeway Improvements	412,000		
Roadway Safety and Traffic Operations	1,000,000		
Traffic Signal Maintenance		900,000	
Traffic Signal System Upgrades	2,021,000		
Total - Traffic Engineering	**$6,102,000**	**$1,500,000**	**$0**
Transit			
ADA Paratransit Service			3,341,342
ADA-Paratransit Vehicle Purchase	187,000		0
Bus Storage Facility			487,760
Contracts and Temporary Personnel			70,000
Fixed Route Bus System - Vehicle Purchase	627,000		360,606
Fixed-Route Service			5,989,196
Fuel (ADA Paratransit)			305,816
Fuel (Fixed-Route)			853,101
Sidewalk/Bus Stop Program on Existing Routes	200,000		
Specialized Transportation Services			397,465
Transit Grant Match			866,660
Vanpool Vehicle Purchase	107,000		
Total - Transit (see table below for breakdown of Operating)	**$1,121,000**	**$0**	**$12,671,946**
Total 2017 PPRTA	**$34,423,097**	**$21,905,186**	**$12,671,946**

Transit 2017 Operating Expenses	2017 $	Reserve $	2017 Budget
ADA Paratransit Service	$3,341,342	$1,950,000	$5,291,342
Contracts and Temporary Personnel	70,000	430,000	500,000
Fixed-Route Service	5,989,196	3,485,894	9,475,090
Fuel (ADA Paratransit)	305,816	970,000	1,275,816
Fuel (Fixed-Route)	853,101	1,103,902	1,957,003
Specialized Transportation Services	397,465	0	397,465
Transit Grant Match - New Grants	1,715,026	0	1,715,026
Total 2017 Transit Operating & Capital Expenses	**$12,671,946**	**$7,939,796**	**$20,611,742**
Transit Grant Match - Prior Grants	7,520,240	0	7,520,240
Total 2017 PPRTA Transit Operating Expenses	**$20,192,186**	**$7,939,796**	**$28,131,982**

Restricted Funds Descriptions

This includes revenue from a number of sources, as described below:

Bicycle Tax: The City's $4 excise tax on new bikes began in 1988 and the revenue goes toward bikeway improvements as recommended in the City's Bicycle Plan.

Conservation Trust Fund (CTF): This is lottery revenue distributed through the Colorado Conservation Trust Program. These funds must be spent on park-related development, renovation, and maintenance.

Enterprise Funds: This is a general category of funds that includes allocations for CIP projects from various City-owned Enterprises. The source of funds comes from revenue earned during the course of conducting business. It includes the Airport, Parking, and Pikes Peak – America's Mountain.

Grant Funds: The City estimates receiving approximately $24.4 million in grant funds for capital projects in 2017. Below are a few of the categories for capital-related grant funding.

> **Airport Grant Funds:** This funding comes from the Airport Improvement Program (AIP) Grant funded by the federal government, as well as the Colorado Discretionary Aviation Grant.
>
> **Community Development Block Grant (CDBG):** This funding is allocated by the federal government based on census records of the recipient municipality's population and must adhere to strict federal guidelines. The City's share of the funding must go toward identified Neighborhood Strategy Areas and are spent on public improvements in residential neighborhoods such as sidewalks, curbs, gutter, and pedestrian ramps. These funds cannot go toward the maintenance of existing facilities.
>
> **The Safe, Accountable, Flexible, Efficient Transportation Equity Act-Legacy for Users (SAFETEA-LU):** These are funds that stem from the federal gas tax revenue, which are administered by the Pikes Peak Area Council of Governments (PPACG). The City competes regionally for federal grants for Transportation Enhancement (TE) projects, Congestion Mitigation and Air Quality (CMAQ) projects, and Surface Transportation (STP) projects. In general, the City receives funding annually in varying amounts according to the Transportation Improvement Program (TIP).
>
> **Funding Advancement for Surface Transportation & Economic Recovery (FASTER):** These are State funds that stem primarily from daily car rental fees and weight based vehicle registration fee increases. The State allocates funding annually for state and local road and bridge safety projects and provides grants to local governments for transit and rail projects.
>
> **Disaster Grants** received from the Federal Emergency Management Agency's (FEMA) Public Assistance (PA) Grant Program is awarded to provide assistance to State, Tribal and local governments, and certain types of Private Nonprofit organizations so that communities can quickly respond to and recover from major disasters or emergencies declared by the President. To be eligible for funding, disaster recovery work performed on an eligible facility must be required as the result of a major disaster event, be located within a designated disaster area, and be the legal responsibility of an eligible applicant.

Other Funds: This is a general category that includes various sources of funding. For any given project, the funds listed here do not easily fall into another category. Examples include energy savings, concession/player fee funding, CTF and TOPS operating, Public Space & Development Fund (PLDO), gift trust funds, and donations.

Pikes Peak Rural Transportation Authority (PPRTA): These funds are from a 1.0% Sales and Use Tax dedicated to transportation-related improvements in the region. It allocates funding such that 10% of the sales tax revenue goes toward the City's transit program, 35% is for maintenance of the regional transportation system, and 55% goes to regional capital projects. In 2013, the PPRTA Extension (PPRTA II) was passed by the voters to fund new capital projects through 2025. The PPRTA is a regional authority comprised of the City of Colorado Springs, El Paso County, the City of Manitou Springs, the Town of Ramah, and the Town of Green Mountain Falls.

Public Safety Sales Tax (PSST): The PSST was approved by voters in November 2001. This 0.4% Sales and Use Tax is dedicated to funding 20 public safety projects and subsequent staffing, as well as related operational needs.

Fire Station 21

2C-Road Repair, Maintenance, and Improvements Sales and Use Tax Fund (2C-Road Tax Fund): In November 2015, voters approved to temporarily increase the sales and use tax by 0.62% (6.2 pennies on a $10 purchase) effective as of January 1, 2016 for five years to fund only road repairs and improvements, and be permitted to retain all such revenues generated and to expend the same only for road repairs and improvements, exempt from spending and revenue limitations. The ballot measure states that:

- the temporary increase in sales and use tax revenue will be placed in a dedicated fund;
- all such revenue will be used only for funding the cost to repair roads and streets throughout all areas of the City, including cost of road reconstruction where severe deterioration does not allow repair;
- none of the additional sales and use tax revenue will be used to hire additional City employees or purchase additional equipment for City road projects; and
- the repair work will be contracted out to the private sector.

In addition, Resolution No. 83-15 further provides that the expenditure of these revenues for road repairs and improvements is to be in addition to, and not in lieu of, amounts currently being expended by the City for road maintenance and improvements. During the period the temporary sales and use tax increase is in effect, the City will maintain spending on repair and maintenance of roads and streets at the average of the City's annual spending amount for such repair and maintenance during fiscal years 2012, 2013 and 2014. The City Auditor will perform an audit to calculate such average spending amount. Subject to City Charter limitations on preparation, submission and approval of the annual budget and annual appropriation ordinance, during such period, the City will annually expend at least the amount so computed on repair and maintenance of roads and streets.

Trails, Open Space, and Parks (TOPS): A 0.1% Sales and Use Tax was approved by voters in 1997. It was slated to expire in 2009, until an extension was approved by voters in 2003 and will expire in 2025. Although the percentage split may vary from year to year, the funds are restricted over the life as follows:

- 3% allowed for Administration;
- 6% allowed for Maintenance;
- minimum of 60% must be used for acquisition and stewardship of open space;
- maximum of 20% must be used for trail acquisition, construction and maintenance; and
- maximum of 20% must be used for parks acquisition, construction and maintenance (in 2012, voters approved using the Parks Category for maintenance of all Parks Department properties).

Trail in Blodgett Open Space

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Budget Development

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

Major Phases

March - April — Planning

1. Budget Team develops the 2017 Budget Manual
2. Budget Team meets weekly to resolve issues and prepare budget outlook.
3. Budget Office presents financial outlook and key fiscal issues for upcoming year.

May - June — Department & Division Budget Requests

1. In conjunction with the Budget Office, departments and divisions prepare budget proposals.
2. Budget Office and departments together prepare summaries and recommendations for the Mayoral Budget Review Committee sessions with departments.
3. A budget-focused citizen survey input is developed and survey results are compiled and presented to City Council

July - September — Formulation of the Mayor's Budget

1. The Mayoral Budget Review Committee conducts budget review sessions to review budget submittals of the departments and divisions.
2. Final adjustments in revenue and expenditure estimates prepared
3. Mayor balances budget.
4. Budget Office prepares Budget document.

October - November — Review, Public Input and Budget Markup

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

November – December — Final Review and Adoption

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

2017 Budget Calendar

2017 BUDGET CALENDAR	
DATE	**DESCRIPTION**
MARCH	
March 1-31	Budget Office—Coordinate with IT for setup of SharePoint site for 2017 Budget Entries, Operating Grant Entries, and Unfunded Budget Needs
March 29, 9:00-10:30am	2017 Budget Kickoff Meeting
APRIL	
April 18-30	Budget Office—2017 Budget meetings with departments re 2017 Budget Process, SharePoint Training, Strategic Plan Initiatives/Performance Measures, CIP/Grant Process using Cartegraph
MAY	
May 1-30	Budget Office—Working with departments on Budget input to SharePoint & CIP/Grants
May 31	Departments finalize Stratetic Plan Initiatives and associated Performance Measures
JUNE	
June 20-July 15	Budget Office—Prepare 2017 CIP requests and 5-Year CIP Plan
JULY	
July 1-15	Departments finalize all budget input to SharePoint -- including Operating grants and Unfunded Budget Needs
July 27	Mayoral Budget Review (f/k/a BRC) meetings with Appropriating Departments
AUGUST	
August 15 - September 15	Budget Office—prepare budget narratives for department review
August 31	Budget Office—Notify departments of authorized budget
SEPTEMBER	
September 1-30	Budget Office—preparation of preliminary 2017 Budget
September 1-30	Budget Office—preparation of Work Session presentations
September 9	SIMD budgets submitted by Parks, Rec & Cultural Svcs
OCTOBER	
October 3 | 9:00-5:00pm	Mayor distributes 2017 Budget
October 4-14	Finalize Work Session presentations
October 17 | 9am-5pm	City Council Budget Work Session
October 18 | 1pm-5pm	City Council Budget Work Session
October 20 | 5:00-7:30pm	Formal Public Hearing/E-Town Hall on 2017 Budget
October 24	Council Work Session – Introduction of Ordinance Making 2016 Mill Levy
October 24	Council Work Session – Introduction of Ordinance Adopting 2017 Salary Structure for Civilian and Sworn Municipal Employees
October 28 | 9:00-5:00pm	City Council Budget Markup Session
NOVEMBER	
November 7	Council Work Session – Introduction of 2017 Budget Appropriation Ordinance
November 8	Council Regular Meeting – Ordinance Making City's 2016 Mill Levy (1st Reading)
November 8	Council Regular Meeting – 2017 Budget Appropriation Ordinance (1st Reading)
November 22	Council Regular Meeting – Ordinance for Making City's 2016 Mill Levy (2nd Reading)
November 22	Council Regular Meeting – 2016 Budget Appropriation Ordinance (2nd Reading); 2016 City Budget officially adopted
November 22	Council Regular Meeting – Resolutions for 2016 Mill Levy Certifications on SIMDs
November 24	Deadline to provide Budget Ordinance to Mayor (within 48 hours of 2nd Reading)
5 calendar days after receipt or November 29	City Charter deadline for Mayor's veto (within 5 calendar days of Mayor's receipt)
DECEMBER	
December 6	Council vote to determine override of Mayor veto; 2017 City Budget finalized
December 8	Deadline for Mayor to receive Budget
December 15	Deadline for certifying mill levy to County (CRS §39-5-128) and adopting budget (CRS §29-1-108)
December 31	Deadline for appropriating budget (CRS §29-1-108 and City Charter 7-50)

GFOA Distinguished Budget Award Program Requirements

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

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

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

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

Financial Policies

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

The following policies are summarized:

Section	Page No.
Section 1 – Financial Management Overview	B-1 to B-2
Section 2 - General Financial Policy	B-2 to B-5
Section 3 - Budget Policy	B-5 to B-8
Section 4 - Debt Policy	B-8 to B-10
Section 5 - Cash Management Policy	B-10
Section 6 - Investment Policy	B-10 to B-11
Section 7 - Fund Balance Policy	B-11 to B-13
Section 8 - Capital Improvement Program Policy	B-13 to B-14
Section 9 - Revenue Policy	B-14
Section 10 - Expenditure Policy	B-14
Section 11 - Grants Policy	B-15 to B-17
Section 12 - Identify Theft Prevention Policy	B-17

A number of source documents provide the financial policies for the City. The State Constitution and the City Charter provide the basic legal requirements and timelines for policies; while City Council approves ordinances and resolutions that provide more specific direction that responds to the needs of the City.

Section 1 – Financial Management Overview

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

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

I. To support sustainable municipal services.

II. To have a capital improvement program that identifies the financial resources needed to adequately maintain and enhance the public's assets over their useful life.

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

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

V. To follow prudent and professional financial management practices to assure residents of the City of Colorado Springs and the financial community that our City government is well managed and annual spending plans are sound financial plans given the available resources.

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

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

Section 2 – General Financial Policy

I. Fund Accounting

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

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

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

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

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

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

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

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

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

II. Accounting and Auditing Policies

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

The City maintains its accounting records and reports on its financial condition and results of operations in accordance with state and federal law and regulations and generally accepted accounting principles in the United States (GAAP), which are set by the Governmental Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB).

Annually, an independent firm of certified public accountants performs a financial and compliance audit of the City's financial statements. Their opinions are included in the City's Comprehensive Annual Financial Report (CAFR) and the Single Audit Report as required by Subpart F-Audit Requirements in 2 CFR 200. See Section 11 – Grants Policy for additional information.

III. Basis of Accounting and Reporting Focus

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

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

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

c. *Modified Accrual Basis* – Expenditure transactions are recognized when incurred. Revenues are recognized when they are both measurable and available to finance the expenditures of the current period. Governmental funds, including general, special revenue, debt service, and capital projects, use the modified accrual basis of accounting. For a revenue to be recognized in a governmental fund, it must be "measurable" (the amount must be known or be reasonably estimated), and it must be "available" to finance the expenditures of the same fiscal period for which the revenue is recorded. "Available," in this case, means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. For purposes of consistency, that time-frame shall be thirty (30) days for all sales tax transactions or within sixty (60) days for all other transactions.

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

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

b. *GAAP* – At the end of the fiscal year, adjustments are made to present the financial information in a format that is comparable to that used by other local government units around the country. The

standards for this reporting are referred to as "generally accepted accounting principles" (or GAAP basis). The adjustments to convert the City's financial records from "budget basis" to "GAAP basis" are made to ensure that the City's financial statements are fairly and consistently presented in conformance with GAAP.

IV. Internal Control Structure

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

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

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

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

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

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

V. Financial Monitoring

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

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

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

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

VI. Audit

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

a. *Internal Audit* – The City of Colorado Springs Office of the City Auditor evaluates the adequacy of financial controls, systems, records, and organizational operations. They provide Council, management and employees objective analysis, appraisals and recommendations for improving systems and activities.

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

c. *Single Audit* –The City contracts with an external firm to conduct a single audit on an annual basis as per 2 CFR 200. See Section 11 – Grants Policy for additional information on audit requirements.

Section 3 – Budget Policy

I. Overview

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

II. Budget Philosophy

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

a. Utilizes conservative growth and revenue forecasts;

b. Prepares plans for operations and capital improvements;

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

d. Adopts financial policies;

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

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

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

III. Budget Preparation Process

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

IV. State Statutory Requirements

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

V. Colorado Springs City Charter Requirements

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

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

b. *Mayor's Powers and Duties* – Colorado Springs City Charter §3-70(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 all 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. Since 2009, the City has no general obligation debt.

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

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

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

(1) Issue local improvement district bonds;

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

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

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

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

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

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

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

IV. Establishment of a Disclosure Working Group

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

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

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

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

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

Section 5 – Cash Management Policy

I. Scope

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

II. Cash Deposits and Receipts

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

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

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

Section 6 – Investment Policy

I. Investment Policy – Operating and Reserve Accounts

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

The Investment Policy was adopted by the City Council of the City of Colorado Springs by resolution on September 28, 1993. It was revised on November 8, 1994, February 27, 1996; October 8, 1996; October 26, 1999; February 12, 2002; March 9, 2004; May 24, 2005; July 11, 2006; April 24, 2007; June 24, 2008; May 26, 2009; May 25, 2010; November 22, 2011; December 10, 2013; and November 10, 2014. It replaces any previous investment guidelines formulated by members of City staff.

III. Cemetery Endowment Fund Investment Policy

City Code §1.6.102(B):

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

The Cemetery Endowment Investment Policy was last adopted by the City Council of the City of Colorado Springs by Resolution No. 2-16 on January 26, 2016. The purpose of the Cemetery Endowment Fund is to provide perpetual maintenance of the cemeteries under the jurisdiction of the City. The type of investment assets held by the Fund shall vary from time to time in response to changes in the economy and prospects for achieving the Endowment's objectives commensurate with prudent risk.

IV. Investment Advisory Committee

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

Section 7 – Fund Balance Policy

I. Overview

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

II. Governmental Fund Balance Type Definitions

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

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

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

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

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

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

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

III. General Fund Unrestricted Fund Balance

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

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

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

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

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

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

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

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

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

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

V. Other Funds

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

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

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

VI. Debt Reserves

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

VII. Use of Fund Balances

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

Section 8 – Capital Improvement Program Policy

I. Overview

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

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

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

III. Funding Sources and Requirements

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

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

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

IV. Transfer of Funds

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

Section 9 – Revenue Policy

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

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

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

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

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

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

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

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

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

Enterprise and Internal Service operations will be self-supporting.

Section 10 – Expenditure Policy

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

Current operating expenditures will be funded with current operating revenues, approved grants, or the use of fund balance in accordance with fund balance policies. The Budget Office and Finance Department will monitor revenues and expenditures during the year to provide an opportunity for actions to be taken to bring expenditures in line with revenues received.

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

Section 11 – Grants Policy

The City will follow all terms and conditions included in the grant agreement. City Departments and staff that occupy positions of responsibility with respect to grant activity have specific roles and responsibilities that they shall perform and uphold both ethically and in the best interests of the City. City Council has responsibility for approving spending of grant funds through approval of the annual budget, which includes an amount appropriated for grant awards received throughout the fiscal year.

I. Conflict of Interest

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

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

a. Using his or her official position for private gain

b. Giving preferential treatment to any person or organization

c. Losing complete independence or impartiality

d. Making an official decision outside official channels

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

II. Accounting and Reporting

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

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

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

d. Capital assets are tracked through the fixed asset system and, if a grant has purchased a capital asset, will be noted in the fixed asset system using the project system identified above. The City also tracks related award information as required per 2 CFR 200, §200.313(d), Management Requirements.

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

f. Grants will only be budgeted when a grant award letter or statement of grant award has been received. The budget will be allocated from the annual Grants Appropriation included in the annual budget, approved by City Council each fiscal year.

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

III. Documentation

All grant expenses must comply with the terms set forth in the grant application, grant award letter, city procurement policies and the guidelines in the Office of Management and Budget Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance), 2 CFR 200.

