

City of Colorado Springs

2003 Budget

January 1, 2003



CITY OF COLORADO SPRINGS

CITY COUNCIL

Mary Lou Makepeace, Mayor

Lionel Rivera, Vice Mayor

Sallie Clark

Ted Eastburn

Judy Noyes

James A. Null

Margaret Radford

Richard Skorman

Charles Wingate

Council Appointees

Lorne C. Kramer, City Manager

Robert D. Briggie, Municipal Presiding Judge

Michael D. Hall, City Auditor

Patricia K. Kelly, City Attorney

Kathryn M. Young, City Clerk

Senior City Management Staff

Paul D. Butcher, Parks, Recreation and Cultural Services Director

Mary S. Collins, Assistant City Manager

Ron Cousar, Neighborhood Services Director

Ann M. Crossey, Human Resources Director

Steve Hilfers, Finance Director

Ronald L. Mitchell, Internal Support Director

Manuel Navarro, Fire Chief

David D. Nickerson, Deputy City Manager

William T. Healy, City Planning Director

Luis Velez, Police Chief

David S. Zelenok, Public Works Director

Budget Department

Michael L. Anderson, Director

Lisa M. Bigelow, Principal Analyst

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Colorado Springs at a Glance

Form of Government:

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

Population: 381,925 (2003 est.)

College Population*: 28,295 (Fall 2001)

Median Age*: 33.5

Median Household Income*: \$45,563

Unemployment Rate (Colo Spgs MSA 2001): 4.4%

Ethnicity:**

Euro-American/White (75%)
Hispanic American/Latino (12%)
African-American/Black (6%)
Asian American (3%)
Native American/American Indian (1%)
Other (3%)

Area in Square Miles: 186

Street Miles: 1,497 (Year 2003 est.)

Parkland Acres: 11,846 (Year 2003 est.)

Sales Tax Rate for 2001:

City (2.5%); County (1%); State (2.9%)

City Property Tax Rate (2002 for taxes payable in 2003): 5.032 mills

Median Sales Price of an Existing House in 2001*:
\$184,766

Property Taxes Paid on a \$184,766 House in School District 11 for 2001 Taxes Payable in 2002*:**
\$927 total, City share is \$85

Average Monthly Residential Utilities: \$152

Serious Crimes per Thousand: 53.2 (Year 2001) compared to 2000 national average of 72.6 for cities 250,000-499,999; crimes include murder, rape, robbery, aggravated assault, burglary, larceny, and auto theft)

Major Industries*:

Tourism
Telecommunications
Military
Computer Resources
Semiconductor
Membership Organizations

Major Attractions*:

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

Average # of Days of Sunshine*: 247

Average Annual Precipitation*:
17.4 inches

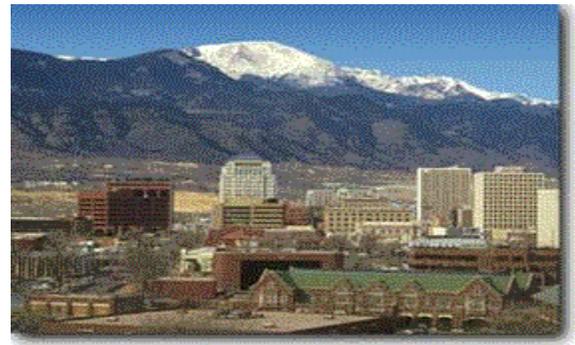
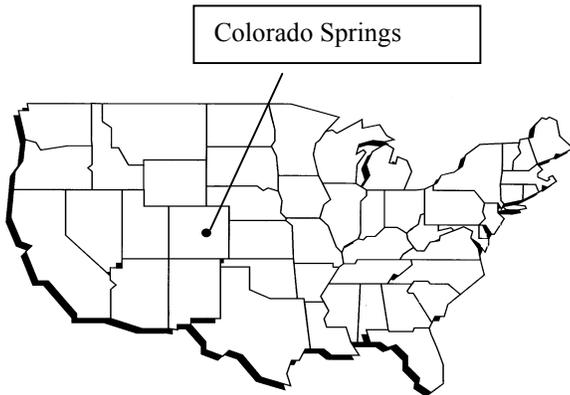
* Information obtained from the Greater Colorado Springs Economic Development Corporation Fact Sheet.

** Information obtained from the American FactFinder, U.S. Census Bureau, Census 2000.

*** Mill levies for 2001 taxes payable in 2002 are not available until December 15. This amount was calculated using 2000 levies.

All other information obtained from the City of Colorado Springs Office of Budget and Financial Analysis, Colorado Springs Utilities, and the Pikes Peak Area Council of Governments, and the Colorado Department of Labor and Employment.

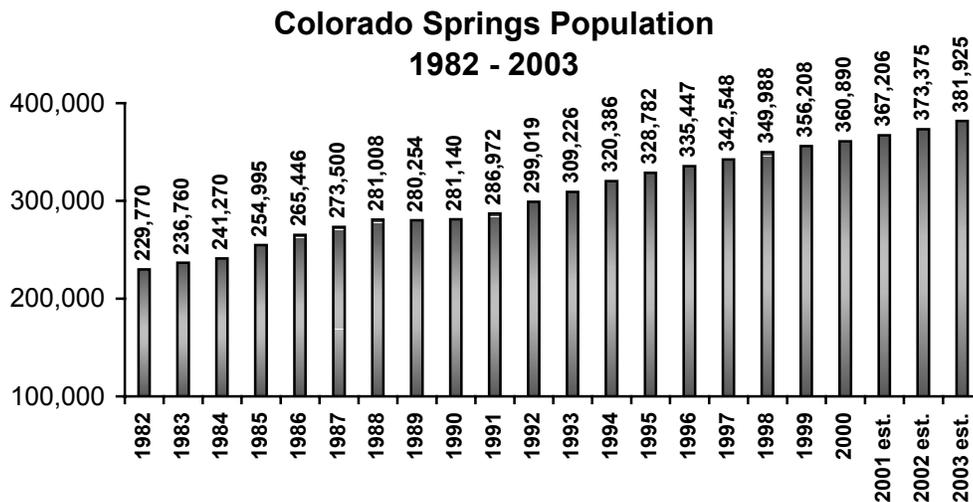
Community Profile



Colorado Springs is located at the foot of Pikes Peak, 70 miles south of Denver. With a 2003 estimated population of 381,925 and a land area of 185.7 square miles, Colorado Springs is the State's largest city in terms of land and second only to Denver in population.

General William Jackson Palmer founded Colorado Springs in 1871, envisioning a resort community always in view of Colorado's famous Pikes Peak. Within seven years, the Antlers Hotel was built; and by 1918, the renowned Broadmoor Hotel was constructed, making Colorado Springs a tourist destination. At an elevation of 6,000 feet, the area also became a health mecca where thousands of people came to relieve their tuberculosis in the dry mountain air.

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



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

TOP TEN PRIVATE SECTOR EMPLOYERS (May 2002)	
Company	# of Employees
WorldCom	2,600
Penrose-St. Francis Health Services	2,500
Atmel Corporation	2,000
Agilent Technologies, Inc.	1,800
The Broadmoor Hotel	1,500
MCI	1,350
Compaq Computer Corporation	1,200
Focus on the Family.	1,200
United Services Automobile Assn.	1,200
Checks Unlimited	1,180

Source: Economic Development Corporation

Area military installations are a significant factor in the local economy as well. Five major military installations are in the city: Fort Carson, Schriever and Peterson Air Force Bases, USA Space Command, and the United States Air Force Academy. Other large employers contributing to the economy in Colorado Springs include software/systems firms, manufacturing, information processing companies, and national nonprofit associations.

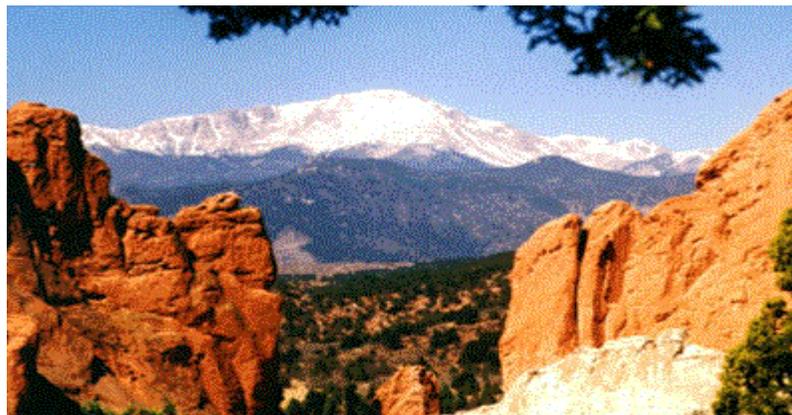
Colorado Springs has 5 school districts with over 150 schools including public elementary, middle, junior, and senior high schools. Of that 250, over 25 are private and parochial schools. In addition, Colorado Springs has more than 20 colleges and universities and 30 vocational/2-year schools.

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

TOP TEN POST-SECONDARY SCHOOLS (September 2001)	
School	# of Students
Pikes Peak Community College	9,598
University of Colorado at Colo. Springs	6,835
United States Air Force Academy	4,000
The Colorado College	1,952
Regis University*	1,719
Colorado Technical University	1,525
University of Phoenix at Colorado Springs	1,200
Nazarene Bible College	700
Blair College	583
Denver Technical College	550

Source: Economic Development Corporation

*Regis University



A Guide to the Colorado Springs City Budget

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

- ➔ The **City Manager's Letter** provides an overview of the budget, the major financial and service issues, and strategies for the General Fund.
- ➔ The **Budget Development Process** section describes the annual City Budget development process and its component phases. It also presents the budget process timeline used in the preparation of the budget and includes a summary of the City's Strategic Plan adopted by City Council.
- ➔ The **All Funds Summary** section provides an overview of budgets, a revenue overview for all funds, and a brief review of the City's financial and fund structure.
- ➔ The **General Fund Summary** section contains the economic, revenue, and expenditure overviews. The General Fund includes basic services such as Police; Municipal Court; Fire; Parks, Recreation and Cultural Services; and Public Works. This section provides tables and graphs of revenues and expenditures.
- ➔ The **Position Summary** section provides an overview of the distribution of employees by fund and division. It also presents changes in employees between current year and prior year as well as historical budget information.
- ➔ The **Department Narratives** section contains summary information at the division level. This includes a mission statement, a list of services provided, operating budget, personnel summary, performance indicators, major objectives, and changes to the budget.
- ➔ The **Enterprise Funds** section contains summary information at the division level. This includes a mission statement, a list of services provided, sources of funds operating budget, personnel summary, performance indicators, major objectives, and changes to the budget.
- ➔ The **General Costs** section contains information on general costs, internal services charges and allocations, and debt management.
- ➔ The **Other Funds and Agencies** section contains information on special revenue, internal services, and fiduciary funds.
- ➔ The **Capital Improvements and Springs Community Improvements Program (SCIP)** section provides a description of the City's ongoing capital improvements proposed for funding in 2003 as well as the SCIP citizen-driven process that addresses the backlog of the highest priority infrastructure needs of the community.
- ➔ The **Appendices** section includes a glossary of terms, detailed revenue estimates, a list of human services contracts, a list of the City's lease-purchase obligations, the uses of General Fund resources, Appropriations Ordinances, and an index.

Other Information:

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

For further information, please contact the Office of Budget and Financial Analysis via e-mail at budget@ci.colospgs.co.us or call 719-385-5970.

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, 2002. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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LORNE C. KRAMER
CITY MANAGER

January 2, 2003

Dear Madam Mayor and Members of City Council:

This letter transmits the final 2003 Budget, which outlines the City's operating and financial plan for this year. Although the terrorist attacks of September 11, 2001, had a definite impact on the economy, most economic indicators showed a slowing prior to that event. The national, State and local economies continue to feel the effects of a lingering recession that began early in 2001. This unfavorable economic climate has had an adverse impact on City revenues, which we anticipate will continue through 2003.

Nearly 53 percent of the revenue supporting the General Fund Budget is derived from Sales and Use Tax collections that are dependent upon the level of local economic activity, consumer confidence, and tourist activity. City Sales and Use Tax collections have posted over-the-year declines in eight of the last twelve months due to a number of factors. Consumer spending has slowed considerably in response to the national economic recession, and local layoffs totaling nearly 8,500 have occurred over the last 18 months. The fires in our neighboring forests adversely impacted summer tourism in the region, and local non-residential construction activity has slowed considerably. Additionally, local business investment in new plant and equipment has dropped precipitously due to corporate cutbacks at many area manufacturers. As a result, Sales and Use Tax collections dropped considerably last year triggering a projected General Fund revenue shortfall of nearly \$9.8 million in 2002. I believe the fiscal actions that were implemented last fall, which included a selective hiring freeze, a suspension of all capital outlay purchases, a freeze of all overtime except for emergency purposes, and the suspension of selected capital improvement projects will serve to bridge much of the revenue shortfall for 2002.

As we entered the 2003 Budget preparation process last summer, we faced a projected General Fund budget gap of over \$16 million for 2003. That gap assumed that employee wages would be adjusted to be consistent with pay for similar positions in the marketplace and that current levels of City spending on capital improvement projects were maintained. That budget gap was bridged as a result of the many actions contained in this 2003 Budget. The 2003 Budget maps out a means of providing basic municipal services, maintaining Council's commitment to keep employee compensation at a competitive level, and providing some funding towards the implementation of the recommendations of the East-West Mobility Study.

This could not be accomplished without some sacrifice, however. Some less essential services to city residents are trimmed or eliminated in this Budget, and the replacement of some vehicles and other capital equipment has been delayed. The service cuts, while affecting certain segments of the community, are necessary to avoid much broader reductions in basic services or significant layoffs of City employees.

Additionally, the size of the employee compensation package had to be cut by 48 percent and reflects salary increases sufficient only to bring employees' 2003 pay up to the 2002 levels of their peers in other organizations. It does not address any further movement in salaries projected for 2003. It is my strong belief that our employees

are the City's most valuable resource, and they are essential for the provision of the services that our citizens need and desire. While the employee compensation adjustment contained in this Budget will not provide the full salary adjustments justified by recent salary surveys, it is fair and consistent with our current economic and fiscal environment while bringing the salaries of nearly all City employees up to the estimated median of the market in 2002.

Other actions reflected in the 2003 Budget to span the budget gap include a \$4.38 million reduction in the General Fund contribution towards capital improvements. However, overall City spending on capital improvements has not been reduced. The 2003 Budget directs certain capital improvement costs be paid directly from the Springs Community Improvements Program (SCIP) Fund. Specifically, one-third of the \$7.85 million debt service payment on the 1999 SCIP bonds would be budgeted and paid directly from the SCIP Fund along with a high-priority drainage project. As of the end of 2002, the SCIP Fund had an estimated \$4.38 million of unbudgeted monies available resulting from project savings (capital improvement projects being completed under budget) and interest earnings in excess of previously budgeted amounts. Those funds can be used to pay the debt service on the SCIP bonds and/or be used for additional SCIP capital improvement projects, and this is consistent with the original voter intent for use of SCIP funds.

Additionally, the 2003 Budget reflects Council's direction that the cost of the public streetlighting system in the City be transferred to Colorado Springs Utilities (CSU). In accordance with Council direction, one-half of the cost of the streetlighting system in 2002 was paid by CSU. In 2003, the full cost of the system will be paid by CSU, thereby resulting in net savings of \$1.9 million to the City General Fund Budget. Finally, a modest draw from the unappropriated/unrestricted General Fund balance of \$527,619 was necessary to help bring the 2003 General Fund Budget into balance.

Given that this Budget was approved during a period of unprecedented fiscal and economic uncertainty, additional safeguards have been put in place to provide a measure of protection against any further downturn in City revenues during 2003. Specifically, all amounts included in the 2003 General Fund Budget for capital outlay for the purchase of vehicles, computers, and other equipment will be frozen until such time as it appears the budgeted revenue amounts for City Sales and Use taxes and other major revenue sources will be realized. Similarly, amounts budgeted in the General Fund for selected capital improvement projects will be frozen. The temporary freeze on capital outlay purchases would not apply to critical vehicles and equipment necessary for public safety services provided by the Police and Fire Departments. Combined, these frozen funds will provide almost \$11.2 million of protection against further revenue shortfalls.

As you are aware, a relatively modest fund balance is maintained for the General Fund for cash flow purposes and to serve as an additional cushion against revenue shortfalls and unforeseen fiscal events. The unappropriated/unrestricted General Fund balance is anticipated to total \$16.3 million during 2003, or 7.5 percent of the 2003 Budget. That fund balance stands as an additional line of fiscal protection should City revenues for 2003 fall further below projections in response to any worsening economic conditions.

The 2003 Budget is designed to achieve the key budgetary objectives established at the beginning of its preparation cycle in June. Those objectives are as follows:

- ✓ *Provide funding for the base budget and unavoidable budget increments,*
- ✓ *Maintain funding for high priority capital improvement projects,*
- ✓ *Reallocate existing resources towards employee training and leadership development,*
- ✓ *Provide for an employee wage package that brings the 2003 salaries of City employees up to the estimated 2002 market median and funds the City portion of employee health insurance costs,*

- ✓ *Ensure that the share of the 2003 General Fund Budget allocated for Public Safety purposes is at least the same percentage as the 2002 General Fund Budget,*
- ✓ *Ensure the maintenance of the unappropriated/unrestricted General Fund balance at a level of at least 5 percent of the 2003 budgeted amount, and*
- ✓ *Implement the second year of the ten-year plan of the Public Safety Sales and Use Tax (PSST) Fund to the extent allowed by available revenues to that fund.*

The 2003 Budget achieves all established budgetary objectives.

General Fund Budget Overview

The 2003 General Fund Budget totals \$217.6 million. This represents an increase of only \$185,000, or less than one-tenth of one percent, from the 2002 Budget. That modest increase is the net result of some cuts in expenditures for less essential services to city residents in combination with other fiscal actions necessary to bring the 2003 General Fund Budget into balance. Just over \$501,000 of savings from reductions in service along with \$498,000 of service costs that have been transferred to other funds are reflected in this budget. Additionally, a portion of the required payment of the scheduled 2003 debt service payment on the 1999 SCIP bonds will be made directly from the SCIP Fund. This relieves the General Fund from having to bear \$2.59 million, or about one-third, of the total \$7.85 million debt service payment next year. The General Fund contribution to capital improvements has been further reduced by \$1.79 million. Colorado Springs Utilities' assumption of responsibility for paying the full cost of the public streetlighting system results in a \$3.8 million reduction in General Fund expenditures in 2003. These reductions are partially offset by an increase of \$4.9 million to continue efforts to bring employee compensation up to a competitive level and a \$1.6 million increase in the City share of the cost of employee health insurance. Unavoidable increases stemming from such items as 2003 municipal election costs, increased utilities costs, prior-year funding commitments, and legal obligations total \$2.4 million. This Budget provides funding for a total of 1,918.5 General Fund employees which represents a net increase of 1.75 FTE employees. Although 4.25 new employees will be added (as detailed below), a total of 2.5 FTE positions are eliminated as a result of the service reductions.

2002 Budget	\$217,375,443
<i>Less:</i>	
Reductions in Service	(501,458)
Transfer of Costs to Other City Funds	(497,538)
2003 Debt Service on Series 1999 SCIP Bonds (pay directly from SCIP Fund)	(2,590,788)
Reduce General Fund Contribution to CIP	(1,786,908)
Public Streetlighting System Costs to be Borne by CSU	(3,800,000)
<i>plus:</i>	
Supplemental Appropriation and Removal of 2002 Onetime Expenses	153,732
Bringing Employee Compensation up to Competitive Level	4,936,560
Employee Health Insurance and Other Benefit Adjustments	1,703,141
Unavoidable Increases/Prior-Year Commitments	2,372,666
Miscellaneous Increases	195,538
2003 General Fund Budget	\$217,560,388

In accordance with the provisions of the Public Safety Sales Tax ballot question approved by City voters in November 2001, the share of the 2003 General Fund Budget allocated for public safety purposes should be at least the same percentage as the 2002 General Fund Budget. The public safety share of the 2002 General Fund Budget is 47.65 percent. The 2003 General Fund Budget allocates 49.40 percent of total resources for public safety purposes. Thus, the 2003 General Fund Budget complies with voters' direction.

Revenue that is projected to total \$211.8 million supports these expenditures along with rebudgeted revenues of \$5.26 million and a modest draw of \$527,619 from the unappropriated/unrestricted fund balance. City Sales and Use Tax collections are projected to be nearly \$5.1 million below the 2002 budgeted amount. Various increases and decreases in all other revenue sources to the General Fund will result in a net increase of only \$185,000 in resources available for appropriation in 2003.

Current calculations regarding compliance with the revenue limitation provisions of the Taxpayers Bill of Rights (TABOR) and the City Charter project 2003 City revenues to be well below the TABOR limit by approximately \$7.9 million.

The 2003 Budget is designed to achieve the following budgetary objectives established for 2003:

➤ **Provide funding for the base budget and unavoidable budget increments**

A number of unavoidable budget increases are accommodated in the 2003 General Fund Budget. These increases result from contractual obligations, increased utilities costs, federal mandates, and prior-year fiscal commitments made by City Council. These budget increments total almost \$2.4 million and include \$500,000 costs for the April 2003 municipal and November 2003 election costs; an estimated \$160,000 increase in water and wastewater utility rates; a \$71,464 contractual increase in Municipal Court judges compensation, \$335,000 for the first installment on a five-year lease-purchase of a new Justice Information System for the Municipal Court and City Attorney; and a \$235,735 net Transit Services contractual increase. Additional resources are included for an office specialist in the Police Department to administer the State-mandated sex offender registration program, motorcycle maintenance costs for the Police Department's Intersection Safety Program; and increased rental and maintenance costs for buildings occupied by City departments.

➤ **Provide for an employee wage package that brings the 2003 salaries of City employees up to the estimated 2002 market median and funds the City portion of employee health insurance costs**

A City's priority is to pay employees competitively as part of a strategy to attract and retain a high-performing, diverse workforce. Bringing employee compensation up to a competitive level continues to be a priority of *Direction 2000* – Strategic Plan. Recent market data shows that the salaries of civilian City employees are, on average, 4.0 percent below the current 2002 market median. Similarly, the survey data show the salaries of uniformed Police officers and Firefighters to be an average of 4.3 percent below the 2002 market median. A total of \$4,936,569 is included in the 2003 General Fund Budget to bring the salaries of City employees up to the 2002 market median. The salary increases of senior managers have been capped at 3.7 percent, which will leave the salaries of that employee group below the current market median.

The recent salary surveys also indicate that jurisdictions surveyed anticipate further movement in wages and salaries for 2003. The survey data show salaries of uniformed Police officers and Firefighters are projected to increase an additional 3.7 percent in 2003 while the average increase for civilian employees is anticipated to be 3.2 percent. The estimated cost of addressing this movement of employee salaries projected for 2003 would be an additional \$4.49 million. Due to budgetary constraints, this prospective movement in employees' wages and salaries is not included in the 2003 Budget. Thus, the employee compensation package included in the 2003 Budget will bring the salaries of City employees up to the estimated market median for 2002 but does not address any further movement in salaries projected for 2003. While the employee compensation adjustment will not provide the full salary adjustments indicated by the recent salary surveys, it is fair and consistent with our current economic and fiscal environment.

A 14.3 percent increase in employee medical insurance premium costs is projected in 2003. This increase is necessary based upon recent claims history, high rates of utilization of the plan, and an anticipated increase in the cost of medical services. This increase comes on the heels of a 27 percent increase implemented in 2002. Also, a 13.1 percent increase in dental insurance premiums is projected for 2003. This trend is not unique to the City, and most major employers in the region are facing soaring health insurance costs for similar reasons. A total of \$1,608,060 is included in the 2003 General Fund Budget for the share of these premium adjustments customarily paid by the City. That total includes \$58,092 to provide for health benefits for domestic partners. The extension of health coverage for domestic partners is important to the City's efforts to attract and retain a high-performing and diverse workforce.

The employees' share of the cost of dependent coverage will also increase. Additionally, out-of-pocket health care costs will further increase for employees in 2003 due to changes in the City's health plans necessary to help mitigate the premium increases. Specifically, new and increased employee co-pays and co-insurance for selected medical services are being implemented to help mitigate the increase in insurance premiums paid by the City and employee.

Nevertheless, a portion of the increased employee health benefits costs to the City has been offset slightly by a decrease in payouts for workers' compensation claims, which will result in a projected savings of \$126,000 in 2003. However, the Public Employees' Retirement Association (PERA) retirement contribution costs to the General Fund are projected to increase by \$221,081 as a result of a mandated 4.46 percent increase in the required employer contribution rate in 2003.

➤ **Maintain funding for high-priority capital improvement projects**

The total General Fund contribution to capital improvements totals \$17.3 million, which is \$4.8 million less than the 2002 budgeted amount. However, in spite of this reduction in the General Fund contribution, overall City spending on capital improvements has not been reduced. The total combined budgets for capital improvements from all funds will be \$45.4 million for 2003. That amount is up from the \$41.3 million included in the adjusted 2002 Budget.

The 2003 Budget directs that certain capital improvement costs previously funded by the General Fund be budgeted and paid directly from the SCIP Fund. Specifically, one-third of the \$7.85 million debt service payment on the 1999 SCIP bonds will be budgeted and paid directly from the SCIP Fund rather than the General Fund. Additionally, a total of \$1.8 million for the construction of the Monterey Drive Channel and Storm Sewer will be paid from the SCIP Fund. The Monterey Drive project is a high priority drainage project affecting pedestrian and school safety. As of the end of 2002, the SCIP Fund had an estimated \$4.38 million of unbudgeted monies available resulting from project savings (capital improvement projects being completed under budget) and interest earnings in excess of previously budgeted amounts. These funds can be used to pay the debt service on the SCIP bonds and/or for additional SCIP capital improvement projects.

Of the \$17.3 million General Fund allocation to capital improvements for 2003, just under \$6.5 million is dedicated to the ongoing capital maintenance program that includes the annual street resurfacing program. Also, that amount includes the required City matching funds for TEA-21 (Transportation Equity Act) federal transportation grants. A total of \$5.3 million is allocated to help pay the 2003 debt service payment on the 1999 SCIP bonds. The balance of the 2003 allocation (\$5.6 million) would primarily be applied towards the implementation of the recommendations of the East-West Mobility Study. Specifically, a total of \$1.7 million will be used to develop preliminary designs and associated construction cost estimates for all east-west transportation system management and roadway projects that should be constructed over the next eight years. Developing these preliminary designs and cost estimates is critical to the development

of the financial plan necessary for the construction of the projects. Additionally, a total of \$2.2 million will be used to pay the annual debt service, or lease-purchase payment, on the proposed issuance of \$27.5 million of certificates of participation (COPs) or City Sales Tax revenue bonds to finance the construction of the Austin Bluffs/Union interchange. The project is a key element of the East-West Mobility Study, and the design of the grade-separated interchange has already been funded through the 2002 General Fund Budget. Finally, \$1.5 million is allocated to make immediate traffic capacity and safety improvements to Drennan Road while preserving the corridor for ultimate improvements that provide a better connection between Interstate 25 and Powers Boulevard at the Colorado Springs Airport.

In spite of these resources allocated towards the highest priority capital improvement projects, there remains a daunting backlog of unfunded capital improvement projects. The SCIP 01 citizens committees identified over \$208 million of high-priority transportation, drainage, and public facilities projects that remain unfunded. Additionally, the East-West Mobility Study recommendations include \$464 - \$604 million of unfunded transportation projects. Developing the means to fund these necessary infrastructure projects clearly remains a serious fiscal challenge for the community.

➤ **Reallocate existing resources towards employee training and leadership development**

Much has been said about the City's deteriorating physical infrastructure, but our employees are the City's most valuable resource. In recent years, however, I do not believe the City has adequately invested in its workforce. A key element in attracting and retaining a high-performing workforce is the provision of learning opportunities to help employees develop additional skills and competencies that enhance the performance of the organization and the personal growth of employees.

The City began its Learning Organization initiative three years ago but has had only limited success due to a lack of resources. The 2003 General Fund Budget allocates a total of \$89,753 to support the expansion of the Learning Organization and the establishment of the City University. This amount was derived from the net savings of the management reorganization implemented earlier this year. A portion of the funds will be used to partially fund a Learning Coordinator position (1 FTE). This expanded program will provide integrated and comprehensive learning opportunities in the areas of leadership, diversity education, individual/organizational performance improvement, and customer service.

In conjunction with this renewed emphasis on employee training and leadership development, each City Department and Division was asked to identify specific training and development needs and submit an outline of anticipated employee training and development activities in 2003. Each Department was also encouraged to redirect existing resources, to the extent possible, to address employee development and training needs in 2003. As a result, City Departments reallocated almost \$46,000 of existing resources towards employee training and development.

➤ **Implement the second year of the ten-year plan of the Public Safety Sales and Use Tax (PSST) Fund to the extent allowed by available revenues to that Fund**

In November 2001, City voters approved ballot question B4 which authorized a City Sales and Use Tax rate increase of .04 percent to be used to fund public safety operating and capital improvement needs. As approved by voters, all revenue from the .04 percent tax is placed in a dedicated fund (Public Safety Sales and Use 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 PSST budget, Council also adopted a ten-year plan for the fund. That plan presents a multiyear perspective on what is planned to be expended to achieve the purpose and intent of ballot question B4. The ten-year plan

projected total PSST revenues of \$24.6 million for 2003. However, the timetables for the additional staff and capital projects in 2003 have been modified due to lower projections of available Sales and Use Tax revenues. PSST revenue for 2003 is now projected to total \$22.5 million, or \$2.1 million below the amount contained in the ten-year plan.

Given the volatility of sales and use tax revenues, City Council directed that an unappropriated fund balance be built up and maintained at a level of at least 10 percent of current PSST revenue to help protect against any revenue shortfalls and unforeseen fiscal events. Total 2003 PSST revenue of \$22.5 million is projected for 2003. A total of \$631,119 is projected to be set aside to bring the PSST fund balance up to the 10 percent level which leaves \$21.8 million available for appropriation in 2003.

A total of \$10,087,196 is allocated to the Fire Department in 2003 allowing the Department to staff the new Station 19 slated to be completed early in 2003 and to begin construction of new Stations 20 and 21 slated to open in 2004. A total of \$5.8 million is allocated for the construction of those two stations. A total of 23.5 FTE positions will be added in 2003 with 19 of that total being uniformed personnel. In addition to the 15 uniformed positions to staff Station 19, 3 battalion chiefs for a third fire district and a fire investigator are added. A total of 4.5 FTE civilian personnel are also added including a fire education coordinator for the FireWise program, a senior GIS analyst, a staff support position in personnel, an audiovisual specialist to operate the distance learning system for firefighter training, and six months of a fleet technician.

PSST funding proposed for the Police Department in 2003 totals \$11.6 million. Of that, \$4.9 million is allocated to finish the construction of the new 4th Division substation in the northeast portion of the city and for land acquisition and construction of a new substation for the Gold Hill Division. A total of 17 FTE positions will be added in 2003 with 5 of that total being uniformed personnel. Two new sergeant positions, one each in Internal Affairs and Metro VNI, are included along with a robbery investigator position. A portion of the command staff (1 Commander, 1 lieutenant) for the new 4th Division are also added in 2003 to help with the planning for the new facility. A total of 12 new civilian personnel are also proposed including 5 information technology analysts, a crime scene technician, four clerical support staff, and two drivers for ferrying police vehicles. This comes on the heels of 60 new Police officers added in 2002.

Support services expenditures for 2003 total \$143,614 and will allow the addition of a one-half FTE position in Fleet and to provide continuing funding for a clerical support position in Human Resources and an accounts payable clerk in the City Finance Office that were added in 2002.

While the drop in PSST Sales and Use Tax revenue has required some adjustments in the plans for hiring additional staff and the construction of public safety capital projects, the original schedule of opening Fire Station 19 and constructing Stations 20 and 21 in 2003 is being maintained. Additionally, the opening of the new 4th Division Police substation and a new substation for the Gold Hill Division has been delayed but by less than a year. Nevertheless, the hiring of 13 additional Police officers, originally slated to occur in 2003, was postponed.

Reductions in Service and Transfer of Costs to Other City Funds

The City provides over 350 distinct and important services to its residents. Over the last decade, the City's ability to maintain the level and quality of those services has been stretched to the limit by rapid population growth and development. Exacerbating the fiscal challenge has been the necessary reallocation of General Fund resources away from City services towards capital improvements over the last five years made necessary by the demise of the dedicated City sales tax for capital improvements. City employees have responded over the years through innovation and substantial jumps in productivity resulting from the

effective use of technology and by working smarter and harder. In spite of these productivity gains, a general trend of degradation began several years ago in the quantity and quality of municipal services that we are able to deliver to our citizens. The recent trend of declining revenues and an incipient budget gap for 2003 leaves little choice but to trim some less essential services. Unfortunately, unless current fiscal trends are reversed in future years, further service reductions or cuts will be necessary.

Some services are reduced, eliminated, or shifted to other City funds in the 2003 Budget. This is not to say that these services are not important. The identified services are simply less important when compared to others. The service cuts include the cancellation of all aquatics programs at Prospect Lake, a 10 percent reduction in the animal control contract with the Humane Society of the Pikes Peak Region, a reduction in the Colorado Springs Symphony contract, and the discontinuation of the City contract with the Fine Arts Center for free Saturdays and SpringSpree activities. Additionally, the hearing officer function in the City Planning Department will be discontinued with all land use variances and other minor land use issues required to go to Planning Commission for approval/denial.

Other actions to generate budgetary savings include postponing the scheduled replacement of selected City vehicles including the replacement of three non-emergency response light vehicles in the Fire Department, a reduction in non-federal mandated stormwater quality education efforts, the elimination of a civil engineer position in City Engineering, and the cancellation of the Citizens Community Day event. It is with reluctance that I recommend postponing the scheduled replacement of City vehicles. Although we have attempted to replace City vehicles on a regular basis to control vehicle maintenance costs, a study of the City fleet completed late last year indicated that we have fallen behind on necessary vehicle replacements. With 54 percent of the fleet currently overdue for replacement, representing \$22 million in funding needs, postponing the scheduled replacement of vehicles in 2003 only adds to this unfunded liability.

Some services and costs previously borne by the General Fund have been shifted to other City Funds. A total of nearly \$414,000 of costs associated with the ongoing operation and maintenance of the City's automated payroll/financial system have been shifted to the Cable Franchise Grant Fund in 2003. While these information technology expenditure qualify for Cable Grant Funding, the shift of these costs to that Fund has drastically reduced the available resources for necessary technology upgrades and replacements for which that Fund has typically been used. Similarly, Colorado Springs Utilities has agreed to assume funding responsibility for the Beidelman Environmental Center which resulted in an additional \$84,000 savings to the 2003 General Fund Budget.

These service reductions and cost shifting resulted in nearly \$1 million of net budget savings to the General Fund in 2003.

Conclusion

I believe this Budget allocates City resources in a manner consistent with the goals and objectives of *Direction 2000 – Strategic Plan* and the budgetary objectives you established last summer. This Budget also maintains basic municipal services, makes some progress towards bringing employee compensation up to a competitive level, and provides some funding towards the implementation of the recommendations of the East-West Mobility Study. Yet, some less essential City services had to be reduced or discontinued, the size of the employee compensation package has been scaled back; and the General Fund contribution towards capital improvements has been reduced. This Budget truly reflects the difficult choices and decisions that we are now faced with given the uncertainties of the current fiscal and economic environment.

Given those uncertainties, additional fiscal safeguards have been built into the 2003 Budget to provide a measure of protection against any further downturn in City revenues in 2003. Moreover, this Budget has been designed to avoid building in a large fiscal deficit that will have to be addressed in 2004.

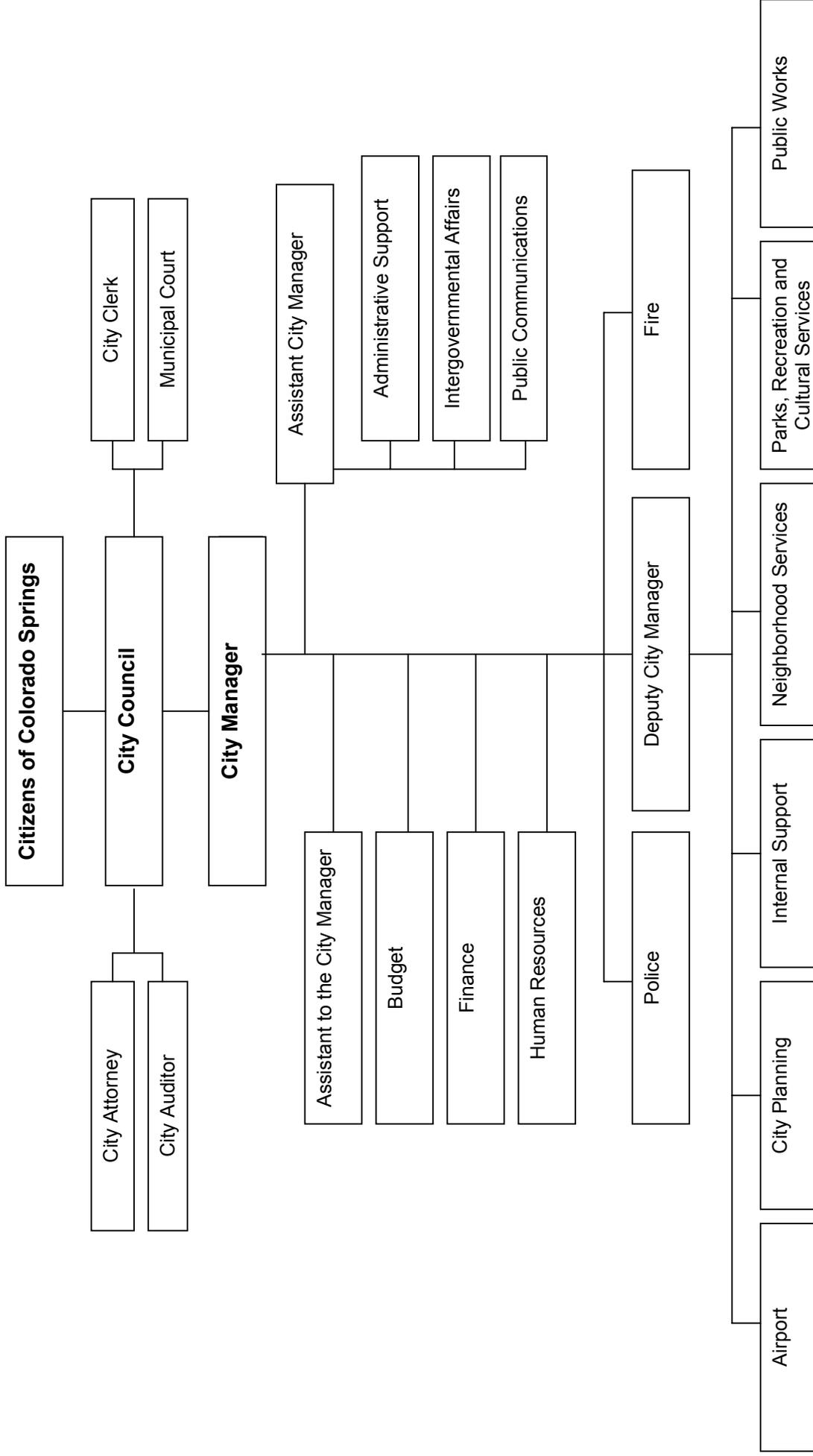
The assumptions and projections used in this Budget have been prepared with an appropriate level of caution. Nevertheless, changing fiscal and economic circumstances may prompt you to revisit the Budget in order to keep the 2003 City Budget in balance.