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

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

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

    iii. City, state or governmental agreement number

    iv. Formal bids for all purchases requiring such a process per City or Federal regulation, and price or rate quotation documentation for all purchases that do not exceed the Simplified Acquisition Threshold on Federally funded grants per 2 CFR 200, §200.320(b).

    v. Detailed receipts or invoices

    vi. General Ledger detail showing revenue and expenditure activity, reviewed on a regular basis, and reconciled to detail provided to granting agencies.

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

    i. Identify, 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 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, 2 CFR 200 §200.501, all non-federal entities that expend $750,000 or more in a year on Federal awards, either as the grantee or the sub-grantee, shall have a single or program-specific audit conducted for that year in accordance with the provisions of the Uniform Guidance. The single audit encompasses both the entity's financial statements and the Federal awards received by the entity; whereas a program-specific audit will audit one Federal program and can only be used when the grantee receives grant awards only from one Federal program. The city contracts with an external firm to conduct a single audit on an annual basis. The awarding agency may also specify additional audit requirements in the grant award letter or grant guidance.

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

Section 12 – Identify Theft Prevention Policy

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

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

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

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Detailed Revenue Estimates

General Fund Revenue

Category	Sub-Category	Org	Acct	Account Description	2014 Actual	2015 Actual	2016 Budget	2017 Budget	2017-2016 $ Change
Taxes-Sales and Use Tax	Sales and Use Tax	1330	45100	Sales And Use Tax	143,270,874	147,504,374	157,319,940	162,146,245	4,826,305
			45105	Sales And Use Tax - Delinquent	1,615,632	551,731	0	0	0
Taxes-Property Tax	Property Tax	1330	45025	Property Taxes - Current Year	19,132,295	19,460,201	19,894,550	20,020,059	125,509
			45050	Property Taxes - Delinquent	(14,932)	9,373	0	0	0
			45055	Property Taxes - Penalty	47,026	21,984	0	0	0
Taxes - Other	State Automobile Tax	1330	45125	Specific Ownership Tax	2,082,048	2,262,327	2,223,432	2,354,000	130,568
Taxes - Other	Admissions Tax	1330	45175	Admissions Tax	509,696	469,933	495,000	564,000	69,000
		5336	45175	Admissions Tax	0	(1,060)	0	0	0
Taxes - Other	Business Taxes	1510	45151	Occu Tax 3.2 Beer	48,622	48,665	52,500	49,000	(3,500)
			45152	Occu Tax Hotel Or Restaurant	135,663	141,814	140,000	143,000	3,000
			45153	Occu Tax Arts	565	600	600	600	0
			45154	Occu Tax Beer Or Wine	8,191	9,010	9,250	11,650	2,400
			45155	Occu Tax Clubs	3,300	3,300	3,300	3,300	0
			45157	Occu Tax Retail Liquor Store	33,703	33,398	36,000	35,000	(1,000)
			45158	Occu Tax Late Penalty	415	323	1,000	500	(500)
			45160	Occu Tax Tavern	36,344	36,015	38,500	36,000	(2,500)
		2123	45156	Drug Store	13	0	0	0	0
Licenses and Permits		1330	45278	Sales Tax Licenses	69,000	202,755	70,000	70,000	0
		1510	45225	Tasting License	3,680	3,620	2,000	2,000	0
			45226	Amusement And Theatre	1,260	0	0	0	0
			45228	Billiards Pool And Bowling	330	0	0	0	0
			45229	Concrete Contractor	45,025	19,845	33,475	15,000	(18,475)
			45230	Coin Operated Games	35,515	0	0	0	0
			45231	Food Peddler	10,920	8,390	8,595	6,000	(2,595)
			45232	Excavation	0	18,810	0	16,000	16,000
			45233	Garbage And Trash	18,553	0	0	0	0
			45235	Liquor Application Fees	198,620	174,611	192,500	175,000	(17,500)
			45239	Security Agency/Officer	168,038	141,458	151,570	151,570	0
			45240	Pawn Broker	5,028	3,848	4,500	4,500	0
			45241	Medical Marijuana License Fee	522,020	712,909	728,070	665,000	(63,070)
			45242	Marijuana Consumption Club License	0	0	0	1,800	1,800
			45243	Sexually Oriented Business	2,500	2,000	2,500	2,000	(500)
			45245	Taxicab	32,355	30,247	25,000	30,000	5,000
			45246	Tree Service	6,035	4,350	2,160	3,000	840
			45249	Escort Services Business	0	0	2,000	0	(2,000)
			45250	Bed And Breakfast Permits	50	50	70	50	(20)
			45252	Pedal Cab Agency/Driver	0	180	568	180	(388)
			45271	City Liquor Licenses	45,400	45,330	44,000	44,000	0
			45277	Going Out Of Business	215	0	0	0	0
			45278	Sales Tax Licenses	0	270	0	0	0
			45279	Alarm Licenses	50,640	20,520	20,560	20,560	0
		2230	45778	Revocable Fire Permits	45,578	39,154	29,000	35,000	6,000
			45782	Tank Inspection & Permit Fee	728	0	2,000	0	(2,000)
		3024	45692	Concrete Permits	0	0	0	124,579	124,579
			45695	Excavation Permits	0	0	0	452,173	452,173
		3040	45692	Concrete Permits	133,324	184,209	124,579	0	(124,579)
			45695	Excavation Permits	455,284	492,217	452,173	0	(452,173)
		4840	45694	Revocable Permits	10,278	7,997	10,000	7,464	(2,536)
Intergovernmental	State Shared Revenue	1330	45451	State Cigarette Tax	1,010,724	993,343	1,010,000	960,000	(50,000)
			45476	Highway Users Tax - Regular	17,488,954	17,791,537	16,785,602	18,508,272	1,722,670
			45501	Highway Users Tax - Add Fees	1,452,844	1,496,108	1,400,000	1,500,000	100,000
			45526	Severance Tax	130,483	133,725	32,514	130,000	97,486
Intergovernmental	Other Govt	1330	45551	Road And Bridge	742,307	747,006	800,000	824,000	24,000
			45576	Shared Fines	169,644	179,476	150,000	150,000	0
Charges for Services		1200	45631	Legal Fees	107,341	422	0	0	0
		1205	45631	Legal Fees	341,008	248,134	0	25,000	25,000
		1310	44075	Processing Fee	2,275	2,470	0	0	0
		1320	44025	Cash Over/Short	(97)	5	0	0	0
		1330	40113	Miscellaneous	2,197	1,518	0	0	0
			40150	Restitution	260,286	319,679	0	0	0
			43200	Assessments Receivable	2,654	2,866	0	0	0
			43201	Penalty on Assessments	25	16	0	0	0
			44020	Miscellaneous - General	480	780	0	0	0
			44025	Cash Over/Short	(210)	249	0	0	0
			44075	Processing Fee	0	1,471	0	0	0
			45661	NSF Fee	0	420	0	0	0
			45673	Special District Service Plan Fee	0	3,500	0	0	0
			45763	Administrative Services Fees	1,533	1,896	0	0	0
			46052	Allocated Administrative Cost (AAC)	1,333,356	1,290,356	1,372,924	1,159,819	(213,105)
		1510	44025	Cash Over/Short	3	0	0	0	0

Category	Sub-Category	Org	Acct	Account Description	2014 Actual	2015 Actual	2016 Budget	2017 Budget	2017-2016 $ Change
Charges for Services	Other Govt	1510	45671	Administrative Filing Fees	0	352	0	0	0
			45673	Special District Service Plan Fee	0	1,000	0	0	0
			45712	Maps, Books, Codes, Etc	336	1,722	1,750	1,750	0
		1531	40131	Volunteer Medical Coverage	535	665	443	443	0
			40153	Ct St Collect Warrants	(360)	0	120	120	0
			44021	Over Payments	937	1,303	0	0	0
			44025	Cash Over/Short	101	(78)	0	0	0
			45652	Bondsmen Judgments	4,625	11,275	0	0	0
			45653	Cash Bonds	(5,995)	(570)	0	0	0
			45654	Court Costs	367,164	372,629	367,164	367,164	0
			45655	Jury Fees	(2,650)	0	0	0	0
			45656	Misc - Municipal Court	231	370	0	0	0
			45657	OJW - City	56,689	63,488	40,713	40,713	0
			45658	Transcript Fee	740	2,882	1,162	1,162	0
			45659	Warrant Costs	186,626	201,687	186,626	186,626	0
			45660	Payment Plan Fee	29,021	24,933	28,222	28,222	0
			45661	NSF Fee	800	560	1,087	1,087	0
			45662	Boot Fee	3,400	3,540	3,992	3,992	0
			45663	Appeal Fee	0	150	0	0	0
			45665	Copy Fees	390	498	175	175	0
			45666	Service Fee	0	0	5,000	5,000	0
			45959	Revenue Clearing Account	(11,867)	(24,601)	0	0	0
		2102	41840	Admin Revenue	0	0	0	66,000	66,000
			45752	Extra Duty Vehicle Usage	0	0	0	93,000	93,000
			45758	Special Duty Reimbursement	1,192,374	1,059,209	1,120,921	998,000	(122,921)
		2112	40150	Restitution	6,389	5,483	4,000	5,000	1,000
			44015	Damage To Property	105,487	107,947	75,000	90,000	15,000
			44020	Miscellaneous - General	7,726	4,893	0	0	0
		2114	40113	Miscellaneous	1,922	1,550	0	0	0
			40150	Restitution	690	549	1,000	1,000	0
			44025	Cash Over/Short	5	16	0	0	0
			44053	PD Parking Garage Fees	64,665	62,668	60,000	64,000	4,000
			45753	Excess Police Alarms	138,818	131,853	100,000	120,000	20,000
			45754	Lab Fees-Police	0	435	0	0	0
			45755	Alarm Site Reinstatement Fees	100	200	0	0	0
			45756	Photostats And Pictures	0	(30)	0	0	0
			45761	School Resource Officer	705,121	899,574	943,000	943,000	0
			45767	Annual Alarm Registration	614,849	610,422	580,000	600,000	20,000
			45791	Millings Sales	96,019	0	0	0	0
		2115	40113	Miscellaneous	0	30	0	0	0
			40150	Restitution	58	0	0	0	0
			44025	Cash Over/Short	1	0	0	0	0
			45753	Excess Police Alarms	0	200	0	0	0
		2116	45753	Excess Police Alarms	0	(30)	0	0	0
		2117	45766	Firing Range Maint	(47)	0	0	0	0
			45768	Unclaimed Property Disposition	41,863	36,410	47,000	35,000	(12,000)
		2119	40113	Miscellaneous	0	360	0	0	0
			40150	Restitution	321	272	0	0	0
			44025	Cash Over/Short	57	(3)	0	0	0
			45751	Auto Inspection Fees	3,504	420	536	500	(36)
			45759	Tow And Storage Charges	853,273	876,016	881,866	992,000	110,134
			45901	Miscellaneous	4,603	4,794	4,832	4,000	(832)
		2123	41415	Finger printing	153,080	144,082	144,000	144,000	0
			44025	Cash Over/Short	37	46	0	0	0
			45734	Fountain (Court Liaison Fees)	33,000	33,000	33,000	0	(33,000)
			45753	Excess Police Alarms	0	6	0	0	0
			45754	Lab Fees-Police	315	0	0	0	0
			45756	Photostats And Pictures	113,402	111,007	100,000	131,800	31,800
			45759	Tow And Storage Charges	24	0	0	0	0
			45764	Id Registration Fee	39,680	43,151	42,000	42,000	0
			45770	Code Enforcement Inspections	200	0	0	0	0
		2135	45734	Fountain (Court Liaison Fees)	3,165	3,192	3,600	3,200	(400)
		2151	40113	Miscellaneous	0	0	53,750	35,000	(18,750)
			40150	Restitution	2,830	1,646	2,000	4,000	2,000
			44055	Reimbursement Acct	0	9,090	0	0	0
			45757	Police Polygraph tests	720	240	0	0	0
		2154	44025	Cash Over/Short	6	1	0	0	0
			45754	Lab Fees-Police	50,343	50,660	43,414	50,000	6,586
		2160	40113	Miscellaneous	0	250	0	0	0
			44054	OT Reimbursement	12,210	166,543	125,000	135,000	10,000
		2171	40113	Miscellaneous	(804)	9,497	0	0	0
			40150	Restitution	924	361	0	0	0
			45760	Witness Fees	677	1,023	600	700	100
		2173	40150	Restitution	64	108	0	0	0
			41415	Finger printing	60	0	0	0	0

Category	Sub-Category	Org	Acct	Account Description	2014 Actual	2015 Actual	2016 Budget	2017 Budget	2017-2016 $ Change
Charges for Services	Other Govt	2173	43359	Dilapidated Bldg Inspections	500	0	0	0	0
			44025	Cash Over/Short	5	0	0	0	0
			44057	Property Clean Up Reimbursement	6,970	11,611	0	0	0
			45756	Photostats And Pictures	4,082	200	0	0	0
			45762	Graffiti Removal	0	6,945	0	0	0
			45770	Code Enforcement Inspections	105,828	70,993	0	0	0
			45917	CDBG Program	147,230	118,430	0	0	0
		2191	40113	Miscellaneous	5	0	0	0	0
			40125	78 Pol Pension Member Dep	1,482	0	0	0	0
			40150	Restitution	0	300	0	0	0
			40429	State Hire Police	1,497	0	0	0	0
		2220	44055	Reimbursement Acct	3,341	252	0	0	0
		2221	45777	Miscellaneous - Fire	(1,582)	0	0	0	0
		2230	45763	Administrative Services Fees	240	0	0	0	0
			45772	Fire Protection Contracts	460	0	0	0	0
			45775	Hazardous Material - Fire	103,495	151,929	179,350	163,350	(16,000)
			45776	Hazardous Material Search	4,900	4,367	700	0	(700)
			45777	Miscellaneous - Fire	8,056	11,102	1,800	1,800	0
			45779	Fire Spec Duty Reimbursement	6,899	5,400	6,000	6,000	0
			45780	Special FP Inspections	4,224	4,010	0	0	0
			45784	Hazmat Plan Review	35,872	40,744	33,000	38,000	5,000
			45785	Off Duty Inspections	792	528	500	500	0
			45786	Fire Development Review	43,200	50,552	38,000	45,440	7,440
			45788	Woodman Valley Fire Dist Cont	0	180	0	0	0
			45792	State License Inspection	20,880	23,430	19,000	19,000	0
			45793	Fines - Subsequent Plan Submit	1,484	360	0	0	0
			45795	High Piled Stock	0	2,496	2,000	2,000	0
			45796	High Piled Inspections	3,520	9,632	5,500	5,500	0
			45797	High Pile And Hazmat Permit	15,457	23,247	16,000	16,000	0
			45798	A Occupancy Inspections	22,561	50,877	96,250	89,000	(7,250)
			45799	School Inspections	9,784	17,151	17,900	17,900	0
			45801	Marijuana Inspections	0	0	0	18,920	18,920
			45804	Requested Unclassified Inspections	0	0	0	528	528
			45956	Fines - No Plan Review	0	792	0	0	0
			45957	Fines - No Permit	1,768	1,476	1,000	3,500	2,500
		2241	40113	Miscellaneous	300,001	0	0	0	0
			44055	Reimbursement Acct	166,417	271,724	150,000	100,000	(50,000)
			45772	Fire Protection Contracts	1,200	200	200	200	0
			45773	Fire Restitution	1,119	2,166	1,000	1,000	0
			45777	Miscellaneous - Fire	108	6,758	0	0	0
			45779	Fire Spec Duty Reimbursement	1,766	0	300	300	0
			45788	Woodman Valley Fire Dist Cont	177,050	86,066	90,000	90,000	0
		2242	45775	Hazardous Material - Fire	33,243	14,599	25,000	15,000	(10,000)
		2250	45901	Miscellaneous	5	0	0	0	0
		2260	44055	Reimbursement Acct	1,050	0	0	0	0
			45777	Miscellaneous - Fire	0	1,500	0	0	0
			46174	Ambulance Contract	882,752	1,177,003	1,177,003	1,177,003	0
		2262	45803	Community Health	150,000	150,000	150,000	150,000	0
		2280	40113	Miscellaneous	(84)	0	0	0	0
		3020	40113	Miscellaneous	13,619	1,800	0	0	0
			42650	City Workorders	0	31,174	11,200	11,200	0
		3024	45802	Traffic Control Permit	0	0	0	449,837	449,837
			45806	Pavement Degradation Fee	0	0	0	1,166,111	1,166,111
		3030	45711	Copies Of Documents	350	500	350	350	0
			45811	State Safety - Traffic Dev	321,930	335,070	337,260	332,880	(4,380)
			45812	Traffic-Reimb From Others	19,780	3,299	0	0	0
		3040	40113	Miscellaneous	479	0	0	0	0
			40145	Subdivision Recording Fees	7,091	7,075	7,100	0	(7,100)
			42310	Commercial Fees	769	3,043	0	0	0
			43355	Developer Fees	0	(400)	0	0	0
			43356	Development Review Fees	470,660	500,796	403,084	0	(403,084)
			44020	Miscellaneous - General	750	0	0	0	0
			45697	Inspection Overtime	1,622	3,780	0	0	0
			45699	Development Inspections Fees	211,186	433,962	225,289	0	(225,289)
			45700	Sidewalk Snow Removal	207	0	0	0	0
			45712	Maps, Books, Codes, Etc	10	10	0	0	0
			45802	Traffic Control Permit	479,706	476,711	449,837	0	(449,837)
			45806	Pavement Degradation Fee	1,152,485	1,738,590	1,166,111	0	(1,166,111)
		3043	45697	Inspection Overtime	197	0	0	0	0
		3044	43356	Development Review Fees	2,137	0	0	0	0
		3505	40113	Miscellaneous	0	(167)	0	0	0
		4050	45895	Therapeutic Programs	45,352	56,035	53,027	55,000	1,973
		4075	45896	Youth Program	47,905	51,173	49,005	54,555	5,550
			45911	Hillside Programs	0	50	0	0	0
		4080	45896	Youth Program	49,257	49,109	38,515	41,895	3,380