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

Sincerely,

Lorne C. Kramer
City Manager

City of Colorado Springs Organizational Chart



Budget Development Process

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

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

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

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

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

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

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

Major Phases



PHASE I – PLANNING

January – July

1. Council reviews progress and accomplishments towards achievement of Strategic Plan goals and objectives
2. Council updates Strategic Plan
3. Office of Budget and Financial Analysis presents financial outlook and key fiscal issues for upcoming year
4. City Manager establishes 2003 budget guidelines



PHASE II – DEPARTMENT BUDGET REQUESTS

June - July

1. Budget manual distributed to departments and divisions
2. Departments prepare 2003 budget requests
3. Office of Budget and Financial Analysis reviews and analyzes budget requests and prepares summaries and recommendations for City Manager budget review sessions with departments



PHASE III – FORMULATION OF CITY MANAGER’S RECOMMENDED BUDGET

August - September

1. City Manager conducts budget review sessions with each department to review budget submittals of each division within the department
2. Final adjustments in revenue and expenditure estimates prepared by the Budget Department
3. City Manager balances budget
4. Budget Department produces 2003 Budget document



PHASE IV – ENHANCED PUBLIC INPUT SESSIONS

July - October

1. Council holds two additional public input sessions to receive input on the 2003 budget



PHASE V – CITY COUNCIL REVIEW AND APPROVAL OF BUDGET

October - November

1. Council reviews recommended 2003 Budget
2. Council holds budget work sessions
3. Public hearing held on Budget
4. Council makes allocation and policy decisions at final budget markup session



PHASE VI – FINAL REVIEW AND ADOPTION

November - December

1. First reading of appropriations ordinance held adopting 2003 Budget
2. Council sets 2002 mill levy for taxes payable in 2003
3. Second reading of appropriations ordinance held adopting 2003 Budget
4. Office of Budget and Financial Analysis produces final 2003 Budget document

Key Dates

2003 Budget Development

PLANNING

- | | |
|--------|---|
| May 22 | City Manager establishes 2003 Budget guidelines |
| June 3 | City Council retreat – budget outlook |

DEPARTMENT BUDGET REQUESTS

- | | |
|------------------|---|
| May 29 | Budget manual with guidelines distributed to departments and divisions |
| June 5 – June 10 | Budget Department holds budget review meetings with departments and divisions |
| July 3 | Departments and divisions submit budgets to the Budget Department |

FORMULATION OF CITY MANAGER'S RECOMMENDED BUDGET

- | | |
|----------------------|---|
| August 1 – August 22 | Directors and their respective division managers meet with City Manager to review budget submittals |
| August 30 | City Manager finalizes recommended 2003 Budget for submittal to City Council |
| October 1 | 2003 Budget transmitted to City Council |

ENHANCED PUBLIC INPUT SESSIONS

- | | |
|-----------|--|
| July 24 | E-Town Hall Meeting to receive input on the 2003 City budget |
| October 3 | E-Town Hall Meeting to receive input on the 2003 City budget |

CITY COUNCIL REVIEW AND APPROVAL OF BUDGET

October 10	City Council Budget Work Session
October 11	City Council Budget Work Session
October 17	Formal Public Hearing on entire 2003 Budget
November 6	City Council Budget Markup Session
November 7	City Council Budget Markup Session

FINAL REVIEW AND ADOPTION

November 12	City Council informal review of final Appropriations Ordinances and 2003 Budget
November 26	First reading of 2003 Appropriations Ordinances and Mill Levy certification
December 10	Second reading of 2003 Appropriation Ordinances. 2003 City Budget officially adopted.

CITY COUNCIL BUDGET WORK SESSIONS

Thursday, October 10
8:30 a.m. – 5:00 p.m.

City Council Budget Work Session
Budget Overview
City Management
Fire
Police
City Attorney
Municipal Court
City Auditor
City Clerk
Parks, Recreation and Cultural Services
Public Works
City Planning
Neighborhood Services

Friday, October 11
8:30 a.m. – 12:00 p.m.

City Council Budget Work Session
Enterprise Funds
Internal Support
General Costs
Lodgers and Automobile Rental Tax (LART)
SCIP/Capital Improvements

Thursday, October 17

Public Hearing

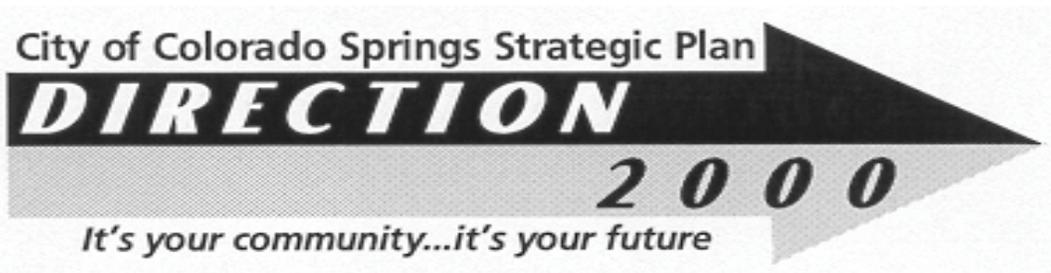
Wednesday, November 6
8:30 a.m. – 5:00 p.m.

City Council Budget Markup Session

Thursday, November 7
8:30 a.m. – 5:00 p.m.

City Council Budget Markup Session
Mill levy set

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“Direction 2000” Strategic Plan

Strategic Goals – Visions for our Future

Growth Management – We will improve our ability to manage growth in the community. City government shall play a leadership role in preserving a sustainable quality of life and protecting the environment in Colorado Springs as we adapt to community growth.

Transportation Improvements – We are committed to sustaining and improving intermodal transportation mobility as the community grows through visionary planning, the completion of important capital projects, and effective maintenance of infrastructure.

Public Safety – We will take all possible and prudent steps to provide for public safety.

Financial Support for City Services – We will endeavor to obtain the revenues necessary to support the municipal services and capital projects that help make a city great.

Downtown Revitalization – We will support the continued revitalization of our downtown to enhance our sense of community and promote Colorado Springs as a unique place.

A Strategic Network of Long-Range Plans

Complete and adopt the **new Comprehensive Plan** as a primary tool for defining growth management policies and programs.

Complete and adopt key long-range transportation plans: 1) the **new Intermodal Transportation Plan**, 2) the **East-West Mobility study** to examine the creation of a “beltway” around the City’s core area and the potential for transportation improvements within the core area, and 3) coordination with surrounding entities to address **major transportation corridors on the outskirts of the city**, including the area east of Powers Boulevard.

Develop a **long-range public works infrastructure and services plan**.

Complete development of **long-range plans for police and fire services**.

Complete the updating of a **parks system capital and services master plan**.

Strategic Priorities for City Government Programs

Consistent with the new Comprehensive Plan, develop and implement **policies and programs that improve growth management**, including a citywide land use plan and revisions to the City zoning and subdivision codes.

Evaluate the City’s **annexation policy** with respect to growth and development, addressing issues related to **fiscal impact and development incentives**.

Extend the time horizon for the City’s capital improvements program by defining and implementing the next phase of the **Springs Community Improvements Program (SCIP)**.

Aggressively pursue the creation and funding of a **regional stormwater services** organization.

Develop and implement policies and programs that support the availability of **affordable housing** as well as a diverse range of **housing options** in the community.

Support the **revitalization of the downtown** through implementation of the Downtown Development Strategy, key elements of which are expansion of the business improvement district, incentives for private sector development, downtown marketing and business attraction programs, enhanced public safety, preservation of historic buildings, and leveraging the impact of the Confluence Park project on the downtown area.

Establish a City **development review enterprise** and expand the “**one-stop shop**” **regional development center**.

Develop **policies on the funding of City services** to establish realistic and balanced prioritization guidelines.

Strategic Community Projects

Aggressively pursue the **completion and improvement of Powers Boulevard**.

Improve **access to Powers Boulevard and the Colorado Springs Airport from I-25**.

Complete as many projects as possible recommended by the East-West Mobility Study and Woodmen Design Study; complete as many transportation improvements within the core area as possible consistent with neighborhood preservation and enhanced public safety.

Ensure the success of the **Lowell School redevelopment project**.

Renovate **Old City Hall** as a policy and citizen center.

Ensure successful implementation of the new **800 mhz trunked radio system**.

Implementation Strategies

Practice **collaborative community leadership** in addressing critical community problems; continue to make City government **accessible and responsive** to the public; actively **communicate with the public** on the business of City government; enhance **collaboration with surrounding jurisdictions** on regional growth issues; maximize streams of **transportation financing** from other levels of government.

Following the City Council's Financial Blueprint, develop a **comprehensive strategy for City finance**; implement a collaborative project with the community to address the financial needs of the City with an emphasis on public safety services.

Evaluate city services to maximize **competitiveness and the efficient use of existing resources**.

Complete implementation of a plan to set competitive City salaries and wages to ensure our ability to attract and retain high quality employees.

Develop the **City government as a high performance organization** through enhanced learning capabilities, diversity and inclusiveness in the workforce, and empowerment of employees.

Leverage the use of **information technology** to communicate with the public, provide City services expeditiously, improve operational efficiency, and support internal communications.

Provide **clear and meaningful measurement** on progress toward achieving strategic goals and communicate this to the public.

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All Funds Summary

CITY SERVICES OVERVIEW

The City of Colorado Springs is a home-rule city, organized under provisions of the Colorado constitution, with a council/manager form of government. The City provides a full range of municipal government services to an estimated 2003 population of 381,925 residents. The services include police and fire protection, street construction and maintenance, park construction and maintenance, recreational and cultural events, courts, planning and zoning, building and code enforcement, mass transit, health and welfare, and economic development.

Also, the City owns and operates major enterprise activities that include a municipal airport, golf courses, cemeteries, parking facilities, and Pikes Peak – America’s Mountain. Other fund types included in the All Funds Summary are Special Revenue Funds, Internal Service Funds, and Trust Funds. The following table and corresponding graph identify all City funds and the 2003 budgeted expenditures stated in dollars and percent of total.

OVERVIEW OF 2003 BUDGETS FOR ALL FUNDS

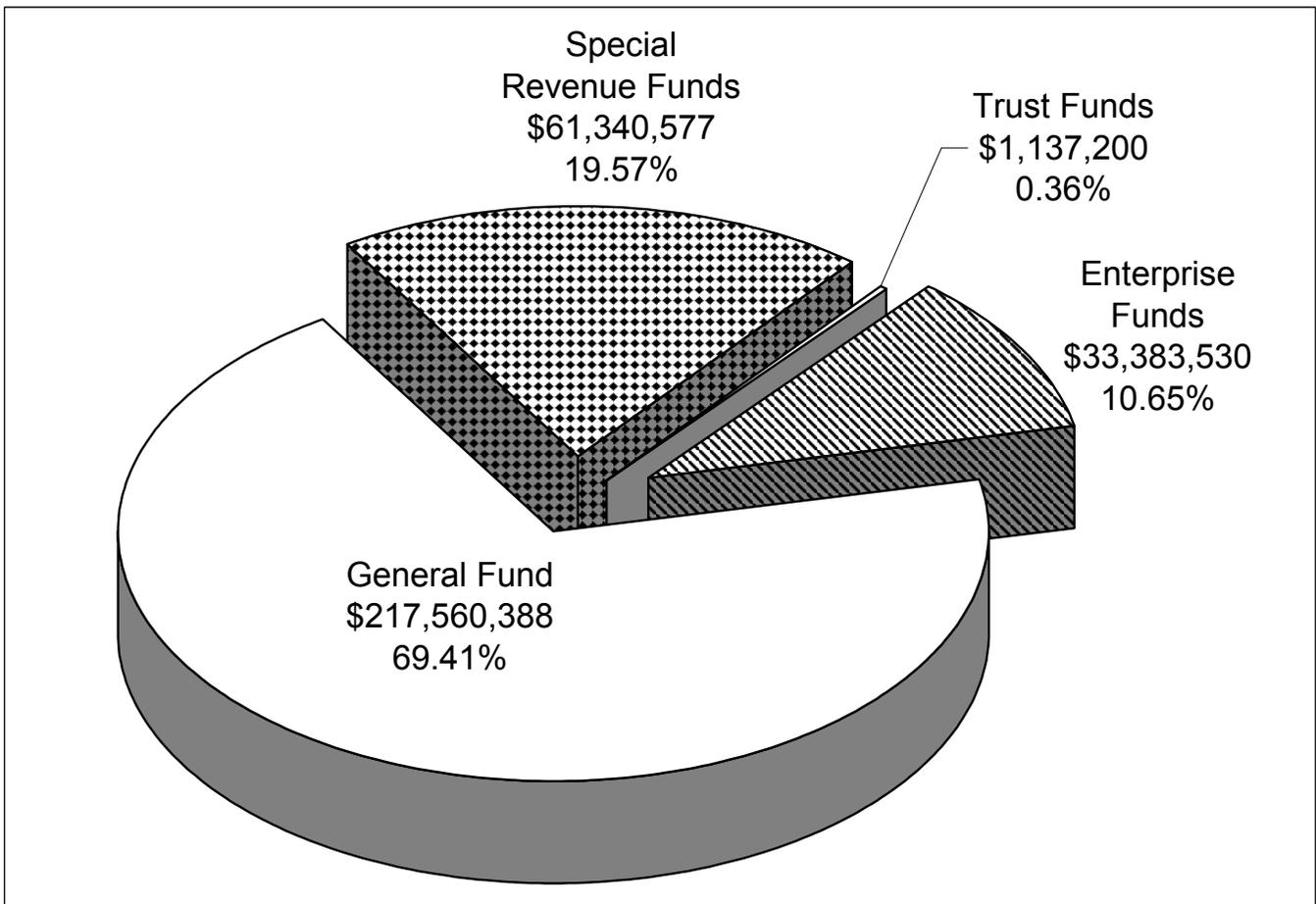
The overview includes a fund balance summary and a description of the City’s funds, how funds interact, basis of accounting, and changes to the adopted budget. The fund balance summary indicates the beginning and ending fund balances available for appropriation as well as 2003 budgets by specific fund.

The budget document focuses primarily on the General Fund because it is the largest fund. The General Fund 2003 Budget is \$217,560,388, which is 69.41 percent of the total funds. The second largest type of fund is the Special Revenue Funds. The 2003 Special Revenue Funds budgets total \$61,340,577, which is 19.57 percent of the total funds. The 2003 Enterprise Funds budgets total \$33,383,530, which is 10.65 percent of the total funds. The remaining 0.36 percent balance of the total funds is comprised of the Trust Funds 2003 budgets, which total \$1,137,200.

2003 ALL FUNDS EXPENDITURES

FUND	AMOUNT
General Fund	\$217,560,388
Special Revenue Funds	61,340,577
Enterprise Funds	
Airport	20,814,086
Cemeteries	1,324,327
Development Review	600,341
Human Services Complex	243,835
Parking System	3,418,860
Patty Jewett Golf Course	1,940,658
Pikes Peak - America's Mountain	3,900,846
Valley Hi Golf Course	1,140,577
Trust Funds	1,137,200
All Funds Total	\$313,421,695

NOTE: The total of the Internal Service Funds is \$59,171,918. A portion of this is allocated in the General and Enterprise Funds



BUDGET IN BRIEF

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Revenue by Source				
Taxes	\$141,215,456	\$142,616,709	\$149,425,748	\$167,630,547
Licenses and Permits	323,454	388,068	428,295	455,455
Intergovernmental	30,334,052	30,694,351	35,548,518	35,135,187
Charges for Services	57,166,585	69,233,314	78,213,868	75,568,189
Fines and Forfeits	3,444,419	3,992,880	6,060,000	5,560,000
Miscellaneous	11,070,329	19,134,115	10,011,264	9,342,602
Transfers from Other Funds	62,911,371	60,907,101	78,187,969	67,791,021
Total Revenues	\$306,465,666	\$326,966,538	\$357,875,662	\$361,483,001
Expenditures by Category				
Salaries and Benefits	\$132,838,831	\$143,362,567	\$158,952,101	\$172,811,366
Operating	106,755,982	111,021,062	124,303,446	124,655,466
Capital Outlay	8,305,764	10,045,793	7,630,413	9,305,151
Capital Improvement Projects (CIP)	28,717,844	18,579,246	16,015,753	32,516,254
Debt Service	34,709,916	44,834,956	26,122,132	14,675,500
Transfers to CIP Funds	13,651,964	13,913,301	22,415,458	17,333,776
Total Expenditures	\$324,980,301	\$341,756,925	\$355,439,303	\$371,297,513

NOTE: The total of the Internal Service Funds is included in the 2002 and 2003 Budgets.

In 2000 and 2001, Taxes accounted for 46.08 and 43.62 percent of the total revenue respectively. For 2002 and 2003, Taxes were projected to account for 41.75 and 46.37 percent of the total revenue respectively. In 2000, the second largest revenue source was Transfers from Other Funds due to the \$88 million sales tax revenue bonds for the Springs Community Improvement Program (SCIP). For 2001, the second largest revenue source was Charges for Services due to the opening of three new recreation centers and increases in a number of non-tax revenue enhancements. For 2002, Charges for Services was projected to account for 21.86 percent of revenue. For 2003, Charges for Services and Transfers from Other Funds account for 20.91 and 18.75 percent of the total revenue respectively. Transfers from Other Funds revenue is primarily a payment to the General Fund from Colorado Springs Utilities for property and sales tax revenue and a franchise fee. The increase in 2002 was due to interfund transfers to the Internal Service and the Capital Improvement Project Funds.

In 2000 and 2001, Salaries and Benefits accounted for 40.88 and 41.95 percent respectively of the total expenditures. These were projected to increase to 44.72 percent of the total expenditures in 2002 and 46.54 percent in 2003. The second largest category is Operating expenditures, which accounted for 32.85 and 32.49 percent of the total expenditures in 2000 and 2001 respectively. Operating expenditures represent 34.97 percent and 33.57 percent of the total expenditures respectively in 2002 and 2003. In 2000 and 2001, the three largest funds, the General Fund; Airport Enterprise Fund; and the Springs Community Improvements Program (SCIP) Special Revenue Fund accounted for 69 and 73 percent respectively of the total expenditures. In 2002 these three funds account for 71 percent. For 2003, the three largest funds are the General Fund, the Public Safety Sales Tax Special Revenue Fund and the Airport Enterprise Fund, which account for 70 percent of the total expenditures.

2003 ALL FUNDS REVENUE TRENDS

The Taxes revenue source is comprised of sales and use taxes, property taxes, and other taxes. The major component is the sales and use tax, which has increased by an annual average of 6.28 percent since 2000. In 2002, a decade of remarkable growth in the Colorado Springs economy came to an end. The outlook for 2003 is that the national economic recovery is expected to gain momentum by the second half of the year, but the strength of the recovery remains uncertain. Property tax revenue is the second largest component and has increased by an average of 4.25 percent since 2000. The increase is primarily due to the increasing assessed value of property. Other taxes, which include the City's occupational tax and specific ownership taxes, have increased by an average of 4.92 percent since 2000.

Intergovernmental revenue includes federal grants, State-shared revenue, and the City's share of the El Paso County's Road and Bridge Tax and shared fines. Federal grant revenues are projected to decrease by 11 percent. The State-shared revenue includes revenue generated by the State Lottery program and Highway Users Tax Fund (HUTF) revenues. The State Lottery Program is distributed from the Conservation Trust Fund to the City based on population. The projected revenue is \$3,006,452, which is a 14 percent decrease from the 2002 revised revenue estimate of \$3,490,083. The projection is based upon a City population of 374,316 (weighted average) and a \$7.87 per capita distribution. The HUTF revenues result from State-imposed excise taxes on gasoline and special fuels as well as various motor vehicle registration, title, and license fees and taxes. Total HUTF revenue is projected to increase 0.8 percent over 2002. Revenue resulting from the El Paso County Road and Bridge Tax is estimated to decrease by 14 percent from the 2002 budget.

Revenue from Charges for Services is projected to decrease 3.4 percent from the 2002 Budget. The General Fund's Charges for Services category is projected to increase approximately \$163,378 over the 2002 Budget. The Special Revenue Funds' Charges for Services category is estimated to increase 55.5 percent, which is primarily due to an increase in the Subdivision Drainage Fund. The Enterprise Funds' Charges for Services category is estimated to increase 3.6 percent. The Internal Service Funds' Charges for Services category is expected to decrease by almost 16 percent from 2002 to 2003, due primarily to the transfer of Facilities Management to Colorado Springs Utilities (CSU).

The Transfers from Other Funds revenue is projected to decrease 13 percent from the 2002 Budget due to the decrease in the transfer from the General Fund to the Springs Community Improvements Program (SCIP) Fund.

2003 SUMMARY OF MAJOR REVENUE AND EXPENDITURES

	Special Funds				
	General Fund	Arterial Roadway	Ballfield Capital Improvements	Bicycle Tax	Briargate SIMD
Beginning Fund Balance	22,101,235	691,322	317,801	289,042	654,791
Revenue by Source					
Taxes	134,741,723	0	0	130,000	729,063
Licenses and Permits	455,455	0	0	0	0
Intergovernmental	22,770,438	0	0	0	0
Charges for Services	12,250,805	332,628	85,000	0	0
Fines and Forfeits	5,560,000	0	0	0	0
Miscellaneous	5,927,548	21,000	25,000	10,000	20,268
Transfers from Other Funds	30,069,767	0	0	0	0
Total Revenue	211,775,736	353,628	110,000	140,000	749,331
Expenditures by Category					
Salaries and Benefits	141,972,358	0	0	0	0
Operating	49,060,159	0	0	0	919,331
Capital Outlay	5,839,200	0	0	0	0
Capital Improvement Projects	0	225,000	0	176,600	0
Debt Service	3,354,895	0	110,572	0	0
Transfers to CIP Funds	17,333,776	0	0	0	0
Total Expenditures	217,560,388	225,000	110,572	176,600	919,331
Ending Fund Balance	16,316,583	819,950	317,229	252,442	484,791

2003 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Special Funds					
	Business Development	CDBG – Neighborhood Services	Conservation Trust	Emergency Shelter Act Grant	Garfield School Maintenance	Gateway SIMD
Beginning Fund Balance	946,073	0	547,180	0	25,099	8,971
Revenue by Source						
Taxes	0	0	0	0	0	2,990
Licenses and Permits	0	0	0	0	0	0
Intergovernmental	0	4,764,084	2,946,452	159,246	0	0
Charges for Services	78,000	0	0	0	0	0
Fines and Forfeits	0	0	0	0	0	0
Miscellaneous	21,000	0	60,000	0	23,500	221
Transfers from Other Funds	0	0	0	0	0	0
Total Revenue	99,000	4,764,084	3,006,452	159,246	23,500	3,211
Expenditures by Category						
Salaries and Benefits	87,289	1,525,999	500,000	0	0	0
Operating	514,742	3,238,085	0	159,246	22,000	4,712
Capital Outlay	0	0	0	0	0	0
Capital Improvement Projects	0	0	2,950,000	0	0	0
Debt Service	0	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0	0
Total Expenditures	602,031	4,764,084	3,450,000	159,246	22,000	4,712
Ending Fund Balance	443,042	0	103,632	0	26,599	7,470

2003 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Special Funds				
	Home Investment Partnership	HOPE III Reuse	Lodgers & Auto Rental Tax	Norwood SIMD	Old Colorado City SIMD
Beginning Fund Balance	0	0	0	398,905	153,113
Revenue by Source					
Taxes	0	0	3,189,758	475,048	88,881
Licenses and Permits	0	0	0	0	0
Intergovernmental	2,796,967	668,000	0	0	0
Charges for Services	0	0	0	0	0
Fines and Forfeits	0	0	0	0	0
Miscellaneous	0	0	5,000	13,238	4,453
Transfers from Other Funds	0	0	0	0	0
Total Revenue	2,796,967	668,000	3,194,758	488,286	93,334
Expenditures by Category					
Salaries and Benefits	49,217	0	0	0	47,006
Operating	2,747,750	668,000	3,194,758	648,286	46,328
Capital Outlay	0	0	0	0	0
Capital Improvement Projects	0	0	0	0	0
Debt Service	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0
Total Expenditures	2,796,967	668,000	3,194,758	648,286	93,334
Ending Fund Balance	0	0	0	238,905	153,113

2003 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Special Funds					
	Ongoing CIP	Platte Avenue SIMD	Public Safety Sales Tax	Public Space & Development	SCIP	Stetson Hills SIMD
Beginning Fund Balance	298,015	36,459	1,583,133	3,548,485	4,377,696	93,250
Revenue by Source						
Taxes	0	8,499	22,472,200	0	0	157,929
Licenses and Permits	0	0	0	0	0	0
Intergovernmental	0	0	0	0	0	0
Charges for Services	0	0	0	610,000	0	0
Fines and Forfeits	0	0	0	0	0	0
Miscellaneous	195,000	1,017	51,267	90,000	0	4,178
Transfers from Other Funds	6,489,254	0	0	0	0	0
Total Revenue	6,684,254	9,516	22,523,467	700,000	0	162,107
Expenditures by Category						
Salaries and Benefits	0	0	7,399,619	0	0	0
Operating	0	9,516	2,031,150	0	0	162,107
Capital Outlay	0	0	1,609,668	0	0	0
Capital Improvement Projects	6,979,328	0	10,796,121	350,000	0	0
Debt Service	0	0	0	0	4,377,696	0
Transfers to CIP Funds	0	0	0	0	0	0
Total Expenditures	6,979,328	9,516	21,836,558	350,000	4,377,696	162,107
Ending Fund Balance	2,941	36,459	2,270,042	3,898,485	0	93,250

2003 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Special Funds				
	Street Tree	Subdivision Drainage	Trails, Open Space and Parks	Tree City USA	Woodstone SIMD
Beginning Fund Balance	511,516	3,570,614	759,950	5,600	75,998
Revenue by Source					
Taxes	0	0	5,618,050	0	16,406
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges for Services	130,000	2,359,900	0	5,000	0
Fines and Forfeits	0	0	0	0	0
Miscellaneous	30,000	110,000	64,242	25	2,240
Transfers from Other Funds	0	0	0	0	0
Total Revenue	160,000	2,469,900	5,682,292	5,025	18,646
Expenditures by Category					
Salaries and Benefits	0	0	0	0	0
Operating	50,000	0	0	5,000	18,646
Capital Outlay	0	0	0	0	0
Capital Improvement Projects.	0	2,700,000	5,720,705	0	0
Debt Service	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0
Total Expenditures	50,000	2,700,000	5,720,705	5,000	18,646
Ending Fund Balance	621,516	3,340,514	721,537	5,625	75,998

2003 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Enterprise Funds				
	Airport	Cemeteries	Development Review	Human Services Complex	Parking System
Beginning Fund Balance	31,499,479	276,840	0	393,978	1,395,028
Revenue by Source					
Taxes	0	0	0	0	0
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	0	0	30,000	0
Charges for Services	21,968,271	1,027,425	700,000	236,000	2,647,850
Fines and Forfeits	0	0	0	0	0
Miscellaneous	928,596	311,173	3,500	18,500	75,000
Transfers from Other Funds	0	0	0	0	132,000
Total Revenue	22,896,867	1,338,598	703,500	284,500	2,854,850
Expenditures by Category					
Salaries and Benefits	6,734,263	754,378	481,510	44,553	495,078
Operating	7,226,127	516,949	113,856	149,282	905,443
Capital Outlay	726,698	53,000	4,975	0	195,000
Capital Improvement Projects	0	0	0	50,000	1,118,000
Debt Service	6,126,998	0	0	0	705,339
Transfers to CIP Funds	0	0	0	0	0
Total Expenditures	20,814,086	1,324,327	600,341	243,835	3,418,860
Ending Fund Balance	33,582,260	291,111	103,159	434,643	831,018

2003 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Enterprise Funds		
	Patty Jewett Golf Course	Pikes Peak - America's Mountain	Valley Hi Golf Course
Beginning Fund Balance	966,355	-9,527	347,850
Revenue by Source			
Taxes	0	0	0
Licenses and Permits	0	0	0
Intergovernmental	0	1,000,000	0
Charges for Services	1,778,919	2,619,408	1,017,065
Fines and Forfeits	0	0	0
Miscellaneous	76,359	100,000	48,577
Transfers from Other Funds	0	200,000	0
Total Revenue	1,855,278	3,919,408	1,065,642
Expenditures by Category			
Salaries and Benefits	683,289	1,400,564	367,843
Operating	872,369	1,039,082	672,791
Capital Outlay	385,000	11,200	99,943
Capital Improvement Projects	0	1,450,000	0
Debt Service	0	0	0
Transfers to CIP Funds	0	0	0
Total Expenditures	1,940,658	3,900,846	1,140,577
Ending Fund Balance	880,975	9,035	272,915

2003 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Internal Service Funds			
	Claims Reserve Self-Insurance	Employee Benefits Self- Insurance	Support Services	Workers Comp. Self-Insurance
Beginning Fund Balance	1,622,420	0	0	1,359,067
Revenue by Source				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	22,671,918	5,050,000
Fines and Forfeits	0	0	0	0
Miscellaneous	0	0	0	0
Transfers from Other Funds	1,000,000	29,900,000	0	0
Total Revenue	1,000,000	29,900,000	22,671,918	5,050,000
Expenditures by Category				
Salaries and Benefits	0	0	10,071,617	196,783
Operating	1,000,000	29,900,000	12,219,834	5,403,217
Capital Outlay	0	0	380,467	0
Capital Improvement Projects	0	0	0	0
Debt Service	0	0	0	0
Transfers to CIP Funds	0	0	0	0
Total Expenditures	1,000,000	29,900,000	22,671,918	5,600,000
Ending Fund Balance	1,622,420	0	0	809,067

2003 SUMMARY OF MAJOR REVENUE AND EXPENDITURES (cont.)

	Trust Funds						
	C.D. Smith	Gift	Perkins	Sabine	Senior Programs	Therapeutic Recreation	Woods
Beginning Fund Balance	0	2,287,252	0	0	480,607	17,446	0
Revenue by Source							
Taxes	0	0	0	0	0	0	0
Licenses and Permits	0	0	0	0	0	0	0
Intergovernmental	0	0	0	0	0	0	0
Charges for Services	0	0	0	0	0	0	0
Fines and Forfeits	0	0	0	0	0	0	0
Miscellaneous	85,000	1,000,000	500	500	15,000	500	200
Transfers from Other Funds	0	0	0	0	0	0	0
Total Revenue	85,000	1,000,000	500	500	15,000	500	200
Expenditures by Category							
Salaries and Benefits	0	0	0	0	0	0	0
Operating	85,000	1,000,000	500	0	50,000	1,000	200
Capital Outlay	0	0	0	0	0	0	0
Capital Improvement Projects	0	0	0	500	0	0	0
Debt Service	0	0	0	0	0	0	0
Transfers to CIP Funds	0	0	0	0	0	0	0
Total Expenditures	85,000	1,000,000	500	500	50,000	1,000	200
Ending Fund Balance	0	2,287,252	0	0	445,607	16,946	0

FUND BALANCE SUMMARY

Fund	Funds Available for Appropriation 1/1/02	Estimated 2002 Revenue	Estimated 2002 Expenditures	Estimated Funds Available for Appropriation 1/1/03	Revenue 2003 Budget	Expenditures 2003 Budget	Estimated Funds Available for Appropriation 1/1/04
GENERAL FUND	18,955,879	205,102,280	201,956,924	22,101,235	211,775,736	217,560,388	16,316,583
Funds Available for Appropriation 1/1/03 excludes TABOR emergency reserve of \$5,824,327							
SPECIAL REVENUE FUNDS							
Arterial Roadway	691,322	150,000	150,000	691,322	353,628	225,000	819,950
Ballfield Capital Improvements	312,373	116,000	110,572	317,801	110,000	110,572	317,229
Bicycle Tax	250,542	115,200	76,700	289,042	140,000	176,700	252,342
Briargate SIMD	654,791	697,430	697,430	654,791	749,331	919,331	484,791
Business Development	1,446,531	206,199	706,657	946,073	99,000	602,031	443,042
Cable Franchise	0	1,310,400	1,310,400	0	1,296,000	1,296,000	0
CDBG **	0	6,069,426	6,069,426	0	4,764,084	4,764,084	0
Conservation Trust	56,989	3,490,083	2,999,892	547,180	3,006,452	3,450,000	103,632
Emergency Shelter Act Grant	0	131,119	131,119	0	159,246	159,246	0
Garfield School Maintenance	25,099	22,000	22,000	25,099	23,500	22,000	26,599
Gateway SIMD	8,971	3,201	3,201	8,971	3,212	4,712	7,471
Home Investment Partnership	0	2,742,826	2,742,826	0	2,796,967	2,796,967	0
HOPE III	0	324,774	324,774	0	668,000	668,000	0
Lodgers & Auto Rental Tax	200,669	3,069,575	3,270,244	0	3,194,758	3,194,758	0
Norwood SIMD	398,905	410,868	410,868	398,905	488,286	648,286	238,905
Old Colorado City SIMD	153,113	91,999	91,999	153,113	93,334	93,334	153,113
Ongoing CIP	530,880	6,796,061	7,028,926	298,015	6,684,254	6,979,328	2,941
Platte Avenue SIMD	36,459	9,544	9,544	36,459	9,516	9,516	36,459
Public Safety Sales Tax	0	21,951,411	20,368,278	1,583,133	22,523,467	21,836,558	2,270,042
Public Space & Development	2,723,433	1,125,052	300,000	3,548,485	700,000	350,000	3,898,485
SCIP	12,259,719	7,847,059	15,729,082	4,377,696	0	4,377,696	0
Stetson Hills SIMD	93,250	144,804	144,804	93,250	162,107	162,107	93,250
Street Tree	430,516	131,000	50,000	511,516	160,000	50,000	621,516
Subdivision Drainage	3,570,614	950,000	950,000	3,570,614	2,469,900	2,700,000	3,340,514
Trails, Open Space and Parks	407,063	5,536,828	5,183,941	759,950	5,682,292	5,720,705	721,537
Tree City USA	0	10,600	5,000	5,600	5,025	5,000	5,625
Woodstone SIMD	75,998	16,948	16,948	75,998	18,646	18,646	75,998
ENTERPRISE FUNDS							
Airport	29,102,132	21,416,828	19,019,481	31,499,479	22,896,867	20,814,086	33,582,260
Cemeteries	273,145	1,245,383	1,241,688	276,840	1,338,598	1,324,327	291,111
Development Review	141,778	793,800	544,254	0	703,500	600,341	103,159
Human Services Complex	353,028	284,500	243,550	393,978	284,500	243,835	434,643
Parking System	1,495,316	2,691,250	2,791,538	1,395,028	2,854,850	3,418,860	831,018
Patty Jewett Golf Course	1,048,116	1,733,391	1,815,152	966,355	1,855,278	1,940,658	880,975
Pikes Peak - America's Mountain	(188,730)	2,526,266	2,347,063	(9,527)	3,919,408	3,900,846	9,035
Valley Hi Golf Course	472,139	1,051,329	1,175,618	347,850	1,065,642	1,140,577	272,915
INTERNAL SERVICE FUNDS							
Claims Reserve Self-Insurance	1,622,420	1,000,000	1,000,000	1,622,420	1,000,000	1,000,000	1,622,420
Employee Benefits Self-Ins.	0	26,000,000	26,000,000	0	29,900,000	29,900,000	0
Support Services	0	27,323,861	27,323,861	0	22,671,918	22,671,918	0
Workers Compensation	1,359,067	5,600,000	5,600,000	1,359,067	5,050,000	5,600,000	809,067
TRUST FUNDS							
C. D. Smith Trust	0	45,000	45,000	0	85,000	85,000	0
Gift Trust	2,287,252	1,000,000	1,000,000	2,287,252	1,000,000	1,000,000	2,287,252
Perkins Trust	0	150	150	0	500	500	0
Sabine Trust	0	75	75	0	500	500	0
Senior Programs	480,607	17,500	17,500	480,607	15,000	50,000	445,607
Therapeutic Recreation	17,446	1,000	1,000	17,446	500	1,000	16,946
Woods Trust	0	200	200	0	200	200	0

THE CITY'S FUND STRUCTURE

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

TYPES OF FUNDS

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

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

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

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

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

Enterprise Funds Section

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

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

Internal Support Section

- Facilities Management – This division has been transferred to Colorado Springs Utilities (CSU) for 2003.
- Fleet Management
- Information Technology
- Office Services
- Radio Communications
- Real Estate Services

Other Funds and Agencies Section

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

Trust 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 expendable and non-expendable trust funds and agency funds. Additional information on these funds is located in the Other Funds and Agencies Section.

- | | |
|-------------------|------------------------|
| C. D. Smith Trust | Senior Programs |
| Gift Trust | Therapeutic Recreation |
| Perkins Trust | Woods Trust |
| Sabine Trust | |

HOW FUNDS INTERACT

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

BASIS OF ACCOUNTING AND ACCOUNTING STRUCTURE

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

Types of Accounting - The General Fund, Special Revenue Funds, Capital Improvements Projects Funds and certain Trust Funds are maintained on a modified accrual basis. This means revenues are recorded when measurable and available. Expenditures are generally recorded when the liability is incurred. Enterprise Funds, Internal Services Funds, and certain Trust Funds are maintained on an accrual basis, which records revenues at the time earned and expenses when incurred.

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

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

FINANCIAL POLICIES

General Fund Balance Reserve – In accordance with its Charter, the City is required to maintain an “emergency reserve” in the amount of 3 percent of “fiscal year spending less debt service.” This “reserve” can be used to meet any emergency except those caused by economic conditions, revenue shortfalls, and salary or fringe benefit increases. The accepted policy for the unreserved, undesignated fund balance of the General Fund is 5 percent of the following year’s budgeted expenditures.

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

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

CHANGES TO THE ADOPTED BUDGET

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

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Economic Overview and Outlook

CURRENT TRENDS

It appears that 2002 will end a decade of remarkable growth for the Colorado Springs economy. Economic data for 2002 reflected a continued economic downturn that began during the last half of 2001. The tragic events of September 11, 2001, combined with a national economic recession and an industry-wide meltdown in advanced technology and telecommunications have taken a toll on the local economy. All key indicators of local economic activity posted over-the-year losses in 2002.

Total nonagricultural wage and salary employment through the 11 eleven months of 2002 was down .75 percent from the same period of 2001. The decline in employment is a stark contrast in historical growth rates. Over the last 16

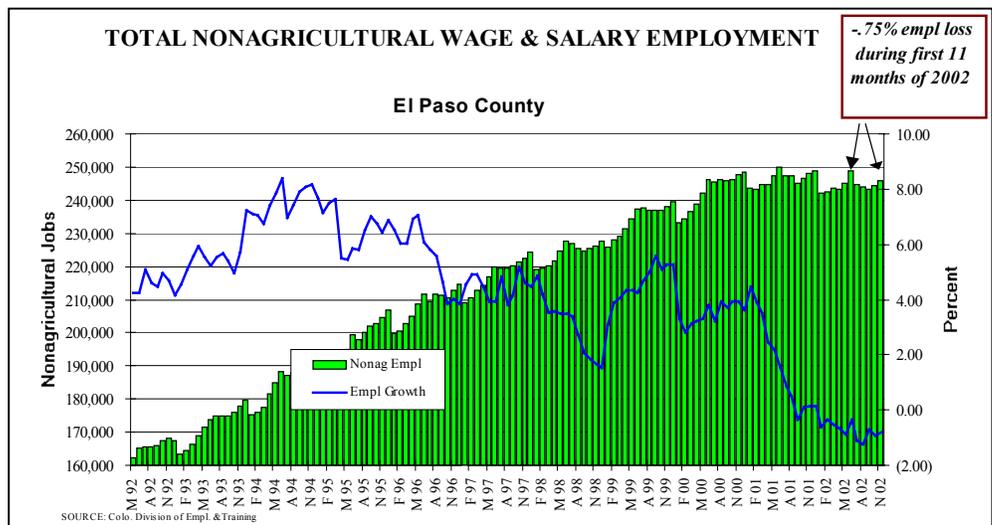
years (and 2 business cycles), annual employment growth in the Pikes Peak region has averaged 4.3 percent. Layoffs of over 8,500 area workers over the last eighteen months are clearly impacting the labor force data. Of those announced layoffs, just over 4,300 were at area manufacturing firms. Total manufacturing jobs through November were down 9.3 percent from the same period one year ago. Employment growth is generally considered to be the best indicator of local economic performance as it is a good proxy of local income growth. If recent trends continue, 2002 could be the worst for the region in over a decade. Nevertheless, the local labor market seems to be showing remarkable resiliency. Total non-farm jobs in the Colorado Springs area during November were only down an estimated 2,000 from November of 2001 in spite of the substantial layoffs that occurred.

LOCAL ECONOMIC SCORECARD				
Colorado Springs Area (Percent Change Over Prior Year) 2002 - 2001				
Economic Indicator	2002	2001	Direction	Assessment*
Unemployment Rate **	5.8	5.7	↑	Worse
Total Nonag Employment 1/	(0.8)	1.7	↓	Worse
Manufacturing Employment 1/	(9.3)	0.9	↓	Worse
City Sales & Use Tax Revenue 1	(3.9)	2.2	↓	Worse
Total New Const. Spending	(4.0)	(6.9)	↓	Worse
Residential Building Permits	(4.2)	13.4	↓	Worse

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

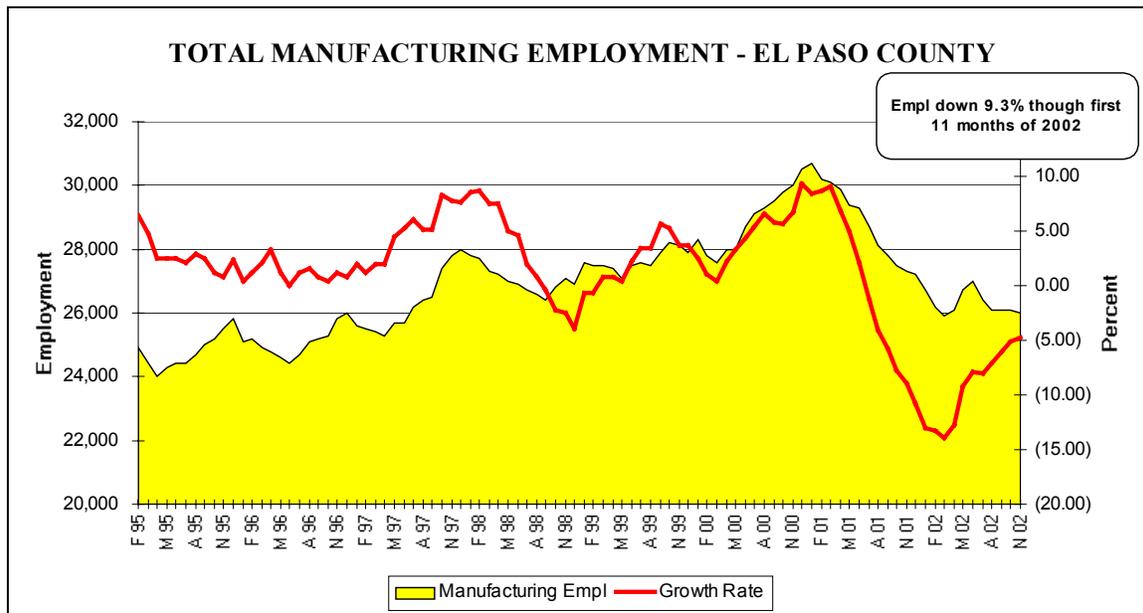
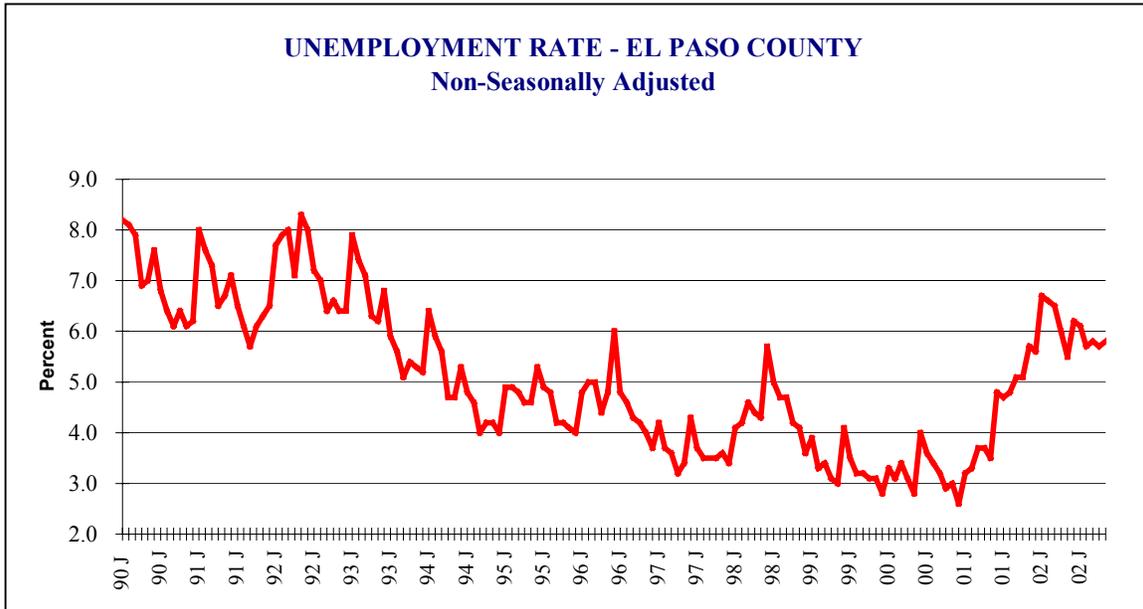
Through the first 11 months of 2002, the local unemployment rate averaged 6.1 percent. As of November, the non-seasonally adjusted rate stood at 5.8 percent which is up only slightly from the 5.7 percent posted one year ago. However, the November 2002 rate was nearly double the 3.0 percent rate posted in November 2000. The increases have been quite rapid, as the local unemployment rate had fallen to a new record-low 2.6 percent by the end of 2000. The local rate continues to be slightly higher than the State rate (which was at 5.2 percent in November), and slightly below the 6.0 percent posted for the nation as a whole.

Remarkably, local homebuilding activity continued at a strong pace through much of 2002, which was the second best year for area homebuilders since 1984. Just over 6,800 new dwelling units were permitted during the year with just over 4,900 of that total being for single family units. The continued strength in new homebuilding appears to be spurred primarily by the lowest home mortgage



interest rates in nearly 40 years. However, it appears that with a lagging stock market, many area residents have been viewing housing as a better investment alternative. The surge in demand for new homes does not appear to be unique to Colorado Springs as new home sales nationally continue to be strong.

↪ However, total new construction spending in 2002 was down 4 percent from 2001. Residential spending was down 3.5 percent over the year, and nonresidential spending was down 5.9 percent as the number of new office and industrial projects has slowed considerably over the year in response to rising vacancy rates in those market segments.



**City of Colorado Springs
Sales Tax Revenue By Industry
2002 - 2001 YTD Comparison**

CATEGORY	YTD CHANGE 1/
Utilities	-12.78%
Auto Dealers	-2.91%
Building Materials	-4.70%
Dept/Discount	0.42%
Grocery	-13.29%
Auto Repair and Leases	-2.25%
Clothing	1.52%
Furniture/Appliances/Electronics	-1.98%
Restaurants	0.89%
Hotel/Motel	-3.96%
Misc Retail	1.35%
Sales To Business	-26.79%

1/ February – December data.

↙ City Sales and Use Tax collections are primarily dependent upon the level of local economic activity, consumer confidence, and tourist activity. Collections have posted over-the-year declines in eight of the last twelve months due to a number of factors. Consumer spending has slowed considerably in response to the national economic recession and local layoffs over the last year. The fires in neighboring forests adversely impacted summer tourism in the region, and local nonresidential construction activity has slowed considerably. Additionally, local business investment in new plant and equipment has dropped precipitously as a result of corporate cutbacks at many area manufacturers. As a result, Sales and Use Tax collections through the first 11 months of 2002 are down 3.9 percent when compared to the same period one year ago.

OUTLOOK FOR 2003

The outlook for 2003 remains guarded. Although the national economic recovery is expected to gain some momentum by the second half of 2003, the strength of the recovery remains questionable. Much of the recent economic data regarding the national economy has been mixed, the performance of financial markets continues to be shaky and consumer confidence appears to be eroding. Adding to the uncertainty is the impact of another terrorist event in the United States or a war with Iraq, which could also serve to further dampen consumer confidence and spending in 2003. Additionally, in the face of continued economic and geopolitical uncertainty, investment spending and hiring activity at businesses will likely continue to be anemic.

It is unclear as to whether the Colorado Springs economy has bottomed out. While the impact of most of the 4,760 layoffs announced in 2001 may already be reflected in the current economic statistics, it is less clear whether the full impact of the 3,700 announced in 2002 has been felt. The meltdown in the advanced technology and telecommunications sectors of the U.S. economy and the incipient drop in new business investment were key contributors to the national recession and have clearly had an adverse impact on the Colorado Springs economy. Roughly one-third of the local economic base is concentrated advanced technology and manufacturing. Most of the announced layoffs over the last 18 months have been in advanced technology. The key to the recovery of the local economy will be closely linked to a rebound in advanced technology, which has yet to materialize.

Some slowing in local residential construction activity, a principal buoy of the local economy over the last two years, is anticipated in 2003. Current rates of homebuilding do not appear to be sustainable through 2003. Much of the recent surge in new homebuilding is attributable to historically low home mortgage interest rates that have made ownership of lower priced homes less expensive than renting. Additionally, the declining stock market has also helped fuel the market, as housing has been viewed as a safer investment. Yet, much of the pent-up demand for new housing may soon be satisfied and home mortgage rates are not likely to drop much further from their current 40-year lows. The declining stock market combined with the disappearance of many high-paying jobs in the community will likely result in a reverse “wealth effect” on local consumer confidence that may not yet have been fully realized. Further, the in-migration of new households appears to have slowed considerable and is not likely to rebound until prospects for the local job market improve. These factors are likely to exert downward pressure on local homebuilding activity in 2003.

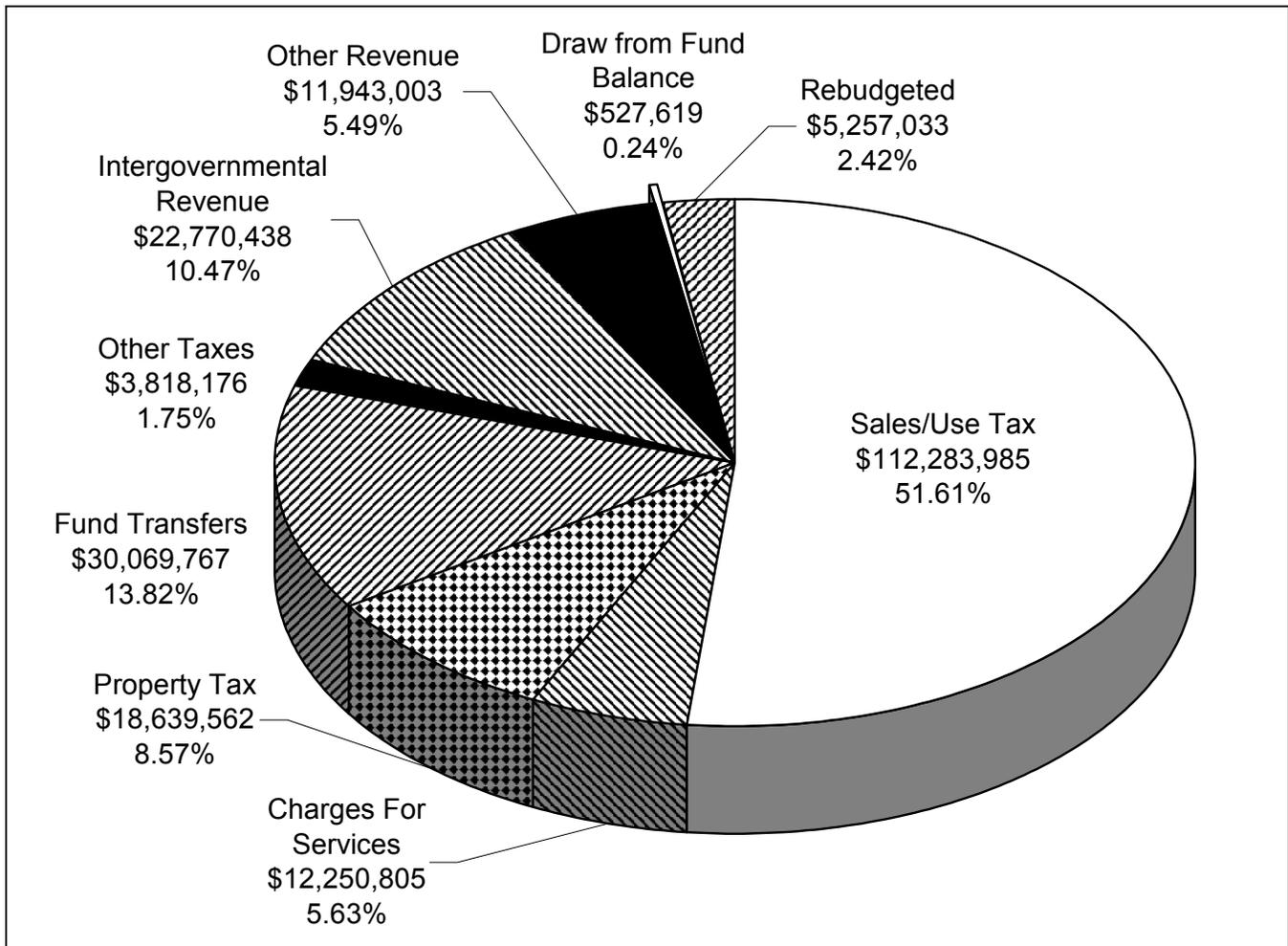
A cautious forecast is, therefore, merited for 2003. Employment growth of just 1.0 percent is anticipated for 2003 with the local jobless rate expected to remain in the 5.5–6.0 percent range as the full impact of the layoffs announced thus far in 2002 are reflected in the statistics. New homebuilding is expected to fall by over one-third in 2003 to approximately 4,000 new units. The faltering stock market and little improvement in labor market conditions will continue to impact local consumer confidence and City Sales and Use Tax collections.

KEY ECONOMIC INDICATORS
Colorado Springs Area

	1996	1997	1998	1999	2000	2001	ESTIMATE 2002	FORECAST 2003
EMPLOYMENT								
Unemployment Rate (%)	4.6	3.6	4.5	3.3	3.2	4.4	6.0	5.8
Actual Change	0.0	(1.0)	0.9	(1.2)	(0.1)	1.2	1.6	(0.3)
Wage & Salary Employment	208,200	217,500	224,100	234,400	242,575	246,452	244,400	246,844
Percent Change	5.47%	4.47%	3.03%	4.60%	3.49%	1.60%	-0.83%	1.00%
Manufacturing Employment	25,100	26,300	27,000	27,700	28,883	28,850	26,300	26,432
Percent Change	1.21%	4.78%	2.66%	2.59%	4.27%	-0.11%	-8.84%	.50%
REAL ESTATE MARKET CONDITIONS								
Residential Building Permits	5,326	4,807	5,214	5,941	6,286	7,117	6,813	4,000
Percent Change	11.94%	-9.74%	8.47%	13.94%	5.81%	13.22%	-4.27%	-41.29%
Total New Const. Spending (\$ millions)	663.9	589.4	702.6	848.8	1,063.2	990.1	--	--
Percent Change	35.30%	-11.2%	19.21%	20.81%	25.26%	-6.88%	--	--
SALES TAX COLLECTIONS								
2% City Sales & Use Tax Rev. (\$ millions)	\$85.5	\$88.5	\$94.0	\$100.8	\$111.4	\$111.8	\$108.2	\$112.3
Percent Change	13.06%	2.66%	6.05%	7.29%	10.52%	.36%	-3.22%	3.79%
POPULATION								
Total Population – City of Colorado Springs (thousands)	331.6	338.0	344.7	350.2	360.9	369.9	376.0	380.9
Percent Change	1.85%	1.93%	1.98%	1.58%	3.06%	2.48%	1.66%	1.30%
COST OF LIVING								
Denver-Boulder CPI-U (1982-84 = 100)	153.1	158.1	161.9	166.7	173.3	181.3	186.7	192.7
Percent Change	3.48%	3.27%	2.40%	2.96%	3.96%	4.62%	3.00%	3.20%

Revenue Overview

**GENERAL FUND
RESOURCES AVAILABLE
FOR APPROPRIATION
\$217,560,388**



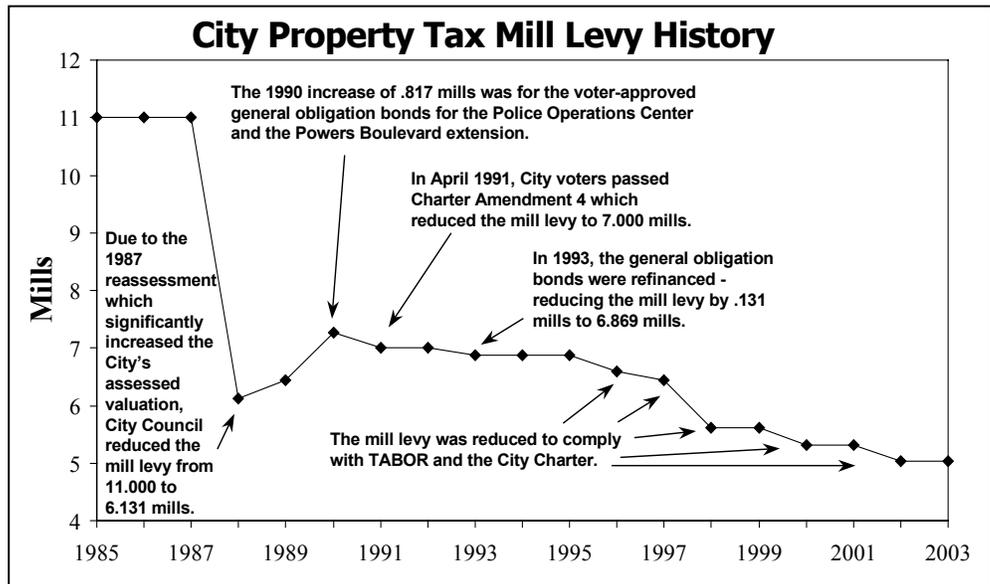
Other Revenue includes Licenses and Permits, Fines and Forfeits, and Miscellaneous Revenue.

Other Taxes include Specific Ownership Taxes, Selective Sales and Use Taxes, and Business Taxes.

General Fund resources available for appropriation in 2003 are estimated to total \$217.6 million, up only \$184,945. The 2003 total is comprised of revenue of \$211.8 million along with rebudgeted revenue of \$5.26 million and a modest draw of \$527,619 from the unappropriated/unrestricted fund balance. City Sales and Use Tax collections are projected to be \$5.1 million below the 2002 budgeted amount. Various increases and decreases in all other revenue to the General Fund will result in a net increase of only \$185,000 in resources available for appropriation in 2003.

Property tax revenue for 2003 is projected to increase by 4.7 percent over the 2002 budgeted level. The 2003 estimate of \$18,639,562 is based upon an estimated assessed valuation of \$3,881,193,370 and a tax levy of 5.032 mills. The increase in revenue is due entirely to growth in the assessed value of the city and no change in the city mill levy. Since 1990, the City mill levy has been reduced seven times, with five of those reductions the result of the revenue limitation provisions of the Taxpayers Bill of Rights (TABOR).

In accordance with the provisions of TABOR and the City Charter, annual city property tax revenue growth is limited to the percentage change in the Denver/ Boulder CPI plus local growth for the previous calendar year. For 2003, the projected TABOR formula increase is 5.9 percent, with that increase comprised of a projected 3.0 percent increase in the Denver/Boulder CPI and an anticipated 2.9 percent local growth. However, the estimated assessed valuation of the city grew by only 4.04 percent between 2000 and 2001 according to the certified estimate received from the El Paso County Assessor. Thus, 2002 property tax revenue will actually fall short of the TABOR limit.



It should be noted that both of the growth factors used in calculating the revenue limit are forecasted amounts with the actual data for each of the components not available until well after the start of the fiscal year in question. Thus, if the actual combined increase in the factors falls short of the projected amount, property tax revenue could exceed the TABOR limit and must either be refunded to local taxpayers or retained upon voter approval.

For budgeting purposes, estimated property tax revenue is reduced by a 1.5 percent Treasurer’s fee, a 1 percent provision for uncollectable taxes, and a provision for economic development rebates. Economic development rebates of City property tax revenue are estimated to reach just over \$400,000 in 2003.

SALES AND USE TAX REVENUE

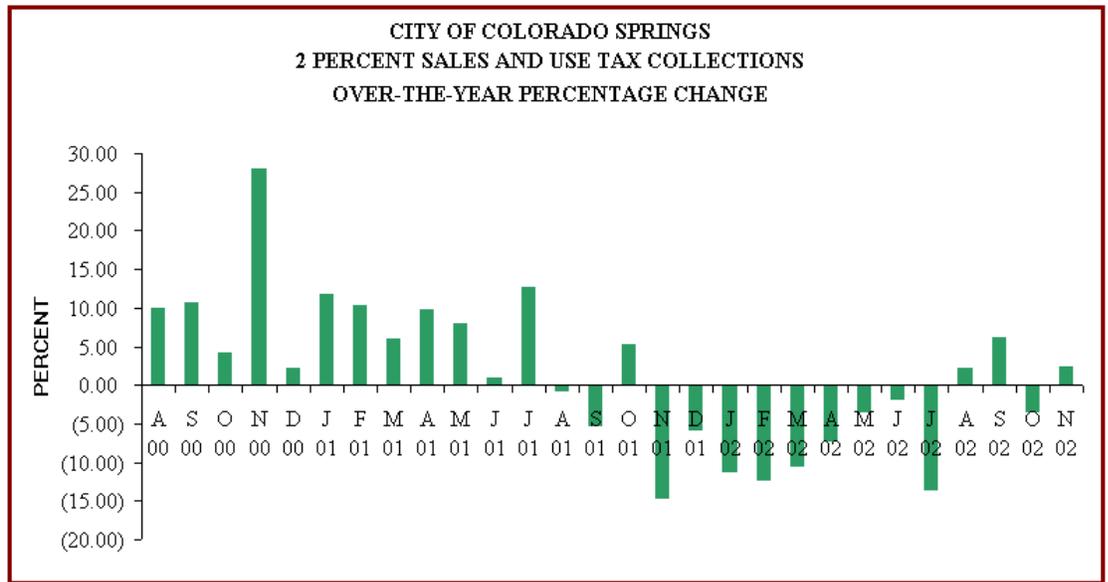
City Sales and Use Tax collections are dependent upon the level of local economic activity, consumer confidence, and tourist activity. City Sales and Use Tax collections have posted over-the-year declines in eight of the last 12 months due to a number of factors. Consumer spending has slowed considerably in response to the national economic recession and local layoffs totaling nearly 8,500 have occurred over the last 18 months. The fires in our neighboring forests adversely impacted summer tourism in the region, and local non-residential construction activity has slowed considerably. Additionally, local business investment in new plant and equipment has dropped precipitously as a result of corporate cutbacks at many area manufacturers. As a result, Sales and Use Tax collections through the first 10 months of 2002 are down 4.4 percent when compared to the same period one year ago. However, some modest improvement in collections is anticipated for the balance of 2002 as a result of extraordinary audit revenue. Collections for 2002 are projected to total only \$108.2 million, which is down 3.2 percent from the 2001 total. Yet, that total is still \$9.2 million below the amount contained in the 2002 General Fund Budget.

For 2003, Sales and Use Tax revenue is projected to total \$112.28 million, which is 4.4 percent below the 2002 budgeted amount. Inflation of 3.2 percent is projected for 2003 along with employment growth of just 1 percent for 2003. The Sales Tax component of total Sales and Use Tax revenue is projected to grow in 2003 although the Use Tax component is

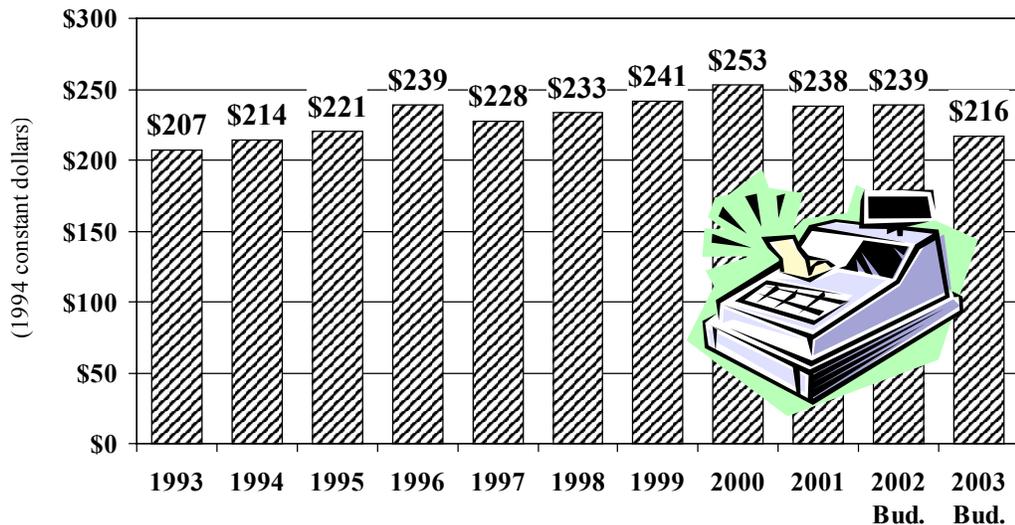
anticipated to dip further below the 2002 estimated level. Use Tax collections result primarily from local business investment in new plant and equipment. While local business investment is projected to remain relatively anemic next year, the drop in projected Use Tax revenue is largely due to the extraordinary audit revenue reflected in 2002 which likely will not be repeated in 2003.

The national economic recovery is expected to gain some momentum in the second half of 2003 and most of the impact of the 8,500 layoffs announced over the last 18 months may already be reflected in the current statistics. Yet, some further slowing in construction spending is anticipated in 2003 as most of the pent-up demand for new housing is satisfied. Additionally, the full impact of the reverse “wealth effect” on local consumer confidence has yet to be fully realized. These factors are likely to exert some downward pressure on City Sales and Use Tax collections in 2003. Adding to the uncertainty is the impact of another terrorist event in the United States or a war with Iraq, which could also serve to dampen consumer confidence and spending in 2003.

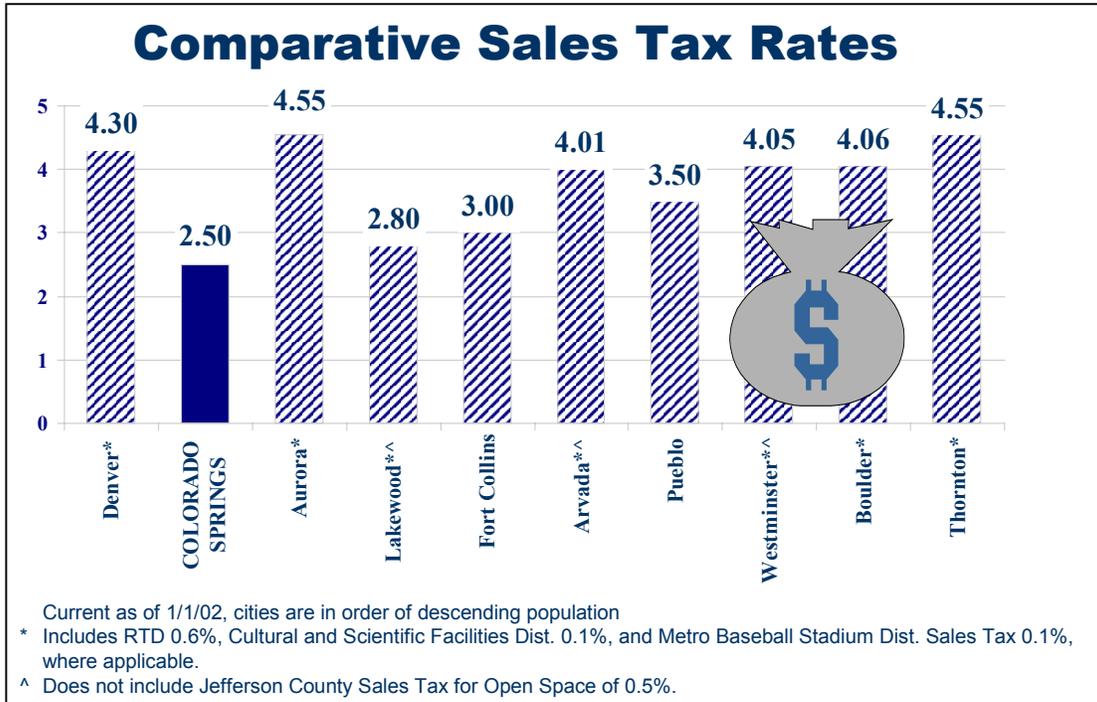
City Sales & Use Tax collections down 4.4 percent through first 10 months of 2002.



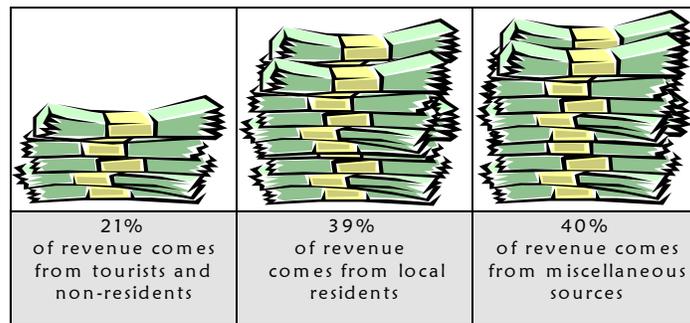
Sales Tax Revenue per Capita



For 2003, Sales and Use Tax revenue accounts for 51.6 percent of total General Fund revenue.



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



OTHER TAXES REVENUE

\$3,818,176

The Other Taxes category of revenue includes the City occupational tax on establishments selling alcoholic beverages, the City sales tax on motion picture theater tickets, and revenue stemming from Specific Ownership Taxes imposed by the State on licensed motor vehicles registered in the city. Revenue from these taxes is expected to total \$3.82 million, up \$198,306 (5.5 percent) from the 2002 budget amount. Most of the increase is due to higher Specific Ownership Tax revenue resulting from a surge in the number of motor vehicles registered in the city.

INTERGOVERNMENTAL REVENUE

\$22,770,438

Revenue received from other governments for 2003 is projected to fall \$656,900 (2.8 percent) below the 2002 budget amount, dropping to a total of \$22.8 million. Most of this decline is attributable to a \$901,438 drop in Federal Universal Hiring Grant Funds that were used to hire additional police officers in previous years. Those grant funds, used to offset the cost of 50 new police officers added over the 1999-2001 period, will be largely phased out in 2003.

Revenue resulting from the El Paso County Road and Bridge mill levy is estimated to total \$3.6 million for 2003 and assumes that the Board of El Paso County Commissioners certifies a Road and Bridge levy of 1.842. While the Board of Commissioners has enacted a policy to eliminate the application of the County's share of the Road and Bridge levy on business personal property, this estimate assumes that the County Treasurer will continue to collect the City's share of such taxes on business personal property.

Highway Users Tax Fund (HUTF) revenue in 2003 is projected to remain unchanged from the 2002 budgeted amount. HUTF revenue results from State-imposed excise taxes on gasoline and special fuels as well as various motor vehicle registration, title, and license fees and taxes. Total revenue of \$13.73 million is anticipated for 2002. A reduction in consumption stemming from the State's weakened economy combined with the addition of a new municipality, City of Centennial, now sharing in the distribution of the municipal share of HUTF revenue appear to be hampering any 2003 growth in HUTF revenue.

In accordance with an intergovernmental agreement among the City, El Paso County, and the Metex Metropolitan District, the City has loaned Metex a portion of the City's share of Road and Bridge revenue received. Those loans total over \$2.93 million and were made over the 1991-1999 period to assist Metex in meeting its financial obligations to holders of general obligation bonds it issued to construct Powers Boulevard. Due to a recent surge in development along Powers Boulevard, which has resulted in a substantial jump in the Metex Metropolitan District's tax base, the District has been in a financial position to repay the loans from the City and County. The 2003 City General Fund Budget assumes the receipt of nearly \$913,000, up \$410,000 from the 2002 payment, as the fourth installment of loan repayments from Metex.

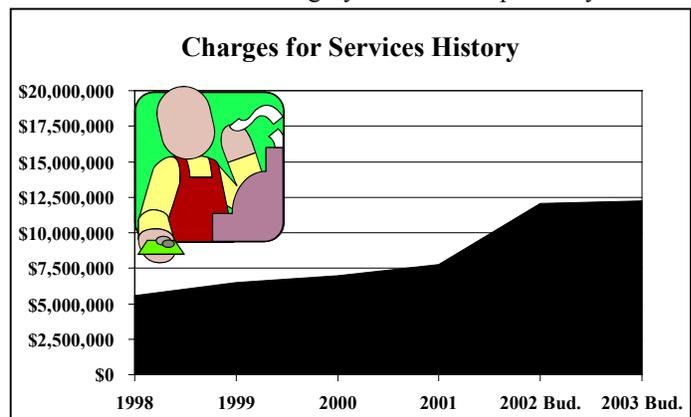
Finally, a \$373,880 increase is reflected in Federal Transit Administration (FTA) grant reimbursements to the General Fund. In accordance with FTA regulations, certain qualifying operating expenses associated with the operation of the City's transit system can be reimbursed from the annual FTA capital grant. The full amount of grant reimbursements anticipated is reflected for 2003. In previous years, only a portion of these grant reimbursements were budgeted during the annual budget cycle. A portion of the reimbursements were presented and approved via a supplemental appropriation during the fiscal year and used for required 20 percent City matching funds for FTA transit capital grants. The entire amount of the grant reimbursements are included in the 2003 revenue estimate and in the 2003 Transit expenditure budget to better reflect the total resources dedicated to the entire Transit Services program.

CHARGES FOR SERVICES REVENUE

\$12,250,805

Revenue from charges for services to the public in 2003 is projected to edge up only slightly by \$163,378 from the 2002 budget amount. Totaling \$12,250,805 for 2003, charges for services revenue is anticipated to be up only 1.4 percent from the \$12,087,427 budgeted in 2002. However, it should be noted that the projected 2003 revenue total for the charges for services category is appreciably higher (17.1 percent) than the 2002 year-end estimate for that category. This is due primarily to the anticipation of a full year of revenue resulting from the new street pavement degradation and traffic control fees that were implemented in 2002. Although those fee increases were anticipated in the 2002 Budget, their actual implementation was delayed until late spring.

The charges for services revenue category includes charges for services provided by the Police and Fire Departments; Parks, Recreation and Cultural Services; City Clerk, Municipal Court; City Planning; and Neighborhood Services Departments. No significant increases in existing user fees are built into this Budget with the exception of increases in fees charged by the Police Department. A new State-mandated sex offender registration program will



require the addition of an office specialist in the Police Department. The cost of this new position will be offset by the implementation of a registration fee to sex offenders that is expected to generate \$54,000 per year. Additionally, vehicle impound and storage fees are proposed to be increased in 2003 to recover additional costs associated with new State requirements for owner notification.

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

FUND TRANSFERS REVENUE

\$30,069,767

Transfers from other funds total \$30.1 million for 2003, up \$1.3 million from the 2002 budget level. Total Payments-in-Lieu of Tax (PILT) revenue is projected to drop by \$308,000 from the 2002 Budget. This is the net result of the assumption that Colorado Springs Utilities (CSU) will no longer pay for one-half of the City's cost of the city streetlighting system through the PILT payment to the City General Fund along with a projected increase in base PILT electric and natural gas sales in 2003. In accordance with City Council direction, one-half of the estimated tariff costs to the City for the public streetlighting system (\$1.9 million) in 2002 is being paid by CSU through an increased PILT payment. In 2003, the full cost of the system is borne directly by CSU, thereby eliminating the need for the increased PILT payment to the General Fund. The total CSU payment to the General Fund PILT is projected to produce \$23.7 million in 2003. PILT payments from the Valley Hi Golf Course, Cemeteries, Human Services Complex, and the Parking System enterprises are expected to total just under \$63,000 in 2003.

Transfers to the General Fund in 2003 also reflect a substantial increase of \$1.6 million in payments from City enterprises, Colorado Springs Utilities, and Internal Services funds for their share of common staff and expenses. This increase stems from the results of a recent cost allocation study prepared by an outside consultant. That study showed that some City enterprises have appreciably increased their share of the workloads of various City administrative departments in recent years.

A reduction of nearly \$18,000 is reflected in other fund transfers. This reduction is the net result of a number of increases and decreases in various transfers. A drop in funds transferred from the Lodgers and Automobile Rental Tax Fund (LART) and the reclassification of certain miscellaneous transfers from City enterprises in accordance with the results of the cost allocation study described above are almost offset by onetime transfers of funds from the Business Development Loan Fund balance and various trust funds. The transfer from LART is estimated to total \$864,909, which is down nearly \$169,000 from the 2002 Budget. LART revenue collections in 2002 and 2003 are projected to remain anemic in response to the economic recession. Reductions in business-related travel and a drop in average room rates charges have and will continue to serve to dampen LART revenue collections.

OTHER REVENUE

\$11,943,003

Other revenue includes fines and forfeits, licenses and permits, and miscellaneous revenue. The total of the Other Revenue category is \$11.9 million, which is down \$200,000 (1.6 percent) from the 2002 Budget. Fines and forfeits revenue, which includes fines for traffic and parking meter violations, is projected to drop by \$500,000. The increase in the payable traffic fine schedule and a doubling of parking fines that were implemented in 2002 are not generating the level of revenue anticipated. The 2003 projection for those revenue sources has been accordingly adjusted downward.

A large portion of the projected drop in 2003 fines and forfeits revenue is expected to be offset by a \$273,107 increase in miscellaneous revenue. Included in miscellaneous revenue are interest earnings, Transit Services revenue, and other miscellaneous revenue. Although interest earnings on General Fund balances are anticipated to fall by \$275,000 in response to lower interest rates, Transit revenue is projected to increase by over \$562,000. The increased Transit revenue is primarily due to increases in the transit contract with Memorial Hospital (\$271,728); additional fare revenue resulting from service to Schriever Air Force Base (\$135,850); and an anticipated increase in payments from El Paso County, Fountain, and Manitou Springs (\$58,253) for transit services provided to their jurisdictions.

DRAW FROM FUND BALANCE**\$527,619**

The unappropriated/unrestricted General Fund balance is anticipated to total \$16.3 million during 2003, or 7.5 percent of the 2003 Budget. That fund balance is maintained for cash flow purposes and to serve as a cushion against revenue shortfalls and unforeseen fiscal events. Current policy is to maintain a minimum fund balance of at least 5 percent of the current year budget. Although a modest draw of \$527,619 from the General Fund balance is necessary to help bring the 2003 General Fund Budget in balance, the level of the unappropriated/unrestricted balance will remain at a level over 5 percent of the 2003 budgeted amount.

REBUDGETED REVENUE**\$5,257,033**

Rebudgeted revenue typically results from the underexpenditure of operating budgets in the prior fiscal year or from the receipt of revenue which is greater than the budgeted amount in the prior fiscal year. City Council directed that the scheduled 2002 debt service payment on the Series 1999 SCIP bonds be paid directly from the Springs Community Improvements Program (SCIP) Fund rather than from the General Fund as originally budgeted. That action resulted in budget savings during 2002 of \$5,257,033 which are available as rebudgeted funds in 2003.

NOTE: All estimates of 2003 revenue are presented for all funds, by detailed revenue account, in Appendix B.