Category	Sub-Category	Org	Acct	Account Description	2014 Actual	2015 Actual	2016 Budget	2017 Budget	2017-2016 $ Change
Charges for Services	Other Govt	4080	45911	Hillside Programs	0	30	0	0	0
		4085	45911	Hillside Programs	33,658	32,625	55,000	63,500	8,500
		4806	40150	Restitution	0	0	5,000	5,000	0
			43359	Dilapidated Bldg Inspections	0	0	1,000	1,000	0
			44057	Property Clean Up Reimbursement	0	0	3,135	5,000	1,865
			45762	Graffiti Removal	0	0	1,000	1,000	0
			45770	Code Enforcement Inspections	0	0	50,000	25,000	(25,000)
			45917	CDBG Program	0	0	160,000	160,000	0
		4810	43356	Development Review Fees	0	13,424	0	0	0
		4820	40145	Subdivision Recording Fees	0	0	0	7,100	7,100
			43356	Development Review Fees	0	0	0	496,582	496,582
			45699	Development Inspections Fees	0	0	0	204,786	204,786
		4840	40150	Restitution	0	2,245	0	0	0
			40270	Geo Haz Study Consultants	0	(300)	0	0	0
			43356	Development Review Fees	648,966	366,080	370,000	393,994	23,994
			44025	Cash Over/Short	2	32	0	0	0
			44075	Processing Fee	14,354	13,338	11,762	18,924	7,162
			45671	Administrative Filing Fees	1,408	704	0	0	0
			45672	Maint-Newspapr Condo Boxes	420	750	1,500	1,500	0
			45711	Copies Of Documents	112	30	75	75	0
			45712	Maps, Books, Codes, Etc	0	9	0	0	0
		5110	44025	Cash Over/Short	(1)	(8)	0	0	0
			44055	Reimbursement Acct	0	0	15,000	15,000	0
			45247	Park and Rec Permits Licenses	82,627	146,393	120,000	180,000	60,000
			45832	Field Reservations	931	0	0	0	0
			45907	Special Events	29,839	13,437	0	0	0
			46175	Acacia Park Ice Rink	18,877	21,949	0	0	0
		5121	40021	Economic Development	175	0	0	0	0
			40211	General Forestry	500	240	0	0	0
		5131	44015	Damage To Property	0	39,707	0	0	0
			45832	Field Reservations	120,979	18,808	0	0	0
			45835	Program Revenue	2,565	0	0	0	0
			45903	North Slope Admissions	54,114	63,678	45,500	58,500	13,000
			45907	Special Events	0	250	0	0	0
			45910	South Slope Admission	0	0	0	17,750	17,750
			45915	GoG Academy Riding Stable Fees	1,500	6,000	9,000	9,000	0
		5134	40210	N Lewis Park Maintenance	1,200	0	0	0	0
		5212	45899	Concessions - Auditorium	7,596	6,757	13,225	7,500	(5,725)
		5213	45836	Softball	0	329	0	0	0
		5241	45247	Park and Rec Permits Licenses	2,000	2,800	0	0	0
			45907	Special Events	0	1,600	0	0	0
		5311	40443	Memorial Park Tennis Courts	0	14,587	0	0	0
			45833	Football	219,120	192,305	307,925	211,400	(96,525)
			45835	Program Revenue	127,647	108,199	138,000	120,000	(18,000)
			45836	Softball	128,292	110,426	170,604	150,604	(20,000)
			45838	Volleyball	11,576	14,205	9,260	5,260	(4,000)
		5313	44025	Cash Over/Short	(1)	20	0	0	0
			45831	Basketball	14,304	11,152	31,403	20,000	(11,403)
			45832	Field Reservations	0	129,096	143,000	143,000	0
			45833	Football	13,695	17,066	22,124	22,124	0
			45836	Softball	262,021	286,383	277,255	290,000	12,745
			45838	Volleyball	3,199	1,237	25,572	0	(25,572)
		5331	45833	Football	0	(5)	0	0	0
		5336	44055	Reimbursement Acct	0	0	30,600	0	(30,600)
			46175	Acacia Park Ice Rink	0	103,180	130,000	130,000	0
		5341	44025	Cash Over/Short	(10)	0	0	0	0
			45247	Park and Rec Permits Licenses	12,971	16,508	14,000	14,000	0
			45871	Admissions - Ice Center	191,969	146,419	173,900	173,900	0
			45872	Arena/Ice Rental	240,614	310,707	275,112	290,000	14,888
			45873	Concessions - Ice Center	12,188	14,326	14,000	14,000	0
			45874	Lessons	53,904	52,217	68,402	68,402	0
			45875	Miscellaneous - Ice Center	3,969	3,394	18,983	18,983	0
			45876	Patch Skating	40,660	44,614	70,000	70,000	0
			45877	Skate Rental	22,365	16,762	18,540	18,540	0
			45878	Skate Sharpening	1,575	1,344	1,000	1,000	0
			45879	Summer High School Hockey	17,000	17,002	23,000	0	(23,000)
			45885	Adult Hockey Leagues	0	0	0	10,000	10,000
			45907	Special Events	0	0	0	8,000	8,000
		6110	40113	Miscellaneous	3,107	2,134	0	0	0
		6140	44055	Reimbursement Acct	8,042	6,189	0	0	0
		6150	45907	Special Events	177,187	152,687	420,000	420,000	0
		7720	44055	Reimbursement Acct	1,057	1,461	0	0	0
		8121	45763	Administrative Services Fees	15,629	23,415	9,600	9,600	0
		8730	40379	Digital Orthos	4,375	6,513	0	5,500	5,500
			44020	Miscellaneous - General	0	265	0	0	0

Category	Sub-Category	Org	Acct	Account Description	2014 Actual	2015 Actual	2016 Budget	2017 Budget	2017-2016 $ Change
Fines		1531	40471	Disabled Parking Fees	0	250	0	0	0
			45951	General Violations	94,612	93,377	94,612	94,612	0
			45952	Parking Meters	604,599	542,816	604,599	525,000	(79,599)
			45953	Violation Surcharge	460,289	446,003	460,289	460,289	0
			45954	Traffic Violations	3,897,492	4,021,186	4,173,492	3,750,000	(423,492)
			45955	Violation Surcharge-IT	0	0	221,900	221,900	0
			45958	Combined Violations	830	500	0	0	0
Miscellaneous Revenue	Investment Earnings	1330	43180	Gain/Loss Inv Market Value	23,376	(116,228)	0	0	0
			46025	Interest	628,956	532,838	622,000	554,000	(68,000)
		3040	46025	Interest	42	185	0	0	0
		6110	46025	Interest	732	247	0	0	0
		6140	46025	Interest	4	44	0	0	0
		8121	43180	Gain/Loss Inv Market Value	0	(741)	0	0	0
Miscellaneous Revenue	Rental Income	1531	45905	Rental Income	6,300	3,600	3,600	3,600	0
		2171	45769	Hanger Rental	14,410	3,238	7,860	7,200	(660)
		4075	45906	Rentals	17,317	16,083	16,000	16,000	0
		4080	45906	Rentals	2,850	4,697	11,500	11,500	0
		4085	45906	Rentals	42,315	24,322	46,000	46,000	0
		5110	45906	Rentals	1,500	0	0	0	0
		5131	45906	Rentals	5,250	0	0	0	0
		5212	45891	Auditorium Rent	113,873	116,193	175,165	125,165	(50,000)
Miscellaneous Revenue	Other Revenue	1200	41400	Misc Admin Revenue	160	0	0	0	0
		1330	41400	Misc Admin Revenue	4,000	4,000	0	0	0
			42625	Ent Fund Utilities Workorder	80	0	0	0	0
			42710	Other Revenue	2,646	3,318	0	0	0
			43156	Office Depot Rebates	0	348	0	0	0
			43352	Water Spec Contract Surcharge	790,790	185,475	0	300,000	300,000
			43353	Recovery	17,041	19,475	275,000	892,600	617,600
			44010	Insurance	80,902	654,588	0	0	0
			44052	Auction Proceeds	808,299	783,788	829,699	700,000	(129,699)
			44085	Advertising	6,495	4,732	1,000	1,000	0
			45449	Asset Forfeitures	7,197	0	5,000	5,000	0
			45612	Cemetery In Lieu Of Tax	1,241	827	414	0	(414)
			45615	Parking System In Lieu Of Tax	11,480	7,654	3,827	0	(3,827)
			45617	Valley Hi In Lieu Of Tax	1,907	1,272	636	0	(636)
			45620	Cora Request Fee	2,823	4,076	0	0	0
			46056	Housing Authority	9,324	9,360	8,500	8,500	0
			46069	CenturyLink Franchise Fee	193,263	214,501	210,000	323,000	113,000
		1360	43156	Office Depot Rebates	9,044	378	0	0	0
			43157	Purchasing Rebates	133,844	142,127	145,000	145,000	0
		1410	42625	Ent Fund Utilities Workorder	0	30	0	0	0
		2119	43156	Office Depot Rebates	0	10,248	0	0	0
		2220	44010	Insurance	612	0	0	0	0
		2260	46176	AMR Liquidated Damages	30,445	134,415	60,000	100,000	40,000
		3022	44017	Guardrail Damage Settlements	0	3,560	0	0	0
			44019	Sign Damage Settlements	0	10,068	0	0	0
		3030	44014	Recycled Materials	10,770	6,824	11,000	6,500	(4,500)
			44016	Bridge Damage Settlements	6,975	0	0	0	0
			44017	Guardrail Damage Settlements	12,231	15,078	0	0	0
			44018	Signal Damage Settlements	(6,966)	45,065	0	0	0
			44019	Sign Damage Settlements	5,056	(1,493)	0	0	0
		3040	43353	Recovery	0	2,600	0	0	0
			44016	Bridge Damage Settlements	0	(7,870)	0	0	0
			45282	Dangerous Buildings	(30,697)	0	0	0	0
		5121	43050	Damaged Trees And Shrubs	12,464	7,563	10,000	10,000	0
		5243	43156	Office Depot Rebates	0	551	0	0	0
		5341	42730	Purchase for Resale	0	0	0	6,500	6,500
		6110	44052	Auction Proceeds	1,365	0	0	0	0
		8121	42710	Other Revenue	51,192	50,561	49,759	49,759	0
			42735	Special Funds Miscellaneous	9,222	9,780	0	0	0
		8170	42710	Other Revenue	5,920	5,280	5,000	5,000	0
Other Financing Sources	Shared Services	1200	46170	Reimbursement from Other Funds	155,060	197,794	167,000	167,000	0
			46173	Reimbursement from Utilities Fund	166,583	266,348	91,914	98,348	6,434
		1205	46173	Reimbursement from Utilities Fund	659,427	858,472	1,191,202	1,208,378	17,176
		1330	43190	Share Of Police Protection	106,932	80,199	0	0	0
			46128	Share Of General Admin	30,504	30,504	30,504	30,504	0
			46130	Share Of Dues/Memberships	595	1,000	1,000	0	(1,000)
			46132	Share Of City Council	553,742	825,298	766,530	761,244	(5,286)
			46136	Share Of City Clerk	151,390	154,012	215,003	137,833	(77,170)
			46137	Share Of Workers' Compensation	49,155	26,590	38,737	37,133	(1,604)
			46153	Transfer From Other Funds	143,056	780,956	152,446	156,775	4,329
			46171	Reimbursement from Grants	239,377	0	0	0	0
		1410	43092	Reimbursement from other Govt.	400	0	0	0	0
		1420	46170	Reimbursement from Other Funds	75,000	82,802	75,000	75,000	0

Category	Sub-Category	Org	Acct	Account Description	2014 Actual	2015 Actual	2016 Budget	2017 Budget	2017-2016 $ Change
Other Financing Sources	Shared Services	1420	46173	Reimbursement from Utilities Fund	846,830	914,587	921,053	921,053	0
		2115	46173	Reimbursement from Utilities Fund	0	207,263	0	0	0
		3030	46171	Reimbursement from Grants	9,517	4,101	6,500	6,000	(500)
		3040	46171	Reimbursement from Grants	16,172	30,616	75,000	51,505	(23,495)
		4050	46171	Reimbursement from Grants	70,813	32,094	66,255	22,000	(44,255)
		4075	46171	Reimbursement from Grants	0	12,471	13,300	0	(13,300)
		4080	46171	Reimbursement from Grants	0	13,817	14,157	0	(14,157)
		4085	46171	Reimbursement from Grants	63,785	20,000	14,300	0	(14,300)
		4840	46170	Reimbursement from Other Funds	71,248	369,883	161,386	161,386	0
		5131	46172	Reimbursement from Gift Trusts	0	0	0	15,000	15,000
		5150	46170	Reimbursement from Other Funds	0	0	0	86,000	86,000
		5241	46172	Reimbursement from Gift Trusts	38,000	56,857	67,000	67,000	0
		5242	46171	Reimbursement from Grants	0	0	3,808	3,808	0
			46172	Reimbursement from Gift Trusts	108,332	128,894	72,425	72,425	0
		5243	46171	Reimbursement from Grants	10,251	0	8,506	8,000	(506)
			46172	Reimbursement from Gift Trusts	0	24,810	22,735	31,431	8,696
		5605	46171	Reimbursement from Grants	0	0	70,000	70,000	0
			46172	Reimbursement from Gift Trusts	110,513	0	217,950	256,135	38,185
		6121	46170	Reimbursement from Other Funds	0	0	0	214,973	214,973
			46173	Reimbursement from Utilities Fund	0	0	0	1,391,321	1,391,321
		8121	41300	Fuel Sales	1,339,531	0	0	0	0
			42665	City Other Dept	396,442	43,340	575,000	0	(575,000)
			42680	City Police Charges	83,418	9,461	0	0	0
			46170	Reimbursement from Other Funds	270,186	564,301	379,739	0	(379,739)
			46173	Reimbursement from Utilities Fund	1,271,563	2,311,325	2,457,694	0	(2,457,694)
		8163	42605	Utilities Allocation	207,384	101,835	72,954	60,537	(12,417)
		8170	42605	Utilities Allocation	226,278	202,496	184,891	234,227	49,336
			42636	Ent Fund Utilities Allocation for SDS	46,416	0	0	0	0
			42637	Ent Fund Utilities Allocation for HTM	11,572	0	0	0	0
			42638	Ent Fund Utilities Allocation for FW2	1,331	0	0	0	0
			42720	Other Billed Invoices	30,903	4,873	0	0	0
		8730	42690	Other Charges Overhead	78,216	73,277	73,200	70,000	(3,200)
			43420	Info Tech Fee	56,325	58,725	51,600	67,000	15,400
Other Financing Sources	Other Transfers	1330	43025	Transfer From Utilities Surplus Revenue	31,454,151	31,251,420	32,977,700	33,180,000	202,300
			46152	Transfer From Lodgers/Auto Rental	452,146	401,715	0	0	0
		5336	46152	Transfer From Lodgers/Auto Rental	0	24,000	0	0	0
Other Financing Sources	Sale of Capital Assets	2171	44040	Sale Of Property	78,751	26,369	15,000	15,000	0
			44045	Sale Of Scrap	0	506	0	0	0
		3505	44040	Sale Of Property	0	167	0	0	0
		6110	44040	Sale Of Property	207,998	100,370	300,000	300,000	0
			44045	Sale Of Scrap	12,336	7,609	0	0	0
		8121	44040	Sale Of Property	7,500	0	480,000	500,000	20,000
					252,408,432	**257,799,971**	**266,760,504**	**272,443,409**	**5,682,905**

Special Funds Revenue

Fund	2014 Actual	2015 Actual	2016 Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
115 - BALLFIELD CAPITAL IMPROVEMENTS						
41120 - BUILDING RENTAL	5,000	8,553	0	0	7,800	7,800
41150 - MISCELLANEOUS CONCESSIONS	11,433	11,266	11,500	11,500	12,000	500
45836 - SOFTBALL	37,944	33,875	40,000	40,000	40,200	200
46025 - INTEREST	1,391	814	1,500	1,500	800	(700)
115 - BALLFIELD CAPITAL IMPROVEMENTS Total	**55,768**	**54,508**	**53,000**	**53,000**	**60,800**	**7,800**
117 - BICYCLE TAX						
43325 - BICYCLE EXCISE TAX	81,032	83,080	82,000	82,000	83,500	1,500
46025 - INTEREST	3,707	2,329	3,000	3,000	3,000	0
117 - BICYCLE TAX Total	**84,739**	**85,409**	**85,000**	**85,000**	**86,500**	**1,500**
118 - TRAILS/OPEN SPACE/PARKS FUND						
45100 - SALES AND USE TAX	7,326,665	7,464,648	7,866,000	7,866,000	8,107,312	241,312
46025 - INTEREST	140,730	125,877	142,000	142,000	138,000	(4,000)
118 - TRAILS/OPEN SPACE/PARKS FUND Total	**7,467,395**	**7,590,525**	**8,008,000**	**8,008,000**	**8,245,312**	**237,312**
119 - CONSERVATION TRUST						
43020 - STATE LOTTERY FUNDS	4,167,197	4,205,328	4,049,000	4,049,000	4,094,000	45,000
46025 - INTEREST	22,487	12,340	21,800	21,800	13,200	(8,600)
119 - CONSERVATION TRUST Total	**4,189,684**	**4,217,668**	**4,070,800**	**4,070,800**	**4,107,200**	**36,400**
131 - OLD COLO CITY MAINT-SEC DIST						
45025 - PROP TAXES CURRENT YEAR	81,683	88,141	88,275	88,275	88,539	264
45050 - PROP TAXES DELIQUENT	1	0	0	0	0	0
45055 - PROP TAXES PENALTY	390	311	0	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	9,717	10,116	9,587	9,587	10,182	595
46025 - INTEREST	820	728	800	800	700	(100)
131 - OLD COLO CITY MAINT-SEC DIST Total	**92,611**	**99,296**	**98,662**	**98,662**	**99,421**	**759**
132 - NORWOOD SPECIAL IMP DIST						
45025 - PROP TAXES CURRENT YEAR	595,353	590,256	661,167	661,167	662,049	882
45050 - PROP TAXES DELIQUENT	47	0	0	0	0	0
45055 - PROP TAXES PENALTY	355	280	0	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	63,956	68,380	71,803	71,803	76,136	4,333
46025 - INTEREST	6,218	4,587	6,100	6,100	4,700	(1,400)
46153 - TRANSFER FROM OTHER FUNDS	0	0	42,415	42,415	0	(42,415)
132 - NORWOOD SPECIAL IMP DIST Total	**665,929**	**663,503**	**781,485**	**781,485**	**742,885**	**(38,600)**
133 - BRIARGATE SPECIAL IMP DIST						
44040 - SALE OF PROPERTY	1,000	0	0	0	0	0
45025 - PROP TAXES CURRENT YEAR	736,189	738,774	806,074	806,074	817,948	11,874
45050 - PROP TAXES DELIQUENT	477	158	0	0	0	0
45055 - PROP TAXES PENALTY	515	359	0	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	78,954	84,803	87,450	87,450	94,064	6,614
46025 - INTEREST	3,456	2,076	3,200	3,200	2,400	(800)
133 - BRIARGATE SPECIAL IMP DIST Total	**820,591**	**826,170**	**896,724**	**896,724**	**914,412**	**17,688**
134 - STETSON HILL IMP DIST						
45025 - PROP TAXES CURRENT YEAR	249,276	250,209	275,419	275,419	275,186	(233)
45050 - PROP TAXES DELIQUENT	622	366	0	0	0	0
45055 - PROP TAXES PENALTY	257	299	0	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	26,845	28,726	29,910	29,910	31,646	1,736
46025 - INTEREST	2,405	2,932	2,500	2,500	3,200	700
134 - STETSON HILL IMP DIST Total	**279,405**	**282,532**	**307,829**	**307,829**	**310,032**	**2,203**
135 - WOODSTONE IMP DIST						
45025 - PROP TAXES CURRENT YEAR	15,896	15,903	17,326	17,326	17,400	74
45055 - PROP TAXES PENALTY	14	14	0	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	1,704	1,825	1,882	1,882	2,001	119
46025 - INTEREST	996	698	1,000	1,000	700	(300)
135 - WOODSTONE IMP DIST Total	**18,610**	**18,440**	**20,208**	**20,208**	**20,101**	**(107)**
136 - GATEWAY IMP DIST						
45025 - PROP TAXES CURRENT YEAR	2,580	2,642	2,990	2,990	2,903	(87)
45050 - PROP TAXES DELIQUENT	0	3	0	0	0	0
45055 - PROP TAXES PENALTY	25	23	0	0	0	0
45125 - SPECIFIC OWNERSHIP TAX	278	304	325	325	334	9
46025 - INTEREST	112	64	100	100	70	(30)
136 - GATEWAY IMP DIST Total	**2,995**	**3,036**	**3,415**	**3,415**	**3,307**	**(108)**
137 - PLATTE AVE IMP DIST						
45025 - PROP TAXES CURRENT YEAR	8,581	8,250	8,672	8,672	8,672	0