REVENUE SUMMARY – GENERAL FUND

Statement of Estimated Revenue

	2001 Actual	2002 Budget	2002 Revised Est.	2003 Budget	2002 Budget- 2003 Budget Change	% Change 2002-2003
TAXES						
General Property Taxes (A)	17,057,434	17,802,885	17,727,866	18,639,562	836,677	4.70%
Specific Ownership Taxes (B)	2,910,209	3,013,630	3,004,552	3,158,333	144,703	4.80%
General Sales and Use Tax	111,826,511	117,411,000	108,206,022	112,283,985	(5,127,015)	-4.37%
Selective Sales and Use Taxes	340,259	352,291	410,249	417,592	65,301	18.54%
Business Taxes (C)	226,796	253,948	230,746	242,250	(11,698)	-4.61%
Total Taxes	132,361,209	138,833,754	129,579,435	134,741,723	(4,092,032)	-2.95%
LICENSES AND PERMITS						
Total Licenses and Permits	388,068	428,295	421,069	455,455	27,160	6.34%
INTERGOVERNMENTAL REVENUE						
Federal Grants (D)	1,712,921	2,351,198	2,351,224	1,823,666	(527,532)	-22.44%
State Grants	0	0	0	0	0	0.00%
State Shared Revenue (E)	15,911,445	16,407,995	15,850,217	16,418,603	10,608	0.06%
Other Govt Units (F)	4,470,730	4,668,145	4,082,139	4,528,169	(139,976)	-3.00%
Total Intergovernmental	22,095,096	23,427,338	22,283,580	22,770,438	(656,900)	-2.80%
CHARGES FOR SERVICES						
General Government (G)	2,824,487	4,930,979	3,683,160	6,285,877	1,354,898	27.48%
Public Safety (H)	2,129,737	3,270,723	2,735,124	3,063,782	(206,941)	-6.33%
Highways and Streets	0	1,060,120	1,060,120	40,000	(1,020,120)	-96.23%
Culture - Recreation (I)	2,801,143	2,825,605	2,983,841	2,861,146	35,541	1.26%
Total Charges for Services	7,755,367	12,087,427	10,462,245	12,250,805	163,378	1.35%
FINES AND FORFEITS						
Total Fines and Forfeits	3,992,880	6,060,000	5,351,882	5,560,000	(500,000)	-8.25%
MISCELLANEOUS REVENUE						
Earnings on Deposits and Invest.	2,360,120	2,250,000	2,250,000	1,975,000	(275,000)	-12.22%
Rents and Royalties	0	0	0	0	0	0.00%
Transit	2,970,383	2,918,913	3,179,511	3,481,211	562,298	19.26%
Miscellaneous	638,356	485,528	509,028	471,337	(14,191)	-2.92%
Total Miscellaneous Revenue	5,968,859	5,654,441	5,938,539	5,927,548	273,107	4.83%
TRANSFERS FROM OTHER FUNDS						
Utilities (J)	1,702,968	1,671,109	1,671,109	1,770,504	99,395	5.95%
Other Transfers	1,476,251	1,343,188	1,339,978	1,325,246	(17,942)	-1.34%
Administrative Charges	1,396,284	1,666,280	1,666,280	3,191,229	1,524,949	91.52%
Utilities-in-Lieu of Tax	22,942,736	24,091,934	25,057,632	23,782,788	(309,146)	-1.28%
Total Transfers From Other Funds	27,518,239	28,772,511	29,734,999	30,069,767	1,297,256	4.51%
Subtotal	200,079,718	215,263,766	203,771,749	211,775,736	(3,488,030)	-1.62%
Rebudgeted	0	2,111,677	2,111,677	5,257,033	3,145,356	148.95%
Total General Fund Revenue	200,079,718	217,375,443	205,883,426	217,032,769	(342,674)	-0.16%
Draw From Fund Balance	0	0	0	527,619	527,619	0.00%
Total Estimated Revenue	\$200,079,718	\$217,375,443	\$205,883,426	\$217,560,388	\$184,945	0.09%

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

**COMPARISON OF GENERAL FUND REVENUE
BY PERCENTAGE OF TOTAL**

	2001 Actual	2002 Budget	2003 Budget
Sales and Use Taxes	55.91	54.01	51.61
Property Taxes	8.53	8.19	8.57
Other Taxes	1.74	1.67	1.75
Licenses and Permits	.19	0.20	0.21
Intergovernmental	11.05	10.78	10.47
Charges for Services	3.88	5.56	5.63
Fines and Forfeits	2.00	2.79	2.56
Miscellaneous	2.96	2.60	2.72
Fund Transfers	13.76	13.24	13.82
Rebudgeted	0.00	0.97	2.42
Draw from Fund Balance	0.00	0.00	0.24
Total	100.00	100.00	100.00
<i>NOTE: Percentages may not add to totals due to rounding.</i>			

COMPOSITION OF USES OF PROPERTY TAX MILL LEVY

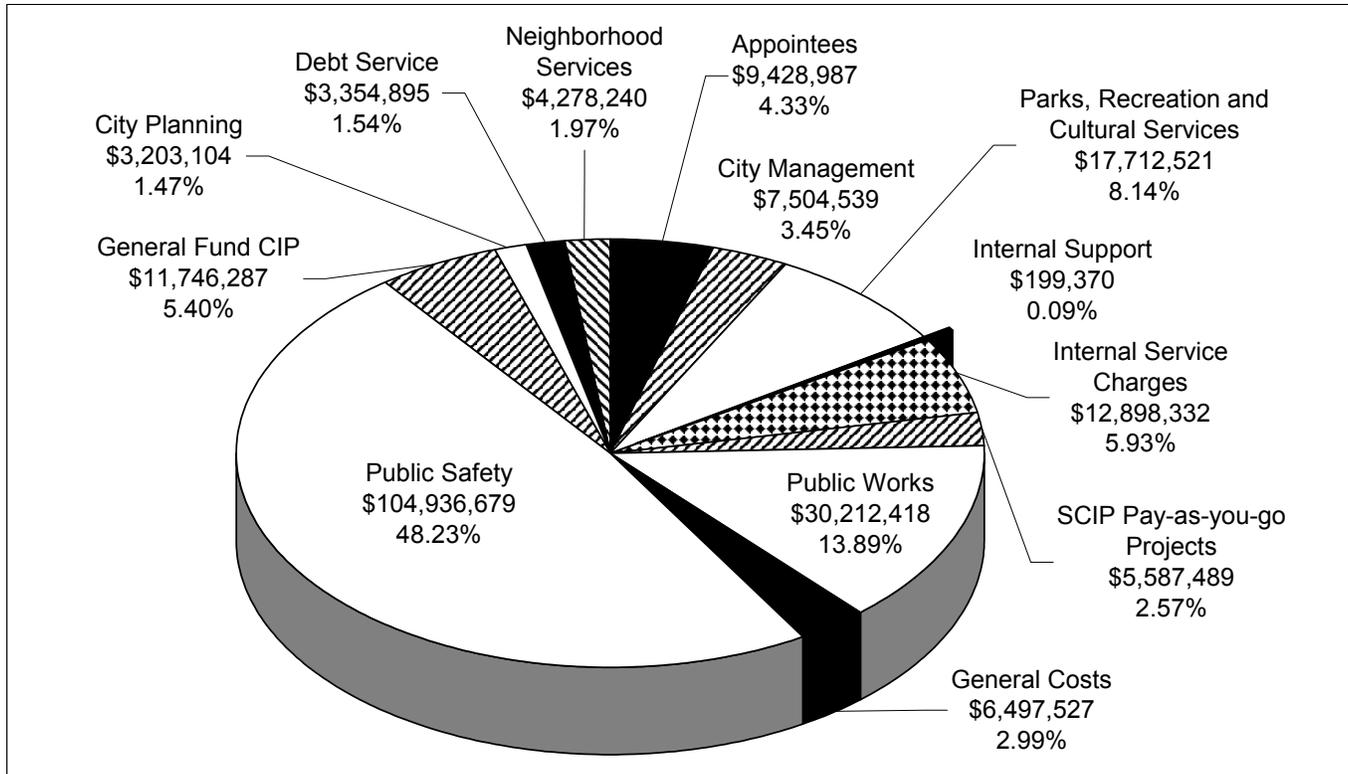
	Mills
Interest Paid on General Obligation Bonds	0.262
Redemption of General Obligation Bonds	0.644
General Purpose	4.126
Total	5.032
<i>NOTE: A one mill net revenue equivalent is:</i>	<i>\$3,704,205</i>

NOTES TO GENERAL FUND REVENUE ESTIMATES

- A. **Property Tax:** Includes current-year revenue, delinquent taxes, and interest on taxes. The 2003 estimate is based on the application of 5.032 mills on an estimated assessed valuation of \$3,881,193,370 less 2.5 percent for collection costs and uncollectable accounts. The estimate was further adjusted for economic development personal property tax rebates.
- B. **Specific Ownership Tax:** A tax imposed by the State of Colorado for the ownership of a licensed motor vehicle registered.
- C. **Business Taxes:** Comprised solely of the City Occupational Liquor Tax.
- D. **Federal Grants:** Includes Department of Transportation-Federal Transit Administration operating and capital assistance, U.S. Department of Justice Universal Hiring Grant, and Housing Authority payment-in-lieu-of property tax.
- E. **State-Shared Revenue:** Includes Cigarette Tax revenue (State collected), State Severance Tax distribution, Highway Users Tax, and additional fees under Highway Users Tax.
- F. **Other Governmental Units:** City share of County Road and Bridge Tax, shared fines (County), and loan repayment from the Metex metropolitan district.
- G. **General Government:** Includes charges for services provided by the Municipal Court, Planning, City Engineering, and Transportation Engineering.
- H. **Public Safety:** Police Department and Fire Department charges for services.
- I. **Culture-Recreation:** Charges for services provided by Parks, Recreation and Cultural Services - includes revenue from sports activities, community resources, aquatic activities, the Ice Center, and Neighborhood Services.
- J. **Utilities Staff Share:** Includes payment from Colorado Springs Utilities for its proportionate share of the Pikes Peak Area Council of Governments (PPACG), City Attorney, City Auditor, Police Building Security, General Administration, Economic Development, City Clerk, and City Council.

Expenditure Overview

**GENERAL FUND
EXPENDITURES
\$217,560,388**



GENERAL FUND SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget	Difference 2003 v. 2002
Salaries/Benefits	\$113,652,072	\$121,898,526	\$135,371,460	\$141,972,358	\$ 6,600,898
Operating	45,575,499	48,765,024	50,099,616	49,060,159	(1,039,457)
Capital Outlay	5,427,720	7,949,490	6,136,094	5,839,200	(296,894)
Debt Service	3,354,460	3,354,445	3,352,815	3,354,895	2,080
CIP	14,495,017	13,913,301	14,441,061	11,746,287	(2,694,774)
TABOR Refund	0	0	0	0	0
SCIP Pay-as-you-go Projects	0	0	7,974,397	5,587,489	(2,386,908)
Total	\$182,504,768	\$195,880,786	\$217,375,443	\$217,560,388	\$ 184,945

OVERVIEW

The 2003 General Fund Budget totals \$217.6 million. This represents an increase of only \$185,000, or less than one-tenth of one percent, from the 2002 Budget. That modest increase is the net result of some cuts in expenditures for less essential services to city residents in combination with other fiscal actions necessary to bring the 2003 General Fund Budget into balance. Just over \$501,000 of savings from reductions in service along with \$498,000 of service costs being shifted to other funds is reflected in this Budget. Additionally, a portion of the required payment of the scheduled 2003 debt service on the Series 1999 SCIP Sales Tax Revenue Bonds will be made directly from the SCIP Fund. This relieves the General Fund from having to bear \$2.59 million, or about one-third, of the total \$7.85 million debt service payment in 2003. Additionally, the General Fund contribution to capital improvements has been further reduced by \$1.79 million. Also, Colorado Springs Utilities' assumption of responsibility for the full cost of the public streetlighting system results in a \$3.8 million reduction in General Fund expenditures in 2003. These reductions are partially offset by an increase of \$4.9 million to continue efforts to bring employee compensation up to a competitive level and a \$1.7 million increase in the City share of the cost of employee health insurance.

Unavoidable increases stemming from such items as the 2003 municipal election costs, increased utilities costs, prior-year funding commitments, and legal obligations total \$2.4 million. This Budget provides funding for a total of 1,918.5 General Fund employees which represents a net increase of 1.75 FTE employees from the 2002 total. Although 4.25 new employees will be added, a total of 2.5 FTE positions are eliminated as a result of the service reductions.

2002-2003 Changes to General Fund Budget	
2002 Budget	\$217,375,443
<i>less:</i>	
Reductions in Service	(501,458)
Transfer of Costs to Other City Funds	(497,538)
2003 Debt Service on Series 1999 SCIP Bonds (pay directly from SCIP Fund)	(2,590,788)
Reduce General Fund Contribution to CIP	(1,786,908)
Public Streetlighting System Costs to be Borne by CSU	(3,800,000)
<i>plus:</i>	
Supplemental Appropriations and Removal of 2002 Onetime Expenses	153,732
Bringing Employee Compensation up to Competitive Level	4,936,560
Employee Health Insurance and Other Benefit Adjustments	1,703,141
Unavoidable Increases/Prior Year Commitments	2,372,666
Miscellaneous Increases and Training & Leadership Development	195,538
2003 Budget	\$217,560,388
<i>NOTE: A detailed summary presentation of all changes in General Fund expenditures between the 2002 Budget and 2003 Budget can be found in Appendix E.</i>	

Given the uncertainties of the current economic and fiscal environment, safeguards have been put in place to provide a measure of protection against any further downturn in City revenue in 2003. Specifically, amounts included in the 2003 General Fund Budget for capital outlays for the purchase of vehicles, computers, and other equipment will be frozen until such time as it appears that the budgeted revenue amounts for City Sales and Use taxes and other major revenue sources will be realized. Similarly, amounts budgeted in the General Fund for selected capital improvement projects will be frozen. The temporary freeze on capital outlay purchases would not apply to critical vehicles and equipment necessary for public safety services provided by the Police and Fire Departments. Combined, these frozen funds will provide almost \$11.2 million of protection against revenue shortfalls.

The unappropriated/unrestricted General Fund balance is anticipated to total \$16.3 million during 2003, or 7.5 percent of the 2003 Budget. That fund balance stands as an additional line of fiscal protection should City revenue for 2003 fall below projections due to worsening economic conditions. Although a modest draw of \$527,619 from the General Fund balance is necessary to help bring the 2003 General Fund Budget in balance, the level of the unappropriated/unrestricted balance will remain at a level over 5 percent of the 2003 budgeted amount.

Strategic Priorities and Budget Objectives

The 2003 General Fund Budget allocates resources in a manner consistent with the goals and objectives of the City Strategic Plan – *Direction 2000* and the specific budgetary objectives that were established by City Council at the beginning of the 2003 Budget preparation cycle. The 2003 General Fund Budget is designed to achieve the following budgetary objectives:

- ➔ *Provide funding for the base budget and unavoidable budget increments,*
- ➔ *Provide for an employee wage package that brings the salaries of City employees up to the estimated 2002 market median and funds the City portion of employee health insurance costs,*
- ➔ *Maintain funding for high priority capital improvement projects,*
- ➔ *Reallocate existing resources towards employee training and leadership development,*
- ➔ *Ensure that the share of the 2003 General Fund Budget allocated for Public Safety purposes is at least the same percentage as the 2002 General Fund Budget, and*
- ➔ *Ensure the maintenance of the unappropriated/unrestricted General Fund balance at a level of at least 5 percent of the 2003 budgeted amount.*

➤ **Provide funding for the base budget and unavoidable budget increments**

A number of unavoidable budget increases had to be accommodated in the 2003 General Fund Budget. These increases result from contractual obligations, increased utilities costs, federal mandates, and prior-year fiscal commitments made by City Council. These budget increments total almost \$2.2 million and include \$500,000 for election costs for the April 2003 municipal election and the November 2003 election; an estimated \$160,000 increase in utilities costs resulting from increases anticipated in water and wastewater rates; a contractual increase in compensation of Municipal Court judges; \$335,000 for the first installment on a five-year lease-purchase of a new Justice Information System for the Municipal Court and City Attorney; and, a \$235,735 contractual increase in the Transit Services contract. Additional resources are included for an office specialist in the Police Department to administer the State-mandated sex offender registration program; for additional motorcycle maintenance costs for the Police Department’s Intersection Safety Program; and for increased rental and maintenance costs for buildings occupied by City departments.

Unavoidable Increases/Prior Year Commitments	2003 Additional Resources
City Clerk - Municipal Election Costs	\$ 500,000
Municipal Court - Contractual Increase in Judicial Officers Compensation	71,464
City Hall Maintenance Costs	20,000
Police - Fund POC Parking Garage for Full Year	65,000
Municipal Court/City Attorney - Justice Information System (JIS) First Installment of 5-Year Lease/Purchase	335,000
General Costs - Debt Service on Police/Powers Bonds	2,080
General Costs - City Hall Lease Payment	255,425
Utility rate Increases (water 11%, wastewater 7%, gas -4%, electric 0%)	160,000
General Costs - Fleet - Rent Increase by CSU for Fontanero Facility	30,724
Police – Sex Offender Registration - Office Specialist (1FTE)	57,660
Police – Motorcycle Maintenance for Intersection Safety Program	20,000
Transit – Net contractual Increases (wages 3.5%; health 28%)	294,735
Transit - Contractual Increases for Memorial Hospital & Schriever AFB (100% revenue offset)	407,578
Transit – Auto Liability Insurance Increase	150,000
City Auditor – Peer Review Costs	3,000
TOTAL	\$ 2,372,666

➤ **Provide for an employee wage package that brings the salaries of City employees up to the estimated 2002 market median and funds the City portion of employee health insurance costs**

The City considers it a priority to pay employees competitively as part of a strategy to attract and retain a high-performing, diverse workforce. Specifically, bringing employee compensation up to a competitive level continues to be a strategic priority of *Direction 2000*. Recent market data shows that the salaries of civilian City employees are, on average, 4.0 percent below the current 2002 market median. Similarly, the survey data show the salaries of uniformed Police and Fire employees to be an average of 4.3 percent below the current 2002 market median. A total of \$4,936,569 is included in the 2003 General Fund Budget to bring the salaries of nearly all City employees up to the estimated median of the market in 2002. The salary increases of senior managers have been capped at 3.7 percent, which will leave the salaries of that employee group below the current market median.

The recent salary surveys also indicate that jurisdictions surveyed anticipate further movement in wages and salaries for 2003. The survey data show salaries of uniformed Police and Fire are projected to increase an additional 3.7 percent in 2003 while the average increase for civilian employees is anticipated to be 3.2 percent. The estimated cost of addressing this movement of employee salaries projected for 2003 would be an additional \$4.49 million. Due to budgetary constraints, this prospective movement in employees' wages and salaries is not included in the 2003 Budget.

Thus, the employee compensation package contained in the 2003 Budget will bring the salaries of nearly all City employees up to the estimated 2002 market median but does not address any further movement in salaries projected for 2003. While the employee compensation adjustment will not provide the full salary adjustments indicated by the recent salary surveys, it is fair and consistent with our current economic and fiscal environment.

Employee Compensation	2003 Additional Resources
Market Adjustment in Employee Base Salaries and Benefits	
Civilian Employees: Professional & Managers 3.7%; Paraprofessional & General 4.1%	\$ 2,292,446
Uniformed Police and Fire Employees (4.3%)	2,644,114
Increased Employee Health Insurance Costs (Medical 14.3%; Dental 13.1%; Vision 0%)	1,608,060
Increased PERA Contribution Rate (increase to 9.6%)	221,081
Reduced Workers Compensation Costs	(126,000)
TOTAL	\$ 6,639,701

A 14.3 percent increase in employee health insurance premium costs is projected to be necessary in 2003 based upon recent claims history, high rates of utilization of the plan, and an anticipated increase in the cost of medical services. This increase comes on the heels of a 27 percent increase implemented in 2002. A 13.1 percent increase in dental insurance premiums is also projected for 2003. This trend is not unique to the City. Most major employers in the region are facing soaring health insurance costs for similar reasons. A total of \$1,608,060 has been included in the 2003 General Fund Budget for the share of these premium adjustments customarily paid by the City. It should be noted that the employees' share for dependent coverage would also increase. Additionally, out-of-pocket health care costs will further increase for employees in 2003 due to necessary changes in the City's health plans to help mitigate the premium increases. Specifically, new and increased employee co-pays and co-insurance for selected medical services are proposed to be instituted to help mitigate the necessary increase in insurance premiums paid by the City and employee.

Nevertheless, a portion of the increased employee health benefits costs to the City has been offset slightly by improved workers' compensation claims experience, which will result in projected savings of \$126,000 in 2003. However, Public Employees Retirement Association (PERA) retirement contribution costs to the General Fund are projected to increase by \$221,081 as a result of a 4.46 percent increase in the required employer contribution rate in 2003.

➤ **Maintain funding for high-priority capital improvement projects**

The total General Fund contribution to capital improvements totals \$17.1 million, which is \$4.8 million less than the 2002 budgeted amount. However, in spite of this reduction in the General Fund contribution, overall City spending on capital improvements has not been reduced. The total combined budget for capital improvements from all funds is \$45.4 million for 2003. That amount is up from the \$41.3 million included in the adjusted 2002 Budget.

The 2003 Budget directs certain capital improvement costs previously funded by the General Fund be budgeted and paid directly from the Springs Community Improvements Program (SCIP) Fund. Specifically, one-third of the \$7.85 million debt service payment on the Series 1999 SCIP bonds will be budgeted and paid directly from the SCIP Fund rather than the General Fund. Additionally, a total of \$1.8 million for the construction of the Monterey Drive Channel and Storm Sewer is budgeted in the SCIP Fund. The Monterey Drive project is a high-priority drainage project affecting pedestrian and school safety. As of the end of 2002, the SCIP Fund had an estimated \$4.38 million of unbudgeted monies available resulting from project savings (capital improvement projects being completed under budget) and interest earnings in excess of previously budgeted amounts. Those funds can be used to pay the debt service on the SCIP bonds and/or be used for additional SCIP capital improvement projects.

Capital Improvement Projects	2003 Resources
Allocation for Ongoing Capital Maintenance	\$ 6,489,254
Pay-As-You-Go Projects	
Austin Bluffs/Union Interchange (debt service)	2,215,000
East-West Mobility Study - Design of Projects	1,712,000
Drennan Road – Immediate Traffic Capacity and Safety Improvements/ROW	1,511,397
Monterey Drive Channel & Storm Sewer (partial funding)	149,092
Series 1999 SCIP Bonds – Debt Service	5,257,033
TOTAL	\$ 17,333,776
To be Budgeted and Paid Directly from SCIP Fund:	
Series 1999 SCIP Bonds - Debt Service	\$ 2,590,788
Monterey Drive Channel & Storm Sewer	1,786,908
TOTAL	\$ 4,377,696

Capital Improvements Funding	2002 Adjusted Budget	2003 Budget	2002-2003 Difference
General Fund Ongoing CIP*	\$ 6,997,955	\$ 6,979,328	\$ (18,627)
General Fund SCIP Pay-As-You-Go* **	3,403,397	5,587,489	2,184,092
General Fund SCIP Debt Service	0	5,257,033	5,257,033
SCIP Fund	7,848,659	4,377,696	(3,470,963)
SCIP-PSST **	12,077,000	10,747,000	(1,330,000)
Lottery	2,999,892	3,450,000	450,108
TOPS	4,075,086	5,720,705	1,645,619
TEA-21	3,407,000	2,557,600	(849,400)
CDBG	420,671	575,000	154,329
Bicycle Tax	76,700	176,700	100,000
TOTAL	\$41,306,360	\$45,428,551	\$ 4,122,191
*In January 2002, City Council adjusted the General Fund Ongoing CIP and the SCIP Pay-As-You-Go projects allocations to offset a \$703,986 revenue reduction from the City's share of the El Paso County Road and Bridge revenue. To cover this shortfall, the Street Overlay program in the General Fund Ongoing CIP fund was reduced \$103,986 with the SCIP Pay-As-You-Go amount reduced \$600,000.			
** In June 2002, expenditures in the amount of \$3,971,000 from the SCIP Pay-As-You-Go allocation were suspended due to lower than budgeted revenue collections for 2002. Correspondingly, \$1,950,000 in expenditures were suspended in the PSST Fund; the Fire Department suspended expenditures in the amount of \$650,000; the Police Department suspended \$1,300,000.			

Of the \$17.3 million General Fund allocation to capital improvements for 2003, just under \$6.5 million is dedicated to the ongoing capital maintenance program that includes the annual street resurfacing program. Also included in that amount is the required City matching funds for TEA-21 (Transportation Equity Act for the 21st Century) federal transportation grants. A total of \$5.3 million is allocated to help pay the 2003 debt service payment on the 1999

SCIP bonds. The balance of the 2003 allocation (\$5.6 million) would primarily be applied towards the implementation of the recommendations of the East-West Mobility Study. Specifically, a total of \$1.7 million will be used to develop preliminary designs and associated construction cost estimates for all east-west transportation system management and roadway projects that should be constructed over the next eight years. Developing these preliminary designs and cost estimates are critical to the development of the necessary financial plan for the construction of the projects. Additionally, a total of \$2.2 million will be used to pay the annual debt service, or lease-purchase payment, on the proposed issuance of \$27.5 million of certificates of participation (COPs) or City Sales Tax revenue bonds to finance the construction of the Austin Bluffs/Union interchange. The project is a key element of the East-West Mobility Study, and the design of the grade-separated interchange has already been funded through the 2002 General Fund Budget. Finally, \$1.5 million is allocated to make immediate traffic capacity and safety improvements to Drennan Road while preserving the corridor for ultimate improvements that provide a direct, higher speed connection between Interstate 25 and Powers Boulevard at the Colorado Springs Airport.

In spite of these resources allocated towards the highest priority capital improvement projects, there remains a daunting backlog of unfunded and necessary capital improvement projects. The SCIP 01 citizens committees identified over \$208 million of high priority transportation, drainage and public facilities projects that remain unfunded. Additionally, the East-West Mobility Study recommendations include \$464 - \$604 million of unfunded transportation projects. Developing the means of funding these necessary infrastructure projects clearly remains a substantial and serious fiscal challenge to the community.

➤ **Reallocate existing resources towards employee training and leadership development**

A key element in attracting and retaining a high-performing workforce is the provision of learning opportunities that help employees develop additional skills and competencies that both enhance the performance of the

Training & Leadership Development	2003 Additional Resources
Human Resources - Employee Training and Leadership Development (1 FTE)	\$ 89,753
TOTAL	\$ 89,753

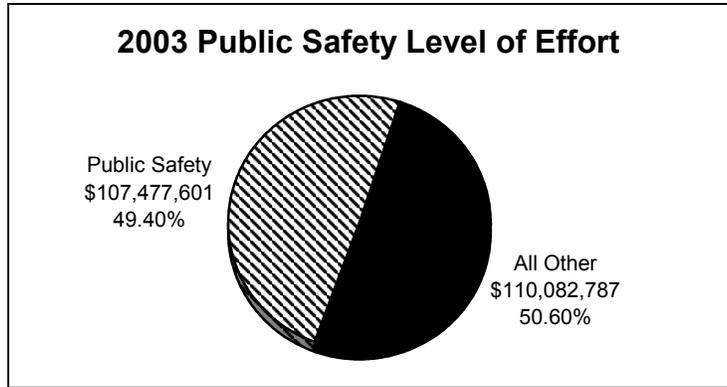
organization and the personal growth of employees. The City began its Learning Organization initiative three years ago but has only had limited success due to a lack of resources. The 2003 General Fund Budget allocates a total of \$89,753 to support the expansion of the Learning Organization and the establishment of

the City University. This expanded program will provide integrated and comprehensive learning opportunities in the areas of leadership, diversity education, individual/organizational performance improvement, and customer service. A portion of the funds will be used to partially fund a Learning Coordinator position (1 FTE). The \$89,753 proposed for this expanded program was derived from the net savings of the management reorganization that was implemented earlier this year.

In conjunction with this renewed emphasis on employee training and leadership development, each City Department and Division was asked to identify specific training and development needs and submit an outline of anticipated employee training and development activities in 2003. Each Department was also encouraged to redirect existing resources, to the extent possible, to address employee development and training needs in 2003. As a result, City Departments reallocated almost \$46,000 of existing resources towards employee training and development.

➤ **Ensure that the share of the 2003 General Fund Budget allocated for Public Safety purposes is at least the same percentage as the 2002 General Fund Budget**

In accordance with the provisions of the Public Safety Sales Tax ballot question approved by City voters last November, the share of the 2003 General Fund Budget allocated for public safety purposes must be at least the same percentage as the 2002 General Fund Budget. The public safety share of the 2002 General Fund Budget is 47.65 percent. The 2003 General Fund Budget allocates 49.40 percent of total resources for public safety purposes. Thus, the 2003 General Fund Budget satisfies the maintenance of effort requirement.



Public Safety	2003 Budget
Police	\$ 66,944,718
Fire	37,991,961
Internal Support – Fleet	1,794,062
Internal Support – Radio	746,860
TOTAL	\$107,477,601

Miscellaneous Budget Increases

Other miscellaneous budget increases included in the 2003 General Fund Budget total \$105,785. Among these increments is \$87,000 for an additional Information Technology Auditor position in the City Auditor’s Office. The new position will assist with the necessary auditing and risk assessment of the various computer networks and application systems within the City, Colorado Springs Utilities, and Memorial Hospital. Two-thirds (\$57,420) of the cost of the new position will be borne by Colorado Springs Utilities, Memorial Hospital, and the City enterprises. The purchase of three noise meters (\$7,500) for use by the Police Department is included to facilitate a pilot noise enforcement program. A total of \$3,000 is also included for the costs associated with the swearing-in ceremony for a new Mayor and Councilmembers in 2003.

Miscellaneous	2003 Additional Resources
Swearing-In Ceremony for new Mayor and Councilmembers	\$ 3,000
City Auditor - IT Auditor (1FTE) with \$57,420 revenue offset	87,000
Police – purchase of 3 noise meters	7,500
Transit – required matches for new Downtown Transit Facility and other Transit capital projects	85,300
2003 Citizen Survey	17,600
Strategic Plan Update	15,000
General Costs - reduction in City Administration Building lease costs	(81,415)
City Engineering – remove real estate specialist special position dedicated to SCIP projects	(70,000)
Global Advisory Council – Office of International Affairs staff support	25,000
Automatic External Defibrillator Program	54,000
Miscellaneous reductions	(37,200)
TOTAL	\$ 105,785

An increase of \$85,300 for the required 20 percent City matching funds for Federal Transportation Administration (FTA) transit grants for the new Downtown Transit Facility and other Transit capital projects is also included for 2003. A total of

\$418,000 is also included in the 2003 Parking System Enterprise Budget for the new Downtown transit facility. In past years, this increase was presented and approved via a supplemental appropriation. The entire grant matches are included to better reflect the General Fund resources dedicated to the entire Transit Services program. A total of \$17,600 is included for the 2003 Citizens Survey. A comprehensive Citizen Survey is conducted every other year to gauge the level of satisfaction of citizens with the various services and infrastructure provided by the City and to obtain valuable performance measurement data. Resources are also included to help develop a new City Strategic Plan in 2003. In accordance with City Council direction, development of a new three-year plan is to begin after the new City Council is seated in April 2003. The \$15,000 included in the 2003 General Fund Budget will provide resources for the public participation process, additional survey/focus group costs, and printing costs. These miscellaneous budget increases are offset somewhat by reduced City Administration Building lease costs and other miscellaneous reductions in Department budgets. The 2003 lease payment to Colorado Springs Utilities for the City Administration Building is estimated to drop by \$81,415 as a result of the recent lease-purchase agreement under which the City is acquiring the property from Colorado Springs Utilities.

Reductions in Service

Due to the recent trend of declining revenue and an incipient General Fund budget gap for 2003, some less essential services are reduced, eliminated, or shifted to other City funds. This is not to say that these services are not important and necessary. The services being reduced or eliminated are simply less necessary and important when compared to others.

Reductions in Service	2003 Reduced Resources
Parks & Rec. – Fine Arts Center & Summer Symphony Contracts	\$ (52,736)
Police – 10% Reduction in Animal Control Contract	(89,602)
Parks & Rec. – Discontinue Funding for First Night	(10,000)
Parks & Rec. – Discontinue Prospect Lake Aquatics Programs	(43,278)
Planning – Eliminate Hearing Officer Contract & Associated Operating Costs	(18,253)
Info Tech – Delay Hiring of Senior IT Analyst	(46,696)
Fire – Postpone Replacement of 3 Non-emergency Response Light Vehicles	(60,000)
General – Postpone Vehicle Replacement	(80,323)
Public Comm. – Discontinue Citizens Community Day Event	(7,070)
Budget – Eliminate Hardcopy of Final Budget	(3,500)
City Engineering – Reduce Non-federal Mandated Stormwater Quality Education Efforts	(20,000)
City Engineering – Eliminate Civil Engineer position (1 FTE)	(70,000)
TOTAL	\$(501,458)

The service cuts include the discontinuation of the City contract with the Fine Arts Center for free Saturdays and SpringSpree activities, a reduction in the Colorado Springs Symphony contract, a 10 percent reduction in the animal control contract with the Humane Society of the Pikes Peak Region, and cancellation of all aquatics programs at Prospect Lake. Additionally, the hearing officer function in the City Planning

Department will be discontinued with all land use variances and other minor land use issues required to go to Planning Commission for approval/denial. Other necessary actions to generate budgetary savings include postponing the scheduled replacement of selected City vehicles including the replacement of three non-emergency response light vehicles in the Fire Department, a reduction in non-federal mandated stormwater quality education efforts, the elimination of a civil engineer position in City Engineering, and cancellation of the Citizens Community Day event.

Some services and costs previously borne by the General Fund have been shifted to other City Funds. A total of nearly \$414,000 of costs associated with the ongoing operation and maintenance of the City’s automated payroll/ financial system have been shifted to the Cable Franchise Grant Fund in 2003. While these information technology expenditures qualify for Cable Grant funding, the shift of these costs to that fund has drastically reduced the available resources for necessary technology upgrades and replacements for which that fund has typically been used. Similarly, Colorado Springs Utilities has agreed to assume funding responsibility for the Beidelman Environmental Center which resulted in an additional \$84,000 savings to the 2003 General Fund Budget.

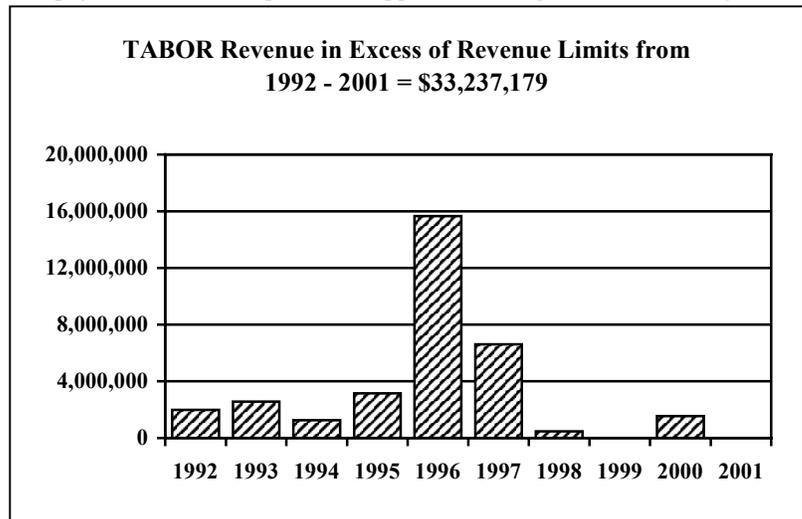
Transfer of Costs to Other Funds	2003 Reduced Resources
General Costs – Transfer portion of Automated Payroll/Financial System Upgrades and Maint. Costs to Cable Franchise Grant Fund	\$ (413,693)
Parks & Rec – Close Beidelman Environmental Center (-1.25 FTE)	(83,845)
TOTAL	\$(497,538)

These service reductions and cost shifting resulted in nearly \$1 million of net budget savings to the General Fund in 2003.

TABOR CALCULATION

The revenue limitation provisions of TABOR and the City Charter continue to impact the City's fiscal condition. TABOR essentially establishes an annual City revenue "cap." Any City revenue (subject to the cap) received above and beyond the annual revenue cap must either be refunded to local taxpayers or retained upon voter approval. In eight of the last ten years, since the inception of the revenue limitation provisions of the City Charter, City revenue has exceeded the annual limit. In fact, TABOR refund estimates totaled \$33.2 million over the 1992-2001 period.

City revenue is projected to be below the TABOR limit by over \$4.4 million in 2002 due primarily to a sharp drop in City Sales and Use Tax collections in response to a slowing local economy. Additionally, the allowable increase in City revenue, in accordance with the TABOR formula, jumped to over 9.3 percent due primarily to higher inflation as measured by the Denver/Boulder Consumer Price Index and a jump in local construction activity in 2001.



City of Colorado Springs 1999 - 2003 Projected TABOR & City Charter Revenue Limits					
Revenue					
Fiscal Year	Total Eligible Revenue	TABOR Limit	Over (Under) Limit		
1999	\$190,697,485	\$196,532,379	(\$5,834,894)		
2000	\$182,134,775	\$180,577,144	\$1,557,631		
2001	\$185,218,902	\$193,653,820	(\$8,434,918)		
2002	\$198,070,719	\$202,471,997	(\$4,401,278)		
2003	\$199,474,236	\$209,756,891	(\$10,282,655)		
Revenue Limitation Estimates					
Fiscal Year	Inflation	Plus	Local Growth	equals	Limit
1999	2.403542%	+	3.663830%	=	6.067372%
2000	2.933910%	+	2.172138%	=	5.106047%
2001	3.960396%	+	3.281205%	=	7.241601%
2002	4.473305%	+	4.841671%	=	9.314976%
2003	3.000000%	+	2.900000%	=	5.900000%

Current calculations for 2003 project City revenue to be below the TABOR limit by approximately \$10.3 million due to slow revenue growth. Upon first glance, the calculation of the annual TABOR revenue cap appears to be relatively straightforward. However, in actual practice, the calculation is difficult in that data for both of the components is not available until well after the start of the fiscal year in question. Specifically, the Denver/Boulder 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 Denver/Boulder CPI and local growth.

Generally, the annual TABOR revenue cap is calculated through the application of the percentage change in the Denver/Boulder

Consumer Price Index (CPI) and local growth for the previous calendar year to actual City revenue for the previous year. Local growth is the net change in the market value of new construction expressed as a percent of all taxable and nontaxable property on the assessment rolls plus the value of new annexations.

For 2002, the TABOR formula increase is 9.31 percent with that increase comprised of a 4.47 percent increase in the Denver/Boulder CPI for 2001 and 4.84 percent local growth. Local growth is defined by TABOR as the market value of taxable new construction plus annexations and inclusions less destruction / total market value of all real property.

The formula increase for 2003 is down considerably from the growth allowed for 2002. For 2003, the Denver/Boulder CPI component of the formula is projected to increase by 3.0 percent and the 2002 local growth component is expected to drop considerably, falling to 2.9 percent. Thus, the combined formula increase for 2003 is projected to total 5.9 percent.

EMPLOYEE AND EXPENDITURE DISTRIBUTION

The following chart combines the number of employees and associated costs by major categories of service. It provides a summary view of the percent of total General Fund employees and the percent of expenditures allocated to each of the major categories of service delivered to the citizens of Colorado Springs. More than three-fourths of all General Fund employees are in Public Safety and Public Works. Of the total budget dollars, 70 percent are allocated to Public Safety, Public Works, and capital improvements.

<u>Function</u>	<u>Number of Employees</u>	<u>% of Total</u>	<u>Cum.* %</u>	<u>Expenditures Total</u>	<u>% of Total</u>	<u>Cum.* %</u>
PUBLIC SAFETY	1,257.75	65.56	65.56	\$104,936,679	48.23	48.23
PUBLIC WORKS	237.75	12.39	77.95	\$30,212,418	13.89	62.12
[^] CAPITAL IMPROVEMENTS				\$17,333,776	7.97	70.09
PARKS, REC & CULTURAL SERVICES	162.50	8.47	86.42	\$17,712,521	8.14	78.23
** OTHER	<u>260.50</u>	<u>13.58</u>	<u>100.00</u>	<u>\$47,364,994</u>	<u>21.77</u>	<u>100.00</u>
Total	1,918.50	100.00	100.00	\$217,560,388	100.00	100.00

TABOR REFUND

\$0

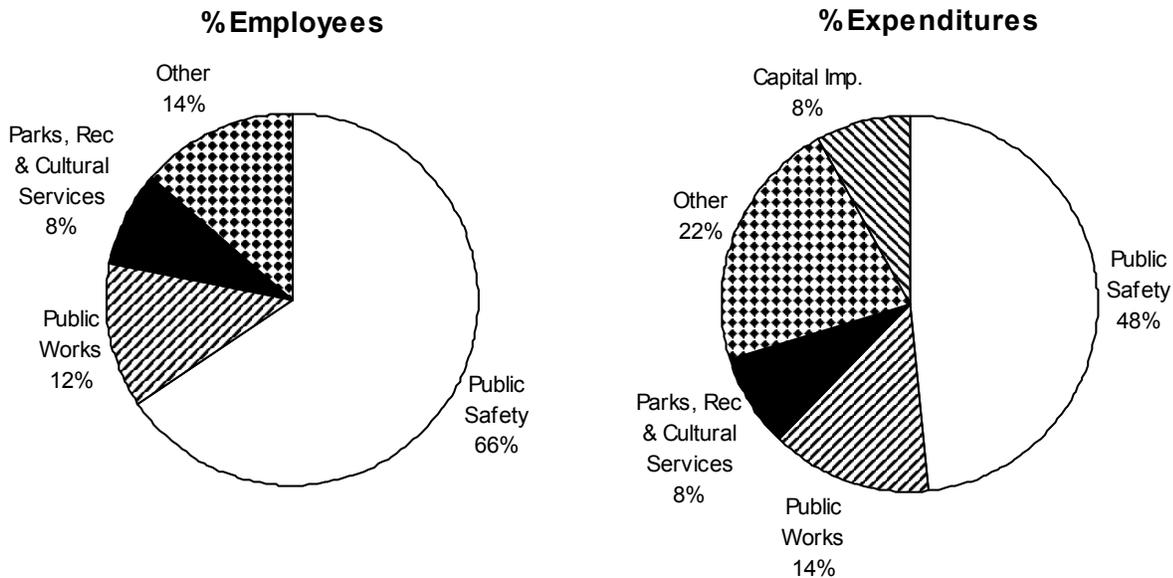
TOTAL GENERAL FUND BUDGET

\$217,560,388

*Cumulative Percentage

**Appointees, City Management, Neighborhood Services, City Planning, Internal Support, General Costs, Debt Service, and Internal Service Charges.

[^] Includes \$11,746,287 designated for CIP and \$5,587,489 for SCIP Pay-as-you-go Projects.