Fund	2014 Actual	2015 Actual	2016 Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
46025 - INTEREST	881	809	900	900	800	(100)
137 - PLATTE AVE IMP DIST Total	**9,462**	**9,059**	**9,572**	**9,572**	**9,472**	**(100)**
150 - PARK DEVELOPER EASEMENT						
46025 - INTEREST	1,760	1,644	0	0	0	0
150 - PARK DEVELOPER EASEMENT Total	**1,760**	**1,644**	**0**	**0**	**0**	**0**
151 - PUBLIC SPACE & DEVELOPMENT						
43065 - PARK FEES NEW ORDINANCE	1,131,543	1,099,485	1,135,000	1,135,000	1,140,000	5,000
45880 - NORTHGATE	33,839	78,364	0	0	0	0
46025 - INTEREST	57,397	59,046	75,000	75,000	45,000	(30,000)
151 - PUBLIC SPACE & DEVELOPMENT Total	**1,222,779**	**1,236,895**	**1,210,000**	**1,210,000**	**1,185,000**	**(25,000)**
152 - SUBDIVISION STORM DRAINAGE						
40061 - BLACKSQUIRREL CREEK POND	16,909	6,366	0	0	2,000,000	2,000,000
40087 - SAND CREEK BASIN	1,592,688	2,385,741	1,800,000	1,800,000	3,800,000	2,000,000
40088 - SPRING CREEK BASIN	138,980	147,832	0	0	0	0
40089 - TEMPLETON GAP BASIN	0	20,714	0	0	0	0
40093 - SOUTH ROCKRIMMON BASIN	25,381	0	0	0	0	0
40094 - COTTONWOOD CREEK BASIN	568,845	698,925	500,000	500,000	500,000	0
40095 - MISCELLANEOUS BASINS	73,378	112,008	0	0	0	0
40096 - MESA BASIN	95,591	36,651	0	0	0	0
40099 - BLACKSQUIRREL CREEK	245,814	92,540	0	0	0	0
40100 - MIDDLE TRIBUTARY	249,018	0	0	0	0	0
40129 - SAND CREEK POND	467,884	674,968	1,100,000	1,100,000	1,100,000	0
40160 - SAND CRK POND LAND	168,552	222,105	600,000	600,000	600,000	0
40161 - MIDDLE TRIBUTARY POND	49,161	0	0	0	0	0
40261 - CAMP CREEK BASIN	13,747	0	0	0	0	0
40333 - COTTONWOOD SURCHARGE	28,218	34,400	0	0	0	0
46025 - INTEREST	19,176	22,316	0	0	0	0
152 - SUBDIVISION STORM DRAINAGE Total	**3,753,342**	**4,454,566**	**4,000,000**	**4,000,000**	**8,000,000**	**4,000,000**
153 - ARTERIAL ROADWAY BRIDGE FUND						
40087 - SAND CREEK BASIN	96,832	139,711	150,000	150,000	150,000	0
40089 - TEMPLETON GAP BASIN	0	228	0	0	0	0
40094 - COTTONWOOD CREEK BASIN	106,022	53,783	100,000	100,000	100,000	0
40099 - BLACKSQUIRREL CREEK	28,075	10,569	0	0	0	0
46025 - INTEREST	13,251	13,162	0	0	0	0
153 - ARTERIAL ROADWAY BRIDGE FUND Total	**244,180**	**217,453**	**250,000**	**250,000**	**250,000**	**0**
154 - BL RANCH REIMBURSEMENT FUND						
43143 - BLR OFFSITE RDWY IMPROV	227,462	246,839	253,500	253,500	253,500	0
43144 - BLR URBAN SVC EXT FEE	(150,583)	0	0	0	0	0
46025 - INTEREST	29,995	32,347	18,000	18,000	18,000	0
154 - BL RANCH REIMBURSEMENT FUND Total	**106,874**	**279,186**	**271,500**	**271,500**	**271,500**	**0**
166 - LODGERS AND AUTO RENTAL TAX						
45100 - SALES AND USE TAX	4,460,762	5,056,891	4,873,600	4,873,600	5,516,000	642,400
46025 - INTEREST	1,512	3,843	2,000	2,000	2,000	0
166 - LODGERS AND AUTO RENTAL TAX Total	**4,462,274**	**5,060,734**	**4,875,600**	**4,875,600**	**5,518,000**	**642,400**
167 - STREET TREE FEE FUND						
46025 - INTEREST	1,117	1,043	2,000	2,000	1,100	(900)
167 - STREET TREE FEE FUND Total	**1,117**	**1,043**	**2,000**	**2,000**	**1,100**	**(900)**
170 - CABLE FRANCHISE						
46025 - INTEREST	2,409	2,932	0	0	0	0
46057 - COMCAST CABLE FRANCHISE FEE	1,015,106	1,036,637	1,014,000	1,014,000	1,064,000	50,000
46067 - FALCON CABLE FRACHISE FEE	15,219	6,167	16,000	16,000	4,000	(12,000)
170 - CABLE FRANCHISE Total	**1,032,734**	**1,045,736**	**1,030,000**	**1,030,000**	**1,068,000**	**38,000**
171 - PUBLIC SAFETY SALES TAX						
40113 - MISCELLANEOUS	4	800	0	0	0	0
45100 - SALES AND USE TAX	29,306,694	29,858,598	31,463,988	31,463,988	32,429,249	965,261
45734 - FOUNTAIN	0	0	0	0	50,000	50,000
46025 - INTEREST	72,479	77,196	113,196	113,196	91,920	(21,276)
171 - PUBLIC SAFETY SALES TAX Total	**29,379,177**	**29,936,594**	**31,577,184**	**31,577,184**	**32,571,169**	**993,985**
172 - SENIOR PROGRAMS						
43005 - G KOCH TRUST FUND	0	570	5,000	5,000	5,000	0
43040 - DONATIONS	0	0	7,000	7,000	7,000	0
44020 - MISCELLANEOUS GENERAL	0	3,785	3,200	3,200	0	(3,200)
45905 - RENTAL INCOME	0	81,615	248,000	248,000	238,000	(10,000)
46025 - INTEREST	0	2,832	26,800	26,800	32,000	5,200
46154 - RESIDUAL EQUITY TRANSFER IN	0	661,073	0	0	0	0

Fund	2014 Actual	2015 Actual	2016 Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
172 - SENIOR PROGRAMS Total	**0**	**749,875**	**290,000**	**290,000**	**282,000**	**(8,000)**
173 - ROAD REPR, MNT, IMPRVMT-SLS TX						
45100 - SALES AND USE TAX	0	0	0	50,000,000	50,000,000	0
173 - ROAD REPR, MNT, IMPRVMT-SLS TX Total	**0**	**0**	**0**	**50,000,000**	**50,000,000**	**0**
202 - CITY FUNDED CIP CONSTRUCTION FUND						
43040 - DONATIONS	0	28,236	0	0	0	0
43353 - RECOVERY	0	104,000	0	884,782	0	(884,782)
44016 - BRIDGE DAMAGE SETTLEMENTS	280	304	0	0	0	0
44019 - SIGN DAMAGE SETTLEMENTS	0	47	0	0	0	0
45880 - NORTHGATE	235,377	147,690	0	0	0	0
46025 - INTEREST	80,400	172,726	107,000	107,000	222,000	115,000
46153 - TRANSFER FROM OTHER FUNDS	10,204,472	13,092,565	18,024,169	19,119,729	7,993,087	(11,126,642)
202 - CITY FUNDED CIP CONSTRUCTION FUND Total	**10,520,529**	**13,545,568**	**18,131,169**	**20,111,511**	**8,215,087**	**(11,896,424)**
401 - AIRPORT GROSS REV FUND						
40113 - MISCELLANEOUS	200	831	0	0	0	0
41000 - LANDING	1,429,585	1,988,481	2,111,048	2,111,048	1,712,584	(398,464)
41010 - MAINT FLIGHT LANDING FEES	289,234	399,727	248,836	248,836	262,946	14,110
41030 - LOADING BRIDGES	46,831	96,045	47,844	47,844	69,744	21,900
41050 - TERMINAL RENT	2,974,114	3,624,944	3,660,247	3,660,247	3,208,053	(452,194)
41070 - DIVERSION LANDING FEES	61,904	39,775	25,000	25,000	49,301	24,301
41080 - GATE USAGE	100,121	69,558	82,937	82,937	66,570	(16,367)
41081 - GROUND POWER	3,400	1,250	4,000	4,000	1,000	(3,000)
41100 - FOOD BEVERAGES	278,885	299,407	285,000	285,000	341,377	56,377
41104 - RETAIL GIFT SPEC	310,016	327,453	325,000	325,000	376,460	51,460
41106 - SHOE SHINE	2,400	1,200	0	0	2,400	2,400
41110 - ADVERTISING OTHER	100,657	55,219	110,310	110,310	135,220	24,910
41112 - ATM MACHINE	42,000	42,000	42,000	42,000	12,000	(30,000)
41113 - COIN MACHINE	209	0	198	198	198	(0)
41114 - TELEPHONE	115	37	50	50	0	(50)
41120 - BUILDING RENTAL	262,851	403,194	404,133	404,133	430,232	26,099
41140 - RENT CAR COUNTERS	161,904	221,397	235,000	235,000	249,896	14,896
41150 - MISCELLANEOUS CONCESSIONS	1,833	780	780	780	336	(444)
41200 - RENT CAR PRIVILEGES	2,561,102	2,391,303	2,372,884	2,372,884	2,768,119	395,235
41220 - RAC RETURN SPACES	196,883	210,684	211,000	211,000	219,084	8,084
41230 - RAC SERVICE AREAS	302,761	294,299	334,186	334,186	331,937	(2,249)
41250 - PUBLIC PARKING AND FINES	3,521,710	3,278,261	4,317,941	4,317,941	4,573,155	255,214
41260 - GROUND TRANSPORTATION	88,756	77,506	103,800	103,800	94,387	(9,413)
41300 - FUEL SALES	233,965	259,013	250,333	250,333	236,632	(13,701)
41310 - FUEL TAX EXCISE AND SALES TAX	840,046	515,548	831,890	831,890	412,438	(419,452)
41320 - GROUND BUILDING RENTS	1,042,817	1,401,159	1,497,496	1,497,496	1,534,967	37,471
41340 - SUPPORT BUILDING RENTS	198,451	38,118	39,067	39,067	38,775	(292)
41365 - GROUND BUILDING RENTS	30,560	30,560	30,562	30,562	32,061	1,499
41370 - RAMP OVERNIGHT	39,605	32,950	27,972	27,972	37,456	9,484
41400 - MISCELLANEOUS ADMIN REVENUE	216,580	228,425	411,416	411,416	421,914	10,498
41410 - PREMIER MEMBERSHIP	44,880	81,952	0	0	0	0
41415 - FINGER PRINTING	18,045	13,590	19,388	19,388	15,818	(3,571)
41416 - LOST BADGES	11,290	9,650	11,338	11,338	10,470	(868)
41417 - TRANSPONDER FEES	20,900	8,125	0	0	0	0
41420 - LATE FEES	1,313	1,340	5,904	5,904	1,326	(4,578)
41450 - PHONE SERVICES	26,597	20,632	26,952	26,952	10,659	(16,293)
41460 - CABLE TV SERVICES	6,860	7,720	6,738	6,738	21,319	14,581
41500 - AIRLINE INCENTIVES	(230,220)	(28,251)	0	0	(1,111,909)	(1,111,909)
43070 - STATE SHARE	58,162	42,752	62,500	62,500	32,500	(30,000)
43080 - FEDERAL SHARE	181,500	285,991	262,608	262,608	272,559	9,951
43157 - PURCH CARD PROGRAM REBATES	19,678	12,079	0	0	0	0
44020 - MISCELLANEOUS GENERAL	25,914	43,038	0	0	0	0
44025 - CASH OVER SHORT	(4)	4	0	0	0	0
44040 - SALE OF PROPERTY	65,632	9,014	0	0	0	0
44045 - SALE OF SCRAP	59,027	4,690	0	0	0	0
44055 - REIMBURSEMENT ACCT	0	6,816	0	0	0	0
45233 - REFUSE	6,443	6,627	8,000	8,000	0	(8,000)
45237 - MASSAGE THERAPIST	3,000	2,397	2,100	2,100	2,100	0
46025 - INTEREST	180,944	171,095	47,378	47,378	114,075	66,697
46151 - Transfer to Other Funds	(2,508,740)	(6,553,596)	0	0	0	0
46153 - TRANSFER FROM OTHER FUNDS	51,638	276,738	2,000,000	2,000,000	0	(2,000,000)

Fund	2014 Actual	2015 Actual	2016 Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
401 - AIRPORT GROSS REV FUND Total	**13,382,354**	**10,751,527**	**20,463,836**	**20,463,836**	**16,988,159**	**(3,475,677)**
403 - AIRPORT CIP						
41400 - MISCELLANEOUS ADMIN REVENUE	465,158	92,249	180,000	180,000	45,277	(134,723)
42710 - OTHER REVENUE	0	0	3,550,000	3,550,000	4,170,000	620,000
43070 - STATE SHARE	3,239,920	379,528	682,222	682,222	0	(682,222)
43080 - FEDERAL SHARE	9,924,452	963,060	12,280,000	10,850,000	0	(10,850,000)
44040 - SALE OF PROPERTY	0	104,921	0	0	0	0
46025 - INTEREST	0	0	0	0	183,419	183,419
46153 - TRANSFER FROM OTHER FUNDS	2,798,018	1,845,457	3,082,222	3,082,222	6,150,051	3,067,829
403 - AIRPORT CIP Total	**16,427,548**	**3,385,215**	**19,774,444**	**18,344,444**	**10,548,747**	**(7,795,697)**
404 - AIRPORT BOND FUND						
43105 - BOND INTEREST	38,076	22,683	0	0	0	0
46151 - Transfer to Other Funds	(51,638)	(38,076)	0	0	0	0
46153 - TRANSFER FROM OTHER FUNDS	15,268,213	2,427,450	10,040,450	10,040,450	2,693,224	(7,347,226)
404 - AIRPORT BOND FUND Total	**15,254,651**	**2,412,057**	**10,040,450**	**10,040,450**	**2,693,224**	**(7,347,226)**
405 - AIRPORT PFC FUND						
41090 - PFC REVENUES	1,616,126	1,560,075	2,655,658	2,655,658	3,397,500	741,842
46025 - INTEREST	2,681	8,901	0	0	0	0
46151 - Transfer to Other Funds	(3,372,212)	(148,490)	0	0	0	0
46153 - TRANSFER FROM OTHER FUNDS	414,267	90	0	0	0	0
405 - AIRPORT PFC FUND Total	**(1,339,138)**	**1,420,576**	**2,655,658**	**2,655,658**	**3,397,500**	**741,842**
407 - CUSTOMER FACILITY CHARGES						
41096 - CFC REVENUES	665,723	666,484	1,060,862	1,060,862	1,189,866	129,004
46025 - INTEREST	50,115	64,761	0	0	0	0
407 - CUSTOMER FACILITY CHARGES Total	**715,838**	**731,245**	**1,060,862**	**1,060,862**	**1,189,866**	**129,004**
409 - Airport Grants						
43070 - STATE SHARE	0	0	0	800,000	150,000	(650,000)
43075 - CITY SHARE	0	0	0	976,283	0	(976,283)
43080 - FEDERAL SHARE	0	0	13,190,108	25,843,503	11,835,555	(14,007,948)
46153 - TRANSFER FROM OTHER FUNDS	0	0	0	820,298	1,236,667	416,369
409 - Airport Grants Total	**0**	**0**	**13,190,108**	**28,440,084**	**13,222,222**	**(15,217,862)**
430 - MEMORIAL HEALTH SYSTEM						
40113 - MISCELLANEOUS	133,203	16,205	0	0	0	0
44020 - MISCELLANEOUS GENERAL	882,013	0	0	0	0	0
44030 - ACCT REC COLLECTION	0	14,010	0	0	0	0
44055 - REIMBURSEMENT ACCT	0	14,844	0	0	0	0
44060 - GAIN LOSS ON INVESTMENT	(432,737)	163,120	0	0	0	0
45901 - MISCELLANEOUS	0	5,263,902	0	5,264,000	0	(5,264,000)
45905 - RENTAL INCOME	3,265,384	3,191,932	5,612,112	5,612,112	5,612,112	0
46025 - INTEREST	620,537	93,883	100,000	100,000	52,000	(48,000)
46040 - MHS UCH MARGIN SHARE	0	1,345,000	0	0	0	0
430 - MEMORIAL HEALTH SYSTEM Total	**4,468,400**	**10,102,896**	**5,712,112**	**10,976,112**	**5,664,112**	**(5,312,000)**
451 - GOLF - PATTY JEWETT						
41720 - ANNUAL ADULT	40,150	39,050	39,325	39,325	38,403	(922)
41723 - ANNUAL PRIME	74,762	66,154	83,820	83,820	75,988	(7,832)
41725 - ANNUAL SENIOR	39,300	36,450	36,000	36,000	38,553	2,553
41730 - ANNUAL JUNIOR	700	300	500	500	500	0
41735 - DAILY 18 HOLE	234,724	219,791	252,967	252,967	245,224	(7,743)
41737 - DAILY 18 HOLE PRIME	209,310	215,978	234,701	234,701	226,021	(8,680)
41740 - DAILY 9 HOLE	430,880	412,245	472,515	472,515	440,190	(32,325)
41743 - DAILY 9 HOLE PRIME	283,571	260,784	306,864	306,864	294,112	(12,752)
41745 - HIGH SCHOOLS	1,600	2,400	1,600	1,600	2,400	800
41750 - CITY CART FEES DAILY	292,014	311,626	292,357	292,357	292,357	0
41755 - CONCESSIONS GRILL	181,693	198,065	181,693	181,693	198,065	16,372
41760 - CONCESSIONS PRO SHOP	10,500	10,500	10,500	10,500	10,500	0
41765 - LOCKER RENTAL	5,400	4,750	5,460	5,460	5,338	(122)
41775 - MISCELLANEOUS GOLF	150	0	0	0	0	0
41780 - OPERATING FEE DAILY	216,953	209,440	224,140	224,140	220,750	(3,390)
44010 - INSURANCE	4,256	0	0	0	0	0
44025 - CASH OVER SHORT	160	311	0	0	0	0
44040 - SALE OF PROPERTY	824	0	0	0	0	0
46025 - INTEREST	7,095	7,981	6,087	6,087	8,700	2,613
451 - GOLF - PATTY JEWETT Total	**2,034,042**	**1,995,825**	**2,148,529**	**2,148,529**	**2,097,101**	**(51,428)**
455 - GOLF - VALLEY HI						
41720 - ANNUAL ADULT	13,750	14,025	13,888	13,888	14,758	870

Fund	2014 Actual	2015 Actual	2016 Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
41723 - ANNUAL PRIME	33,183	32,528	38,489	38,489	34,529	(3,960)
41725 - ANNUAL SENIOR	20,700	20,700	20,700	20,700	22,500	1,800
41730 - ANNUAL JUNIOR	250	150	200	200	167	(33)
41733 - FIRST TEE 9 HOLE	535	515	580	580	385	(195)
41734 - FIRST TEE 18 HOLE	120	120	120	120	50	(70)
41735 - DAILY 18 HOLE	147,699	134,293	166,112	166,112	189,515	23,403
41737 - DAILY 18 HOLE PRIME	184,416	160,145	196,478	196,478	193,688	(2,790)
41739 - DAILY 18 HOLE FOOT GOLF	0	1,810	25,000	25,000	1,810	(23,190)
41740 - DAILY 9 HOLE	187,967	179,036	214,860	214,860	158,265	(56,595)
41743 - DAILY 9 HOLE PRIME	81,436	68,954	88,608	88,608	80,304	(8,304)
41745 - HIGH SCHOOLS	3,600	3,500	3,200	3,200	3,500	300
41750 - CITY CART FEES DAILY	190,526	178,233	203,268	203,268	197,459	(5,809)
41752 - CART FEES FOOT GOLF	0	92	2,687	2,687	0	(2,687)
41755 - CONCESSIONS GRILL	32,400	25,163	24,700	24,700	28,777	4,077
41760 - CONCESSIONS PRO SHOP	9,625	9,800	10,500	10,500	10,500	0
41765 - LOCKER RENTAL	465	525	450	450	435	(15)
41775 - MISCELLANEOUS GOLF	150	0	0	0	0	0
41780 - OPERATING FEE DAILY	103,685	89,310	122,510	122,510	119,750	(2,760)
44025 - CASH OVER SHORT	88	(268)	0	0	0	0
46025 - INTEREST	3,560	3,015	3,561	3,561	3,300	(261)
455 - GOLF - VALLEY HI Total	**1,014,155**	**921,646**	**1,135,911**	**1,135,911**	**1,059,692**	**(76,219)**
460 - PIKES PEAK-AMERICA'S MTN						
41805 - TOLLGATE	3,064,969	3,729,507	2,200,000	2,200,000	3,350,000	1,150,000
41810 - CONCESSIONS PIKES PEAK HWY	2,409,524	1,306,121	1,266,666	1,266,666	1,266,666	0
41820 - TOWER OPTICAL	1,163	1,553	1,000	1,000	1,100	100
41835 - MISC PIKES PEAK HWY	137,295	114,409	73,600	73,600	77,100	3,500
41840 - ADMIN REVENUE	4,932	9,497	4,500	4,500	3,000	(1,500)
43040 - DONATIONS	6,780	6,775	5,800	5,800	6,000	200
43070 - STATE SHARE	0	8,200	0	0	0	0
44025 - CASH OVER SHORT	72	(62)	0	0	0	0
44040 - SALE OF PROPERTY	5,424	5,785	0	0	0	0
44045 - SALE OF SCRAP	1,565	0	0	0	0	0
44055 - REIMBURSEMENT ACCT	266,818	238,395	225,000	225,000	225,000	0
45903 - NORTH SLOPE ADMISSION	53,099	56,914	54,500	54,500	75,500	21,000
46025 - INTEREST	77,101	103,126	22,000	22,000	22,000	0
46152 - TRANSFER FROM LART	0	250,000	100,000	250,000	250,000	0
460 - PIKES PEAK-AMERICA'S MTN Total	**6,028,742**	**5,830,220**	**3,953,066**	**4,103,066**	**5,276,366**	**1,173,300**
470 - PARKING SYSTEM GROSS INCOME						
40113 - MISCELLANEOUS	0	(2)	0	0	0	0
42005 - BUS TERMINAL GARAGE 1	111,223	112,212	114,396	114,396	114,396	0
42010 - METER HOODS	57,038	27,168	19,932	19,932	19,932	0
42020 - MONTHLY PARKING LOT 3	134,784	163,083	144,240	144,240	173,760	29,520
42025 - MONTHLY PARKING GARAGE 1	418,568	423,146	422,040	422,040	410,400	(11,640)
42030 - MONTHLY PARKING GARAGE 2	1,291,960	1,254,382	1,219,200	1,219,200	1,230,960	11,760
42035 - MONTHLY PARKING LOT 4	8,000	7,200	10,200	10,200	10,200	0
42036 - MONTHLY PARKING LOT 5	2,145	2,250	17,100	17,100	20,100	3,000
42040 - PARKING METERS	1,545,239	1,489,221	1,379,816	1,379,816	1,376,698	(3,118)
42041 - PARKING METERS - CC	371,989	529,267	534,084	534,084	746,998	212,914
42042 - POC GARAGE LOAN PAYMENT	133,188	133,188	132,000	132,000	132,000	0
42045 - TRANSIENT PARKING LOT 3	47,863	51,114	44,317	44,317	51,284	6,967
42050 - TRANSIENT PARKING LOT 4	1,217	1,340	2,100	2,100	2,100	0
42055 - TRANSIENT PARKING GARAGE 1	105,337	113,940	106,283	106,283	105,358	(925)
42060 - TRANSIENT PARKING GARAGE 2	234,930	249,242	213,558	213,558	198,833	(14,725)
44010 - INSURANCE	16,777	0	0	0	0	0
44020 - MISCELLANEOUS GENERAL	594	16,517	0	0	0	0
44025 - CASH OVER SHORT	(30)	8	0	0	0	0
44040 - SALE OF PROPERTY	1,798	0	0	0	0	0
45055 - PROP TAXES PENALTY	0	0	0	0	0	0
45765 - PARKING FEES	0	0	1,250	1,250	1,250	0
46025 - INTEREST	51,472	57,487	50,000	50,000	50,000	0
470 - PARKING SYSTEM GROSS INCOME Total	**4,534,092**	**4,630,763**	**4,410,516**	**4,410,516**	**4,644,269**	**233,753**
475 - CEMETERY FUND						
41904 - CARE OF LOTS	6,000	6,000	6,000	6,000	6,000	0
41905 - INTERMENTS AND REMOVALS	455,960	(21,110)	506,230	506,230	506,230	0
41910 - SALES OF LOTS	393,932	380,496	437,812	437,812	437,812	0

Fund	2014 Actual	2015 Actual	2016 Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
41915 - MEMORIAL OR FOUNDATIONS	45,643	40,277	50,000	50,000	50,000	0
41920 - MISCELLANEOUS CEMETERY	3,109	2,226	5,000	5,000	5,000	0
41925 - SALE OF BURIAL VAULTS	84,880	86,980	90,000	90,000	90,000	0
41930 - SALE OF BRONZE MEMORIALS	0	0	1,500	1,500	1,500	0
41935 - VAULT SUPERVISION FEE	33,350	(27,100)	39,000	39,000	39,000	0
41945 - CONTRACT ADMIN CHARGE	2,245	2,865	2,750	2,750	2,750	0
43135 - INTEREST ON ENDOWMENT	278,090	250,492	250,000	250,000	250,000	0
44025 - CASH OVER SHORT	1	0	0	0	0	0
46025 - INTEREST	2,286	3,063	2,500	2,500	4,100	1,600
475 - CEMETERY FUND Total	**1,305,496**	**724,189**	**1,390,792**	**1,390,792**	**1,392,392**	**1,600**
480 - DEVELOPMENT REVIEW ENTERPRISE						
43357 - CONSTRUCTION PLAN REVIEW	6,200	3,200	353,500	353,500	353,500	0
43360 - INTERIOR FINISH/REMODEL	0	0	9,500	9,500	9,500	0
43361 - RESIDENTIAL HILLSIDE	0	0	22,000	22,000	22,000	0
43362 - EXTRATERRITORIAL INSPECTIONS	0	0	12,700	12,700	12,700	0
43363 - TRIP FEES	0	0	21,000	21,000	21,000	0
43364 - LIMITED REVIEW FEES	0	0	13,000	13,000	13,000	0
43365 - PERMIT RENEWAL FEES	0	40	300	300	300	0
44077 - ZONING SYSTEM FEES	100	0	1,000	1,000	500	(500)
45763 - ADMINISTRATIVE SERVICES FEES	937,564	1,353,376	1,292,037	1,292,037	1,102,051	(189,986)
45771 - ALARM SYSTEM PERMIT	180,337	167,355	187,000	187,000	187,000	0
45774 - FIXED FIRE PROTECTION	16,200	13,600	31,300	31,300	31,300	0
45780 - SPECIAL FP INSPECTIONS	17,550	21,900	28,600	28,600	28,600	0
45781 - SPRINKLER PERMIT FEES	168,094	182,677	227,300	227,300	227,300	0
45785 - OFF DUTY INSPECTIONS	9,350	4,655	10,700	10,700	10,700	0
45786 - FIRE DEVELOPMENT REVIEW	200	0	0	0	0	0
45787 - WATER MAIN HYDRANT PLAN REVIEW	0	1,050	21,000	21,000	27,408	6,408
45789 - PRE PLAN CONSTRUCTION CONSULT	0	0	2,500	2,500	2,500	0
45794 - OVERTIME PLAN REVIEW	0	255	5,600	5,600	5,600	0
45957 - FINES NO PERMIT	3,025	5,283	17,400	17,400	17,400	0
46025 - INTEREST	26,769	26,036	9,000	9,000	9,000	0
46170 - REIMBURSEMENT FR OTHER FUNDS	42,602	43,858	43,858	43,858	43,858	0
480 - DEVELOPMENT REVIEW ENTERPRISE Total	**1,407,991**	**1,823,285**	**2,309,295**	**2,309,295**	**2,125,217**	**(184,078)**
501 - Support Services						
40113 - MISCELLANEOUS	529	54,819	0	0	0	0
42710 - OTHER REVENUE	(905)	0	0	0	0	0
44040 - SALE OF PROPERTY	12,720	0	0	0	0	0
44045 - SALE OF SCRAP	252,563	0	0	0	0	0
44050 - GAIN LOSS ON SALE OF ASSETS	0	(334,628)	0	0	0	0
46025 - INTEREST	11,249	3,777	0	0	0	0
501 - Support Services Total	**276,156**	**(276,032)**	**0**	**0**	**0**	**0**
502 - CLAIMS RESERVE FUND-LIABILITY						
40224 - CONTRIBUTION FROM GOLF	3,500	3,500	3,500	3,500	3,500	0
40225 - CONTRIBUTION FROM PPHWY	5,000	5,000	5,000	5,000	5,000	0
40226 - CONTRIBUTION FROM CEMETERY	1,000	1,000	1,000	1,000	1,000	0
40383 - CONTRIBUTION FROM DEV REVIEW	2,000	2,000	2,000	2,000	2,000	0
40650 - REIMBURSEMENT FIREFIGHTER BENE	0	81,367	0	0	0	0
44020 - MISCELLANEOUS GENERAL	800,004	800,004	1,000,000	1,000,000	1,000,000	0
44055 - REIMBURSEMENT ACCT	0	7,355	0	0	0	0
46025 - INTEREST	26	211	0	0	0	0
502 - CLAIMS RESERVE FUND-LIABILITY Total	**811,530**	**900,437**	**1,011,500**	**1,011,500**	**1,011,500**	**0**
503 - SELF INSURANCE-WORK COMP						
40113 - MISCELLANEOUS	675	239	0	0	0	0
40132 - PHYSICAL THERAPY CLINIC	80,293	59,481	100,000	100,000	100,000	0
42750 - CITY INS EXCESS	1,032,420	282,026	0	0	0	0
42755 - CSU INS EXCESS	498,689	683,205	0	0	0	0
42760 - CITY SUBROGATION	56,697	49,234	0	0	0	0
42765 - CSU SUBROGATION	0	29,730	0	0	0	0
42770 - CITY WORKERS COMP	3,731,776	4,281,460	5,003,046	5,003,046	5,003,046	0
42775 - UTILITIES WORKERS COMP	1,027,427	1,591,169	1,571,400	1,571,400	1,568,600	(2,800)
44055 - REIMBURSEMENT ACCT	116,218	113	0	0	0	0
45665 - COPY FEES	852	470	0	0	0	0
46025 - INTEREST	9,104	907	61,000	61,000	61,000	0
503 - SELF INSURANCE-WORK COMP Total	**6,554,151**	**6,978,034**	**6,735,446**	**6,735,446**	**6,732,646**	**(2,800)**
504 - HEALTH INSURANCE FUND						

Fund	2014 Actual	2015 Actual	2016 Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
40113 - MISCELLANEOUS	11,615	55,408	0	0	0	0
40138 - DENTAL PREMIUMS	2,030,610	2,110,087	2,035,181	2,035,181	2,163,150	127,969
40139 - VISION PREMIUMS	375,406	384,255	396,000	396,000	419,760	23,760
40140 - MEDICAL PREMIUMS	21,102,525	22,194,389	23,839,844	23,839,844	25,179,500	1,339,656
40143 - UTILITY CLINIC SERVICES	115,260	129,900	105,000	105,000	105,000	0
40144 - CITY CLINIC CO PAY	30,285	33,365	35,700	35,700	35,700	0
40169 - EMPLOYEE ASSIST PROGRAM	88	18	0	0	0	0
40170 - HRA BENEFIT	876,900	942,737	0	0	0	0
40410 - WORK ZONE MEMORIAL	0	11,965	0	0	0	0
45665 - COPY FEES	266	30	0	0	0	0
46025 - INTEREST	0	0	10,630	10,630	11,162	532
46153 - TRANSFER FROM OTHER FUNDS	0	0	311,213	311,213	0	(311,213)
504 - HEALTH INSURANCE FUND Total	**24,542,955**	**25,862,154**	**26,733,568**	**26,733,568**	**27,914,272**	**1,180,704**
505 - OFFICE SERVICES						
42605 - ENT FUND UTIL ALLOCATION	162,493	243,383	195,262	195,262	144,383	(50,879)
42625 - ENTERPRISE FUND UTIL WORDER	72,840	78,288	90,000	90,000	80,000	(10,000)
42630 - POSTAGE	293,318	365,417	340,000	340,000	350,000	10,000
42632 - RECORDS	51,038	54,403	51,000	51,000	0	(51,000)
42650 - CITY WORKORDERS	110,299	117,063	125,000	125,000	120,000	(5,000)
42660 - CITY ALLOCATION	589,630	679,180	679,180	679,180	651,978	(27,202)
42710 - OTHER REVENUE	5,537	3,552	5,000	5,000	5,000	0
42720 - OTHER BILLED INVOICES	138,078	191,792	150,000	150,000	184,500	34,500
42725 - OTHER WORKORDERS	100,974	114,515	100,000	100,000	102,000	2,000
46025 - INTEREST	1,762	2,252	1,000	1,000	2,000	1,000
505 - OFFICE SERVICES Total	**1,525,969**	**1,849,845**	**1,736,442**	**1,736,442**	**1,639,861**	**(96,581)**
506 - RADIO						
42660 - CITY ALLOCATION	995,958	550,825	995,958	995,958	993,665	(2,293)
42720 - OTHER BILLED INVOICES	94,095	65,049	53,780	53,780	53,780	0
42785 - REV SITE LEASES	301,444	183,422	149,623	149,623	149,623	0
42880 - REV PARTS PURCH RESALE	86,348	7,499	0	0	0	0
42883 - REV PAGING SYSTEM	45,856	38,422	28,666	28,666	28,666	0
42886 - REV NON CITY SVCS	253,739	263,904	136,723	136,723	136,723	0
46025 - INTEREST	11,218	8,935	0	0	0	0
506 - RADIO Total	**1,788,658**	**1,118,056**	**1,364,750**	**1,364,750**	**1,362,457**	**(2,293)**
601 - CD SMITH SENIOR CENTER TRUST						
44060 - GAIN LOSS ON INVESTMENT	12,600	0	0	0	0	0
46025 - INTEREST	16,211	131,365	75,000	75,000	75,000	0
601 - CD SMITH SENIOR CENTER TRUST Total	**28,811**	**131,365**	**75,000**	**75,000**	**75,000**	**0**
605 - CEMETERY ENDOWMENT						
41940 - ENDOWMENTS	83,086	80,486	250,000	250,000	250,000	0
44050 - GAIN LOSS ON SALE OF ASSETS	34,628	(37,752)	0	0	0	0
44060 - GAIN LOSS ON INVESTMENT	82,533	(400,250)	0	0	0	0
605 - CEMETERY ENDOWMENT Total	**200,247**	**(357,516)**	**250,000**	**250,000**	**250,000**	**0**
607 - TOPS MAINTENANCE						
46025 - INTEREST	8,240	3,325	1,150	1,150	2,400	1,250
607 - TOPS MAINTENANCE Total	**8,240**	**3,325**	**1,150**	**1,150**	**2,400**	**1,250**
651 - GIFT TRUST						
40002 - EMPLOYEE CHRISTMAS PARTY	1,405	3,291	0	0	0	0
40010 - POLICE FOUNDATION FUND	30,105	17,020	0	0	0	0
40012 - HONOR GURARD FUNDS	315	2,275	0	0	0	0
40014 - TEDDY BEAR PROGRAM	0	200	0	0	0	0
40019 - FIRE MEDIC EQUIP TRNG TRUST	1,033	1,406	0	0	0	0
40024 - DIV CRIME PREVENTION	10,516	12,057	0	0	0	0
40028 - CEMETERY RESTORATION	1,590	725	0	0	0	0
40033 - DUNCAN SCULPTURE	0	270	0	0	0	0
40035 - GARDEN OF THE GODS FNDTN	127,871	269,513	0	0	0	0
40036 - ROCK LEDGE RANCH GENERAL	19,121	33,329	0	0	0	0
40039 - VISITOR CENTERS	12,375	19,716	0	0	0	0
40040 - GIFT THERAPEUTIC	12,406	7,433	0	0	0	0
40042 - MUSEUM	35,781	32,157	0	0	0	0
40044 - MUSEUM U ARCHIVES	9,889	4,793	0	0	0	0
40046 - MUSEUM EB AND WS JACKSON TRUST	8,000	9,000	0	0	0	0
40051 - PALMER PARK TRAF CONTROL	8,999	0	0	0	0	0
40053 - TREE MEMORIALS	1,500	0	0	0	0	0
40057 - PARK REC MAINTENANCE	103,859	12,893	0	0	0	0