2003 BUDGET
Expenditure Summary Table
General Fund and Internal Service Funds

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
GENERAL FUND				
APPOINTEES				
City Attorney				
Salaries/Benefits	\$2,597,206	\$2,740,167	\$3,161,007	\$3,314,353
Operating	\$125,748	\$204,154	\$245,956	\$199,626
Capital	\$29,701	\$90,752	\$39,995	\$22,995
Total	\$2,752,655	\$3,035,073	\$3,446,958	\$3,536,974
<i>FTE</i>	<i>40.0</i>	<i>42.0</i>	<i>43.0</i>	<i>43.0</i>
City Auditor				
Salaries/Benefits	\$501,390	\$574,550	\$624,072	\$732,695
Operating	\$78,860	\$59,066	\$40,492	\$41,456
Capital	\$8,423	\$30,440	\$16,125	\$8,325
Total	\$588,673	\$664,056	\$680,689	\$782,476
<i>FTE</i>	<i>8.0</i>	<i>8.0</i>	<i>8.0</i>	<i>9.0</i>
City Clerk				
Salaries/Benefits	\$440,343	\$470,524	\$564,294	\$594,212
Operating	\$253,993	\$366,382	\$188,051	\$681,835
Capital	\$1,963	\$13,528	\$43,515	\$38,551
Total	\$696,299	\$850,434	\$795,860	\$1,314,598
<i>FTE</i>	<i>9.0</i>	<i>10.0</i>	<i>10.0</i>	<i>10.0</i>
City Council				
Salaries/Benefits	\$66,527	\$67,135	\$66,707	\$66,931
Operating	\$61,747	\$83,196	\$82,812	\$79,412
Capital	\$5,216	\$15,035	\$14,000	\$9,400
Total	\$133,490	\$165,366	\$163,519	\$155,743
<i>FTE</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>
Municipal Court				
Salaries/Benefits	\$1,460,675	\$1,520,380	\$1,826,983	\$1,892,146
Operating	\$1,384,855	\$1,566,218	\$1,682,003	\$1,732,050
Capital	\$6,597	\$14,180	\$15,850	\$15,000
Total	\$2,852,127	\$3,100,778	\$3,524,836	\$3,639,196
<i>FTE</i>	<i>35.0</i>	<i>35.0</i>	<i>36.5</i>	<i>36.5</i>
PUBLIC SAFETY				
Fire				
Salaries/Benefits	\$28,545,942	\$30,097,963	\$33,080,969	\$34,654,033
Operating	\$2,757,968	\$2,968,780	\$2,704,345	\$2,533,683
Capital	\$939,383	\$599,065	\$903,140	\$804,245
Total	\$32,243,293	\$33,665,808	\$36,688,454	\$37,991,961
<i>FTE</i>	<i>415.5</i>	<i>421.5</i>	<i>425.5</i>	<i>425.75</i>
Police				
Salaries/Benefits	\$47,792,705	\$50,430,669	\$56,373,319	\$59,126,797
Operating	\$4,835,564	\$6,146,384	\$6,187,799	\$5,908,750
Capital	\$1,850,297	\$2,116,649	\$1,948,014	\$1,909,171
Total	\$54,478,566	\$58,693,702	\$64,509,132	\$66,944,718
<i>FTE</i>	<i>807.0</i>	<i>820.0</i>	<i>830.0</i>	<i>832.0</i>

2003 BUDGET
Expenditure Summary Table
General Fund and Internal Service Funds

	2000	2001	2002	2003
	Actual	Actual	Budget	Budget
CITY MANAGEMENT				
Budget and Financial Analysis				
Salaries/Benefits	\$479,299	\$511,220	\$635,952	\$671,988
Operating	\$67,208	\$66,115	\$47,454	\$33,275
Capital	\$0	\$11,852	\$9,500	\$3,715
Total	\$546,507	\$589,187	\$692,906	\$708,978
<i>FTE</i>	<i>7.0</i>	<i>7.0</i>	<i>8.0</i>	<i>8.0</i>
Economic Development				
Salaries/Benefits	\$241,584	\$294,723	\$325,931	\$342,918
Operating	\$69,445	\$61,116	\$56,797	\$52,327
Capital	\$1,739	\$5,806	\$1,700	\$1,700
Total	\$312,768	\$361,645	\$384,428	\$396,945
<i>FTE</i>	<i>3.0</i>	<i>3.0</i>	<i>3.0</i>	<i>3.0</i>
City Manager				
Salaries/Benefits	\$808,357	\$677,401	\$715,136	\$904,948
Operating	\$96,970	\$128,668	\$110,672	\$117,542
Capital	\$5,605	\$35,330	\$5,396	\$5,396
Total	\$910,932	\$841,399	\$831,204	\$1,027,886
<i>FTE</i>	<i>11.0</i>	<i>9.0</i>	<i>8.0</i>	<i>9.0</i>
Finance				
Salaries/Benefits	\$2,235,709	\$2,518,538	\$2,684,822	\$2,823,322
Operating	\$215,652	\$314,558	\$311,634	\$279,529
Capital	\$15,141	\$23,619	\$24,400	\$10,120
Total	\$2,466,502	\$2,856,715	\$3,020,856	\$3,112,971
<i>FTE</i>	<i>40.5</i>	<i>43.5</i>	<i>43.75</i>	<i>43.75</i>
Human Resources				
Salaries/Benefits	\$831,133	\$1,019,758	\$1,180,345	\$1,201,540
Operating	\$123,734	\$239,731	\$228,923	\$333,794
Capital	\$3,233	\$2,863	\$6,350	\$6,350
Total	\$958,100	\$1,262,352	\$1,415,618	\$1,541,684
<i>FTE</i>	<i>13.0</i>	<i>15.0</i>	<i>15.0</i>	<i>16.0</i>
Public Communications				
Salaries/Benefits	\$342,357	\$446,301	\$577,680	\$604,768
Operating	\$101,561	\$130,090	\$123,335	\$105,307
Capital	\$879	\$30,132	\$6,000	\$6,000
Total	\$444,797	\$606,523	\$707,015	\$716,075
<i>FTE</i>	<i>6.0</i>	<i>7.0</i>	<i>8.0</i>	<i>7.75</i>
PARKS, RECREATION AND CULTURAL SERVICES				
Cultural Services				
Salaries/Benefits	\$1,113,310	\$1,230,677	\$1,250,553	\$1,220,662
Operating	\$246,181	\$258,359	\$263,468	\$245,594
Capital	\$0	\$0	\$0	\$0
Total	\$1,359,491	\$1,489,036	\$1,514,021	\$1,466,256
<i>FTE</i>	<i>17.5</i>	<i>18.0</i>	<i>18.0</i>	<i>16.75</i>

2003 BUDGET
Expenditure Summary Table
General Fund and Internal Service Funds

	2000	2001	2002	2003
	Actual	Actual	Budget	Budget
Design & Development				
Salaries/Benefits	\$349,228	\$373,085	\$359,296	\$377,135
Operating	\$26,884	\$39,857	\$34,809	\$37,905
Capital	\$0	\$0	\$0	\$0
Total	\$376,112	\$412,942	\$394,105	\$415,040
<i>FTE</i>	5.0	5.0	5.0	5.0
Forestry				
Salaries/Benefits	\$803,295	\$842,686	\$920,874	\$964,515
Operating	\$293,280	\$360,730	\$307,282	\$307,075
Capital	\$2,497	\$2,986	\$3,000	\$3,000
Total	\$1,099,072	\$1,206,402	\$1,231,156	\$1,274,590
<i>FTE</i>	15.0	15.0	15.0	15.0
Park Maintenance, Trails and Open Space				
Salaries/Benefits	\$4,522,735	\$4,921,697	\$5,160,683	\$5,392,798
Operating	\$2,370,877	\$2,394,612	\$2,424,837	\$2,564,516
Capital	\$70,374	\$63,918	\$78,360	\$78,360
Total	\$6,963,986	\$7,380,227	\$7,663,880	\$8,035,674
<i>FTE</i>	85.0	85.0	85.0	85.0
Parks, Recreation and Cultural Services Administration				
Salaries/Benefits	\$891,804	\$959,009	\$991,377	\$1,042,228
Operating	\$526,111	\$797,617	\$671,668	\$513,573
Capital	\$527,732	\$567,839	\$462,010	\$596,203
Total	\$1,945,647	\$2,324,465	\$2,125,055	\$2,152,004
<i>FTE</i>	15.75	15.75	15.75	15.75
Youth and Recreation				
Salaries/Benefits	\$1,859,982	\$2,215,346	\$2,672,318	\$2,729,022
Operating	\$1,170,158	\$1,476,066	\$1,656,556	\$1,639,935
Capital	\$0	\$5,950	\$0	\$0
Total	\$3,030,140	\$3,697,362	\$4,328,874	\$4,368,957
<i>FTE</i>	21.0	24.0	25.0	25.0
NEIGHBORHOOD SERVICES				
Community and Senior Centers				
Salaries/Benefits	\$1,982,881	\$2,246,604	\$2,320,573	\$2,416,148
Operating	\$632,134	\$781,333	\$767,389	\$704,750
Capital	\$0	\$3,000	\$3,075	\$78,175
Total	\$2,615,015	\$3,030,937	\$3,091,037	\$3,199,073
<i>FTE</i>	27.25	28.50	29.00	29.00
Neighborhood Services				
Salaries/Benefits	\$215,466	\$249,174	\$264,469	\$279,569
Operating	\$815,247	\$758,450	\$798,002	\$799,598
Capital	\$4,222	\$850	\$600	\$0
Total	\$1,034,935	\$1,008,474	\$1,063,071	\$1,079,167
<i>FTE</i>	3.0	3.0	3.0	3.0

2003 BUDGET
Expenditure Summary Table
General Fund and Internal Service Funds

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
CITY PLANNING				
City Development				
Salaries/Benefits	\$241,238	\$416,790	\$358,003	\$179,636
Operating	\$25,250	\$29,827	\$29,828	\$20,823
Capital	\$7,415	\$0	\$1,900	\$1,800
Total	\$273,903	\$446,617	\$389,731	\$202,259
<i>FTE</i>	3.0	3.0	3.0	2.0
Comprehensive Planning/Land Use				
Salaries/Benefits	\$530,114	\$583,146	\$629,014	\$659,098
Operating	\$245,051	\$157,161	\$37,067	\$28,374
Capital	\$0	\$1,217	\$1,922	\$1,922
Total	\$775,165	\$741,524	\$668,003	\$689,394
<i>FTE</i>	7.0	8.0	8.0	8.0
Development Review				
Salaries/Benefits	\$1,476,285	\$1,462,190	\$1,635,859	\$1,655,567
Operating	\$154,970	\$179,546	\$162,318	\$120,115
Capital	\$17,353	\$28,334	\$27,500	\$28,900
Total	\$1,648,608	\$1,670,070	\$1,825,677	\$1,804,582
<i>FTE</i>	29.0	25.5	25.5	24.5
Planning Data Systems				
Salaries/Benefits	\$318,747	\$274,476	\$369,691	\$465,242
Operating	\$37,760	\$49,346	\$42,120	\$36,631
Capital	\$7,248	\$5,762	\$4,996	\$4,996
Total	\$363,755	\$329,584	\$416,807	\$506,869
<i>FTE</i>	4.0	4.0	5.0	6.0
PUBLIC WORKS				
City Engineering				
Salaries/Benefits	\$2,502,205	\$2,712,271	\$3,516,301	\$3,686,011
Operating	\$146,970	\$263,217	\$391,225	\$345,203
Capital	\$161,440	\$130,641	\$91,100	\$39,865
Total	\$2,810,615	\$3,106,129	\$3,998,626	\$4,071,079
<i>FTE</i>	39.0	50.0	50.0	51.0
Public Works Support				
Salaries/Benefits	\$0	\$383,468	\$392,081	\$409,768
Operating	\$0	\$60,543	\$52,582	\$53,745
Capital	\$0	\$0	\$13,000	\$4,500
Total	\$0	\$444,011	\$457,663	\$468,013
<i>FTE</i>	0.0	4.0	4.0	4.0

2003 BUDGET
Expenditure Summary Table
General Fund and Internal Service Funds

	2000	2001	2002	2003
	Actual	Actual	Budget	Budget
Streets				
Salaries/Benefits	\$6,110,817	\$6,297,416	\$6,716,108	\$7,311,506
Operating	\$810,367	\$807,547	\$847,753	\$804,888
Capital	\$1,079,675	\$1,877,429	\$1,827,732	\$1,752,781
Total	\$8,000,859	\$8,982,392	\$9,391,593	\$9,869,175
<i>FTE</i>	<i>125.0</i>	<i>121.0</i>	<i>120.0</i>	<i>124.5</i>
Transit System				
Salaries/Benefits	\$108,469	\$119,701	\$120,934	\$126,538
Operating	\$8,185,288	\$8,661,282	\$9,017,733	\$9,858,806
Capital	\$474,334	\$1,746,229	\$230,900	\$316,200
Total	\$8,768,091	\$10,527,212	\$9,369,567	\$10,301,544
<i>FTE</i>	<i>1.0</i>	<i>1.0</i>	<i>1.0</i>	<i>1.0</i>
Transportation Engineering				
Salaries/Benefits	\$2,918,759	\$3,431,790	\$3,715,808	\$4,011,974
Operating	\$847,530	\$5,166,036	\$5,216,783	\$1,399,103
Capital	\$207,025	\$509,153	\$356,014	\$91,530
Total	\$3,973,314	\$9,106,979	\$9,288,605	\$5,502,607
<i>FTE</i>	<i>47.5</i>	<i>54.25</i>	<i>55.25</i>	<i>57.25</i>
INTERNAL SUPPORT				
Safety Services				
Salaries/Benefits	\$107,894	\$149,861	\$177,059	\$131,048
Operating	\$62,261	\$72,051	\$68,802	\$68,322
Capital	\$228	\$16,931	\$0	\$0
Total	\$170,383	\$238,843	\$245,861	\$199,370
<i>FTE</i>	<i>2.0</i>	<i>2.0</i>	<i>2.0</i>	<i>2.0</i>
GENERAL COSTS				
General Costs				
Salaries/Benefits	\$1,255,616	\$1,659,810	\$1,983,242	\$1,983,242
Operating	\$7,753,380	\$4,253,281	\$4,231,278	\$4,514,285
Capital	\$0	\$0	\$0	\$0
Total	\$9,008,996	\$5,913,091	\$6,214,520	\$6,497,527
Debt Service	\$3,354,460	\$3,354,445	\$3,352,815	\$3,354,895
Internal Service Charges	\$11,052,495	\$9,863,705	\$11,067,843	\$12,898,332
TABOR Refund	\$0	\$0	\$0	\$0
General Fund C.I.P.	\$14,495,017	\$13,913,301	\$14,441,061	\$11,746,287
SCIP Pay-as-you-go Projects	\$0	\$0	\$7,974,397	\$5,587,489
GENERAL FUND TOTAL	\$182,504,768	\$195,880,786	\$217,375,443	\$217,560,388
<i>F.T.E.</i>	<i>1,842.00</i>	<i>1,888.00</i>	<i>1,908.25</i>	<i>1,918.50</i>

During 2002, the City approved adding 8.5 positions, via a supplemental appropriation, for new pavement degradation and traffic control fees. Authorized 2002 positions total 1,916.75 full-time equivalent (FTE).

2003 BUDGET
Expenditure Summary Table
General Fund and Internal Service Funds

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
INTERNAL SERVICE FUNDS				
Facilities Management				
Salaries/Benefits	\$1,061,930	\$1,229,678	\$1,288,817	\$0
Operating	\$3,169,039	\$3,511,276	\$4,751,755	\$0
Capital	\$853,971	\$61,595	\$7,890	\$0
Total	\$5,084,940	\$4,802,549	\$6,048,462	\$0
<i>FTE</i>	<i>20.0</i>	<i>20.0</i>	<i>20.0</i>	<i>0.0</i>
Fleet Management				
Salaries/Benefits	\$3,989,689	\$4,163,560	\$4,310,021	\$4,528,455
Operating	\$6,893,942	\$6,748,873	\$6,986,137	\$7,346,500
Capital	\$27,272	\$73,342	\$121,208	\$182,831
Total	\$10,910,903	\$10,985,775	\$11,417,366	\$12,057,786
<i>FTE</i>	<i>74.0</i>	<i>74.0</i>	<i>74.0</i>	<i>74.0</i>
Information Technology				
Salaries/Benefits	\$2,352,280	\$2,507,143	\$2,899,650	\$2,988,769
Operating	\$1,824,683	\$1,938,222	\$2,185,178	\$2,403,075
Capital	\$88,864	\$234,247	\$163,612	\$158,036
Total	\$4,265,827	\$4,679,612	\$5,248,440	\$5,549,880
<i>FTE</i>	<i>32.0</i>	<i>34.0</i>	<i>35.0</i>	<i>35.0</i>
Office Services				
Salaries/Benefits	\$693,948	\$779,839	\$822,569	\$866,670
Operating	\$1,292,027	\$1,290,182	\$1,334,189	\$1,537,185
Capital	\$19,700	\$0	\$25,500	\$20,100
Total	\$2,005,675	\$2,070,021	\$2,182,258	\$2,423,955
<i>FTE</i>	<i>16.0</i>	<i>16.0</i>	<i>16.0</i>	<i>16.0</i>
Radio Communications				
Salaries/Benefits	\$458,102	\$509,274	\$675,141	\$628,601
Operating	\$314,032	\$378,671	\$375,085	\$500,629
Capital	\$74,311	\$5,843	\$19,500	\$19,500
Total	\$846,445	\$893,788	\$1,069,726	\$1,148,730
<i>FTE</i>	<i>8.0</i>	<i>8.0</i>	<i>8.0</i>	<i>7.0</i>
Real Estate Services				
Salaries/Benefits	\$280,973	\$286,161	\$318,393	\$334,300
Operating	\$71,767	\$61,548	\$72,010	\$84,847
Capital	\$0	\$0	\$0	\$0
Total	\$352,740	\$347,709	\$390,403	\$419,147
<i>FTE</i>	<i>5.0</i>	<i>5.0</i>	<i>5.0</i>	<i>5.0</i>
Risk Management				
Salaries/Benefits	\$610,249	\$652,349	\$689,680	\$724,822
Operating	\$232,608	\$201,691	\$277,526	\$347,598
Capital	\$8,130	\$6,789	\$0	\$0
Total	\$850,987	\$860,829	\$967,206	\$1,072,420
<i>FTE</i>	<i>11.0</i>	<i>11.0</i>	<i>11.0</i>	<i>11.0</i>
FUND TOTAL	\$24,317,517	\$24,640,283	\$27,323,861	\$22,671,918
<i>FTE</i>	<i>166.00</i>	<i>168.00</i>	<i>169.00</i>	<i>148.00</i>

Facilities Management was transferred to Colorado Springs Utilities for 2003.

2003 BUDGET
Expenditure Summary Table
Public Safety Sales Tax Fund

		2000	2001	2002	2003
		Actual	Actual	Budget	Budget
PUBLIC SAFETY SALES TAX FUND					
Fire					
	Salaries/Benefits	\$0	\$0	\$1,029,572	\$2,505,070
	Operating	\$0	\$0	\$632,513	\$848,810
	Capital Outlay	\$0	\$0	\$718,954	\$911,316
	Capital Projects	\$0	\$0	\$8,202,000	\$5,822,000
	Total	\$0	\$0	\$10,583,039	\$10,087,196
	<i>FTE</i>	<i>0.0</i>	<i>0.0</i>	<i>8.75</i>	<i>32.75</i>
Police					
	Salaries/Benefits	\$0	\$0	\$2,476,363	\$4,761,459
	Operating	\$0	\$0	\$1,842,693	\$1,220,937
	Capital Outlay	\$0	\$0	\$1,475,725	\$698,352
	Capital Projects	\$0	\$0	\$5,825,000	\$4,925,000
	Total	\$0	\$0	\$11,619,781	\$11,605,748
	<i>FTE</i>	<i>0.0</i>	<i>0.0</i>	<i>69.0</i>	<i>86.0</i>
Finance					
	Salaries/Benefits	\$0	\$0	\$48,717	\$51,640
	Operating	\$0	\$0	\$4,872	\$4,872
	Capital	\$0	\$0	\$4,500	\$0
	Total	\$0	\$0	\$58,089	\$56,512
	<i>FTE</i>	<i>0.0</i>	<i>0.0</i>	<i>1.00</i>	<i>1.00</i>
Fleet Management					
	Salaries/Benefits	\$0	\$0	\$0	\$29,810
	Operating	\$0	\$0	\$0	\$500
	Capital	\$0	\$0	\$0	\$0
	Total	\$0	\$0	\$0	\$30,310
	<i>FTE</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.5</i>
Human Resources					
	Salaries/Benefits	\$0	\$0	\$48,717	\$51,640
	Operating	\$0	\$0	\$5,152	\$5,152
	Capital	\$0	\$0	\$3,500	\$0
	Total	\$0	\$0	\$57,369	\$56,792
	<i>FTE</i>	<i>0.0</i>	<i>0.0</i>	<i>1.0</i>	<i>1.0</i>
FUND TOTAL		\$0	\$0	\$22,318,278	\$21,836,558
<i>FTE</i>		<i>0.00</i>	<i>0.00</i>	<i>79.75</i>	<i>121.25</i>

2003 BUDGET
Expenditure Summary Table
Enterprise Funds

		2000 Actual	2001 Actual	2002 Budget	2003 Budget
ENTERPRISE FUNDS					
Airport	Salaries/Benefits	\$5,150,090	\$5,781,575	\$5,960,838	\$6,734,263
	Operating	\$5,853,300	\$5,886,134	\$6,823,464	\$7,226,127
	Capital	\$231,016	\$438,660	\$458,191	\$726,698
	Debt Service	\$6,132,798	\$6,132,998	\$6,131,550	\$6,126,998
	Total	\$17,367,204	\$18,239,367	\$19,374,043	\$20,814,086
	<i>FTE</i>	<i>107.0</i>	<i>107.0</i>	<i>107.0</i>	<i>116.0</i>
Cemeteries	Salaries/Benefits	\$626,105	\$642,752	\$712,411	\$754,378
	Operating	\$428,831	\$438,688	\$519,698	\$516,949
	Capital	\$917,035	\$179,752	\$90,000	\$53,000
	Total	\$1,971,971	\$1,261,192	\$1,322,109	\$1,324,327
	<i>FTE</i>	<i>13.0</i>	<i>13.0</i>	<i>12.0</i>	<i>12.0</i>
Development Review Enterprise	Salaries/Benefits	\$0	\$358,488	\$448,354	\$481,510
	Operating	\$0	\$86,314	\$123,092	\$113,856
	Capital	\$0	\$30,665	\$3,300	\$4,975
	Total	\$0	\$475,467	\$574,746	\$600,341
	<i>FTE</i>	<i>0.0</i>	<i>7.5</i>	<i>7.5</i>	<i>7.5</i>
Human Services Complex	Salaries/Benefits	\$35,888	\$37,863	\$42,195	\$44,553
	Operating	\$116,090	\$138,901	\$121,355	\$149,282
	CIP Projects	\$24,970	\$148,962	\$80,000	\$50,000
	Total	\$176,948	\$325,726	\$243,550	\$243,835
	<i>FTE</i>	<i>1.0</i>	<i>1.0</i>	<i>1.0</i>	<i>1.0</i>
Parking System	Salaries/Benefits	\$276,511	\$309,525	\$549,031	\$495,078
	Operating	\$577,656	\$636,378	\$799,368	\$905,443
	Capital	\$365,929	\$129,947	\$679,000	\$1,313,000
	Debt Service / CIP Projects	\$704,926	\$1,022,594	\$704,139	\$705,339
	Total	\$1,925,022	\$2,098,444	\$2,731,538	\$3,418,860
	<i>FTE</i>	<i>9.0</i>	<i>9.0</i>	<i>9.0</i>	<i>9.0</i>
Patty Jewett Golf Course	Salaries/Benefits	\$538,057	\$565,063	\$645,598	\$683,289
	Operating	\$783,641	\$833,546	\$842,571	\$872,369
	Capital	\$360,923	\$416,589	\$332,130	\$385,000
	Total	\$1,682,621	\$1,815,198	\$1,820,299	\$1,940,658
	<i>FTE</i>	<i>9.5</i>	<i>9.5</i>	<i>9.5</i>	<i>9.5</i>
Pikes Peak – America's Mountain	Salaries/Benefits	\$1,278,938	\$1,396,641	\$1,535,104	\$1,400,564
	Operating	\$1,325,567	\$1,777,110	\$1,684,860	\$1,039,082
	Capital	\$89,135	\$159,197	\$16,786	\$11,200
	CIP Projects	\$0	\$0	\$0	\$1,450,000
	Total	\$2,693,640	\$3,332,948	\$3,236,750	\$3,900,846
	<i>FTE</i>	<i>23.0</i>	<i>24.0</i>	<i>24.0</i>	<i>21.0</i>
Valley Hi Golf Course	Salaries/Benefits	\$272,559	\$290,802	\$341,775	\$367,843
	Operating	\$583,002	\$673,473	\$619,550	\$672,791
	Capital	\$170,466	\$99,947	\$172,797	\$99,943
	Total	\$1,026,027	\$1,064,222	\$1,134,122	\$1,140,577
	<i>FTE</i>	<i>5.0</i>	<i>5.0</i>	<i>5.0</i>	<i>5.0</i>

2003 BUDGET
Expenditure Summary Table
Grant Funds

	2000	2001	2002	2003
	Actual	Actual	Budget	Budget
COMMUNITY DEVELOPMENT GRANTS				
C.D.B.G., H.O.M.E., HOPE III, and Emergency Shelter Grant (E.S.G.)				
Salaries/Benefits	\$1,274,540	\$1,434,991	\$1,464,407	\$1,575,216
Operating	\$5,577,141	\$4,967,713	\$7,800,683	\$6,813,081
Capital	\$0	\$1,504	\$3,055	\$0
Total	\$6,851,681	\$6,404,208	\$9,268,145	\$8,388,297
<i>FTE</i>	<i>21.0</i>	<i>22.0</i>	<i>22.0</i>	<i>22.0</i>

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Position Summary

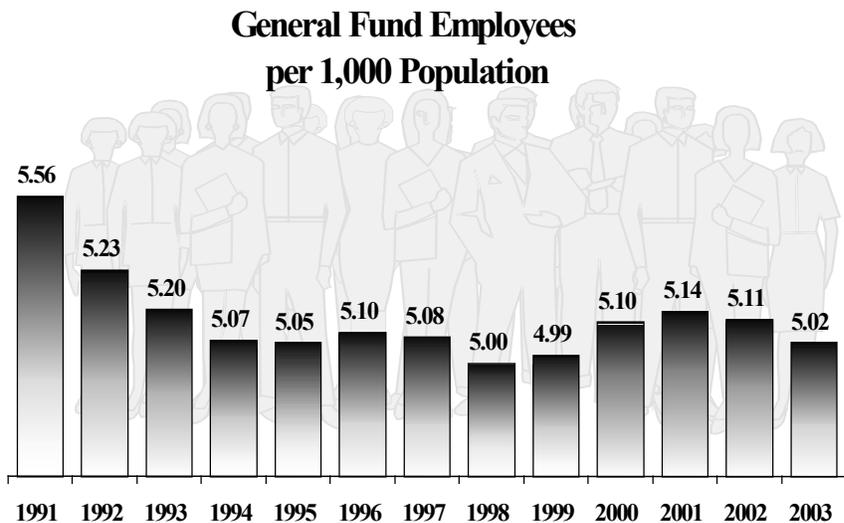
GENERAL FUND

The 2003 Budget provides for a total of 1,918.50 full-time equivalent (FTE) permanent positions in the General Fund, which reflects a net addition of 10.25 new positions from the 2002 Budget. In January of 2002, City Council passed a supplemental ordinance for the new pavement degradation and traffic control fees. This ordinance included hiring 8.5 new positions in Public Works. With these included in the 2002 position total, the 2003 budget has a net increase of a 1.75 FTE position.

2002 Budget Adjustments in Positions

To implement the pavement degradation and traffic control fees, three street repair inspectors, a GIS analyst, and a half-time senior office specialist were added in the Street Division of the Public Works Department. Also, as part of the fee implementation, two traffic technicians in Transportation Engineering and an engineering inspector and an administrative technician in City Engineering were added in 2002.

Over the past 12 years, the General Fund employees per 1,000 population has decreased by 10 percent.



New Position in Police

One office specialist in the Police Department is added to administer the State-mandated sex offender registration program. Registration will be required quarterly in 2003 instead of annually.

2002 Budget	1,908.25
2002 Adjustment	
Pavement degradation/Traffic Control Fees	
Street Maintenance	4.50
Transportation Engineering	2.00
City Engineering	2.00
	8.50
2002 Adjusted Total	1,916.75
2003 Budget	
Adds	
Police Department Clerk	1.00
Auditor Information Technology Analyst	1.00
Planning GIS Analyst	1.00
Human Resources Learning Organization Coordinator	1.00
Fire 0.75 to full-time fleet supervisor	0.25
	4.25
Less	
Beidelman Environmental Center Transfer	1.25
Civil Engineer	1.00
Reduce Public Communication Specialist II	0.25
	2.50
2003 Budget	1,918.50

0.25 New Position in Fire

A three-quarter time supervisor in the fleet maintenance shop will be increased to full time. This increases the position count by 0.25 FTE.

New Position in the City Auditor's Office

One information technology auditor is added in the 2003 Budget for the City Auditor. For the past 20 years, the City Auditor's Office had only one information technology auditor to perform these audits. This additional auditor position is added to meet the workload demand resulting from increased computer usage, legal requirements, and safety issues.

New Position in City Planning

A special GIS Analyst in Planning Data Systems is converted to regular status. This position addresses the increasing GIS and spatial data demands and assists with the Comprehensive Plan implementation. The analyst is necessary for the continued enhancement of the data warehousing for electronic archiving, distribution and access to historical Land Use Information System (LUIS) case file information.

Learning Organization Program Coordinator Added

A program coordinator is added in Human Resources to support the expansion of the Learning Organization initiative. A City University will be established, and more emphasis towards employee training and leadership development will be addressed by the addition of this position.

Cultural Services Positions Transferred to Colorado Springs Utilities (CSU)

In 2003, one and a quarter (1.25) program coordinator positions in the Beidelman Environmental Center are transferred to Colorado Springs Utilities as well as the responsibility of the Center.

Position Reduction in Public Works and Public Communications

A civil engineer position is transferred to the Community Development Block Grant for projects. In Public Communications, the Public Communication Specialist II position is reduced to 0.75 FTE.

Number of Employees – General Fund by Department

<u>Year</u>	<u>Police</u>	<u>Fire</u>	<u>Public Works</u>	<u>All Other</u>	<u>Total</u>	<u>Population</u>
1993	646	381.00	157.50	420.5	1,605.0	309,226
2003	<u>832</u>	<u>425.75</u>	<u>237.75</u>	<u>423.0</u>	<u>1,918.5</u>	<u>381,925</u>
Change	186	44.75	80.25	2.5	313.5	72,699
% Change	28.79	11.75	50.95	0.59	19.53	23.51

The Police change from 1993 to 2003 of 186 positions includes:

- ⇒ 119 uniformed (128 officers added, plus 7 Park Police reclassified from civilian to uniformed, minus 13 officers transferred to the Airport Enterprise Fund, and minus 2 Park Police reclassified from uniformed to civilian)
- ⇒ 67 civilian (75 civilians added of which 24 positions were transferred in, 17 from Fire Communications Center and 7 Code Enforcement positions from the All Other category, minus 7 Park Police reclassified from civilian to uniformed, minus 3 Parking Enforcement positions transferred to the Parking Enterprise Fund, plus 2 positions reclassified from uniformed to civilian, plus 1 mechanic and 1 evidence technician)

The Public Works change from 1993 to 2003 of 80.25 positions includes a transfer of 36 FTE from the All Other category as part of the 1997 reorganization. Therefore, only 44.25 FTE are new employees.

With the population increasing 23.51 percent over the last ten years, the number of employees increased 19.53 percent. Of this increase in employees, 99 percent were added in the Police, Fire, and Public Works Departments.

INTERNAL SERVICES AND SPECIAL REVENUE FUNDS

Facilities Management is transferred to the Colorado Springs Utilities (CSU) for 2003. The 20 positions in that division will be in the CSU organization for 2003.

The Radio Communications Unit eliminated the vacant communications engineer position for 2003. The funds were then transferred into an operating account to help pay the Pikes Peak Radio Communications Network (PPRCN) charges.

ENTERPRISE FUNDS

As a result of the City reorganization during 2002, the Group Support Manager for Colorado Springs Companies was transferred from the Airport to the General Fund as the Deputy City Manager. One administrative technician was also transferred out of the Airport and into an existing vacant position in the Parking System fund.

Also in the Airport, three police officers were added during 2002 in response to increased security demands. Another three officers will be added in 2003. The Airport also converted a special parking enforcement officer to regular status and added another for new upper and lower curbside enforcement. For 2003, two maintenance technicians are added to maintain the expanding taxiway system, additional roadside landscaped areas, and additional ramp. One electronic maintenance technician is also added in 2003 to assist with growing security requirements and the new equipment outlined by the Transportation Security Administration (TSA).

This totals an additional nine positions above the 2002 budget at the Airport.

During 2002, due to budget constraints and operating necessities, three positions were eliminated including one supervisor position, one paraprofessional position, and one general position in Pikes Peak – America's Mountain. These positions have not been added back in 2003 budget.

PUBLIC SAFETY SALES TAX (PSST) FUND

In the Fire Department, a total of 24 FTE positions are added in 2003, 19 of which are uniformed personnel. In addition to the 15 uniformed positions to staff Station 19, 3 battalion chiefs for a third fire district and a fire investigator are included. A total of 5 FTE civilian personnel are also added, including a fire education coordinator for the FireWise program, a senior GIS analyst, a staff support position in personnel, an audiovisual specialist to operate the distance learning system for firefighter training, and six months of a fleet technician.

In the Police Department, a total of 17 FTE positions are added in 2003, 5 of which will be uniformed personnel. Two new sergeant positions, one each in Internal Affairs and Metro Vice, Narcotics and Intelligence (VNI), are added along with a robbery investigator position. A portion of the command staff (1 commander, 1 lieutenant) for the new 4th Division is added in 2003 to help with the planning for the new facility. A total of 12 new civilian personnel are also added including 5 information technology analysts, a crime scene technician, 4 clerical support staff, and 2 drivers for ferrying police vehicles. This is in addition to the 60 Police officers hired in 2002.

In 2002, a clerical support position in Human Resources and an accounts payable clerk in the Finance Office were added. In 2003, a one-half FTE position in Fleet is added.

A total of 121.25 positions will be funded in 2003 by the Public Safety Sales Tax Fund.

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

2003 POSITION SUMMARY TABLE

	2000 Actual	2001 Actual	2002 Budget	2002 Authorized	2003 Budget	Difference: 2003 Budget - 2002 Authorized
General Fund						
Appointees						
City Attorney	40.00	42.00	43.00	43.00	43.00	0.00
City Auditor	8.00	8.00	8.00	8.00	9.00	1.00
City Clerk	9.00	10.00	10.00	10.00	10.00	0.00
Municipal Court	35.00	35.00	36.50	36.50	36.50	0.00
Public Safety						
Fire	415.50	421.50	425.50	425.50	425.75	0.25
Police	807.00	820.00	830.00	831.00	832.00	1.00
City Management						
Budget and Financial Analysis	7.00	7.00	8.00	8.00	8.00	0.00
Economic Development	3.00	3.00	3.00	3.00	3.00	0.00
City Manager	11.00	9.00	8.00	9.00	9.00	0.00
Finance and Purchasing/Contracts	40.50	43.50	43.75	43.75	43.75	0.00
Human Resources	13.00	15.00	15.00	15.00	16.00	1.00
Public Communications	6.00	7.00	8.00	7.75	7.75	-0.25
Parks, Rec. & Cultural Services						
Cultural Services	17.50	18.00	18.00	18.00	16.75	-1.25
Design and Development	5.00	5.00	5.00	5.00	5.00	0.00
Forestry	15.00	15.00	15.00	15.00	15.00	0.00
Park Maint., Trails & Open Space	85.00	85.00	85.00	85.00	85.00	0.00
Parks, Rec. & Cultural Svc. Support	15.75	15.75	15.75	15.75	15.75	0.00
Youth and Recreation	21.00	24.00	25.00	25.00	25.00	0.00
City Planning						
City Development	3.00	3.00	3.00	2.00	2.00	0.00
Comprehensive Planning & Land Use	7.00	8.00	8.00	8.00	8.00	0.00
Development Review	29.00	25.50	25.50	24.50	24.50	0.00
Planning Data Systems	4.00	4.00	5.00	5.00	6.00	1.00
Neighborhood Services						
Community and Senior Centers	27.25	28.50	29.00	29.00	29.00	0.00
Neighborhood Services	3.00	3.00	3.00	3.00	3.00	0.00
Public Works						
City Engineering	39.00	50.00	50.00	52.00	51.00	-1.00
Public Works Support	0.00	4.00	4.00	4.00	4.00	0.00
Streets	125.00	121.00	120.00	124.50	124.50	0.00
Transit Services	1.00	1.00	1.00	1.00	1.00	0.00
Transportation Engineering	47.50	54.25	55.25	57.25	57.25	0.00
Internal Support						
Safety Office	2.00	2.00	2.00	2.00	2.00	0.00
General Fund Total	1,842.00	1,888.00	1,908.25	1,916.75	1,918.50	1.75

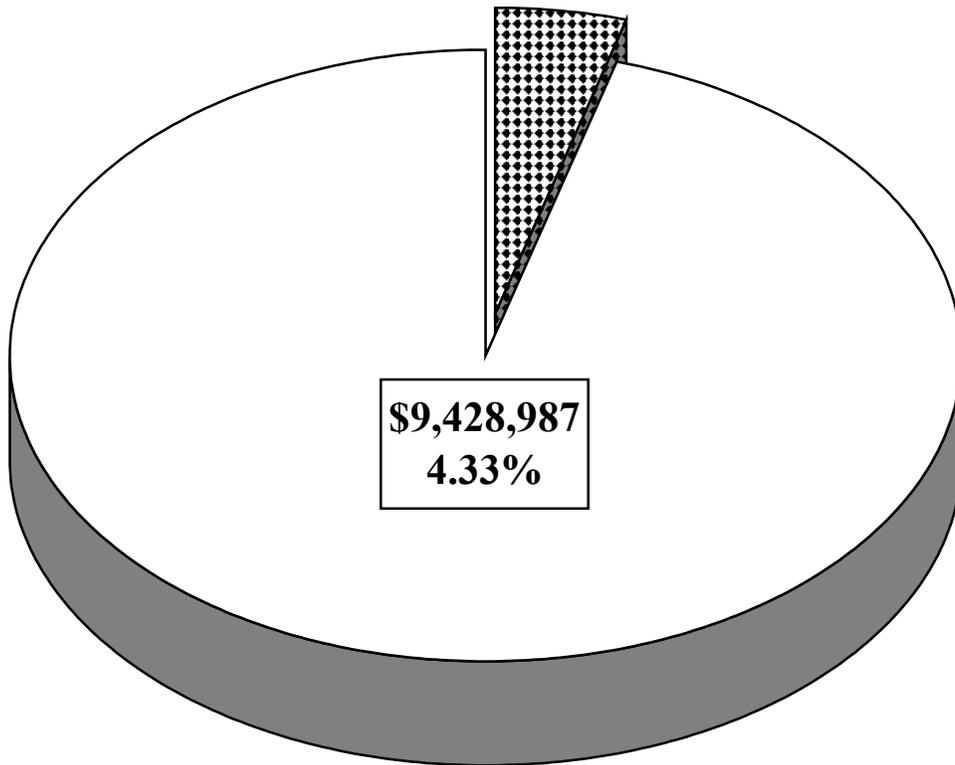
2003 POSITION SUMMARY TABLE (continued)

	2000 Actual	2001 Actual	2002 Budget	2002 Authorized	2003 Budget	Difference: 2003 Budget - 2002 Authorized
<i>Internal Services Fund</i>						
Facilities Management	20.00	20.00	20.00	20.00	0.00	-20.00
Fleet Management	74.00	74.00	74.00	74.00	74.00	0.00
Information Technology	32.00	34.00	35.00	35.00	35.00	0.00
Office Services	16.00	16.00	16.00	16.00	16.00	0.00
Radio Communications	8.00	8.00	8.00	8.00	7.00	-1.00
Real Estate Services	5.00	5.00	5.00	5.00	5.00	0.00
Risk Management	11.00	11.00	11.00	11.00	11.00	0.00
<i>Internal Services Fund Total</i>	166.00	168.00	169.00	169.00	148.00	-21.00
<i>Workers Compensation Fund</i>						
Workers Compensation	3.00	3.00	3.00	3.00	3.00	0.00
<i>Workers Compensation Fund Total</i>	3.00	3.00	3.00	3.00	3.00	0.00
<i>Public Safety Sales Tax Fund</i>						
Fire	0.00	0.00	8.75	8.75	32.75	24.00
Police	0.00	0.00	69.00	69.00	86.00	17.00
Fleet Management	0.00	0.00	0.00	0.00	0.50	0.50
Finance and Purchasing/Contracts	0.00	0.00	1.00	1.00	1.00	0.00
Human Resources	0.00	0.00	1.00	1.00	1.00	0.00
<i>Public Safety Sales Tax Fund Total</i>	0.00	0.00	79.75	79.75	121.25	41.50
<i>Enterprise Funds</i>						
Airport	107.00	107.00	107.00	110.00	116.00	6.00
Cemeteries	13.00	13.00	12.00	12.00	12.00	0.00
Development Review Enterprise	0.00	7.50	7.50	7.50	7.50	0.00
Human Services Complex	1.00	1.00	1.00	1.00	1.00	0.00
Parking System	9.00	9.00	9.00	9.00	9.00	0.00
Patty Jewett Golf	9.50	9.50	9.50	9.50	9.50	0.00
Pikes Peak – America’s Mountain	23.00	24.00	24.00	21.00	21.00	0.00
Valley Hi Golf	5.00	5.00	5.00	5.00	5.00	0.00
<i>Enterprise Funds Total</i>	167.50	176.00	175.00	175.00	181.00	6.00
<i>Special Revenue Funds</i>						
Conservation Trust (Lottery)	6.00	6.00	6.00	6.00	6.00	0.00
Briargate SIMD	4.75	4.75	4.75	4.75	4.75	0.00
Norwood SIMD	1.25	1.25	1.25	1.25	1.25	0.00
<i>Special Revenue Funds Total</i>	12.00	12.00	12.00	12.00	12.00	0.00
<i>Community Development Block Grant Fund</i>						
CDBG, HOME, and ESG	21.00	22.00	22.00	22.00	22.00	0.00
<i>CDBG Fund Total</i>	21.00	22.00	22.00	22.00	22.00	0.00



CITY OF COLORADO SPRINGS

City Council and Council Appointees



City Attorney	\$3,536,974
City Auditor	\$782,476
City Clerk	\$1,314,598
City Council	\$155,743
Municipal Court	\$3,639,196



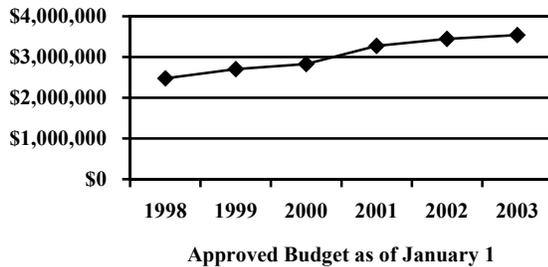
City Attorney

Patricia K. Kelly, City Attorney/General Counsel, 30 South Nevada Ave., Colorado Springs, CO 80903 • (719) 385-5909 • jgoodall@ci.colospgs.co.us

MISSION

The City Attorney's Office is the legal advisor to City Council, its Appointees, its Enterprises, including Colorado Springs Utilities and Memorial Hospital, its boards, commissions and committees and its staff members in the conduct of City business. In addition, the City Attorney's Office represents the City in all court cases where the City has an interest and prosecutes all cases docketed into Municipal Court.