Fund	2014 Actual	2015 Actual	2016 Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
40059 - SPORTS AND FACILITIES	27,102	(24,017)	0	0	0	0
40060 - DESIGN AND DEVELOP	5,020	25,481	0	0	0	0
40064 - ROCKLEDGE LHA	56,059	30,280	0	0	0	0
40072 - POLICE SCHOOLING SEMINARS	13,000	5,950	0	0	0	0
40083 - LAND ACQUISITION	0	26	0	0	0	0
40084 - USOC HEADQUARTERS	8,042	6,189	0	0	0	0
40174 - CIT GIFT TRUST	10,000	20,000	0	0	0	0
40182 - POLICE K9	545	2,656	0	0	0	0
40183 - N CHEY CANON VISITORS CTR	32,286	38,266	0	0	0	0
40184 - ICE CENTER	7,500	0	0	0	0	0
40199 - TAT GOG MAINTENANCE	8,491	85,582	0	0	0	0
40201 - FIRE SAFETY FACTOR	15,762	15,396	0	0	0	0
40202 - MUSEUM UNHACS	52	239	0	0	0	0
40204 - COMMUNITY HEALTH FIRE GT	7,500	1,050	0	0	0	0
40205 - FIRE GIFTS FOR STATIONS	9,341	9,215	0	0	0	0
40209 - WILDLAND MITIGATION	3,480	3,160	0	0	0	0
40210 - N LEWIS PARK MAINTENANCE	0	50,319	0	0	0	0
40211 - GENERAL FORESTRY	17,885	61,925	0	0	0	0
40212 - YOUTH ADULT SPORTS PROGRAMS	1,400	0	0	0	0	0
40213 - GREENHOUSE	1,678	0	0	0	0	0
40214 - PIKES PEAK PRESERVATION	10,751	4,299	0	0	0	0
40217 - SPRINGS IN BLOOM	160	275	0	0	0	0
40248 - MANITOU INCLINE	250,000	62,988	0	0	0	0
40257 - JUVENILE FIRE SETTER PROG	245	105	0	0	0	0
40269 - SAFETY PATROL GOG	24,000	24,000	0	0	0	0
40270 - GEO HAZ STUDY CONSULTANTS	2,623	5,166	0	0	0	0
40272 - OPEN SPACE	0	80,000	0	0	0	0
40273 - BOXING PROGRAM	0	530	0	0	0	0
40305 - TRAILS	10,858	110,000	0	0	0	0
40315 - GIFT HILLSIDE SCHOLARSHIP	0	20	0	0	0	0
40317 - GIFT DEERFIELD	2,552	3,683	0	0	0	0
40318 - GIFT MEADOWS PARK	22,308	5,484	0	0	0	0
40319 - GIFT HILLSIDE	13,633	9,973	0	0	0	0
40321 - GIFT COMMUNITY CTR GENERAL	49,083	30,224	0	0	0	0
40327 - PIKES PEAK PICKLEBALL GT	3,000	32,317	0	0	0	0
40344 - PARKS AND REC MAPS	362	421	0	0	0	0
40362 - CHILD SFTY SEAT PROG TRUST	1,160	920	0	0	0	0
40378 - CITY AUDITORIUM	1,728	7,323	0	0	0	0
40386 - MED PROGRAMS	0	2,550	0	0	0	0
40387 - WILDLAND	100	0	0	0	0	0
40389 - CALEA CONFERENCE	10,000	23,500	0	0	0	0
40392 - FRIENDS OF GOG	7,840	7,840	0	0	0	0
40394 - SCULPTURE MAINTENANCE ACCOUNT	0	950	0	0	0	0
40395 - GOG SCHOOL PROG	1,697	3,000	0	0	0	0
40396 - FD CHAPLAIN PROGRAM	0	100	0	0	0	0
40407 - 4TH JULY EVENT	18,000	18,000	0	0	0	0
40417 - CADET GIFT TRUST	7,055	4,417	0	0	0	0
40430 - VNI GIFT	87,366	137,009	0	0	0	0
40434 - BIKE MAP GIFT TRUST	832	130	0	0	0	0
40443 - MEMORIAL PARK TENNIS COURTS	0	1,724	0	0	0	0
40446 - BUILDING RESTORATION GT	20,000	0	0	0	0	0
40449 - Julie Penrose Fountain Gift Trust	0	22,726	0	0	0	0
40459 - FMVP - STONEWORK	34,380	0	0	0	0	0
40461 - CELEBRATORY CALENDAR	2,370	184	0	0	0	0
40462 - CIRCLE SQUARE SIDEWALKS	5,908	(25)	0	0	0	0
40465 - SKYVIEW SPORTS COMPLEX	1,402	2,891	0	0	0	0
40466 - COCHRAN GIFT TRUST	20,000	0	0	0	0	0
40467 - PENROSE FITNESS AWARD	181,500	2,100	0	0	0	0
40468 - Homeless Services	10,000	0	0	0	0	0
40469 - COLEMAN PARK-SWITCHBACKS	461	6,858	0	0	0	0
40470 - HOMELAND SEC/ICE ASSET SHARING	14,568	6,865	0	0	0	0
40473 - RRC BENCHES-COHEN	0	24,623	0	0	0	0
40475 - FIRE AWARDS AND RECOGNITION	0	15,800	0	0	0	0
44020 - MISCELLANEOUS GENERAL	0	0	1,900,000	1,900,000	1,900,000	0
651 - GIFT TRUST Total	**1,425,850**	**1,416,765**	**1,900,000**	**1,900,000**	**1,900,000**	**0**

Fund	2014 Actual	2015 Actual	2016 Budget	2016 Amended Budget	2017 Budget	2017 Budget - 2016 Amended Budget
654 - THERAPEUTIC RECREATION SPECIAL						
46025 - INTEREST	44	293	300	300	200	(100)
654 - THERAPEUTIC RECREATION SPECIAL Total	**44**	**293**	**300**	**300**	**200**	**(100)**

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Glossary of Terms

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

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

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

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

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

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

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

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

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

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

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

Basis of Accounting – The City's annual budget is developed using the generally accepted accounting principles (GAAP) and the budgetary basis of accounting. GAAP is determined on a modified accrual basis and budgetary is determined on an accrual basis.

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

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

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

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

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

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

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

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

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

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

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

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

Comprehensive Annual Financial Report (CAFR) – This report is commonly known as the annual Audit and is completed by an independent certified public accounting firm for the Finance Department. It contains information regarding all general-purpose financial statements for revenue and expenditures, selected financial and demographic information, and amortization of long-term debt and selected investment portfolio data.

Conservation Trust Fund (CTF) – This fund provides funding that can be used for the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site. This fund gets its money from the Colorado Lottery.

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

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

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

Development Authority – The Colorado Springs Downtown Development Authority, which has been created under Colorado Revised Statutes § 31-25-801 *et. seq.* to provide public facilities and service specific to an

identified downtown area. DDAs have the authority to levy property taxes, issue debt and utilize tax increment financing (TIF).

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

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

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

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

FDC – Fire Department Complex

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Lottery – See Conservation Trust Fund.

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

Metropolitan District – A district with two or more purposes created under Colorado Revised Statutes § 32-1-101 *et. seq.* for commercial or residential areas and chartered by a service plan approved by City Council. Subject to

the service plan, metropolitan districts have broad potential authorities including the levying of property taxes, issuance of debt for public improvements, and operations and maintenance.

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

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

Municipal Separate Storm Sewer System (MS4) Permit (aka Municipal Stormwater Discharge Permit) – In response to the impacts of urbanization on Water Quality, the United States Congress passed the Clean Water Act of 1972, as amended, which prohibits the discharge of pollutants into waters of the United States unless said discharges are compliant with a National Pollutant Discharge Elimination System (NPDES) permit. The City of Colorado Springs was issued a municipal stormwater discharge permit from the Colorado Department of Public Health and Environment (CDPHE) on October 12, 1997, which allows the City to convey stormwater through its Municipal Separate Storm Sewer Systems (MS4s).

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

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

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

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

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

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

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

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

POC – Police Operations Center

PPRDC – Pikes Peak Regional Development Center

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

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

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

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

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

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

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

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

Road and Bridge Tax – A County fund that receives revenue from all taxable property located within the county (El Paso County) and subsequently disburses the allotted share to the municipalities located within the county for the specific purpose of construction and maintenance of roads and streets located within its corporate boundaries (see Colorado Revised Statues [C.R.S. 43-2-202, 203]).

RTA – See PPRTA.

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

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

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

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

Special Revenue Funds – Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specific purposes.

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

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

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

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

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

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

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

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

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

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

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

Vendors Fee – See Retailers Fee.

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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.

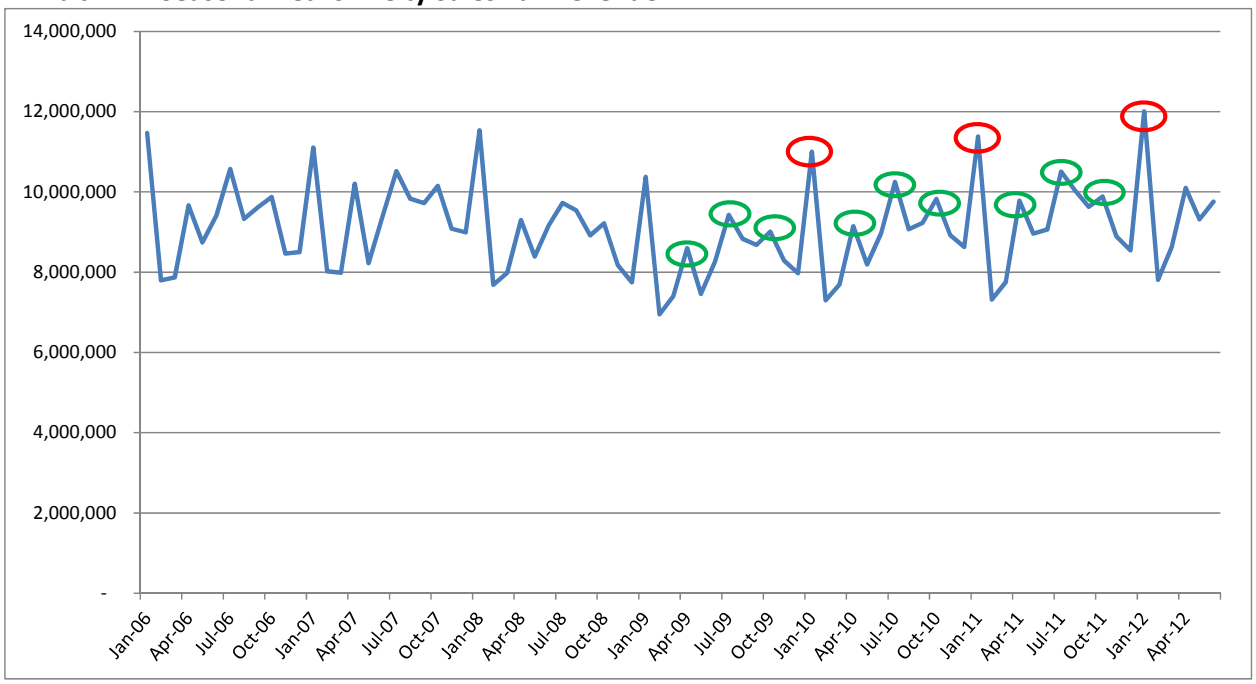
2011 and Exhibit 2.2 shows monthly sales tax revenue since 2006.[11] In Exhibit 2.1, use tax and revenues from sales tax audits are removed. These revenues add "noise" to the pure sales tax data making it more difficult to analyze. They are also much smaller revenue sources – use tax is 7% the size of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



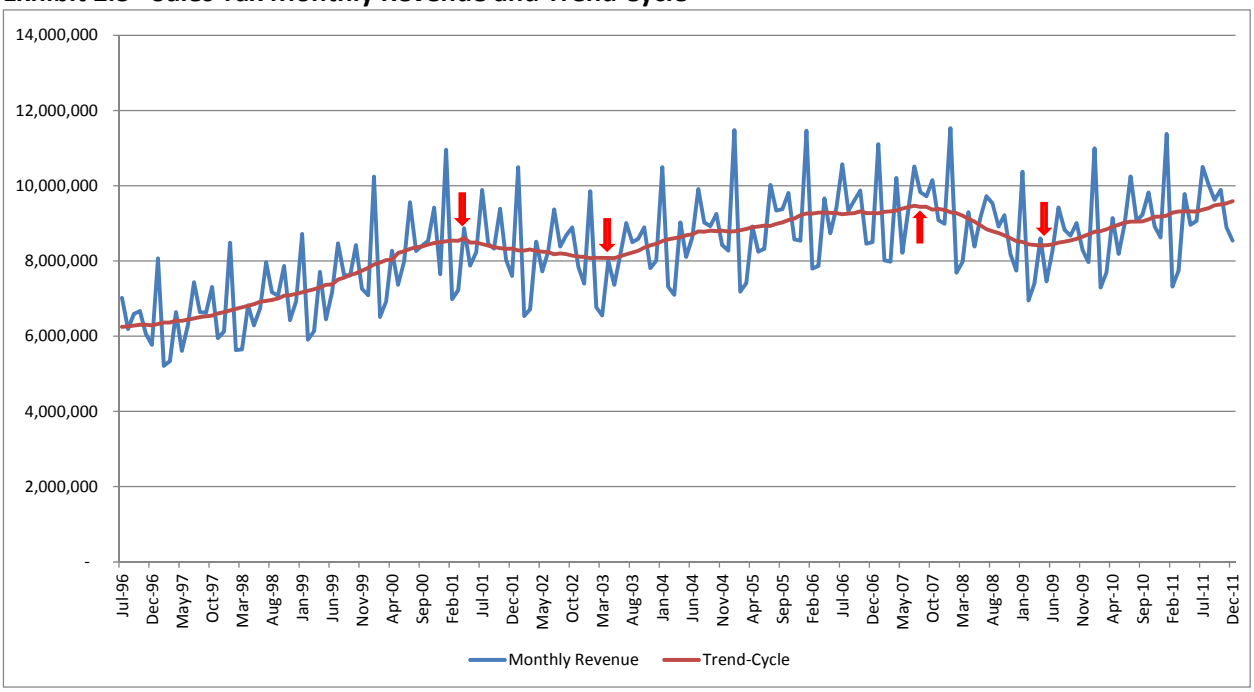
There are four consistentant spikes in sales tax revenue during the year, with Jaunary being the most improtant. July, Ocotober, and April are the others.

[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

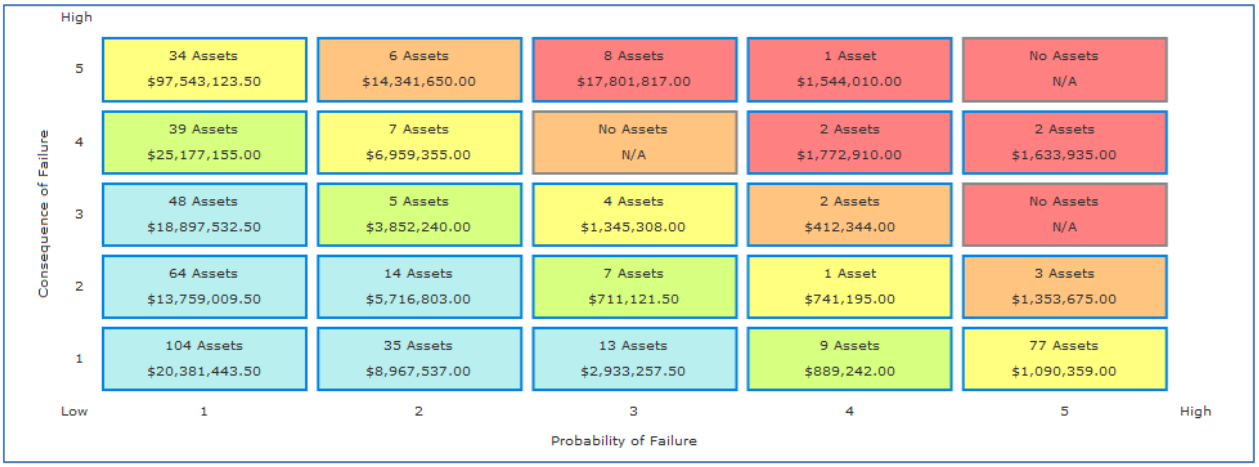
Transfers from Other Funds. The City receives about 17% of its revenue from transfers from other funds (from City utilities). This transfer is a matter of City Council policy. There do not appear to be any major threats to the continued economic viability of this policy, so any change would have a political 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

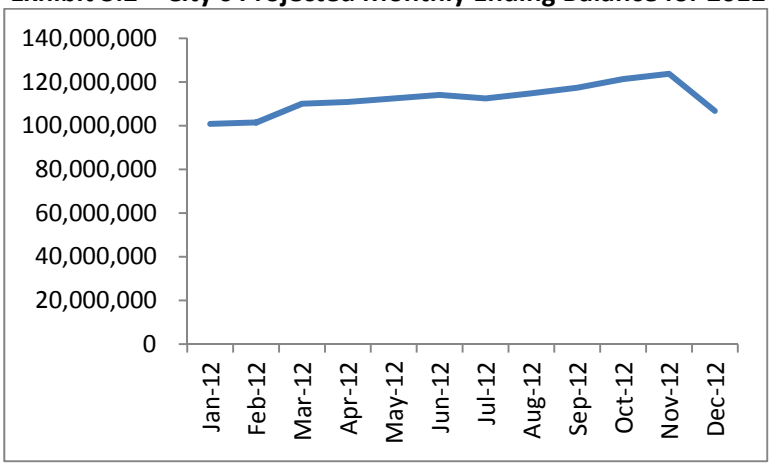
Rapid growth of the community could call for larger levels of reserves, lest service requirements expand beyond the ability of the City to continue services in the face of revenue interruption. For instance, property tax revenues may not be received until a couple of years after development occurs, yet 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.

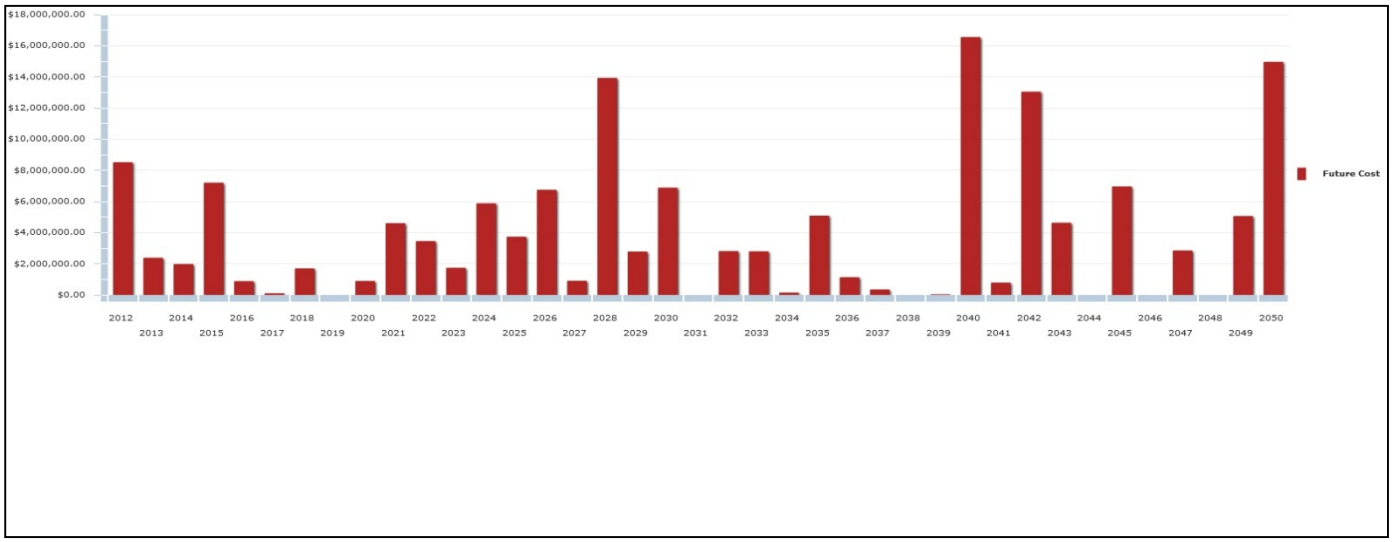
A policy should direct that any grants pursued are consistent with the government's mission and strategic priorities. Spotsylvania County's policy states that "before applying for and accepting intergovernmental aid, the county will assess the merits of a particular program as if it were funded with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



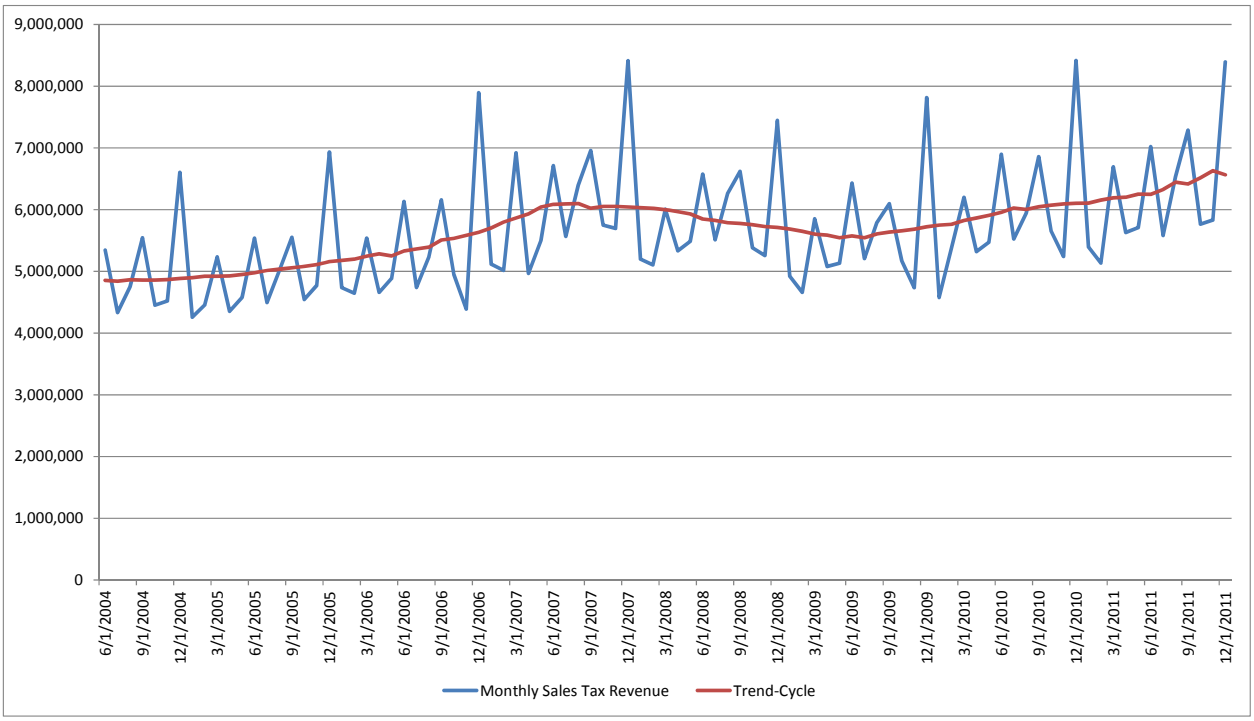
For storm sewers, the average annual contribution for a regular maintenance/replacement schedule would be about $36 million, though this is a less precise figure because the underlying information on asset condition is not as detailed.

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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2017 Salary Schedule

City of Colorado Springs - 2017 Salary Schedule

Effective January 1, 2017

					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
19644	Aviation Director	1	SMG	5	$142,288	$177,860	$195,647	$11,857.33	$14,821.67	$68.407692	$85.509615
19680	Chief Financial Officer	1	SMG	5	$142,288	$177,860	$195,647	$11,857.33	$14,821.67	$68.407692	$85.509615
19776	Chief Human Resource 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
19667	Deputy Chief of Staff	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
19661	Planning and Community Development 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
19795	City Auditor	1	SMG	3	$115,484	$144,356	$158,791	$9,623.67	$12,029.67	$55.521154	$69.401923
17085	Emergency Management and 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
15015	Chief Communications Officer	1	SMG	2	$104,040	$130,050	$143,055	$8,670.00	$10,837.50	$50.019231	$62.524038
19793	City Clerk	1	SMG	1	$94,052	$117,565	$129,322	$7,837.67	$9,797.08	$45.217308	$56.521635
17634	Deputy City Attorney	2	MGR	10	$145,230	$181,538	$199,691	$12,102.50	$15,128.17	$69.822115	$87.277885
	Reserved for Future Use	2	MGR	9	$132,027	$165,034	$181,537	$11,002.25	$13,752.83	$63.474519	$79.343269
17631	City Attorney Division Chief	2	MGR	8	$120,025	$150,031	$165,034	$10,002.08	$12,502.58	$57.704327	$72.130288
12709	Information Systems Manager II	2	MGR	7	$109,113	$136,391	$150,030	$9,092.75	$11,365.92	$52.458173	$65.572596
19631	Deputy Public Works Director/ City Engineer	2	MGR	7	$109,113	$136,391	$150,030	$9,092.75	$11,365.92	$52.458173	$65.572596
19309	Police Deputy Chief	2	MGR	7	$109,113	$136,391	$150,030	$9,092.75	$11,365.92	$52.458173	$65.572596
12716	Applications Development Manager	2	MGR	6	$99,194	$123,992	$136,391	$8,266.17	$10,332.67	$47.689423	$59.611538
19794	Assistant City Auditor	2	MGR	6	$99,194	$123,992	$136,391	$8,266.17	$10,332.67	$47.689423	$59.611538
12613	Aviation Assistant Director	2	MGR	6	$99,194	$123,992	$136,391	$8,266.17	$10,332.67	$47.689423	$59.611538
12640	Engineering Division Manager	2	MGR	6	$99,194	$123,992	$136,391	$8,266.17	$10,332.67	$47.689423	$59.611538
19417	Fire Deputy Chief	2	MGR	6	$99,194	$123,992	$136,391	$8,266.17	$10,332.67	$47.689423	$59.611538
19806	Municipal Court Administrator	2	MGR	6	$99,194	$123,992	$136,391	$8,266.17	$10,332.67	$47.689423	$59.611538
17838	Park Operations and Development Manager	2	MGR	6	$99,194	$123,992	$136,391	$8,266.17	$10,332.67	$47.689423	$59.611538
19659	Public Works Operations Manager	2	MGR	6	$99,194	$123,992	$136,391	$8,266.17	$10,332.67	$47.689423	$59.611538
19655	Recreation and Administration Manager	2	MGR	6	$99,194	$123,992	$136,391	$8,266.17	$10,332.67	$47.689423	$59.611538
12825	Transit Systems Manager	2	MGR	6	$99,194	$123,992	$136,391	$8,266.17	$10,332.67	$47.689423	$59.611538
19797	City Budget Manager	2	MGR	5	$90,176	$112,720	$123,992	$7,514.67	$9,393.33	$43.353846	$54.192308
19654	City Human Resources Manager, Comp/Benefits	2	MGR	5	$90,176	$112,720	$123,992	$7,514.67	$9,393.33	$43.353846	$54.192308
12643	Engineering Program Manager	2	MGR	5	$90,176	$112,720	$123,992	$7,514.67	$9,393.33	$43.353846	$54.192308
18250	Fire Administrative Services Manager	2	MGR	5	$90,176	$112,720	$123,992	$7,514.67	$9,393.33	$43.353846	$54.192308
18055	Fire Marshal	2	MGR	5	$90,176	$112,720	$123,992	$7,514.67	$9,393.33	$43.353846	$54.192308
12713	Information Technology Manager I	2	MGR	5	$90,176	$112,720	$123,992	$7,514.67	$9,393.33	$43.353846	$54.192308
18497	Police Administrative Services Manager	2	MGR	5	$90,176	$112,720	$123,992	$7,514.67	$9,393.33	$43.353846	$54.192308
15091	Airport Operations and Airfield Maintenance Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
17203	City Accounting Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
16200	City Human Resources Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
18473	Community Development Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
17145	Sustainability & Support Services Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
17018	Economic Development Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
19773	Procurement Services Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
14452	Public Safety Communications Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
17105	Real Estate Services Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
18300	Risk Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
19640	Streets Manager	2	MGR	4	$81,979	$102,473	$112,721	$6,831.58	$8,539.42	$39.412981	$49.265865
17199	Airport Accounting Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
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
12027	Central Finance Manager I	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
19771	Cultural Services Division Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
18050	Deputy Fire Marshal	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
17625	Legal Administrator	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
17595	Parking Systems Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
19663	Parks Development Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
18221	Pikes Peak-America's Mountain Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
18013	Planning Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
18484	Police Logistics Support Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
14453	Police Records Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
19350	PPRCN System Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
17291	Sales Tax Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
12783	Service Desk Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
12770	SIMD Unit Administrator	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
14900	Street Operations Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500

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City of Colorado Springs - 2017 Salary Schedule

Effective January 1, 2017

					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
12755	Stormwater Manager	2	MGR	3	$74,526	$93,158	$102,473	$6,210.50	$7,763.17	$35.829808	$44.787500
14016	Cemetery Division Manager	2	MGR	2	$67,751	$84,689	$93,157	$5,645.92	$7,057.42	$32.572596	$40.715865
15040	City Council Administrator	2	MGR	2	$67,751	$84,689	$93,157	$5,645.92	$7,057.42	$32.572596	$40.715865
17835	City Forester	2	MGR	2	$67,751	$84,689	$93,157	$5,645.92	$7,057.42	$32.572596	$40.715865
15013	Neighborhood Services Manager	2	MGR	2	$67,751	$84,689	$93,157	$5,645.92	$7,057.42	$32.572596	$40.715865
17325	City Grants Administrator	2	MGR	1	$61,592	$76,990	$84,689	$5,132.67	$6,415.83	$29.611538	$37.014423
	Reserved for Future Use	3	SUP	9	$92,874	$116,092	$127,702	$7,739.50	$9,674.33	$44.650962	$55.813462
	Reserved for Future Use	3	SUP	8	$85,204	$106,505	$117,156	$7,100.33	$8,875.42	$40.963462	$51.204327
	Reserved for Future Use	3	SUP	7	$78,170	$97,712	$107,483	$6,514.17	$8,142.67	$37.581731	$46.976923
17518	Audit Supervisor	3	SUP	6	$71,715	$89,644	$98,608	$5,976.25	$7,470.33	$34.478365	$43.098077
12775	GIS Supervisor	3	SUP	6	$71,715	$89,644	$98,608	$5,976.25	$7,470.33	$34.478365	$43.098077
14511	Golf Course Superintendent	3	SUP	6	$71,715	$89,644	$98,608	$5,976.25	$7,470.33	$34.478365	$43.098077
18310	Risk Supervisor, Occupational Health	3	SUP	6	$71,715	$89,644	$98,608	$5,976.25	$7,470.33	$34.478365	$43.098077
18310	Risk Supervisor, Workers Compensation	3	SUP	6	$71,715	$89,644	$98,608	$5,976.25	$7,470.33	$34.478365	$43.098077
17941	Benefits Supervisor	3	SUP	5	$65,794	$82,243	$90,467	$5,482.83	$6,853.58	$31.631731	$39.539904
18481	Crime Analysis Supervisor	3	SUP	5	$65,794	$82,243	$90,467	$5,482.83	$6,853.58	$31.631731	$39.539904
17015	Deputy City Clerk	3	SUP	5	$65,794	$82,243	$90,467	$5,482.83	$6,853.58	$31.631731	$39.539904
16005	Fire Fleet Services Supervisor	3	SUP	5	$65,794	$82,243	$90,467	$5,482.83	$6,853.58	$31.631731	$39.539904
12025	Payroll & Pension Administrator	3	SUP	5	$65,794	$82,243	$90,467	$5,482.83	$6,853.58	$31.631731	$39.539904
12762	Public Safety Communications Supervisor Lead	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 Receivable/ Payable Supervisor	3	SUP	4	$60,361	$75,451	$82,997	$5,030.08	$6,287.58	$29.019712	$36.274519
15099	Airport Operations Supervisor	3	SUP	4	$60,361	$75,451	$82,997	$5,030.08	$6,287.58	$29.019712	$36.274519
18422	Chief Probation Officer	3	SUP	4	$60,361	$75,451	$82,997	$5,030.08	$6,287.58	$29.019712	$36.274519
12085	Clerk of the Court	3	SUP	4	$60,361	$75,451	$82,997	$5,030.08	$6,287.58	$29.019712	$36.274519
15021	Crime Lab Supervisor	3	SUP	4	$60,361	$75,451	$82,997	$5,030.08	$6,287.58	$29.019712	$36.274519
16029	Engineering Supervisor	3	SUP	4	$60,361	$75,451	$82,997	$5,030.08	$6,287.58	$29.019712	$36.274519
16620	Police Evidence Supervisor	3	SUP	4	$60,361	$75,451	$82,997	$5,030.08	$6,287.58	$29.019712	$36.274519
13061	Street Programs Supervisor	3	SUP	4	$60,361	$75,451	$82,997	$5,030.08	$6,287.58	$29.019712	$36.274519
15096	Airport Communications Center Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,768.42	$26.623558	$33.279327
15095	Airport Facilities Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
17830	City Horticulturist	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
15017	Code Enforcement Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
18230	Fire Prevention Section Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
16622	Police Impound Facility Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
12761	Public Safety Communications Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
15029	Radio Communications Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
12805	Skilled Maintenance Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
12804	Streets District Supervisor	3	SUP	3	$55,377	$69,221	$76,143	$4,614.75	$5,746.42	$26.623558	$33.279327
18232	Community Health Supervisor	3	SUP	2	$50,805	$63,506	$69,857	$4,223.75	$5,292.17	$24.425481	$30.531731
18233	Community Behavioral Health Coordinator	3	SUP	2	$50,805	$63,506	$69,857	$4,223.75	$5,292.17	$24.425481	$30.531731
15302	Office Services Coordinator	3	SUP	2	$50,805	$63,506	$69,857	$4,223.75	$5,292.17	$24.425481	$30.531731
14426	Park Ranger Supervisor	3	SUP	2	$50,805	$63,506	$69,857	$4,233.75	$5,292.17	$24.425481	$30.531731
15019	Community Service Officer Supervisor	3	SUP	1	$46,610	$58,262	$64,089	$3,884.17	$4,855.17	$22.408654	$28.010577
12738	Records Supervisor	3	SUP	1	$46,610	$58,262	$64,089	$3,884.17	$4,855.17	$22.408654	$28.010577
17630	Senior Attorney	4	PRO	12	$104,166	$130,207	$143,228	$8,680.50	$10,850.58	$50.079808	$62.599519
12711	Senior Cyber Security Analyst	4	PRO	11	$95,564	$119,455	$131,401	$7,963.67	$9,954.58	$45.944231	$57.430288
12726	Senior IT Solutions Engineer	4	PRO	11	$95,564	$119,455	$131,401	$7,963.67	$9,954.58	$45.944231	$57.430288
17501	Senior Information Technology Architect	4	PRO	11	$95,564	$119,455	$131,401	$7,963.67	$9,954.58	$45.944231	$57.430288
	Reserved for Future Use	4	PRO	10	$87,674	$109,593	$120,552	$7,306.17	$9,132.75	$42.150962	$52.688942
15030	City Facilities Administrator	4	PRO	9	$80,435	$100,543	$110,598	$6,702.92	$8,378.58	$38.670673	$48.337981
12719	Cyber Security Analyst II	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
12728	IT Solutions Engineer	4	PRO	9	$80,435	$100,543	$110,598	$6,702.92	$8,378.58	$38.670673	$48.337981
12714	ITSM Coordinator	4	PRO	9	$80,435	$100,543	$110,598	$6,702.92	$8,378.58	$38.670673	$48.337981
19664	Occupational NP/PA	4	PRO	9	$80,435	$100,543	$110,598	$6,702.92	$8,378.58	$38.670673	$48.337981
17410	Senior Application Programmer Analyst	4	PRO	9	$80,435	$100,543	$110,598	$6,702.92	$8,378.58	$38.670673	$48.337981
12781	Senior Engineer	4	PRO	9	$80,435	$100,543	$110,598	$6,702.92	$8,378.58	$38.670673	$48.337981
17411	Senior Database Administrator	4	PRO	9	$80,435	$100,543	$110,598	$6,702.92	$8,378.58	$38.670673	$48.337981
17415	Senior ERP Systems Analyst	4	PRO	9	$80,435	$100,543	$110,598	$6,702.92	$8,378.58	$38.670673	$48.337981
12789	Senior IT Project Manager	4	PRO	9	$80,435	$100,543	$110,598	$6,702.92	$8,378.58	$38.670673	$48.337981
17475	Senior Systems Administrator	4	PRO	9	$80,435	$100,543	$110,598	$6,702.92	$8,378.58	$38.670673	$48.337981
17654	Attorney	4	PRO	8	$73,793	$92,242	$101,466	$6,149.42	$7,686.83	$35.477404	$44.347115
12778	Capital Project Coordinator	4	PRO	8	$73,793	$92,242	$101,466	$6,149.42	$7,686.83	$35.477404	$44.347115
17413	Database Administrator II	4	PRO	8	$73,793	$92,242	$101,466	$6,149.42	$7,686.83	$35.477404	$44.347115
12704	IT Project Manager II	4	PRO	8	$73,793	$92,242	$101,466	$6,149.42	$7,686.83	$35.477404	$44.347115