BUDGET HISTORY



SERVICES

- Advise City Council, City Appointees, boards and commissions
- Provide litigation services for the City and all its organizational units, Colorado Springs Utilities, and Memorial Hospital.
- Represent City in administrative hearings
- Prosecute City Code violations
- Maintain City Code
- Review and draft contracts and intergovernmental agreements
- Prosecute City Code violations
- Review, update and maintain City Code
- Advise Police and Fire Pension Plans
- Create authorities and legal entities
- Provide legal services to special district teams, annexation teams and finance management teams
- Provide tax-related services

BUDGET SUMMARY

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
<u>Uses of Funds</u>				
Salary/Benefits	\$2,597,206	\$2,740,167	\$3,161,007	\$3,314,353
Operating	125,748	204,154	245,956	199,626
Capital Outlay	29,701	90,752	39,995	22,995
Total	\$2,752,655	\$3,035,073	\$3,446,958	\$3,536,974

PERSONNEL

GENERAL FUND

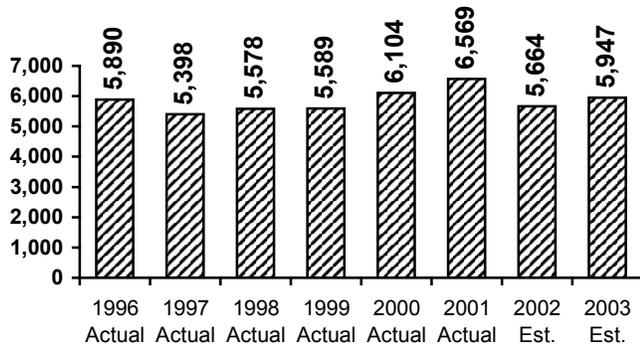
	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Senior Manager	1	1	1	1
Manager	1	1	1	1
Professional	23	24	21	21
Paraprofessional	0	0	6	6
General	15	16	14	14
FTE Total	40	42	43	43

For 2002, one attorney was added for the Intersection Safety Program.

In addition to the positions stated above, there are six (6) additional professional and paraprofessional positions funded by the Utilities Fund, two (2) funded by the Hospital Fund and two (2) funded for Workers' Compensation through the Risk Management Unit.

PERFORMANCE INDICATORS

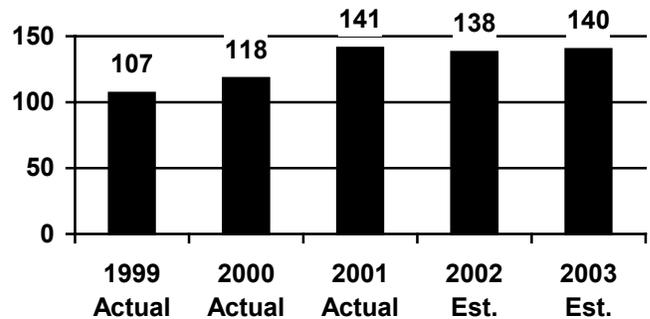
Prosecution Division Case Totals per Attorney



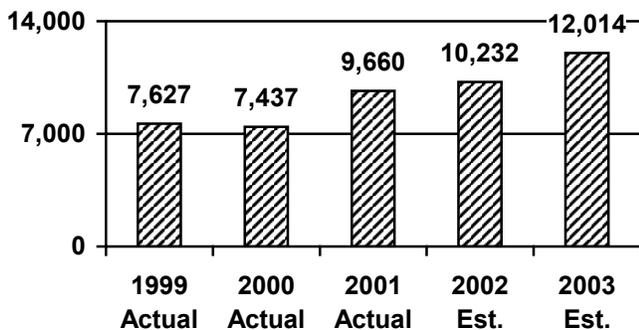
The number of cases concluded by the Prosecution Division increased 11 percent from 1996 to 2001. Case loads slightly decreased in 2002 but are anticipated to rebound by 5 percent for 2003. There were 10 full-time attorney positions in 6,569 cases per attorney in 2001. With the addition of one attorney position in 2002, 5,664 cases per attorney are expected. Approximately 5,947 cases per attorney are anticipated in 2003. The total number of FTE positions in the Prosecution Division is 20, which translates to a ratio of 1:18,300 citizens in 2001 and 1:18,715 for 2002.

The Litigation Division caseload increased by two lawsuits per month from 1999 to 2000. From 2000 to 2001 the average rose to four lawsuits per month. Cases for 2002 will likely remain steady but are drastically increasing in complexity. While there are seven FTE positions in the Litigation Division, there are only four attorneys, a ratio of 1:91,500 citizens in 2001 and 1:93,575 in 2002.

Litigation Division Case Totals per Attorney



Corporate/Administration Contacts/ Opinions per Attorney



The number of formal/informal opinions rendered to clients by the Administration and Corporate Divisions increased an average of 7.5 percent from 1999 through 2001 and is projected to increase an additional 7 percent in 2002. While there are 12 FTE positions in the Administration / Corporate Divisions, there are only 7 attorneys representing a ratio of 1:48,071 citizens in 2001 and a 1:50,612 ratio in 2002.

CHANGES TO THE BUDGET

- An increase of \$153,346 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Telecommunications charges have been reduced by \$46,330 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- Onetime funding of \$17,000 for capital for the Intersection Safety Program is removed.

MAJOR OBJECTIVES

OBJECTIVE – Enhance Service Excellence.

This office continually strives to provide the highest professional services to its clients. Accuracy and timeliness are a priority. Communications with clients for suggestions regarding improvement are maintained throughout the year.

OBJECTIVE – Enhance Community Relations.

The purpose of this objective is to encourage employee voluntarism in City-sponsored events. Internet questions are being received from all over the country and have increased. Inquiries for information are being received from elected officials, as well as from attorneys and citizens in many other states. Public access to City codes and ordinances, Council Rules and Regulations and other important public interest items will continue to be provided through the Internet.

OBJECTIVE – Provide Organization / Workforce Development.

Maintaining a high standard of ethics and professionalism while demonstrating a true commitment to public service

is the ongoing purpose of this office. Continued education is a requirement for the employees of this office and supporting employee development and seeking to provide opportunities for personal growth and fulfillment will continue to be a goal.

OBJECTIVE – Maintain Financial Health.

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

OBJECTIVE – Increase the Availability of Legal Services.

Responsibilities of this office include continued availability to legal services including the rendering of legal explanations and opinions to Council, appointees, organizational units, and enterprises to make knowledgeable decisions is the constant responsibility of this office.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
COUNCIL APPOINTEES
CITY ATTORNEY**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	2,055,688	2,181,542	2,570,008	2,668,618
51207 WAGE PKG-PERFORMANCE	56,450	46,930	0	0
51210 OVERTIME	3,786	1,673	1,000	1,000
51220 SEASONAL/TEMPORARY	93,744	79,600	64,480	64,480
51230 SHIFT DIFFERENTIAL	0	6	0	0
51240 RETIREMENT/TERMINATION SICK	0	11,971	0	0
51245 RETIREMENT/TERM VACATION	4,471	22,168	0	0
51260 VACATION BUY	2,048	1,703	0	0
51265 GRIP PROGRAM	(494)	0	0	0
51299 SALARIES REIMBURSEMENTS	0	(259)	0	0
51610 PERA	218,540	214,770	246,417	266,849
51615 WORKER'S COMPENSATION	6,939	6,625	7,746	7,607
51620 EQUITABLE LIFE INSURANCE	8,369	7,983	10,574	10,968
51625 VISION CARE	1,914	2,179	2,768	2,768
51635 CITY MAJOR MEDICAL PLAN	1,899	2,201	1,968	1,968
51640 DENTAL INSURANCE	9,818	10,025	14,775	16,711
51665 CASH BACK	8,533	10,872	0	0
51670 PARKING FOR EMPLOYEES	8,550	8,460	10,080	10,080
51690 MEDICARE	24,962	26,538	31,948	33,378
51695 CITY EPO MEDICAL PLAN	91,990	105,182	199,243	229,926
TOTAL SALARIES & BENEFITS	2,597,206	2,740,167	3,161,007	3,314,353
52105 MISCELLANEOUS OPERATING	1,562	25,777	0	0
52110 OFFICE SUPPLIES	24,157	15,512	30,653	29,500
52111 PAPER SUPPLIES	0	0	4,200	4,000
52120 SOFTWARE-MICRO/WORD PROCESS	0	1,950	14,400	10,200
52122 CELL PHONES EQUIP & SUPPLIES	0	64	1,000	200
52125 GENERAL SUPPLIES	12	1,093	500	500
52135 POSTAGE	5,552	5,597	7,000	6,100
52165 LICENSES & TAGS	(2,009)	(1,970)	200	100
52220 MAINT-OFFICE MACHINES	9,935	6,479	8,150	8,100
52405 ADVERTISING SERVICES	1,608	1,875	2,200	1,800
52423 TELECOM SVS	0	0	0	1,000
52575 SERVICES	493	558	3,000	4,000
52605 CAR MILEAGE	5,904	5,503	6,200	6,000
52615 DUES & MEMBERSHIP	8,139	8,010	12,050	13,200
52625 MEETING EXPENSES IN TOWN	1,573	878	2,250	2,300
52630 TRAINING	0	4,722	12,900	17,153
52635 EMPLOYEE EDUCATIONL ASSIST	8,403	20	0	0
52645 SUBSCRIPTIONS	8,450	7,202	10,000	10,000
52655 TRAVEL OUT OF TOWN	7,247	2,868	9,000	10,000
52705 COMMUNICATIONS	576	104,895	105,903	59,573
52735 TELEPHONE-LONG DIST CALLS	2,908	3,909	2,850	3,000
52736 CELL-AIR	0	0	0	1,000
52765 LEASE/PURCHASE PAYMENTS	33,447	0	0	0
52775 MINOR EQUIPMENT	605	1,208	2,500	2,400
52874 OFFICE SERVICES PRINTING	3,382	4,550	7,000	5,000
52875 OFFICE SERVICES RECORDS	3,802	4,475	4,000	4,500
65150 LEGAL DEFENSE FUND	0	(1,020)	0	0
TOTAL OPERATING EXPENSES	125,748	204,154	245,956	199,626

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
COUNCIL APPOINTEES
CITY ATTORNEY**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
53020 COMPUTERS/NETWORKS	27,260	68,776	21,295	20,995
53030 FURNITURE & FIXTURES	2,441	21,976	6,500	2,000
53090 BUILDINGS & STRUCTURES	0	0	12,200	0
TOTAL CAPITAL OUTLAY	29,701	90,752	39,995	22,995
 ORGANIZATION TOTAL	 2,752,655	 3,035,073	 3,446,958	 3,536,974

City Auditor



Mike Hall, CPA, City Auditor • 30 South Nevada Ave., Colorado Springs, CO 80903 • (719) 385-5991 • mhall@ci.colospgs.co.us

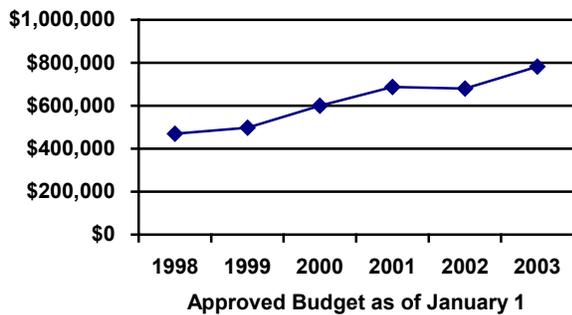
MISSION

To evaluate the adequacy of financial controls, records and operations and evaluate the effectiveness and efficiency of organizational department operations ensuring integrity and preventing the loss of City assets, supporting all areas of the City of Colorado Springs Municipal government, Colorado Springs Utilities, Memorial Hospital, and enterprise operations, and report the results directly to City Council.

SERVICES

- Conduct financial audits
- Conduct regulatory audits
- Conduct information technology audits
- Conduct compliance audits
- Conduct performance audits
- Conduct special projects

BUDGET HISTORY



BUDGET SUMMARY

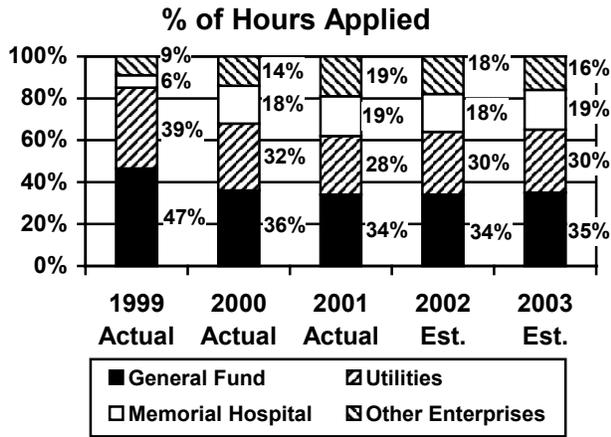
	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$501,390	\$574,550	\$624,072	\$732,695
Operating	78,860	59,066	40,492	41,456
Capital Outlay	8,423	30,440	16,125	8,325
Total	\$588,673	\$664,056	\$680,689	\$782,476

PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Appointee	1	1	1	1
Manager	1	1	1	1
Professional	5	5	5	6
Paraprofessional	1	1	1	1
FTE Total	8	8	8	9

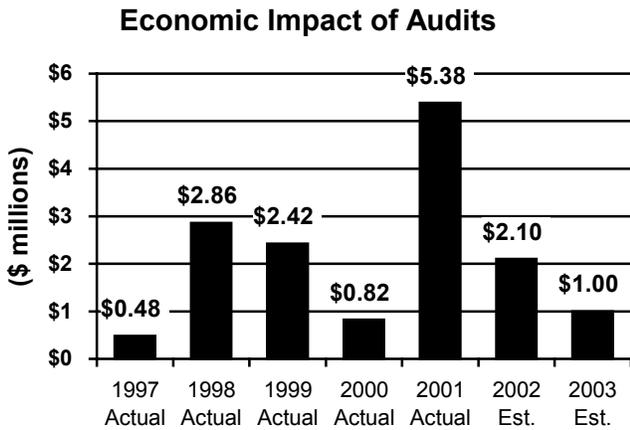
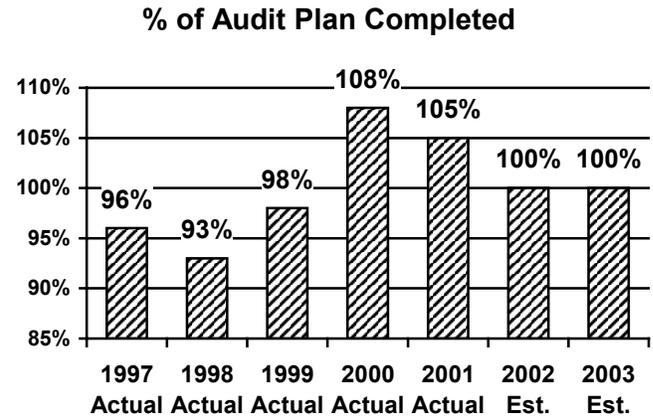
For 2003, an Information Technology auditor position is added.

PERFORMANCE INDICATORS



The mix of time spent will fluctuate somewhat yearly based on the audit plan of projects adopted by City Council for the year. System projects are completed on a rotating basis designed to cover all major systems on a rotating basis every four years. Other projects are selected based on a risk assessment analysis provided to City Council.

The Office of the City Auditor always strives for 100 percent completion of the audit plan adopted by City Council. The City Auditor's Office expects to complete all 75 of the projects scheduled for 2002. A similar number of projects is expected to be scheduled for 2003.



The graph shows only direct dollar savings opportunities or additional revenue actually or to be collected. Potential savings through control enhancements are difficult to quantify; however, they could be many times the hard dollar amounts identified here. The ultimate goal of all operations is to have \$0 in savings identified, which would mean that all projects and contracts audited were being correctly administered, and vendors were all paying the appropriate amounts. The primary function of the City Auditor's Office is to assure that proper management controls are in place.

CHANGES TO THE BUDGET

- An increase of \$30,523 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- An Information Technology auditor position, operating and capital expenses of \$87,000 are included. Of this cost, two-thirds will be paid by

Memorial Hospital, the Colorado Springs Utilities, and the City Enterprises.

- Peer review costs of \$3,000 are included.
- Telecommunications charges have been reduced by \$6,236 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- Onetime funding of \$12,500 for computers is removed.

MAJOR OBJECTIVES

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

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

OBJECTIVE – Enhance efforts related to performance measurement and management.

Conduct performance and operational audits to assist management in further refining their performance

management systems as well as the efficiency of the various operations under the control of City Council.

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

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

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
COUNCIL APPOINTEES
CITY AUDITOR**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	403,393	474,553	525,682	609,724
51207 WAGE PKG-PERFORMANCE	9,542	13,168	0	0
51240 RETIREMENT/TERMINATION SICK	7,264	0	0	0
51245 RETIREMENT/TERM VACATION	7,071	0	0	0
51260 VACATION BUY	452	1,523	0	0
51610 PERA	39,271	44,971	46,382	56,306
51615 WORKER'S COMPENSATION	1,237	959	1,562	1,648
51620 EQUITABLE LIFE INSURANCE	1,562	1,621	2,190	2,526
51625 VISION CARE	395	445	500	563
51640 DENTAL INSURANCE	1,995	2,250	2,706	3,249
51665 CASH BACK	1,383	1,961	0	0
51670 PARKING FOR EMPLOYEES	1,600	2,080	1,834	1,834
51690 MEDICARE	5,269	6,386	5,582	6,915
51695 CITY EPO MEDICAL PLAN	20,956	24,633	37,634	49,930
TOTAL SALARIES & BENEFITS	501,390	574,551	624,072	732,695
52110 OFFICE SUPPLIES	1,802	700	650	1,200
52111 PAPER SUPPLIES	0	303	400	400
52120 SOFTWARE-MICRO/WORD PROCESS	0	1,834	0	0
52122 CELL PHONES EQUIP & SUPPLIES	0	195	240	240
52125 GENERAL SUPPLIES	496	865	400	400
52135 POSTAGE	112	219	40	40
52220 MAINT-OFFICE MACHINES	505	245	535	535
52305 MAINT-SOFTWARE	300	300	600	600
52405 ADVERTISING SERVICES	4,432	0	0	0
52575 SERVICES	80	36	100	100
52605 CAR MILEAGE	457	129	2,100	1,950
52615 DUES & MEMBERSHIP	1,593	2,116	2,000	2,300
52625 MEETING EXPENSES IN TOWN	256	245	225	225
52630 TRAINING	10,348	8,488	9,000	10,300
52635 EMPLOYEE EDUCATIONL ASSIST	0	474	0	0
52645 SUBSCRIPTIONS	1,042	903	1,200	1,200
52655 TRAVEL OUT OF TOWN	7,337	9,246	8,437	12,537
52705 COMMUNICATIONS	488	14,793	14,055	8,919
52725 RENTAL OF PROPERTY	33,208	16,664	0	0
52735 TELEPHONE-LONG DIST CALLS	723	460	100	100
52755 COMMUNICATIONS-EQUIPMENT	220	0	0	0
52775 MINOR EQUIPMENT	1,736	523	200	200
52874 OFFICE SERVICES PRINTING	11	90	10	10
52875 OFFICE SERVICES RECORDS	260	238	200	200
65160 RECRUITMENT	13,454	0	0	0
TOTAL OPERATING EXPENSES	78,860	59,066	40,492	41,456
53010 OFFICE MACHINES	0	0	3,625	0
53020 COMPUTERS/NETWORKS	800	6,229	12,500	2,500
53030 FURNITURE & FIXTURES	7,623	967	0	5,825
53070 VEHICLES-REPLACEMENT	0	23,244	0	0
TOTAL CAPITAL OUTLAY	8,423	30,440	16,125	8,325
ORGANIZATION TOTAL	588,673	664,056	680,689	782,476

City Clerk



Kathryn M. Young, City Clerk • 30 South Nevada Ave., Colorado Springs, CO 80903 • (719) 385-5901 • cityclerk@ci.colospgs.co.us

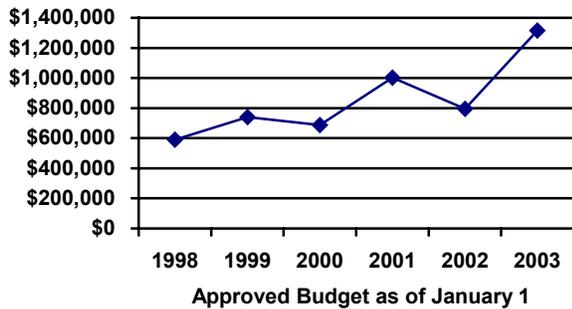
MISSION

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

SERVICES

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

BUDGET HISTORY



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$440,343	\$470,524	\$564,294	\$ 594,212
Operating	253,993	366,382	188,051	681,835
Capital Outlay	1,963	13,528	43,515	38,551
Total	\$696,299	\$850,434	\$795,860	\$1,314,598

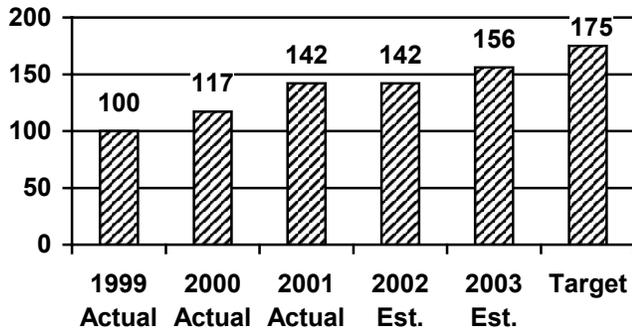
PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Appointee	1	1	1	1
Unit Manager	1	1	1	1
Professional	0	0	1	1
Paraprofessional	3	3	3	3
General	4	4	4	4
FTE Total	9	9	10	10

For 2001, an information systems analyst was added as a result of an increase in business license fees.

PERFORMANCE INDICATORS

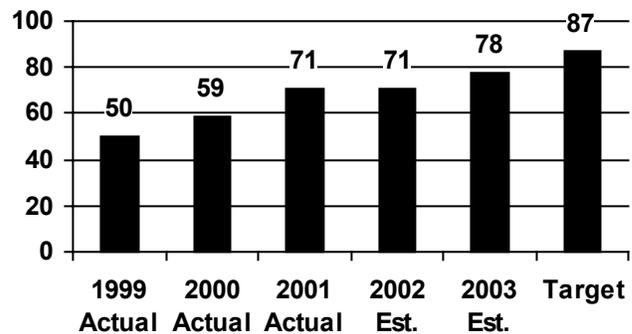
of Field Investigations/ Inspections Conducted for Licenses



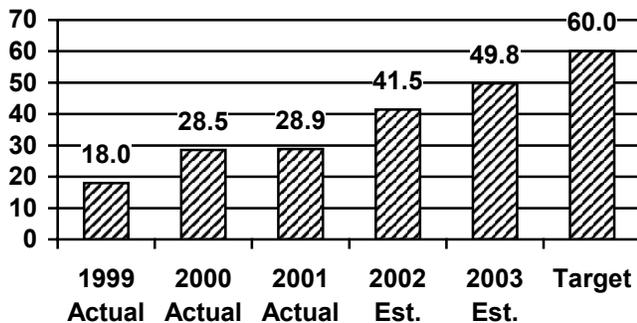
A 10 percent increase is anticipated for investigation, inspection and enforcement efforts of business and liquor licenses. Two officers are assigned to this area; and in addition to the field time spent investigating, inspecting, and enforcing, the officers must perform the administrative tasks associated with this function. Those tasks include preparatory, telephone, in-house and follow-up time spent on each license investigation.

There are currently 3,766 active business and liquor licenses within the city. The license enforcement officers, in addition to conducting field inspections/investigations of the active licenses, are responsible for issuing and providing administrative support for licensing transactions.

of Field Investigations/ Inspections Conducted per Enforcement Officer



of Hours Spent Conducting Field Investigations/ Inspections of Licensed/ Unlicensed Businesses



A 20 percent increase in the amount of hours spent conducting field investigations/inspections is anticipated. The increase in hours is the result of educating and providing information as well as enforcement measures of the licensed/unlicensed business to assure compliance and comprehension of relevant laws.

CHANGES TO THE BUDGET

- An increase of \$29,918 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Election costs of \$500,000 for the 2003 April municipal and the November 2003 elections are included.
- Telecommunications charges have been reduced by \$11,180 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.

MAJOR OBJECTIVES

OBJECTIVE – Conduct the municipal election held in April 2003 with the highest integrity and provide accurate, accessible information to the public and candidates.

The election will be deemed successful if the public has access to information about candidates and issues and are provided the ability to access the internet to determine voter registration qualifications, precinct, and polling information. The votes will be tallied expeditiously and precisely, and voters will be informed as to the process in a comprehensive manner.

OBJECTIVE – Ensure readiness and efficiency during the election by meeting all legal requirements and delivering quality election services.

Implement election processes and laws, which maintain integrity; and improve services to voters, candidates, and media. Assure information and notices are timely according to legal requirements.

OBJECTIVE – Provide accurate information about City Council meetings and legislative actions in an easily accessible manner to the City Council, City departments, and the public.

This will be accomplished by providing and maintaining an intra/internet system available 24 hours a day with access to agendas, minutes, and legislative records.

OBJECTIVE – Maximize the efficiency, effectiveness, and value of business licensing and records management.

Maximize the potential of the currently established intra/internet system to electronically transmit licensing information, applications, and documents to the public and City departments. Conduct survey on customer satisfaction, tabulate results, and analyze and implement measures which improve the quality of service provided. Analyze and implement fee schedule to recover 100 percent of costs to provide licensing services.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
COUNCIL APPOINTEES
CITY CLERK**

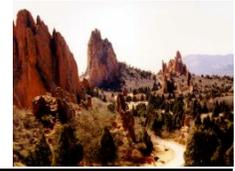
ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	358,092	384,562	460,984	479,677
51207 WAGE PKG-PERFORMANCE	6,734	11,538	0	0
51210 OVERTIME	2,809	2,442	3,250	3,250
51245 RETIREMENT/TERM VACATION	733	866	0	0
51610 PERA	36,720	37,626	41,802	45,469
51615 WORKER'S COMPENSATION	1,461	1,062	1,742	1,688
51620 EQUITABLE LIFE INSURANCE	1,432	1,440	1,860	1,935
51625 VISION CARE	408	382	632	632
51640 DENTAL INSURANCE	2,376	2,536	3,359	3,799
51665 CASH BACK	1,514	3,128	0	0
51670 PARKING FOR EMPLOYEES	2,360	2,400	1,259	1,259
51690 MEDICARE	2,808	2,977	5,082	5,353
51695 CITY EPO MEDICAL PLAN	22,896	19,565	44,324	51,150
TOTAL SALARIES & BENEFITS	440,343	470,524	564,294	594,212
52105 MISCELLANEOUS OPERATING	987	8,703	0	1,000
52110 OFFICE SUPPLIES	3,369	1,684	4,500	6,000
52111 PAPER SUPPLIES	0	0	2,000	2,000
52120 SOFTWARE-MICRO/WORD PROCESS	33	285	750	750
52122 CELL PHONES EQUIP & SUPPLIES	0	0	100	100
52125 GENERAL SUPPLIES	4,641	1,276	2,500	2,500
52135 POSTAGE	7,141	10,810	8,500	7,000
52165 LICENSES & TAGS	1,476	10	200	200
52220 MAINT-OFFICE MACHINES	1,317	395	1,000	1,000
52225 MAINT-MICROS/WORD PROCESSOR	366	153	7,500	7,000
52230 MAINT-FURNITURE & FIXTURES	0	0	100	100
52265 MAINT-BUILDINGS & STRUCTURE	24	5	0	0
52305 MAINT-SOFTWARE	60	0	0	0
52405 ADVERTISING SERVICES	45,178	47,119	90,000	85,000
52575 SERVICES	(26,850)	(25,550)	14,200	14,200
52605 CAR MILEAGE	0	104	100	100
52615 DUES & MEMBERSHIP	1,165	750	1,200	1,200
52625 MEETING EXPENSES IN TOWN	2,400	715	945	1,000
52630 TRAINING	0	2,035	3,000	3,500
52635 EMPLOYEE EDUCATIONL ASSIS	3,129	8,678	5,000	5,000
52645 SUBSCRIPTIONS	472	207	500	500
52655 TRAVEL OUT OF TOWN	7,376	6,066	5,850	7,000
52705 COMMUNICATIONS	477	20,331	18,575	7,395
52735 TELEPHONE-LONG DIST CALLS	695	776	500	500
52736 CELL-AIR	0	0	0	100
52765 LEASE/PURCHASE PAYMENTS	2,263	1,396	5,000	5,000
52775 MINOR EQUIPMENT	2,225	0	300	300
52795 RENTAL OF EQUIPMENT	1,533	4,778	0	100
52874 OFFICE SERVICES PRINTING	26,542	24,073	14,000	14,000
52875 OFFICE SERVICES RECORDS	1,505	1,535	1,031	1,090
52880 PURCHASES FOR RESALE	0	1,290	700	200
65105 ELECTION EXPENSES	166,469	248,758	0	508,000
TOTAL OPERATING EXPENSES	253,993	366,382	188,051	681,835

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
COUNCIL APPOINTEES
CITY CLERK**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
53020 COMPUTERS/NETWORKS	0	13,528	40,000	35,000
53030 FURNITURE & FIXTURES	1,963	0	3,515	3,551
TOTAL CAPITAL OUTLAY	1,963	13,528	43,515	38,551
 ORGANIZATION TOTAL	 696,299	 850,434	 795,860	 1,314,598

City Council



Mary Lou Makepeace, Mayor • 107 North Nevada Ave., Colorado Springs, CO 80903 • (719) 385-5986 • Fax (719) 385-5495 •
 mmakepeace@ci.colospgs.co.us

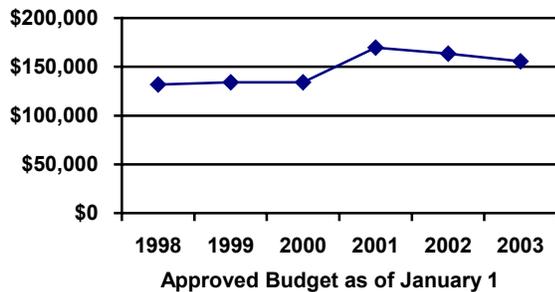
MISSION

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

SERVICES

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

BUDGET HISTORY



BUDGET SUMMARY

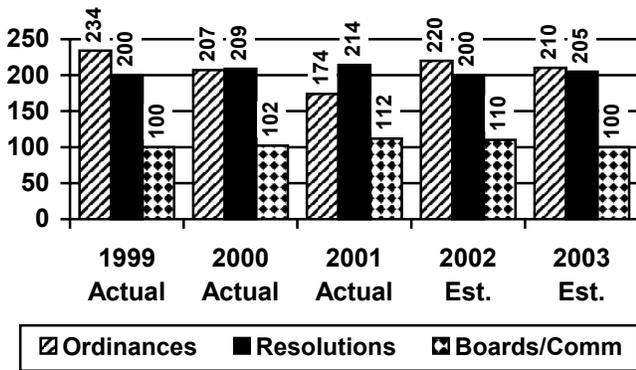
	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$ 66,527	\$ 67,135	\$ 66,707	\$ 66,931
Operating	61,747	83,196	82,812	79,412
Capital Outlay	5,216	15,035	14,000	9,400
Total	\$133,490	\$165,366	\$163,519	\$155,743

PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Number of City Council Members	9	9	9	9

PERFORMANCE INDICATORS

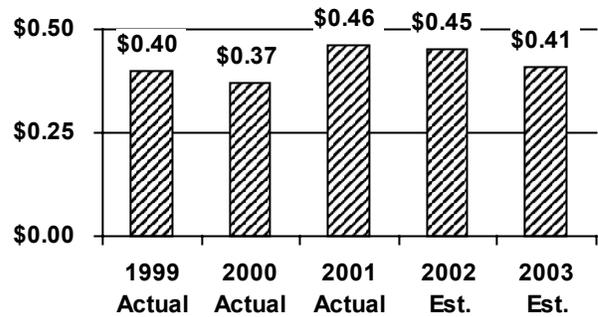
Ordinances, Resolutions Passed, Appointments to Boards and Commissions



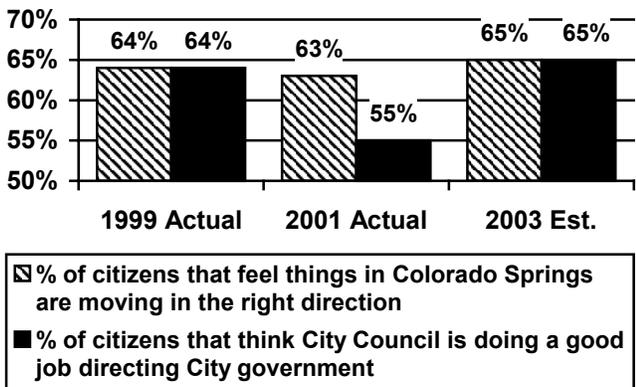
In the year 2003, the number of ordinances and resolutions passed and the number of appointments to boards and commissions is anticipated to remain relatively the same.

The cost per capita was calculated by dividing the City Council's projected budget (\$155,743) by the City of Colorado Springs projected 2003 population of 381,925.

Cost per Capita per Year



Citizen Survey Results



The percentage of citizens that feel things in Colorado Springs are moving in the right direction decreased from 64 percent in 1999 to 63 percent in 2001. The percentage of citizens that think City Council is doing a good job directing City government decreased from 64 percent in 1999 to 55 percent in 2001. The Citizen Survey is conducted every other year.

CHANGES TO THE BUDGET

- A net increase of \$224 is included in benefits to cover the increase in the civilian pension plan as well as a reduction in worker's compensation insurance.
- Funding of \$3,000 is included for the swearing-in ceremony for the new Mayor and Councilmembers.
- Telecommunications charges have been reduced by \$11,000 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.

MAJOR OBJECTIVES

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

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

OBJECTIVE – Provide official representation at meetings and functions.

City Council members attend various meetings at the national, state, and local level as official representatives

of the City of Colorado Springs. They also attend many functions locally.

OBJECTIVE – Evaluate and establish policies for City government.

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

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
COUNCIL APPOINTEES
CITY COUNCIL**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	55,773	56,542	56,250	\$56,250
51610 PERA	5,571	5,329	5,168	\$5,398
51615 WORKER'S COMPENSATION	161	113	123	\$117
51670 PARKING FOR EMPLOYEES	4,320	4,320	4,350	\$4,350
51690 MEDICARE	702	831	816	\$816
TOTAL SALARIES & BENEFITS	66,527	67,135	66,707	66,931
52110 OFFICE SUPPLIES	0	0	0	1,180
52111 PAPER SUPPLIES	0	630	1,740	740
52120 SOFTWARE-MICRO/WORD PROCESS	0	55	0	100
52125 GENERAL SUPPLIES	492	4,937	5,500	5,500
52575 SERVICES	2,330	7,786	10,000	10,000
52605 CAR MILEAGE	0	54	1,880	200
52615 DUES & MEMBERSHIP	0	170	0	200
52625 MEETING EXPENSES IN TOWN	31,671	15,779	11,745	14,745
52630 TRAINING	0	2,152	5,100	5,100
52635 EMPLOYEE EDUCATIONL ASSIST	7,057	0	0	0
52645 SUBSCRIPTIONS	100	100	0	100
52655 TRAVEL OUT OF TOWN	19,838	27,683	19,800	19,800
52705 COMMUNICATIONS	0	23,189	27,047	16,047
52735 TELEPHONE-LONG DIST CALLS	0	82	0	100
52775 MINOR EQUIPMENT	163	414	0	0
52795 RENTAL-EQUIPMENT	0	0	0	4,600
52874 OFFICE SERVICES PRINTING	97	166	0	1,000
TOTAL OPERATING EXPENSES	61,747	83,196	82,812	79,412
53010 OFFICE MACHINES	0	3,285	2,500	1,400
53020 COMPUTERS/NETWORKS	3,799	10,372	8,000	8,000
53030 FURNITURE & FIXTURES	1,417	1,378	3,500	0
TOTAL CAPITAL OUTALY	5,216	15,035	14,000	9,400
ORGANIZATION TOTAL	133,489	165,366	163,519	155,743

Municipal Court



Steve Wheeler, Court Administrator • 224 East Kiowa, Colorado Springs, CO 80903 • (719) 385-5922 • swheeler@ci.colospgs.co.us

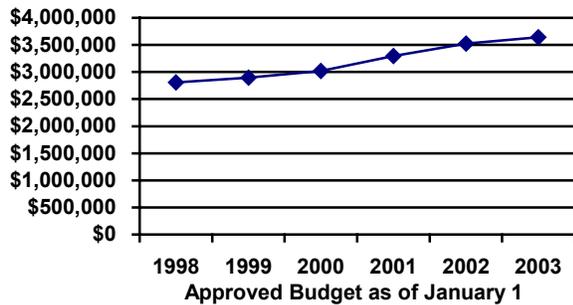
MISSION

To enhance the quality of life of the citizens of Colorado Springs by promoting public safety, traffic safety and respect for the administration of justice by applying sanctions for violations of the City charter and municipal ordinances.

SERVICES

- Traffic and criminal case adjudication
- Parking ticket resolution and collection
- Courtroom and clerical support
- Probation counseling and investigations

BUDGET HISTORY



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
<u>Uses of Funds</u>				
Salary/Benefits	\$1,460,675	\$1,520,380	\$1,826,983	\$1,892,146
Operating	1,384,855	1,566,218	1,682,003	1,732,050
Capital Outlay	6,597	14,180	15,850	15,000
Total	\$2,852,127	\$3,100,778	\$3,524,836	\$3,639,196

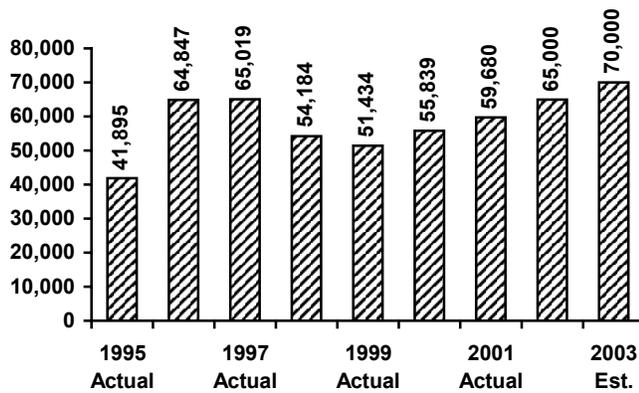
PERSONNEL

	2000	2001	2002	2003
Classification	Actual	Actual	Budget	Budget
Manager	2	1	1.0	1.0
Supervisor	3	3	3.0	2.0
Professional	0	0	0.0	1.0
Paraprofessional	14	14	15.0	15.0
General	16	17	17.5	17.5
FTE Total	35	35	36.5	36.5

The hearing officer position was transferred to Development Review in 2000 and one court clerk was added in 2001. For 2002, one probation clerk and a part-time violations clerk were added for the Intersection Safety Program. For 2003, a supervisor will retire and that position will be converted into an information technology systems analyst to support the ongoing Justice Information System (JIS) development project.

PERFORMANCE INDICATORS

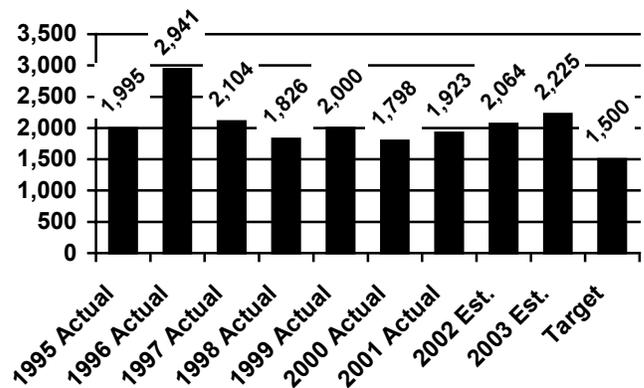
of Summonses Filed



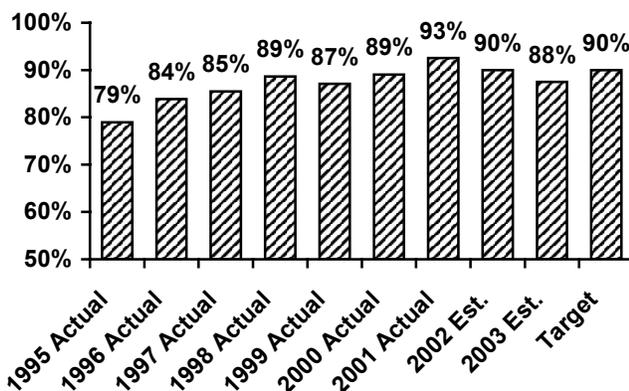
Total summons filings is the essential workload measure for the Court. Summonses filed by Colorado Springs Police Department (CSPD) officers constitute the primary source of Court workload. Due to additional police officers assigned to patrol units (including those assigned to the intersection safety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

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

of Cases per Line Employee



Customer Satisfaction



The degree of customer satisfaction with the Municipal Court system is an essential output measure of Court performance. An emphasis on customer service in the court (e.g., providing various payment options, IVR 24/7 telephone access, interactive web page applications, the courthouse greeter) as well as the operational efficiencies inherent in the design of the *Robert M. Isaac Municipal Court* building make for a generally satisfactory court experience for our involuntary customers. Their expressed confidence in the system has been remarkably and consistently high. This high degree of overall satisfaction should lessen somewhat over the next few years as increasing numbers of cases will cause crowded courtrooms and longer waiting lines in support service areas.