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					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
19197	Program Administrator II	4	PRO	8	$73,793	$92,242	$101,466	$6,149.42	$7,686.83	$35.477404	$44.347115
17412	Senior Business Analyst, IT	4	PRO	8	$73,793	$92,242	$101,466	$6,149.42	$7,686.83	$35.477404	$44.347115
17445	Senior Network Administrator	4	PRO	8	$73,793	$92,242	$101,466	$6,149.42	$7,686.83	$35.477404	$44.347115
12786	Applications Programmer Analyst II	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
18302	Claims Adjustor, Senior	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
15102	Construction Project Manager	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
12723	Cyber Security Analyst I	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
17910	DNA Technical Leader	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
17507	Engineer III	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
16070	Fire Medical Programs Coordinator	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
17092	Fire Protection Engineer II	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
17214	Information Systems Auditor II	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
12720	Information Technology Architect II	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
18102	Lead Public Communications Specialist	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
18494	Police Psychologist	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
18006	Principal Planner	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
19195	Program Administrator I	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
13174	Senior Licensed Surveyor	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
16035	Senior Real Estate Specialist	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
12788	Senior Systems Analyst	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
17414	Senior Webmaster/Administrator	4	PRO	7	$67,700	$84,625	$93,088	$5,641.67	$7,052.08	$32.548077	$40.685096
17260	ADA Coordinator	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
15101	Airport Corporate Outreach Specialist	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
17208	Airport Properties Administrator	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
15080	Airport Security 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
18105	Citizen Engagement Specialist, Senior	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
17202	City Senior Accountant	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
17900	DNA Analyst	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
16071	Emergency Medical Services Field Specialist	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
17506	Engineer II	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
17416	ERP Systems Analyst II	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12731	Fire Operations Research and Statistics Specialist	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
18432	Human Resource Business Partner	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12705	IT Project Manager I	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
17891	Landscape Architect II	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12772	OEM Coordinator	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
18005	Physical Therapist II	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
17638	Prosecuting Attorney	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
15027	Radio Field Engineer	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12746	Safety Specialist	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12777	Senior Analyst, Budget	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12777	Senior Analyst, Crime	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12777	Senior Analyst, Financial	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12777	Senior Analyst, Grants	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12777	Senior Analyst, HR	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12784	Senior Applications Support Administrator	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
17418	Senior Auditor	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12787	Senior Contracting Specialist	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12674	Senior Fire Life and Safety Educator	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
17320	Senior Forensic Chemist	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
18004	Senior Planner	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
18103	Senior Public Communications Specialist	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
18421	Senior Recruiter	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
17289	Senior Sales Tax Auditor	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12750	Stormwater Quality Coordinator	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12701	Systems Administrator II	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
18489	Victim Advocate Coordinator	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
17802	Water Conservation Specialist	4	PRO	6	$62,111	$77,638	$85,402	$5,175.92	$6,469.83	$29.861058	$37.325962
12814	Assistant to the Mayor	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
18303	Claims Adjustor II	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
18234	Community Medical Social Navigator	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
16064	Fire Protection Engineer I	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17319	Forensic Chemist	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17827	Forester	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
12752	Homeland Security Program Coordinator	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17212	Information System Auditor I	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
13175	Licensed Surveyor	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231

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City of Colorado Springs - 2017 Salary Schedule

Effective January 1, 2017

					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
12751	Marketing Specialist	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17700	Museum Curator	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17446	Network Administrator II	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
12774	Park Operations Administrator	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
18493	Polygraphist II	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
16032	Real Estate Specialist II	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
12779	Senior Analyst, Housing	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
12634	Senior Buyer	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
14403	Senior Fire Code Inspector	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17472	Senior GIS Analyst	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
18476	Senior Redevelopment Specialist	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17051	Senior Volunteer Coordinator	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
17406	Webmaster/Administrator II	4	PRO	5	$56,982	$71,228	$78,350	$4,748.50	$5,935.67	$27.395192	$34.244231
12609	Analyst II, Benefits	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.50	$25.133173	$31.416346
18480	Analyst II, Budget	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$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
12609	Analyst II, Financial	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
18480	Analyst II, Grants	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17407	Application Support Administrator II	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17409	Applications Programmer Analyst I	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17607	Associate Attorney	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17318	Auditor II	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
18482	Civilian Criminal Investigator	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
12633	Contracting Specialist II	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17505	Engineer I	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
12649	Engineering Specialist	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
18492	Investigative Specialist	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17702	Museum Development Coordinator	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17801	Natural Resource Specialist	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17441	Network Administrator I	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
18003	Planner II	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
18490	Polygraphist I	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
12753	Program Coordinator	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
18426	Recruiter	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
18475	Redevelopment Specialist	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
16153	Senior Probation Officer	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
12706	Systems Administrator I	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17050	Volunteer Coordinator	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17420	Web Coordinator	4	PRO	4	$52,277	$65,346	$71,881	$4,356.42	$5,445.53	$25.133173	$31.416346
17201	Accountant II	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
17421	Application Support Administrator I	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
12635	Buyer II	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
12881	Claims Adjustor I	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
12602	Fire Accreditation Coordinator	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
12685	GIS Analyst II	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
18429	Human Resources Generalist	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
17006	Legislative Assistant	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
16028	Museum Exhibits Designer	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
12757	Public Communication Specialist II	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
17290	Sales Tax Auditor II	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
17803	Special Events Coordinator	4	PRO	3	$50,500	$59,951	$65,946	$4,208.33	$4,995.92	$24.278846	$28.822596
17460	Analyst I, Benefits	4	PRO	2	$44,000	$55,000	$60,500	$3,666.67	$4,583.33	$21.153846	$26.442308
17460	Analyst I, Budget	4	PRO	2	$44,000	$55,000	$60,500	$3,666.67	$4,583.33	$21.153846	$26.442308
17460	Analyst I, Claims	4	PRO	2	$44,000	$55,000	$60,500	$3,666.67	$4,583.33	$21.153846	$26.442308
17460	Analyst I, Crime	4	PRO	2	$44,000	$55,000	$60,500	$3,666.67	$4,583.33	$21.153846	$26.442308
12605	Analyst I, Financial	4	PRO	2	$44,000	$55,000	$60,500	$3,666.67	$4,583.33	$21.153846	$26.442308
12605	Analyst I, Grants	4	PRO	2	$44,000	$55,000	$60,500	$3,666.67	$4,583.33	$21.153846	$26.442308
17218	Auditor I	4	PRO	2	$44,000	$55,000	$60,500	$3,666.67	$4,583.33	$21.153846	$26.442308
18231	Community Behavioral Health Clinician	4	PRO	2	$44,000	$55,000	$60,500	$3,666.67	$4,583.33	$21.153846	$26.442308
18002	Planner I	4	PRO	2	$44,000	$55,000	$60,500	$3,666.67	$4,583.33	$21.153846	$26.442308
18106	Public Communication Specialist I	4	PRO	2	$44,000	$55,000	$60,500	$3,666.67	$4,583.33	$21.153846	$26.442308
12707	Systems Analyst I	4	PRO	2	$44,000	$55,000	$60,500	$3,666.67	$4,583.33	$21.153846	$26.442308
14432	Training Specialist	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
12636	Buyer I	4	PRO	1	$40,368	$50,459	$55,505	$3,364.00	$4,204.92	$19.407692	$24.259135
12632	Contracting Specialist I	4	PRO	1	$40,368	$50,459	$55,505	$3,364.00	$4,204.92	$19.407692	$24.259135
17422	Database Administrator I	4	PRO	1	$40,368	$50,459	$55,505	$3,364.00	$4,204.92	$19.407692	$24.259135
15200	GIS Analyst I	4	PRO	1	$40,368	$50,459	$55,505	$3,364.00	$4,204.92	$19.407692	$24.259135
17704	Museum Registrar	4	PRO	1	$40,368	$50,459	$55,505	$3,364.00	$4,204.92	$19.407692	$24.259135
16031	Real Estate Specialist I	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

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City of Colorado Springs - 2017 Salary Schedule

Effective January 1, 2017

					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
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
12028	Central Finance Lead	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615
16015	Engineering Technician III	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615
16098	Environment Health/Safety Coordinator	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615
16001	Fleet Services Coordinator	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615
16013	Inspector III	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615
13902	Project Design Specialist	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615
16606	Senior Crime Scene Investigator	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615
13034	Senior Fleet Technician	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615
14407	Senior Marshal	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
12758	Video Production Specialist	5	PAR	6	$51,225	$64,032	$70,435	$4,268.75	$5,336.00	$24.627404	$30.784615
16605	Crime Scene Investigator	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
15068	Electronic Specialist	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
16025	Engineering Technician II	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
14401	Fire Code Inspector I	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
12681	Fleet Technician	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
18428	HRIS Specialist	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
16023	Inspector II	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
15086	Senior Code Enforcement Officer	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
16652	Senior Evidence Technician	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
14405	Marshal	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
15100	Senior Airport Operations Agent	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
12809	Skilled Maintenance Technician II	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
19657	Streets Operations Program Assistant	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
12803	Streets District Crew Leader	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
13400	Transit Scheduler	5	PAR	5	$46,996	$58,745	$64,619	$3,916.33	$4,895.42	$22.594231	$28.242788
17007	Assistant to Council	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
14014	Cemetery Specialist	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
15016	Code Enforcement Officer	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
15018	Community Service Officer	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
13035	Fleet Specialist	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
14061	Graphics Technician	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
12769	Public Safety Dispatcher II	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
16522	Recreation Assistant	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
18423	Recruiting Technician	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
11097	Senior Central Finance Technician	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
12188	Senior Courtroom Assistant	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
11063	Senior Legal Secretary	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
12792	Senior Payroll & Pension Technician	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
14066	Signs Technician II	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
12813	Staff Assistant	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
12698	Technical Support Analyst II	5	PAR	4	$43,115	$53,894	$59,283	$3,592.92	$4,491.17	$20.728365	$25.910577
12601	Administrative Technician	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
15090	Airport Operations Agent	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
13005	Associate Fleet Technician	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
12088	Courtroom Assistant	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
15311	Digital Imaging Technician	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
13172	Engineering Technician I	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
16610	Evidence Technician	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
12837	Forestry Technician	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
13408	GIS Technician	5	PAR	3	$39,555	$49,443	$54,388	$3,296.25	$4,120.25	$19.016827	$23.770673
16034	Inspector I	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
12589	Museum Development Technician	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
12767	Public Safety Dispatcher I	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
16066	Sales Tax Investigator II	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

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City of Colorado Springs - 2017 Salary Schedule

Effective January 1, 2017

					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
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
15103	Airport Customer Service Coordinator	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
12097	Records Systems Coordinator	5	PAR	2	$36,289	$45,361	$49,898	$3,024.08	$3,780.08	$17.446635	$21.808173
16065	Sales Tax Investigator I	5	PAR	2	$36,289	$45,361	$49,898	$3,024.08	$3,780.08	$17.446635	$21.808173
18515	Senior Accounting Technician	5	PAR	2	$36,289	$45,361	$49,898	$3,024.08	$3,780.08	$17.446635	$21.808173
13025	Parts/Supply Specialist	5	PAR	1	$33,293	$41,616	$45,778	$2,774.42	$3,468.00	$16.006250	$20.007692
12130	Sales Tax Technician	5	PAR	1	$33,293	$41,616	$45,778	$2,774.42	$3,468.00	$16.006250	$20.007692
12697	Technical Support Analyst I	5	PAR	1	$33,293	$41,616	$45,778	$2,774.42	$3,468.00	$16.006250	$20.007692
12793	Senior Maintenance Technician	6	GNL	8	$42,603	$53,253	$58,578	$3,550.25	$4,437.75	$20.482212	$25.602404
12622	Cemetery Technician	6	GNL	7	$39,085	$48,856	$53,742	$3,257.08	$4,071.33	$18.790865	$23.488462
11095	Central Finance Technician II	6	GNL	7	$39,085	$48,856	$53,742	$3,257.08	$4,071.33	$18.790865	$23.488462
12110	Fingerprint 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
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
11093	Central Finance Technician I	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
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
12853	Park Ranger	6	GNL	6	$35,857	$44,822	$49,304	$2,988.08	$3,735.17	$17.238942	$21.549038
14062	Parking Meter Technician	6	GNL	6	$35,857	$44,822	$49,304	$2,988.08	$3,735.17	$17.238942	$21.549038
11091	Payroll & Pension Technician I	6	GNL	6	$35,857	$44,822	$49,304	$2,988.08	$3,735.17	$17.238942	$21.549038
15310	Printing Technician	6	GNL	6	$35,857	$44,822	$49,304	$2,988.08	$3,735.17	$17.238942	$21.549038
12732	Senior Medical Assistant	6	GNL	6	$35,857	$44,822	$49,304	$2,988.08	$3,735.17	$17.238942	$21.549038
12797	Senior Office Specialist	6	GNL	6	$35,857	$44,822	$49,304	$2,988.08	$3,735.17	$17.238942	$21.549038
11043	Transit Dispatcher	6	GNL	6	$35,857	$44,822	$49,304	$2,988.08	$3,735.17	$17.238942	$21.549038
11002	Accounting Technician II	6	GNL	5	$32,897	$41,121	$45,233	$2,741.42	$3,426.75	$15.815865	$19.769712
11033	Communications Center Dispatcher	6	GNL	5	$32,897	$41,121	$45,233	$2,741.42	$3,426.75	$15.815865	$19.769712
13072	Driver	6	GNL	5	$32,897	$41,121	$45,233	$2,741.42	$3,426.75	$15.815865	$19.769712
12722	Fire Community and Public Health Provider	6	GNL	5	$32,897	$41,121	$45,233	$2,741.42	$3,426.75	$15.815865	$19.769712
12743	License Specialist I	6	GNL	5	$32,897	$41,121	$45,233	$2,741.42	$3,426.75	$15.815865	$19.769712
12092	Municipal Court Clerk I	6	GNL	5	$32,897	$41,121	$45,233	$2,741.42	$3,426.75	$15.815865	$19.769712
12741	Office Specialist	6	GNL	5	$32,897	$41,121	$45,233	$2,741.42	$3,426.75	$15.815865	$19.769712
14420	Parking Enforcement Officer	6	GNL	5	$32,897	$41,121	$45,233	$2,741.42	$3,426.75	$15.815865	$19.769712
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

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FIRE - Paid by Rank

Job Code	Rank	Monthly Pay Rate	Hourly Pay Rate
56 Hours/Week			
19407	Battalion Chief	$9,436	$38.886078
19406	Fire Captain	$7,766	$32.001419
19405	Fire Lieutenant	$7,003	$28.857516
19416	Fire Paramedic 1st	$6,649	$27.398982
	Fire Paramedic 2nd	$5,935	$24.456166
	Fire Paramedic 3rd	$5,299	$21.835755
19404	Fire Driver Engineer	$6,370	$26.251779
19403	Firefighter 1st	$5,851	$24.109319
	Firefighter 2nd	$5,224	$21.526269
	Firefighter 3rd	$4,664	$19.221642
	Firefighter 4th	$4,166	$17.165760
40 Hours/Week			
19407	Battalion Chief	$9,436	$54.440508
19406	Fire Captain (Staff)	$7,982	$46.047115
19405	Fire Lieutenant (Staff)	$7,197	$41.521845
19409	Fire Trainee	$3,856	$22.245062
19412	Fire Investigator	$6,374	$36.773857

POLICE - Paid by Rank

Job Code	Rank	Monthly Pay Rate	Hourly Pay Rate
19308	Police Commander	$10,082	$58.167462
19307	Police Lieutenant	$8,802	$50.779288
19306	Police Sergeant	$7,704	$44.445409
19304	Police Officer 1st	$6,154	$35.506176
	Police Officer 2nd	$5,576	$32.170192
	Police Officer 3rd	$5,060	$29.192307
	Police Officer 4th	$4,591	$26.490385
19300	Police Recruit	$4,166	$24.038462

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Unclassified Job Codes

Job Code	Job Title	Band #	Band Name	Zone #	Zone Minimum	Zone Maximum
Seasonal (6 months or less)						
50600	PT Pikes Peak HWY Ranger	SNL	Seasonal	6	TBD	$24.00
50602	PT Park Ranger	SNL	Seasonal	5	TBD	$21.00
50603	PT Recreation & Camp Support	SNL	Seasonal	5	TBD	$21.00
50609	PT Aquatics Support	SNL	Seasonal	4	TBD	$17.00
51400	PT Wildfire Mitigation and Forestry	SNL	Seasonal	4	TBD	$17.00
51600	PT Maintenance Support	SNL	Seasonal	4	TBD	$17.00
50400	PT Park Patrol	SNL	Seasonal	3	TBD	$14.00
50604	PT Guide or Interpreter	SNL	Seasonal	3	TBD	$14.00
51500	PT Cemetery Support	SNL	Seasonal	2	TBD	$12.00
50606	PT Park Support	SNL	Seasonal	2	TBD	$12.00
50607	PT Sport Site Supervisor	SNL	Seasonal	2	TBD	$12.00
50608	PT Sports Staff	SNL	Seasonal	1	TBD	$11.00
Part-Time (Year Round less than 29 hours per week)						
70100	PT Professional & IT	PRT	Part-Time	10	$17.00	$85.00
70200	PT Attorney	PRT	Part-Time	9	$20.00	$40.00
70300	PT Municipal Court Referee*	PRT	Part-Time	8	$15.00	$37.00
70401	PT Background Investigator	PRT	Part-Time	7	$21.00	$31.00
70402	PT Civilian Criminal Investigator	PRT	Part-Time	7	$21.00	$31.00
70403	PT Explosives Unit Investigator	PRT	Part-Time	7	$21.00	$31.00
70404	PT Polygraph Examiner	PRT	Part-Time	7	$21.00	$31.00
70405	PT Comm Center Support	PRT	Part-Time	7	$21.00	$31.00
70406	PT Training Academy Instructor	PRT	Part-Time	7	$21.00	$31.00
70500	PT Community Service Officer	PRT	Part-Time	6	$17.00	$25.00
70407	PT Probation Officer	PRT	Part-Time	6	$17.00	$25.00
70600	PT Pikes Peak HWY Ranger	PRT	Part-Time	5	TBD	$24.00
70700	PT Administrative Support	PRT	Part-Time	5	TBD	$24.00
70408	PT Evidence Technician	PRT	Part-Time	5	TBD	$24.00
70602	PT Park Ranger	PRT	Part-Time	5	TBD	$24.00
70800	PT Community Health Navigator	PRT	Part-Time	5	TBD	$24.00
70603	PT Recreation and Camp Support	PRT	Part-Time	5	TBD	$24.00
70900	PT Code Enforcement Officer	PRT	Part-Time	4	TBD	$17.00
71000	PT Internship***	PRT	Part-Time	4	TBD	$17.00
71100	PT Maintenance Support	PRT	Part-Time	4	TBD	$17.00
71200	PT Bus Driver	PRT	Part-Time	4	TBD	$17.00
71400	PT Wildfire Mitigation and Forestry	PRT	Part-Time	4	TBD	$17.00
70604	PT Guide or Interpreter	PRT	Part-Time	4	TBD	$17.00
70605	PT Day Camp Support	PRT	Part-Time	3	TBD	$12.00
70606	PT Park Support	PRT	Part-Time	3	TBD	$12.00
70607	PT Sport Site Supervisor	PRT	Part-Time	3	TBD	$12.00
71500	PT Cemetery Support	PRT	Part-Time	3	TBD	$12.00
70608	PT Sports Staff	PRT	Part-Time	2	TBD	$11.00
71300	PT Election Staff**	PRT	Part-Time	1	TBD	$10.00
Hourly (Year Round Full-time)						
10813	Hourly III	HRL	Hourly	3	TBD	$9.12
10814	Hourly IV	HRL	Hourly	4	$9.13	$12.33
10815	Hourly V	HRL	Hourly	5	$12.34	$16.69
10816	Hourly VI	HRL	Hourly	6	$16.70	$25.00
10817	Hourly VII	HRL	Hourly	7	$25.01	$35.00

TBD - Will be the Colorado Minimum Wage Rate as determined by the State of Colorado, pending election results.

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