CHANGES TO THE BUDGET

- An increase of \$97,537 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Funding of \$71,464 is included for the contractual increase in the judicial officers' compensation.
- Funding of \$770 is included to address the increased water rate.
- Telecommunications charges have been reduced by \$55,411 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.

MAJOR OBJECTIVES

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

Support the expanded law enforcement efforts of CSPD by hearing and adjudicating increasing numbers of traffic cases. Continue to support the aggressive driving / *Road Rage* campaign sponsored by *DriveSmart Colorado Springs*. Continue to focus attention on those cases occurring at high accident locations.

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

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

Grant match money has been designated to assist the CSPD and other community agencies in funding the Youth Assessment Center. This center, located near the School District 11 administrative offices, houses representatives of local social service agencies. Rather than being detained in custody, juveniles are taken to the assessment center where intake assessment is conducted by the staff from various agencies. This intake process produces a realistic needs assessment and can direct the CSPD to route the offender to the appropriate agencies.

Continue to develop and expand in-home detention and other alternatives to incarceration in order to minimize any potential impacts that a jail population cap could impose.

Continue to assess the effectiveness of ongoing public safety programs, including criminal case screening, diversion, Teen Court, Jail Jolt, Shape-Up, counseling, juvenile work programs, victim restitution, etc. Support those local agencies that provide worthwhile services to the Court that have had State funding reduced for 2003.

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

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

Continue to assign staff to a special parking ticket collection project which should facilitate enhanced revenue and respect for the system.

Through a structural reorganization, provide increased staff support to the ongoing Justice Information System (JIS) development project being coordinated by the City Information Technology Department. This project is retooling the City's criminal justice agency computerized case management systems. Developing these systems continues to be the Court's number one priority.

Continue to provide effective clerical support programs, including the expanded warrant letter notification program for those who fail to comply with court orders, expand the Intensive Supervision Program (ISP) for hard-core juvenile offenders, and continue to tweak and adjust our collections programs to maximize the collection of court generated revenues.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
COUNCIL APPOINTEES
MUNICIPAL COURT**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	1,147,194	1,223,459	1,429,480	1,487,526
51207 WAGE PKG-PERFORMANCE	20,200	15,434	0	0
51210 OVERTIME	4,836	8,120	9,000	3,000
51220 SEASONAL/TEMPORARY	34,901	18,742	39,411	13,037
51245 RETIREMENT/TERM VACATION	7,809	783	0	0
51260 VACATION BUY	1,391	3,273	0	0
51610 PERA	120,417	117,921	132,820	144,302
51615 WORKER'S COMPENSATION	4,567	2,552	4,719	4,587
51620 EQUITABLE LIFE INSURANCE	4,458	4,771	5,837	6,069
51625 VISION CARE	1,788	1,743	2,363	2,363
51640 DENTAL INSURANCE	8,649	9,045	12,900	14,590
51665 CASH BACK	6,054	7,957	0	0
51670 PARKING FOR EMPLOYEES	4,160	4,080	7,345	7,345
51690 MEDICARE	13,046	14,466	18,597	19,481
51695 CITY EPO MEDICAL PLAN	81,206	88,032	164,511	189,846
TOTAL SALARIES & BENEFITS	1,460,675	1,520,380	1,826,983	1,892,146
52105 MISCELLANEOUS OPERATING	6,691	3,008	0	0
52106 OVERPAYMENT	(52)	(20)	0	0
52110 OFFICE SUPPLIES	39,948	38,457	52,000	49,500
52111 PAPER SUPPLIES	0	6,937	15,210	10,000
52120 SOFTWARE-MICRO/WORD PROCESS	1,939	786	2,500	2,500
52125 GENERAL SUPPLIES	1,541	0	1,500	1,500
52135 POSTAGE	24,319	27,752	30,000	35,000
52155 AUTOMOTIVE	(8)	0	0	0
52190 JANITORIAL SUPPLIES	1,063	3,890	5,000	4,500
52220 MAINT-OFFICE MACHINES	280	119	0	500
52225 MAINT-MICROS/WORD PROCESSOR	0	60	2,500	3,000
52230 MAINT-FURNITURE & FIXTURES	914	210	0	0
52265 MAINT-BUILDINGS & STRUCTURE	29,345	37,895	40,000	48,075
52405 ADVERTISING SERVICES	0	613	1,400	1,000
52410 BUILDING SECURITY SERVICES	0	86,625	91,500	96,000
52440 HUMAN SERVICES	66,232	51,021	51,500	50,750
52445 JANITORIAL SERVICES	0	92,328	100,000	101,560
52450 LAUNDRY & CLEANING SERVICES	1,106	81	1,635	1,500
52565 PEST CONTROL	0	104	700	650
52575 SERVICES	953,922	826,133	896,763	1,006,118
52605 CAR MILEAGE	1,716	1,437	1,870	1,850
52615 DUES & MEMBERSHIP	715	495	945	1,015
52625 MEETING EXPENSES IN TOWN	2,986	1,889	2,079	2,000
52630 TRAINING	0	2,561	12,050	16,396
52635 EMPLOYEE EDUCATIONL ASSIST	11,332	1,114	0	0
52645 SUBSCRIPTIONS	73	768	1,525	1,270
52655 TRAVEL OUT OF TOWN	5,841	2,583	0	0
52705 COMMUNICATIONS	36	95,229	97,881	48,596
52735 TELEPHONE-LONG DIST CALLS	3,620	3,749	1,700	1,700
52745 UTILITIES	200,597	239,152	244,035	215,770
52775 MINOR EQUIPMENT	5,496	11,962	3,000	3,000

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
COUNCIL APPOINTEES
MUNICIPAL COURT**

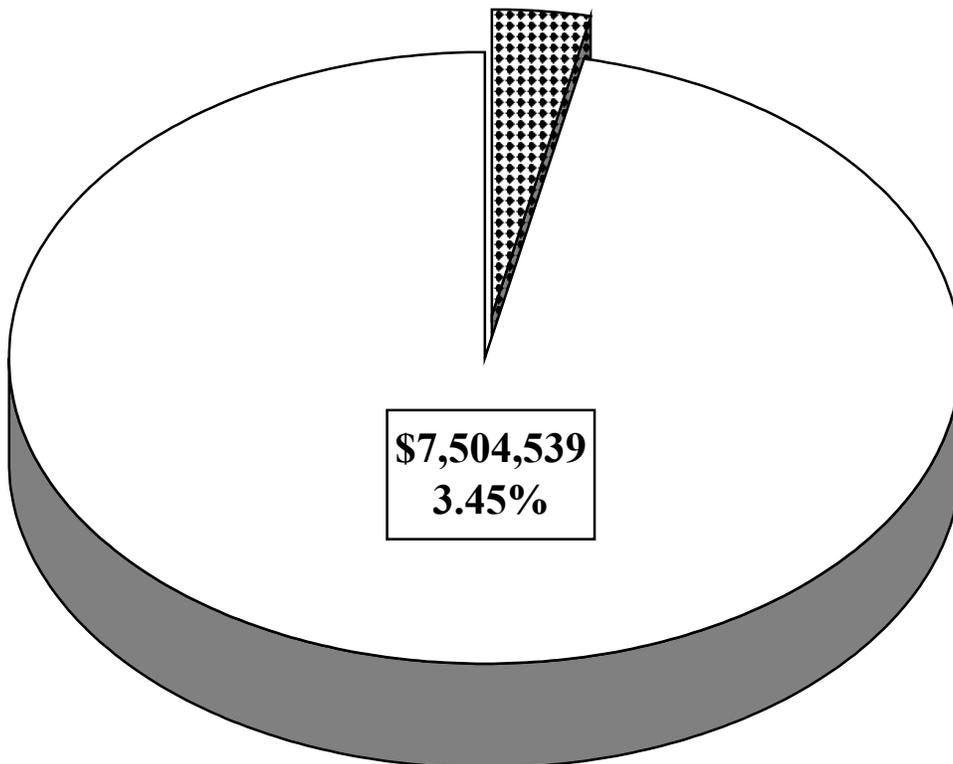
ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52795 RENTAL OF EQUIPMENT	10,971	12,461	11,160	11,400
52874 OFFICE SERVICES PRINTING	3,215	3,621	1,550	7,200
52875 OFFICE SERVICES RECORDS	5,275	7,360	4,000	1,700
60153 CT-ST COLLECT WARRANTS	0	30	0	0
65165 JURY FEES & EXPENSES	5,742	5,806	8,000	8,000
TOTAL OPERATING EXPENSES	1,384,855	1,566,218	1,682,003	1,732,050
53020 COMPUTERS/NETWORKS	5,502	10,083	10,100	15,000
53030 FURNITURE & FIXTURES	1,095	4,097	5,750	0
TOTAL CAPITAL OUTLAY	6,597	14,180	15,850	15,000
ORGANIZATION TOTAL	2,852,127	3,100,778	3,524,836	3,639,196

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CITY OF COLORADO SPRINGS

City Management



Office of Budget and Financial Analysis	\$708,978
Economic Development	\$396,945
Office of the City Manager	\$1,027,886
Finance	\$3,112,971
Human Resources	\$1,541,684
Public Communications	\$716,075

Office of Budget and Financial Analysis



Michael L. Anderson, Director • 107 North Nevada Ave., Colorado Springs, CO 80903 • (719) 385-5970 • manderson@ci.colospgs.co.us

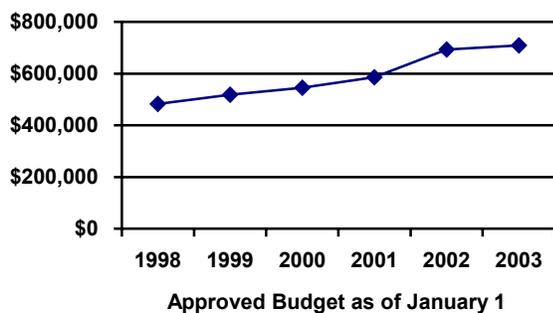
MISSION

To support the City's Strategic Plan goals and maintain the fiscal integrity of the City through the efficient allocation of resources to better serve the citizens of Colorado Springs.

SERVICES

- Develop and execute annual budget preparation process
- Develop and update the Strategic Planning process
- Provide multiyear revenue and expenditure forecasting
- Develop and monitor capital improvements finance
- Support and coordination of the Springs Community Improvements Program (SCIP)
- Review, analyze, and manage Special District formation
- Conduct fiscal impact analyses
- Analyze and monitor economic conditions
- Prepare and implement fiscal management policies
- Provide technical support of City economic development efforts

BUDGET HISTORY



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$479,299	\$511,220	\$635,952	\$671,988
Operating	67,208	66,115	47,454	33,275
Capital Outlay	0	11,852	9,500	3,715
Total	\$546,507	\$589,187	\$692,906	\$708,978

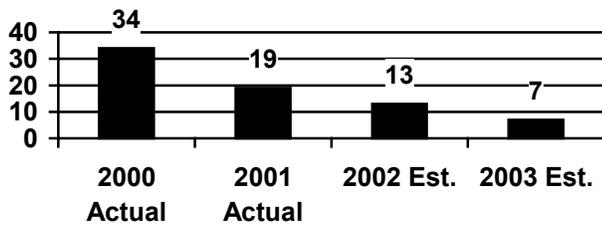
PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Director	1	1	1	1
Professional	5	5	6	6
Paraprofessional	1	1	1	1
FTE Total	7	7	8	8
Special Positions	1	1	1	1

The Springs Community Improvements Program (SCIP) funds the special position. For 2002, a principal analyst was added.

PERFORMANCE INDICATORS

of SCIP Bond Projects Monitored



■ # of 1998-99 SCIP bond projects monitored

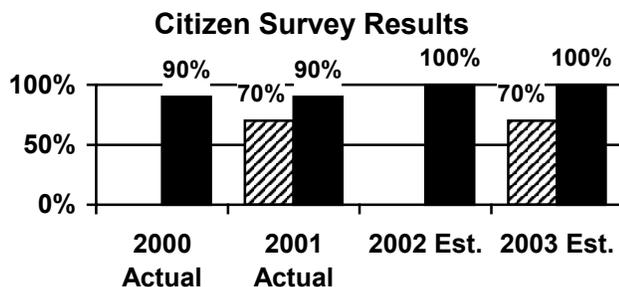
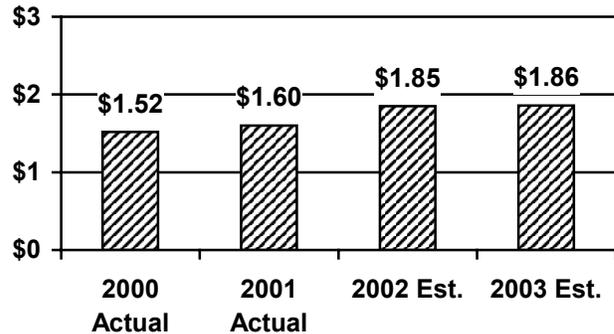
The number of SCIP 1998-99 projects monitored will fluctuate as these projects are completed and as new capital projects are funded pending City Council and/or voter approval. In 2003, staff will monitor 7 SCIP 1998-99 projects and 51 unit-specific projects for a total of 58 capital projects.

Included in the 58 projects to be monitored in 2003 are 7 SCIP 01 pay-as-you-go and 10 Public Safety Sales Tax-funded projects.

In 2002, seven pay-as-you-go projects were funded from increased fees and fines and other fiscal actions approved by City Council in 2001. While these seven projects were budgeted for 2002, due to reduced 2002 Sales Tax collections, expenditures for four of the seven projects have been limited to fund the design and public process phase of these projects. Two intersection projects will proceed as programmed, with the one remaining project entirely suspended.

The cost of the Office of Budget and Financial Analysis per citizen per year has remained relatively constant. In 2002, the addition of one FTE increased the cost to \$1.85. For 2003, it is estimated the cost will increase to \$1.86.

Cost of Budget Office per Citizen per Year



▨ % of citizens who feel that City taxes are about or less than what one would expect to pay
 ■ % of additional budget resources allocated to Strategic Plan goal areas

The results of the citizen survey conducted in 2001 indicated that citizens' perception that taxes are about or less than what one would expect to pay show an increase to 70 percent, which is up from 61 percent in 1999. For 2003, it is projected that 70 percent of the citizens' perception will be that City taxes are about or less than what one would expect to pay.

While the portion of additional budget resources allocated to Strategic Plan goal areas remained at approximately 90 percent in 2000 and 2001, a target of 100 percent has been established for 2002 and 2003.

CHANGES TO THE BUDGET

- An increase of \$31,386 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Telecommunications charges have been reduced by \$7,114 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- Onetime funding of \$4,500 is removed for the operating and capital expenses of the position that was added in 2002.
- Cell phone charges have been reduced by \$200.
- As part of the 2003 service reductions, \$3,500 is removed which eliminates the printing of the hard copy of the final budget.

MAJOR OBJECTIVES

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

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

OBJECTIVE – Develop and implement a comprehensive effort to increase citizen awareness and understanding of the City Budget.

Working in collaboration with Public Communications, develop a comprehensive public education campaign regarding the current structure and limitations of the City Budget. Emphasis will be placed on increasing awareness of current revenue structure, composition of expenditures for various services provided, legal constraints on City revenues and expenditures, and the level of efficiency with which City services are delivered to citizens.

OBJECTIVE – Develop a citywide financing plan.

Provide technical assistance to City Council in the development of a comprehensive strategy for city finance. Conduct a review of the City's current tax and revenue structure. Examine the fiscal capacity of the community to pay for municipal services and infrastructure. Examine alternative revenue structures and prepare various municipal service/infrastructure scenarios. Develop long-range projections of City revenues and expenditures under these alternative revenue/expenditure structures. Assist City Council in its preparation of a comprehensive plan of finance for the City that will ensure the sustainable

finance of a given level and mix of municipal services and infrastructure over the next ten years.

OBJECTIVE – Implement the Springs Community Improvements Program (SCIP).

Support of SCIP's Citizens Coordination Committee (CCC) will continue; and administrative and analytical assistance, as required, will be provided. All SCIP projects will be monitored and coordinated to ensure that projects are accomplished reasonably within established schedules and within budgeted resources. Administrative and technical support to the SCIP Citizens Financial Oversight Committee will also be provided as necessary. SCIP project progress communications and functions will be coordinated with City management, staff, and project managers. Coordination and oversight of the SCIP Support Team and Resource Allocation Team will also continue.

OBJECTIVE – Implement next Springs Community Improvements Process.

City Council continues to pursue a new process for the identification, prioritization and finance of transportation capital improvement projects. Technical support and coordination will be provided to that effort as required.

OBJECTIVE – Continue to provide fiscal review and management of special districts.

Proposals for new special district financings of development-related infrastructure will be coordinated and analyzed for compliance with City financial policies regarding special districts. Administrative support will continue to be provided to all existing special districts and to the creation of new special districts.

OBJECTIVE – Facilitate the development of a new City Strategic Plan for use during the 2004-2006 period.

Preparation of a community scan and assessment of current conditions and issues will commence at the beginning of the year. This assessment will provide

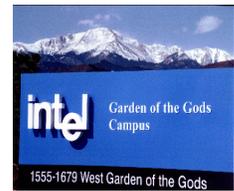
background information regarding the current state of the community. Additionally, the 2003 Citizens Survey will be expanded to obtain additional input regarding current community issues and priorities. Preparation of a new Strategic Plan will begin in May 2003 once the new City Council is seated.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
BUDGET DEPARTMENT
OFFICE OF BUDGET AND FINANCIAL ANALYSIS**

	2000	2001	2002	2003
ACCOUNT	ACTUAL	ACTUAL	BUDGET	BUDGET
51205 CIVILIAN SALARIES	428,466	463,341	530,459	554,367
51207 WAGE PKG-PERFORMANCE	13,345	6,081	0	0
51210 OVERTIME	10	1,125	500	500
51220 SEASONAL/TEMPORARY	600	4,000	0	0
51245 RETIREMENT/TERM VACATION	182	0	0	0
51299 SALARIES REIMBURSEMENTS	(46,611)	(52,870)	0	0
51610 PERA	41,818	43,020	46,756	51,623
51615 WORKER'S COMPENSATION	1,254	956	1,467	1,195
51620 EQUITABLE LIFE INSURANCE	1,515	1,598	2,056	2,218
51625 VISION CARE	417	445	504	504
51640 DENTAL INSURANCE	2,414	2,563	2,690	3,042
51665 CASH BACK	495	326	0	0
51670 PARKING FOR EMPLOYEES	1,580	1,820	1,920	1,920
51690 MEDICARE	4,106	4,565	5,897	6,186
51695 CITY EPO MEDICAL PLAN	29,710	34,251	43,703	50,433
TOTAL SALARIES & BENEFITS	479,299	511,220	635,952	671,988
52105 MISCELLANEOUS OPERATING	577	(2,092)	0	0
52110 OFFICE SUPPLIES	4,142	1,702	3,619	3,227
52111 PAPER SUPPLIES	0	569	705	1,097
52120 SOFTWARE-MICRO/WORD PROCESS	61	363	1,000	1,000
52122 CELL PHONES EQUIP & SUPPLIES	0	316	156	0
52125 GENERAL SUPPLIES	155	0	50	50
52135 POSTAGE	1,464	270	1,400	500
52220 MAINT-OFFICE MACHINES	1,235	1,255	1,255	1,255
52405 ADVERTISING SERVICES	825	0	0	0
52575 SERVICES	3,056	485	450	450
52590 TEMPORARY EMPLOYMENT	0	0	2,500	0
52605 CAR MILEAGE	0	90	180	180
52615 DUES & MEMBERSHIP	338	338	350	350
52625 MEETING EXPENSES IN TOWN	324	410	99	99
52630 TRAINING	0	3,359	6,230	6,230
52635 EMPLOYEE EDUCATIONL ASSIST	1,415	346	1,200	1,200
52645 SUBSCRIPTIONS	196	218	125	125
52655 TRAVEL OUT OF TOWN	2,159	1,449	3,793	3,793
52705 COMMUNICATIONS	476	17,103	15,302	8,144
52725 RENTAL OF PROPERTY	39,102	33,958	0	0
52735 TELEPHONE-LONG DIST CALLS	808	537	500	500
52775 MINOR EQUIPMENT	415	692	0	0
52874 OFFICE SERVICES PRINTING	10,425	10,211	8,500	5,000
52875 OFFICE SERVICES RECORDS	36	(5,462)	40	75
TOTAL OPERATING EXPENSES	67,208	66,115	47,454	33,275
53010 OFFICE MACHINES	0	0	2,500	0
53020 COMPUTERS/NETWORKS	0	0	7,000	3,715
53030 FURNITURE & FIXTURES	0	11,852	0	0
TOTAL CAPITAL OUTLAY	0	11,852	9,500	3,715
ORGANIZATION TOTAL	546,507	589,187	692,906	708,978

Economic Development



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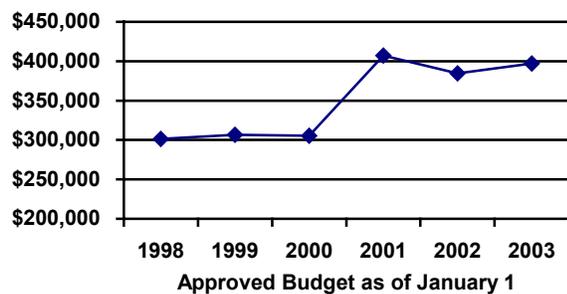
MISSION

To provide the City government's business and economic development services in order to create, grow, and to retain high quality jobs that meet the needs of local residents; to maintain a quality business environment; to enhance the community tax base and to build wealth for local citizens.

SERVICES

- Develop and implement economic development programs
- Coordination of Rapid Response Team Program for new and expanding businesses
- Operation of business retention program
- Implement business and economic development activities of Downtown Action Plan and Downtown Development Strategy
- Support business attraction efforts in collaboration with economic development organizations
- Provide assistance for local business development and new entrepreneurial ventures
- Implement the Y2K Strategic Economic Development Plan
- Coordinate business development activities with area economic development partners including El Paso County, local chambers of commerce, and business and economic development organizations

BUDGET HISTORY



BUDGET SUMMARY

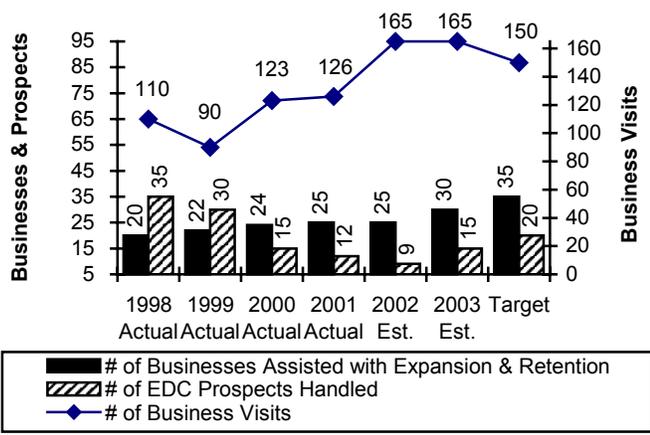
	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$241,584	\$294,723	\$325,931	\$342,918
Operating	69,445	61,166	56,797	52,327
Capital Outlay	1,739	5,806	1,700	1,700
Total	\$312,768	\$361,645	\$384,428	\$396,945

PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Manager	1	1	1	1
Professional	2	2	2	2
FTE Total	3	3	3	3
Special Positions	2	2	2	2

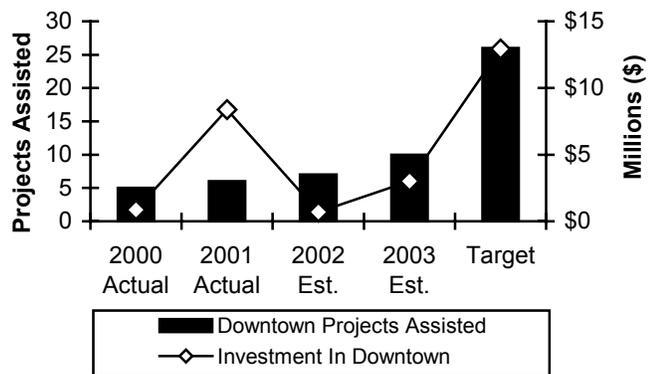
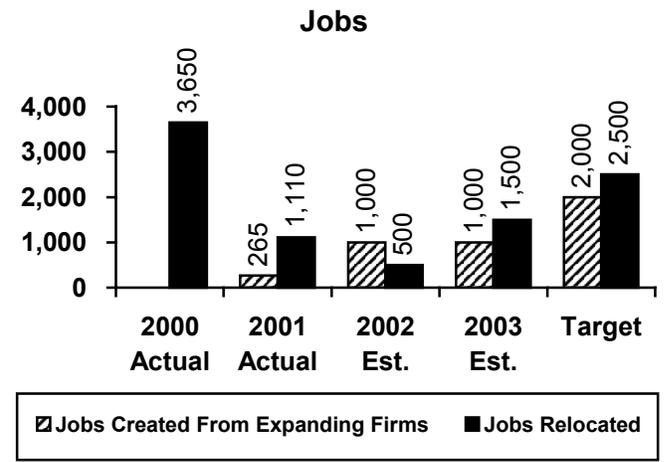
In addition to the personnel listed above, there are two additional special positions; one position is paid from the Business Development Revolving Loan Fund and one from the Private Activity Bonds issued and paid by the lender.

PERFORMANCE INDICATORS



In the next year it is anticipated that the number of businesses assisted with expansion activities will increase as projections for an improved economy take hold. This year has continued to see minimal primary employer expansion activity, but more retention action. A potential large expansion announcement of an existing employer is among the expanding projects. A new business retention program, starting this fall and utilizing web-based software will allow all economic development partners to significantly increase business visits and contacts and perform analysis of industry sector conditions. The number of new industry projects support by OED staff continues to be off significantly because the number of prospects seeking new locations and visiting Colorado Springs continues to be down due to 9/11 and the slowing economy.

The number of jobs generated by expanding firms assisted by OED could be up significantly this year if a large anticipated expansion project is announced. Other anticipated expansion projects, or known jobs increases by such firms as defense contractors could create smaller but steady local increases (offset by considerable job losses – over 7,000 in 2001 and 2002) in basic industry sectors. The number of jobs associated with relocating companies which OED supports has dropped dramatically since Y2000 but will hopefully increase in 2003 if the economy, including the technology sector, starts to recover. Economic Development program activity from the Personal Property tax incentive agreements, the city’s only monetary incentive, continues to demonstrate a high rate of return providing the City with \$64 in revenue for each \$1 rebated. The present cost per job under this program is \$165 with a total industry investment of over \$3 billion over the life of the program (started in 1992).



OED began collecting data on downtown projects in mid 2000 when the downtown economic development program was created. The Lowell Neighborhood traditional neighborhood development accounts for \$7 million of the \$8.3 million in 2001. The recent economic slowdown in the past 18 months has caused a slowing of investment and project activity, which is expected to continue through out 2002. With the approval of two projects in the Southwest Urban Renewal area, and an improving economy, it is expected that investment in 2003 will increase. This is projected to represent 10 new residential, retail and office projects representing 100 residential units, 150,000 square feet of office and 30,000 of retail space.

CHANGES TO THE BUDGET

- An increase of \$16,987 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Telecommunications charges have been reduced by \$4,470 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.

MAJOR OBJECTIVES

OBJECTIVE– Support retention

Over the last one and one-half years there have been about 7,000 layoffs announced (as well as an estimated 9,000 indirect jobs affected) among the area's primary employers, several significant plant closures, and continuous news about other major employers in serious financial difficulty. There is an immediate need to initiate a business retention plan with the Chamber of Commerce and El Paso County among others. There will be an immediate visitation of the 100 top at-risk employers by top local ED officials. A business retention plan will be prepared in accordance with the Y2000 Economic Strategy, and a visit oriented cooperative program will be started to assure sharing of information, resources and coordinated assistance through a web based software program (Synchronist) coordinated by OED. This will assure that at risk, expanding and other firms with needs are identified and appropriate actions are undertaken to provide services. The program also allows the preparation of analytical reports that will permit the addressing of long term business and industry issues.

OBJECTIVE – Continue to diversify the economic base

The Office of Economic Development will continue to work on financial incentives that can be used for both expanding local firms and relocating companies. These incentives will continue to emphasize a "return on investment" objective for the City, and will become part of the growing "tool box" of programs provided by local, State, and Federal government. The City, EDC and the business community, to retain and grow the economic base through all economic conditions will use this "tool box" of resources.

OBJECTIVE – Carry out economic development programs and assist with improvements to the development process

The implementation of economic development programs is applied equally to the retention, expansion and attraction of primary employers in the City. OED will utilize the Personal property tax credit program, business development loan programs, Enterprise Zone program

information, the Foreign Trade Zone as well as other programs provided by other organizations as applicable. The Rapid Response Team Program has been one of the most significant economic development tools the City has to offer. OED will continue to work on assuring that this program continues to be effective by participating in work to improve the overall development process, including the one-stop Regional Development Center, the Home builders Association and City Task Force study and evaluation of the process.

OBJECTIVE – Implement the Downtown Economic Strategy and Downtown Action Plan

Partner with the Downtown Partnership and other appropriate private and public entities to implement the Downtown Action Plan and Downtown Strategy. Complete marketing materials and brochures for investor and business attraction and growth. Address development and code issues that may inhibit downtown redevelopment and growth. Facilitate appropriate development projects. Work in partnership with private downtown committees to accomplish downtown goals and objectives for revitalization, and work with City organizations on downtown revival and improvement projects. Work on one prototype area utilizing a downtown façade improvement loan program.

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

Support the development of new business ventures and the growth of small and disadvantaged businesses. Continue to support and maintain a seat on the Board of Directors of the Colorado Springs Technology Incubator. Utilize Business Development Loans for small and medium-sized primary employers, disadvantaged firms and businesses starting or improving facilities in a downtown location. The Small Business Development Center provides support by now administering the loan program and counsels loan applicants. OED actively participates with all Chambers of Commerce, including minority chambers, and business organizations in order to assure involvement with the small and disadvantaged business community.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
BUDGET DEPARTMENT
ECONOMIC DEVELOPMENT**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	211,239	246,527	266,624	277,057
51207 WAGE PKG-PERFORMANCE	6,092	319	0	0
51220 SEASONAL/TEMPORARY	4,000	0	0	0
51260 VACATION BUY	587	0	0	0
51299 SALARIES REIMBURSEMENTS	(29,000)	0	0	0
51610 PERA	23,541	23,506	25,130	27,250
51615 WORKER'S COMPENSATION	678	494	756	737
51620 EQUITABLE LIFE INSURANCE	937	864	1,066	1,108
51625 VISION CARE	288	182	315	315
51640 DENTAL INSURANCE	1,396	1,558	1,680	1,900
51665 CASH BACK	187	1,184	178	178
51670 PARKING FOR EMPLOYEES	1,460	1,430	1,440	1,440
51690 MEDICARE	3,405	3,632	2,562	2,721
51695 CITY EPO MEDICAL PLAN	16,775	15,027	26,180	30,212
TOTAL SALARIES & BENEFITS	241,584	294,723	325,931	342,918
52110 OFFICE SUPPLIES	1,511	2,451	1,865	1,900
52120 SOFTWARE-MICRO/WORD PROCESS	53	0	850	850
52122 CELL PHONES EQUIP & SUPPLIES	0	309	50	50
52125 GENERAL SUPPLIES	234	377	525	525
52135 POSTAGE	486	479	1,400	800
52165 LICENSES & TAGS	0	0	0	0
52220 MAINT-OFFICE MACHINES	885	1,111	1,111	1,111
52265 MAINT-BUILDINGS & STRUCTURE	150	0	0	0
52431 CONSULTING SERVICES	0	1,625	5,000	5,000
52575 SERVICES	5,405	6,856	17,330	17,930
52605 CAR MILEAGE	2,105	2,427	2,195	2,400
52615 DUES & MEMBERSHIP	1,020	1,430	1,105	1,500
52625 MEETING EXPENSES IN TOWN	2,809	5,435	1,804	1,484
52630 TRAINING	0	1,045	2,275	2,600
52635 EMPLOYEE EDUCATIONL ASSIST	3,545	1,400	2,000	2,000
52645 SUBSCRIPTIONS	173	135	292	292
52655 TRAVEL OUT OF TOWN	8,581	2,275	4,082	4,150
52705 COMMUNICATIONS	955	12,024	10,656	5,870
52725 RENTAL OF PROPERTY	38,479	19,939	0	0
52735 TELEPHONE-LONG DIST CALLS	2,780	763	1,050	900
52874 OFFICE SERVICES PRINTING	275	1,035	3,207	2,965
TOTAL OPERATING EXPENSES	69,445	61,116	56,797	52,327
53010 OFFICE MACHINES	1,724	4,750	300	300
53020 COMPUTERS/NETWORKS	15	1,056	1,000	1,400
53030 FURNITURE & FIXTURES	0	0	400	0
TOTAL CAPITAL OUTLAY	1,739	5,806	1,700	1,700
ORGANIZATION TOTAL	312,768	361,644	384,428	396,945

Office of the City Manager



Lorne Kramer, City Manager • 107 North Nevada, Suite 205, Colorado Springs, CO 80903 • (719) 385-5900 • lkramer@ci.colospgs.co.us

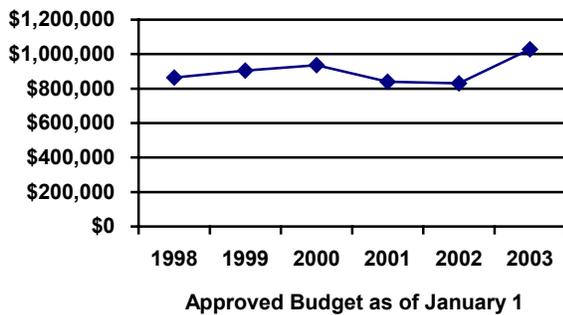
MISSION

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

SERVICES

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

BUDGET HISTORY



BUDGET SUMMARY

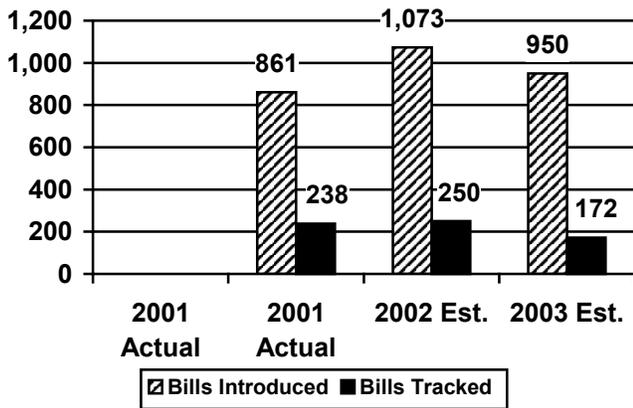
	2000 Actual	2001 Actual	2002 Budget	2003 Budget
<u>Uses of Funds</u>				
Salary/Benefits	\$808,357	\$677,401	\$715,136	\$ 904,948
Operating	96,970	128,668	110,672	117,542
Capital Outlay	5,605	35,330	5,396	5,396
Total	\$910,932	\$841,399	\$831,204	\$1,027,886

PERSONNEL

Classification	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Senior Manager	3	2	2	3
Professional	5	3	3	3
Paraprofessional	2	2	3	3
General	1	2	0	0
FTE Total	11	9	8	9

For 2001, the intergovernmental affairs liaison position was transferred out to Public Communications, an analyst for special events and revocable permits was transferred out to the Development Review Unit, the chief of staff position was eliminated, and a senior office specialist was hired for a net reduction of 2 FTE. For 2002, the intergovernmental affairs liaison position is transferred back in from Public Communications and two positions responsible for the customer service and complaint tracking system are transferred out to Public Communications for a net reduction of 1 FTE. Also for 2002, a senior office specialist is reclassified to an administrative technician. For 2003, the Deputy City Manager and Assistant City Manager positions (Senior Managers) were added and the Group Support Manager position (Senior Manager) was eliminated for a net addition of 1 FTE.

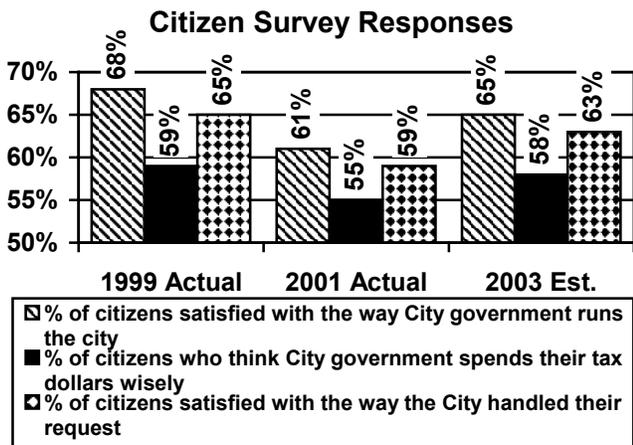
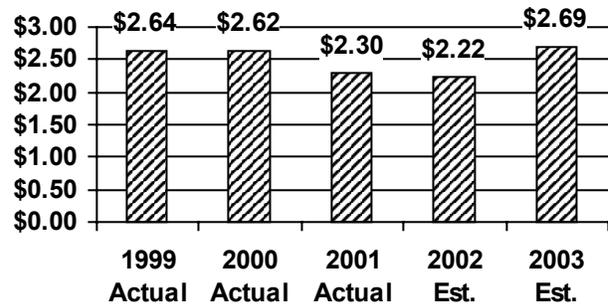
PERFORMANCE INDICATORS



During each session of the Colorado General Assembly, regular or special, the City tracks bills which may impact or are of interest to municipal government. This number will depend on the number and type of bills introduced.

Variations in program cost between 2000 and 2003 are the result of organizational changes within the Office of the City Manager. In 2001, a position and its associated budget were moved to Public Communications. That position was moved back to the Office of the City Manager in 2002, but other reductions and increased population kept per capita cost level. In 2003, one senior management position was eliminated and two added, which increased the per capita cost in this office; and this increase was more than offset in the overall budget by the elimination of one department.

Program Cost per Capita per Year



In 2001, 61 percent of the citizens indicated they were satisfied with the way City government runs the City. Also, 55 percent of the citizens think City government spends their tax dollars wisely. Fifty-nine (59 percent) of the citizens were satisfied with the way the City handled their request. For all three of the responses, there was a decrease from 1999 to 2001.

CHANGES TO THE BUDGET

- An increase of \$37,925 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Funding of \$166,757 is included for a new Deputy City Manager position as a result of the 2002 City Manager's reorganization plan.
- Telecommunications charges have been reduced by \$8,000 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- Cell phone charges have been reduced by \$130.

MAJOR OBJECTIVES

OBJECTIVE – Provide leadership in directing and coordinating City operations.

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

OBJECTIVE – Support City Council activities.

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

visitors, and providing administrative support to Council members.

OBJECTIVE – Develop and maintain intergovernmental and other external relationships.

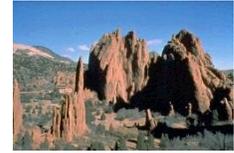
This will be accomplished by having a full-time liaison to interact and coordinate with other government entities, including federal and State legislative and executive entities, county elected and appointed officials, and officials of other municipalities. Periodic joint meetings will be held with elected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

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY MANAGEMENT DEPARTMENT
OFFICE OF THE CITY MANAGER**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	654,380	555,817	588,471	740,155
51207 WAGE PKG-PERFORMANCE	10,108	14,541	0	0
51210 OVERTIME	2	175	200	200
51299 SALARIES REIMBURSEMENTS	29,625	0	0	0
51610 PERA	68,714	63,727	68,625	87,313
51615 WORKER'S COMPENSATION	1,611	1,122	1,878	2,120
51620 EQUITABLE LIFE INSURANCE	3,003	2,193	2,793	3,385
51625 VISION CARE	525	472	573	636
51640 DENTAL INSURANCE	3,029	2,704	3,035	3,769
51665 CASH BACK	248	64	0	0
51670 PARKING FOR EMPLOYEES	2,600	2,200	3,414	3,414
51690 MEDICARE	4,340	4,504	4,932	8,712
51695 CITY EPO MEDICAL PLAN	30,171	29,883	41,215	55,244
TOTAL SALARIES & BENEFITS	808,357	677,401	715,136	904,948
52110 OFFICE SUPPLIES	7,834	11,997	7,375	7,875
52111 PAPER SUPPLIES	0	1,968	3,240	3,240
52120 SOFTWARE-MICRO/WORD PROCESS	0	349	1,050	1,050
52125 GENERAL SUPPLIES	10,603	3,071	5,736	5,486
52135 POSTAGE	4,475	1,972	3,700	3,800
52140 WEARING APPAREL	0	49	0	0
52220 MAINT-OFFICE MACHINES	120	0	120	0
52225 MAINT-MICROS/WORD PROCESSOR	4,500	4,500	0	0
52230 MAINT-FURNITURE & FIXTURES	0	0	100	100
52405 ADVERTISING SERVICES	891	393	0	0
52431 CONSULTING SERVICES	0	0	6,621	6,621
52575 SERVICES	12,465	14,399	6,476	9,039
52605 CAR MILEAGE	2,192	2,371	3,824	1,950
52615 DUES & MEMBERSHIP	3,025	2,564	3,940	6,410
52625 MEETING EXPENSES IN TOWN	9,093	4,620	9,364	9,250
52630 TRAINING	0	4,352	1,750	5,000
52635 EMPLOYEE EDUCATIONL ASSIST	5,604	0	0	0
52645 SUBSCRIPTIONS	1,944	175	124	1,174
52655 TRAVEL OUT OF TOWN	13,600	23,301	19,653	26,950
52705 COMMUNICATIONS	3,603	32,168	23,920	17,790
52735 TELEPHONE-LONG DIST CALLS	1,203	1,521	1,220	1,720
52775 MINOR EQUIPMENT	874	29	725	725
52795 RENTAL OF EQUIPMENT	6,296	10,360	6,950	4,710
52872 MAINT-FLEET VEHICLES/EQP	31	85	132	0
52874 OFFICE SERVICES PRINTING	7,448	7,242	3,392	3,392
52875 OFFICE SERVICES RECORDS	1,169	1,183	1,260	1,260
TOTAL OPERATING EXPENSES	96,970	128,668	110,672	117,542
53020 COMPUTERS/NETWORKS	2,863	5,570	4,996	1,200
53030 FURNITURE & FIXTURES	2,742	29,760	400	4,196
TOTAL CAPITAL OUTLAY	5,605	35,330	5,396	5,396
ORGANIZATION TOTAL	910,932	841,399	831,204	1,027,886

Finance

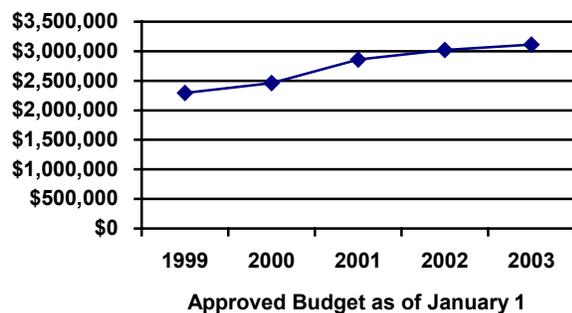


Steve Hilfers, Director • 30 South Nevada Avenue, Colorado Springs, CO 80903 • (719) 385-5919 • shilfers@ci.colospgs.co.us

MISSION

To provide a full range of financial services for the internal and external customers of the City, including financial reporting, management information, budgetary control, accounting, accounts payable and receivable, payroll, procurement and contracting, City sales and use taxes collections and field enforcement, and cash and investment management.

BUDGET HISTORY



SERVICES

- Buying of commodities, equipment, maintenance, repair, operating, and supplies
- Administer Small/Disadvantaged Business outreach program
- Contracting of construction, labor, professional services, master supply/services, strategic supply alliances
- Prepare solicitation and award contracts
- Sales and use tax collection
- Tax return processing
- Taxpayer service and assistance
- Taxpayer licensing
- Conduct business tax audits
- Provide written tax policies
- Delinquent tax collection
- Contractor use tax collection
- Cash receipting
- Bank account maintenance
- Cash and investment management
- Payroll processing
- Financial reporting
- Accounts payable/receivable processing

BUDGET SUMMARY

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
<u>Uses of Funds</u>				
Salary/Benefits	\$2,235,709	\$2,518,538	\$2,684,822	\$2,823,322
Operating	215,652	314,558	311,634	279,529
Capital Outlay	15,141	23,619	24,400	10,120
Total	\$2,466,502	\$2,856,715	\$3,020,856	\$3,112,971

PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
<u>Uses of Funds</u>				
Salary/Benefits	N/A	N/A	\$48,717	\$51,640
Operating	N/A	N/A	4,872	4,872
Capital Outlay	N/A	N/A	4,500	0
Total	N/A	N/A	\$58,089	\$56,512

PERSONNEL

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Senior Manager	1.0	1.0	1.00	1.00
Manager	3.0	3.0	3.00	3.00
Supervisor	4.0	4.0	4.00	3.00
Professional	12.5	12.5	12.75	15.75
Paraprofessional	19.0	22.0	22.00	21.00
General	1.0	1.0	1.00	0.00
FTE Total	40.5	43.5	43.75	43.75
Special Positions	3.0	1.0	0.0	0.0

For 2001, an accounting clerk and a payroll clerk were converted to permanent employees; and a receptionist position was moved from Colorado Springs Utilities into the General Fund for Purchasing.

For 2002, 0.25 FTE was added in Purchasing to move an Analyst II buyer from 0.5 FTE to 0.75 FTE.

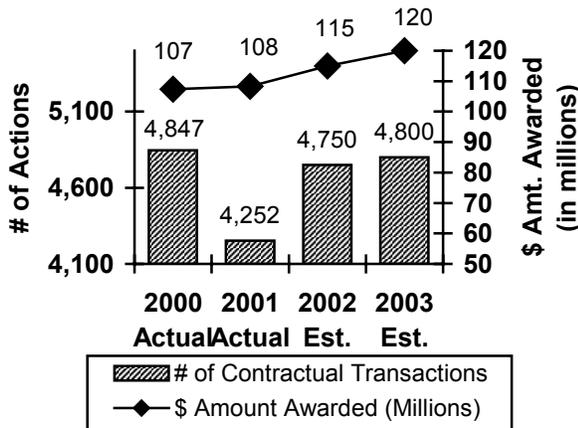
For 2003, a Senior Office Specialist position is converted to an accountant position, a supervisor position was converted to an accountant position, and an administrative technician position was converted to an Analyst I buyer position.

PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Paraprofessional	N/A	N/A	1	1
FTE Total	N/A	N/A	1	1

PERFORMANCE INDICATORS

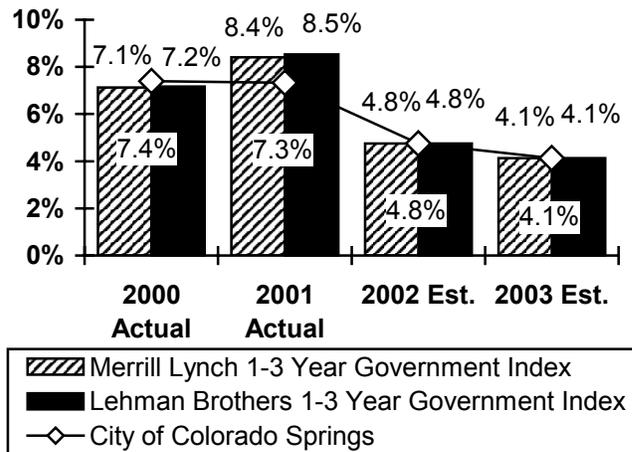
Contractual Transactions



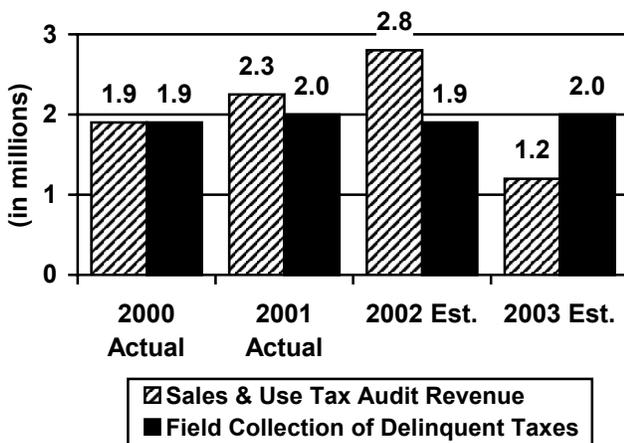
The number of purchase orders and contracts is estimated to exceed 4,500, even though the Purchasing regulations were changed in 1999 to further decentralize purchasing authority. In 2001, reduced transactions can be attributed to an increase in VISA (P-Card usage) of over 50 percent in comparison to calendar year 2000, resulting in a reduced number of purchase orders being written. The value of the total contractual awards increased from 2000 to 2001 (\$107 million to \$108 million) and is projected to be higher in 2002 and beyond due to the new Public Safety Sales Tax. The total number of contractual transactions will increase as well due to the new Public Safety Sales Tax.

The City's cash management portfolio includes US Treasuries, Instrumentalities, and other high-quality investments. Since 1998, the City has maintained a rating of AAA/V1+, the highest rating assigned to cash management portfolios by Fitch ICBA. AAA represents the highest rating for the quality of the securities held and V1+ represents the highest rating for liquidity of the portfolio. The City uses the Merrill Lynch 1-3 Year Government Index and the Lehman Brothers 1-3 Year Government Index as benchmark comparisons for its investment portfolio and outperformed these indices for 2000 and slightly under-performed these indices for 2001 based upon fair value.

Cash Management Performance



Field Collection & Audit Revenue



Sales Tax maintains approximately 9,800 active sales and use tax accounts. Field enforcement activities include site audits by four auditors and collection activities by two investigators. It is estimated that field collections of delinquent taxes and audits will generate approximately \$4.72 million sales and use tax revenue for the City in 2002. Revenues are higher for 2002 due to already-realized audit revenues.

CHANGES TO THE BUDGET (GENERAL FUND)

GENERAL FUND

- An increase of \$138,500 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Telecommunications charges have been reduced by \$46,385 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.

PUBLIC SAFETY SALES TAX (PSST) FUND

- An increase of \$2,923 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Onetime funding of \$4,500 for 2002 capital outlay is removed.

MAJOR OBJECTIVES

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

The Finance Division will continue to work with the Information Technology staff to implement e-government programs. Sales Tax will continue to initiate a web-based electronic tax filing option so taxpayers can elect to file and pay taxes online. The sales tax web site will be expanded to be more accessible and offer more sales tax information resources to taxpayers. Purchasing and Contracts will expand its existing web site to allow for automated e-mail notification to prospective bidders when projects are available for bid and proposals. Treasury and Accounting will continue to work with Information Technology on receiving City revenues through the web and interfacing these transactions with PeopleSoft.

OBJECTIVE – Enforce sales tax ordinance fairly and consistently.

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

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

Purchasing plans to increase usage of the P-CARD for small purchases and travel. By taking a proactive approach towards the education of all users and

aggressive administration of the P-CARD program, the City will save in administrative costs as well as increase rebates back to the City.

OBJECTIVE – Upgrade the PeopleSoft financial systems to web-based application via PeopleSoft Version 8.

Finance and Information Technology plan to upgrade the financial system to the PeopleSoft Web Version. The financial system will be upgraded in the summer of 2003. By implementing the PeopleSoft web version, Finance will promote customer service and cost savings through self-service systems.

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

Finance reviews all new GASB pronouncements and plans for all upcoming changes when pronouncements are issued. GASB 34 Basic Financial Statements- and Management's Discussion and Analysis- for State and Local Governments is a new pronouncement that requires the City's financial statements to be presented on an accrual accounting basis in addition to modified accrual accounting and includes the capitalization and depreciation of infrastructure assets. Finance plans to prepare draft financial statements in 2002 under the new GASB financial statement model. Implementation will be in 2003 for the 2002 financial statements and 2006 for the retroactive capitalization of infrastructure.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
FINANCE DEPARTMENT
FINANCE**

	2000	2001	2002	2003
ACCOUNT	ACTUAL	ACTUAL	BUDGET	BUDGET
51205 CIVILIAN SALARIES	1,782,189	1,963,953	2,190,132	2,276,274
51207 WAGE PKG-PERFORMANCE	51,590	34,808	0	0
51210 OVERTIME	23,317	51,728	9,500	9,500
51220 SEASONAL/TEMPORARY	14,380	16,906	8,000	8,000
51230 SHIFT DIFFERENTIAL	135	96	150	150
51240 RETIREMENT/TERMINATION SICK	4,617	6,831	0	0
51245 RETIREMENT/TERM VACATION	7,753	10,734	0	0
51260 VACATION BUY	450	911	0	0
51299 SALARIES REIMBURSEMENTS	(14,509)	(14,694)	0	0
51610 PERA	182,122	188,205	197,618	214,634
51615 WORKER'S COMPENSATION	5,283	4,051	7,766	7,530
51620 EQUITABLE LIFE INSURANCE	7,255	7,355	8,719	9,126
51625 VISION CARE	2,223	2,438	2,874	2,874
51635 CITY MAJOR MEDICAL PLAN	1,899	2,201	2,162	2,162
51640 DENTAL INSURANCE	12,234	13,435	14,610	16,523
51665 CASH BACK	2,677	4,673	0	0
51670 PARKING FOR EMPLOYEES	9,490	10,000	11,959	11,959
51690 MEDICARE	15,279	17,708	23,791	25,087
51695 CITY EPO MEDICAL PLAN	127,326	143,287	207,541	239,503
TOTAL SALARY & BENEFITS	2,235,709	2,518,538	2,684,822	2,823,322
52105 MISCELLANEOUS OPERATING	3,122	5,545	0	0
52110 OFFICE SUPPLIES	29,984	24,296	32,650	33,300
52120 SOFTWARE-MICRO/WORD PROCESS	538	7,083	1,947	3,250
52125 GENERAL SUPPLIES	903	2,747	4,300	4,500
52135 POSTAGE	77,138	51,728	58,000	57,500
52140 WEARING APPAREL	59	72	0	0
52165 LICENSES & TAGS	10	410	0	0
52220 MAINT-OFFICE MACHINES	1,844	1,865	3,650	2,475
52225 MAINT-MICROS/WORD PROCESSOR	285	0	3,800	6,050
52230 MAINT-FURNITURE & FIXTURES	0	0	100	125
52305 MAINT-SOFTWARE	0	1,268	0	0
52405 ADVERTISING SERVICES	273	1,489	500	1,000
52418 COMPUTER SERVICES	0	0	9,000	3,000
52575 SERVICES	19,725	17,051	10,010	15,527
52605 CAR MILEAGE	3,156	3,516	3,850	4,100
52615 DUES & MEMBERSHIP	2,206	1,621	3,130	3,530
52625 MEETING EXPENSES IN TOWN	1,560	1,221	1,350	1,530
52630 TRAINING	2,400	7,504	15,525	16,225
52635 EMPLOYEE EDUCATIONAL ASSIST	10,433	2,657	900	3,200
52645 SUBSCRIPTIONS	1,438	456	1,575	1,915
52655 TRAVEL OUT OF TOWN	25,553	27,327	23,248	27,140
52705 COMMUNICATIONS	773	87,273	89,439	43,562
52735 TELEPHONE-LONG DIST CALLS	3,277	3,932	3,360	4,000
52755 COMMUNICATIONS - EQUIPMENT	0	45	0	0
52775 MINOR EQUIPMENT	2,987	1,964	7,000	2,500
52795 RENTAL OF EQUIPMENT	5,365	4,789	11,700	18,700
52874 OFFICE SERVICES PRINTING	13,018	1,432	17,300	17,000
52875 OFFICE SERVICES RECORDS	9,605	10,251	9,300	9,400
TOTAL OPERATING EXPENSE	215,652	314,558	311,634	279,529

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
FINANCE DEPARTMENT
FINANCE**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
53020 MICROS/WORD PROCESSORS	9,869	16,287	12,300	820
53030 FURNITURE & FIXTURES	5,272	4,584	12,100	9,300
TOTAL CAPITAL OUTLAY	15,141	23,619	24,400	10,120
 ORGANIZATION TOTAL	 2,466,502	 2,856,715	 3,020,856	 3,112,971

**PUBLIC SAFETY SALES TAX (PSST) FUND
SUPPORT SERVICES
FINANCE**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	0	0	37,700	40,899
51610 PERA	0	0	3,465	3,927
51615 WORKERS COMP	0	0	75	82
51620 LIFE INSURANCE	0	0	151	163
51625 VISION	0	0	63	63
51640 DENTAL	0	0	336	380
51690 MEDICARE	0	0	542	593
51695 EPO MEDICAL	0	0	6,385	5,533
TOTAL SALARIES & BENEFITS	0	0	48,717	51,640
 52125 GENRAL SUPPLIES	 0	 0	 4,872	 4,372
52775 MINOR EQUIPMENT	0	0	0	500
TOTAL OPERATING EXPENSE	0	0	4,872	4,872
 53030 FURNITURE & FIXTURES	 0	 0	 4,500	 0
TOTAL CAPITAL OUTLAY	0	0	4,500	0
 TOTAL ORGANIZATION	 0	 0	 58,089	 56,512

Human Resources



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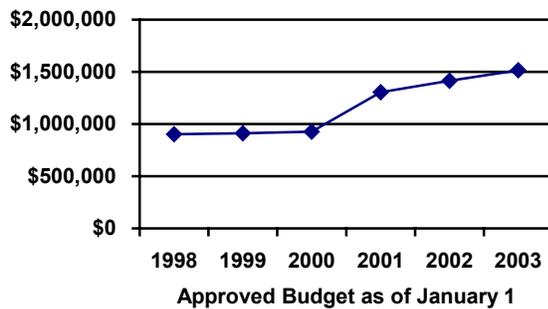
MISSION

To coordinate efforts to attract and retain highly qualified employees and to provide a positive organizational culture with workplace practices that sustain a diverse workforce, comply with federal and State employment mandates, and facilitate high levels of individual and organizational performance.

SERVICES

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

BUDGET HISTORY



BUDGET SUMMARY

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$831,133	\$1,019,758	\$1,180,345	\$1,201,540
Operating	123,734	239,731	228,923	333,794
Capital Outlay	3,233	2,863	6,350	6,350
Total	\$958,100	\$1,262,352	\$1,415,618	\$1,541,684

PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	N/A	N/A	\$48,717	\$51,640
Operating	N/A	N/A	5,152	5,152
Capital Outlay	N/A	N/A	3,500	0
Total	N/A	N/A	\$57,369	\$56,792

PERSONNEL

GENERAL FUND

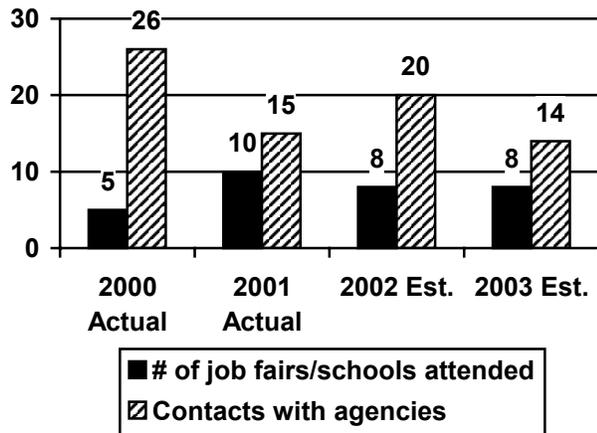
	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Senior Manager	1	1	1	1
Manager	3	3	3	2
Professional	5	6	6	8
Paraprofessional	2	2	4	4
General	2	3	1	1
FTE Total	13	15	15	16
Special Positions	1	1	1	0

For 2001, an office specialist position and a principal analyst position were added. During 2001, two senior office specialists in the General category were reclassified to administrative technicians in the Paraprofessional category. During 2002, a manager position was eliminated and replaced with an analyst position. For 2003, an analyst position is added.

PUBLIC SAFETY SALES TAX (PSST) FUND

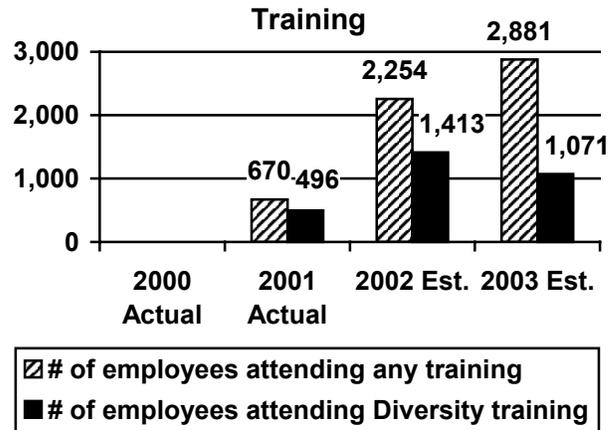
	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
General	N/A	N/A	1	1
FTE Total	N/A	N/A	1	1

PERFORMANCE INDICATORS



Increase partnerships and visibility and promote interest in the City as an employer by meeting with 22 schools and public/community agencies. This would include attending eight job fairs during the year, semi-annual community briefings, five high school/college career days, two diversity recruitment meetings hosted by the EOP office, and attending at least five events sponsored by organizations that promote minority inclusion initiatives. Conduct at least six targeted recruitment efforts for open positions that show an under utilization of women and minorities. Recruitment strategy would include advertising in minority publications, united attendance of Police, Fire, and City employees at career fairs, networking with community agencies, candidate sourcing, and continuing the ongoing promotion of the City's web site to community-based organizations.

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

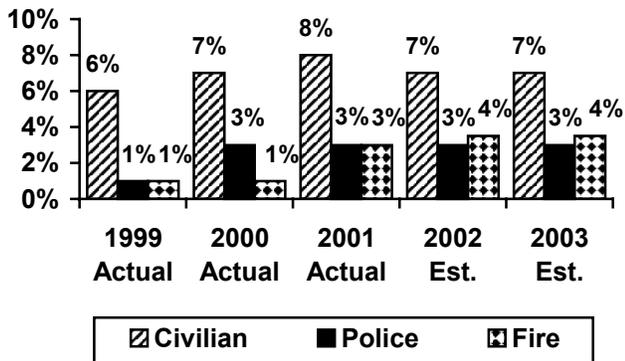


It is estimated that 90 percent of customers will be satisfied with Human Resources in 2003.



PERFORMANCE INDICATORS

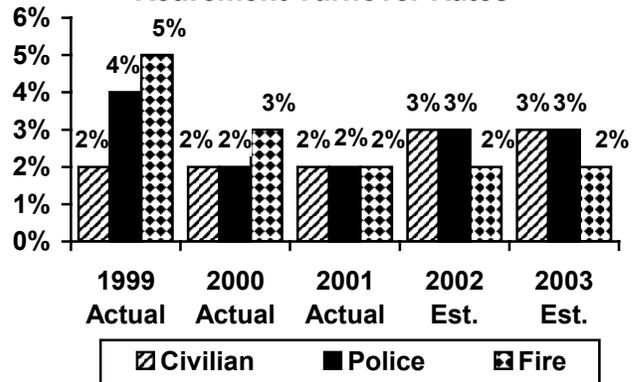
Voluntary Turnover Rates



The target is to maintain less than 10 percent voluntary turnover in both sworn and civilian regular positions. (Does not include discharges or deaths.)

The target is to maintain less than 10 percent retirement turnover in both sworn and civilian regular positions. (Does not include discharges or deaths.)

Retirement Turnover Rates



CHANGES TO THE BUDGET

GENERAL FUND

- An increase of \$50,797 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Telecommunications charges have been reduced by \$14,484 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- Funding of \$89,753 is added for the Learning Organization initiative of employee training and leadership development. This funding includes \$52,408 for the salaries/benefits of an Analyst I position and \$37,345 for operating expenses.
- Due to the elimination of the special position for diversity training, \$82,010 was reallocated from civilian salaries to operating expenses.

PUBIC SAFETY SALES TAX (PSST) FUND

- An increase of \$2,923 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Onetime funding of \$3,500 for 2002 capital outlay is removed.

MAJOR OBJECTIVES

OBJECTIVE – Increase the effectiveness of Human Resources programs and systems.

Conduct audit of all Human Resources programs and systems to identify opportunities for improvement and increased effectiveness in the areas of recruitment, retention, benefit, compensation and training. Design, develop and implement creative process improvement solutions to better and more cost effectively serve the City employees.

OBJECTIVE – Support the organization with timely and accurate data concerning affirmative action compliance, investigations of harassment and discrimination allegations, and training and education related to discrimination, sexual harassment, disabilities, and diversity and inclusion.

Provide statistical information concerning the hiring, retention, and loss of all employees defined as protected classes. Promote the enhancement of these statistics with community outreach programs and targeted recruitments.

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

OBJECTIVE – Promote a Learning Organization and Employee University with enhanced organizational and employee performance.

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

Develop and implement the Employee University for integrated and comprehensive learning opportunities in key areas such as leadership, diversity, performance management, and customer service.

- Provide leadership training for 50 percent of civilian manager/supervisor workforce in 2003. The remaining 50 percent should be trained in budget year 2004. Training funded beyond 2004 must be sufficient to address normal supervisor/manager turnover of approximately 15 percent.
- Provide ten facilitated learning opportunities (workshops, speakers, panels, etc.) on individual/organizational performance management and customer service topics.
- Provide six significant marketing and outreach activities for the City's Learning Resource Center to promote staff engagement in the learning organization.

OBJECTIVE – Support diversity and inclusion activities throughout the City organization.

Continue to efficiently provide program support for the current diversity education programs and the expansion of such programs, including targeted recruitment activities and organizational changes while providing staff support to the Workforce Management Council.

OBJECTIVE – Accurately forecast workforce needs of the organization and implement organizational succession planning.

Implement a standard process for accurately forecasting 3-5 year workforce needs within the organization.
Develop and implement a succession planning program for the organization to meet identified future gaps in the workforce with qualified employees.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
HUMAN RESOURCES DEPARTMENT
HUMAN RESOURCES**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	680,997	837,352	990,409	989,729
51207 WAGE PKG-PERFORMANCE	20,968	10,783	0	0
51210 OVERTIME	2,628	1,141	1,699	1,699
51220 SEASONAL/TEMPORARY	5,975	22,112	20,000	24,128
51245 RETIREMENT/TERM VACATION	2,126	6,550	0	0
51260 VACATION BUY	1,149	1,912	0	0
51610 PERA	72,338	82,923	78,662	85,359
51615 WORKER'S COMPENSATION	2,228	1,739	3,213	3,110
51620 EQUITABLE LIFE INSURANCE	3,068	3,104	3,427	3,559
51625 VISION CARE	589	676	869	869
51640 DENTAL INSURANCE	2,690	3,276	4,699	5,315
51665 CASH BACK	5,826	7,703	0	0
51670 PARKING FOR EMPLOYEES	2,595	3,260	2,400	2,400
51690 MEDICARE	9,735	11,812	10,512	10,991
51695 CITY EPO MEDICAL PLAN	23,043	25,415	64,455	74,381
51699 BENEFITS REIMBURSEMENT	(4,821)	0	0	0
TOTAL SALARIES & BENEFITS	831,133	1,019,758	1,180,345	1,201,540
52105 MISCELLANEOUS OPERATING	2,056	6,690	0	0
52110 OFFICE SUPPLIES	6,046	13,522	5,922	13,000
52111 PAPER SUPPLIES	1,172	2,001	2,000	2,000
52115 MEDICAL SUPPLIES	0	8	0	0
52120 SOFTWARE-MICRO/WORD PROCESS	3,531	3,460	2,500	5,000
52125 GENERAL SUPPLIES	8,581	25,836	31,700	44,429
52135 POSTAGE	7,500	5,858	2,914	8,500
52220 MAINT-OFFICE MACHINES	65	20	300	300
52230 MAINT-FURNITURE & FIXTURES	0	0	100	100
52265 MAINT-BUILDINGS & STRUCTURE	0	1,257	0	0
52405 ADVERTISING SERVICES	25	4,916	0	0
52431 CONSULTING SERVICES	0	5,750	2,500	20,000
52575 SERVICES	32,361	16,409	3,000	58,950
52590 TEMPORARY EMPLOYMENT	0	24,027	31,650	31,650
52605 CAR MILEAGE	75	64	500	500
52615 DUES & MEMBERSHIP	1,110	945	1,000	1,080
52625 MEETING EXPENSES IN TOWN	1,659	5,208	2,678	17,260
52630 TRAINING	0	28,526	24,825	25,275
52635 EMPLOYEE EDUCATIONL ASSISTANCE	10,227	5,557	1,600	1,600
52645 SUBSCRIPTIONS	3,876	11,345	2,955	5,150
52655 TRAVEL OUT OF TOWN	9,104	14,166	8,550	12,000
52705 COMMUNICATIONS	(646)	33,246	35,572	19,588
52735 TELEPHONE-LONG DIST CALLS	808	1,378	900	900
52775 MINOR EQUIPMENT	660	6,836	500	500
52795 RENTAL OF EQUIPMENT	6,329	6,792	6,792	8,712
52874 OFFICE SERVICES PRINTING	17,125	7,102	12,000	21,500
52875 OFFICE SERVICES RECORDS	990	1,096	515	800
52893 RENTAL OF FLEET VEHICLES	0	20	0	0
65160 RECRUITMENT	1,264	1,671	7,000	30,000

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
HUMAN RESOURCES DEPARTMENT
HUMAN RESOURCES**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
65352 EMPLOYEE AWARDS PROGRAM	13,843	1,816	0	0
65353 DIVERSITY TRAINING	(4,061)	4,211	40,950	5,000
65365 HEALTH PROGRAMS	34	0	0	0
TOTAL OPERATING EXPENSES	123,734	239,731	228,923	333,794
53010 OFFICE MACHINES	3,098	0	350	350
53020 COMPUTERS/NETWORKS	1,335	2,473	3,500	3,500
53030 FURNITURE & FIXTURES	(1,200)	390	2,500	2,500
TOTAL CAPITAL OUTLAY	3,233	2,863	6,350	6,350
 ORGANIZATION TOTAL	 958,101	 1,262,352	 1,415,618	 1,541,684

**PUBLIC SAFETY SALES TAX (PSST) FUND
SUPPORT SERVICES
HUMAN RESOURCES**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	0	0	37,700	40,899
51610 PERA	0	0	3,465	3,927
51615 WORKER'S COMPENSATION	0	0	75	82
51620 EQUITABLE LIFE INSURANCE	0	0	151	163
51625 VISION CARE	0	0	63	63
51640 DENTAL INSURANCE	0	0	336	380
51690 MEDICARE	0	0	542	593
51695 CITY EPO MEDICAL PLAN	0	0	6,385	5,533
TOTAL SALARIES & BENEFITS	0	0	48,717	51,640
52110 OFFICE SUPPLIES	0	0	383	383
52111 PAPER SUPPLIES	0	0	133	133
52135 POSTAGE	0	0	86	86
52705 COMMUNICATIONS	0	0	2,000	2,000
52735 TELEPHONE-LONG DIST CALLS	0	0	50	50
52874 OFFICE SERVICES PRINTING	0	0	2,500	2,500
TOTAL OPERATING EXPENSES	0	0	5,152	5,152
53020 MICROS/WORD PROCESSORS	0	0	1,500	0
53030 FURNITURE & FIXTURES	0	0	2,000	0
TOTAL CAPITAL OUTLAY	0	0	3,500	0
 TOTAL ORAGANIZATION	 0	 0	 57,369	 56,792

Public Communications

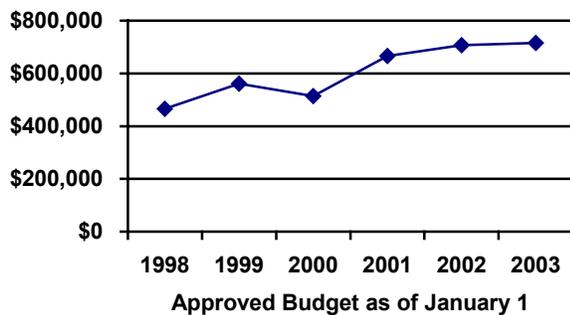


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MISSION

To provide public information, SpringsTV programming development and public safety support, intranet and internet content development, and community relations; encourages citizen involvement and access; promotes employee communications, fosters trust; and creates a positive image of the City organization.

BUDGET HISTORY



SERVICES

- Enhanced public communications and community relations including CORA requests, publications, program marketing and project promotions
- Provide services and programs that link city employees and the citizens of Colorado Springs in a relationship of mutual respect and collaborative problem solving, including public process meetings, Clarify and SpringsGov.com
- Enhance efforts related to employee development, leadership development and performance improvement through communication of tools and programs
- Development of SpringsTV programming and strategic projects while building an emergency support channel
- Develop a transition plan for the Sister Cities Program and support ongoing relationships with those cities
- Promote and staff community events in support of public awareness and educational programs such as: Citizens Day, Fallen Fire Fighters Memorial, Swearing In Ceremony (April), E-Town Halls
- Expanded content and integration of the Internet and Intranet sites while positioning core messages, useful navigation and associated links
- Improved media relationships in the local / regional market. Coordinating cross department press events and formulating key message delivery
- Administration of a citizen inquiries/complaint system
- Support of customer service programs and initiatives

BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$342,357	\$446,301	\$577,680	\$604,768
Operating	101,561	130,090	123,335	105,307
Capital Outlay	879	30,132	6,000	6,000
Total	\$444,797	606,523	\$707,015	\$716,075

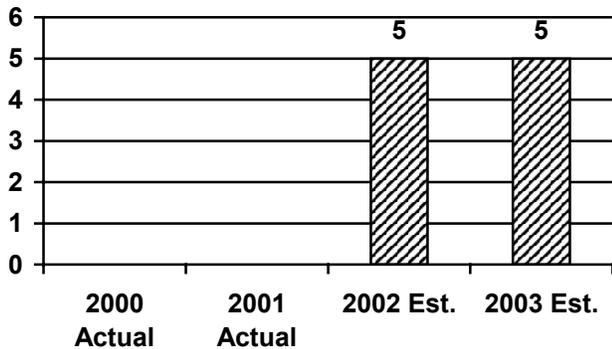
PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Senior Manager	1	1	1	1.00
Professional	4	5	5	4.75
Paraprofessional	1	1	2	2.00
FTE Total	6	7	8	7.75
Special Positions	0	0	0.75	1.75

During 2000, the intergovernmental affairs liaison position was transferred from the Office of the City Manager to Public Communications. For 2002, the intergovernmental affairs liaison position was transferred back to the Office of the City Manager. Also for 2002, two positions responsible for the customer service and the complaint tracking system are transferred from the Office of the City Manager. During 2002, a position was reduced from 1 FTE to 0.75 FTE.

PERFORMANCE INDICATORS

of Key Strategies

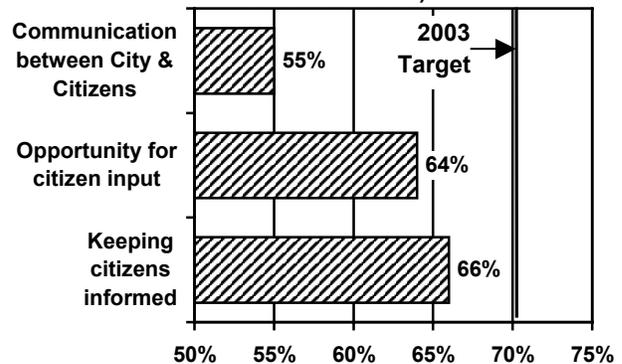


In 2002, success is being measured on complete communications strategies planned and executed surrounding a strategic program or key city message identified by City Council and the Senior Management Staff.

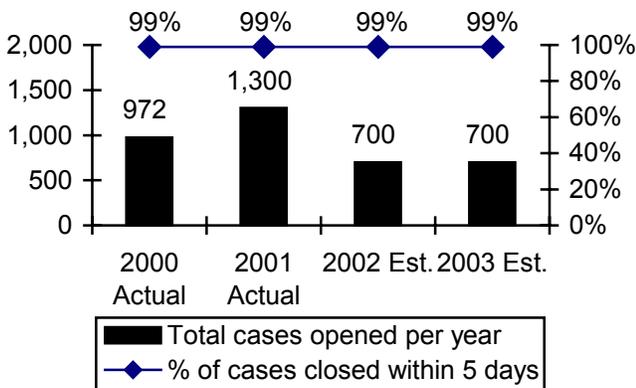
The 2001 citizens survey pointed to a continued opportunity to improve communications with the public. As cable TV programming, web site access, community relations programs and overall media relations expand, it is expected the percentages will increase for the 2003 survey.

Which Specific Areas Meet Your Expectations

(% of respondents answering "meets or exceeds")



Clarify Cases



The number of cases is anticipated to decrease in 2002 and level off in 2003 due to the re-organization in 2002. With the re-organization, Council and staff are encouraged to have direct dialog on issues. Therefore these issues are not tracked through Clarify as it was done in 2000 and 2002.

CHANGES TO THE BUDGET

- An increase of \$26,130 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- As part of the 2003 service reductions, \$7,070 is removed which eliminates City participation in the Citizen Community Day event.
- Telecommunications charges have been reduced by \$10,000 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.

MAJOR OBJECTIVES

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

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

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

Attend the FEMA Advance PIO training with an intact team from Fire, Utilities and Public Communications. Develop templates and emergency messages for use on the Internet and SpringsTV. Obtain and learn remote technology to allow for communications to SpringsTV from an event or remote site when the JIC is activated.

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

Participate as the communications link on the Intranet development team. Provide marketing and communications to key audiences such as employees during open enrollment for new services online. Develop tools to communicate and train employees on Intranet services. Provide communications expertise to Departments and Divisions in order to communicate key Division messages and expanded involvement and on demand use of information on SpringsGov.com. Develop emergency hotlinks and protocol for implementation as required by the OEM or JIC communications. Expand the use of banners on the home and subsequent pages within SpringsGov.com.

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

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

OBJECTIVE – Administration of a citizen inquiries/complaint system. Support of customer service programs and initiatives.

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

OBJECTIVE – Promote and staff community events in support of public awareness and educational programs such as Citizens Day, Fallen Fire Fighters Memorial, Swearing In Ceremony, and E-Town Hall meetings.

Actively lead the planning committee for Citizens Day. Provide local support to the Fire Department to successfully promote and manage City tactical tasks for the Fallen Fire Fighters Memorial weekend. Coordinate and plan the swearing in ceremony in April for the new mayor and council members. Expand the appropriate use of the E-Town Hall technology and communications tools for use on key programs and projects.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY MANAGEMENT DEPARTMENT
PUBLIC COMMUNICATIONS**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	304,153	342,699	471,737	514,275
51207 WAGE PKG-PERFORMANCE	3,755	6,876	0	0
51210 OVERTIME	61	820	1,000	1,000
51220 SEASONAL/TEMPORARY	226	20,971	24,000	0
51235 STANDBY	271	0	0	0
51245 RETIREMENT/TERM VACATION	2,378	5,649	0	0
51260 VACATION BUY	3,659	2,721	0	0
51299 SALARIES REIMBURSEMENTS	(29,625)	0	0	0
51610 PERA	30,841	34,422	40,778	44,317
51615 WORKER'S COMPENSATION	903	756	1,342	1,308
51620 EQUITABLE LIFE INSURANCE	958	1,148	1,742	1,813
51625 VISION CARE	356	408	441	441
51640 DENTAL INSURANCE	1,798	1,900	2,352	2,660
51665 CASH BACK	279	785	0	0
51670 PARKING FOR EMPLOYEES	1,180	1,360	1,640	1,880
51690 MEDICARE	3,902	4,714	5,586	5,844
51695 CITY EPO MEDICAL PLAN	17,262	21,072	27,062	31,230
TOTAL SALARIES & BENEFITS	342,357	446,301	577,680	604,768
52105 MISCELLANEOUS OPERATING	2,425	5,544	0	0
52110 OFFICE SUPPLIES	3,232	2,727	4,400	4,900
52111 PAPER SUPPLIES	0	389	1,200	1,200
52120 SOFTWARE-MICRO/WORD PROCESS	631	2,185	2,000	2,000
52122 CELL PHONES EQUIP & SUPPLIES	0	0	325	325
52125 GENERAL SUPPLIES	2,748	1,025	4,300	3,300
52135 POSTAGE	2,783	903	3,183	3,750
52170 SPECIAL, PHOTOGRAPHY, ETC	0	170	500	500
52220 MAINT-OFFICE MACHINES	486	0	0	0
52230 MAINT-FURNITURE & FIXTURES	103	0	0	0
52235 MAINT-MACHINERY & APPARATUS	35	100	1,000	1,000
52265 MAINT-BUILDINGS & STRUCTURE	0	28	0	0
52405 ADVERTISING SERVICES	16,762	45,390	11,994	12,994
52575 SERVICES	39,163	25,411	23,470	16,600
52590 TEMPORARY EMPLOYMENT	0	1,712	10,000	8,000
52605 CAR MILEAGE	333	202	500	500
52615 DUES & MEMBERSHIP	844	1,075	1,460	1,460
52625 MEETING EXPENSES IN TOWN	3,255	1,024	1,359	1,359
52630 TRAINING	0	1,455	4,680	4,680
52635 EMPLOYEE EDUCATIONL ASSIST	4,929	393	0	0
52645 SUBSCRIPTIONS	272	1,165	285	265
52655 TRAVEL OUT OF TOWN	3,846	8,443	4,230	5,300
52705 COMMUNICATIONS	1,689	19,597	25,149	15,149
52735 TELEPHONE-LONG DIST CALLS	625	483	875	1,000
52775 MINOR EQUIPMENT	192	1,070	900	500
52795 RENTAL OF EQUIPMENT	4,936	3,739	4,950	4,950
52874 OFFICE SERVICES PRINTING	12,101	5,647	16,400	15,400
52875 OFFICE SERVICES RECORDS	169	212	175	175
TOTAL OPERATING EXPENSES	101,561	130,090	123,335	105,307

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

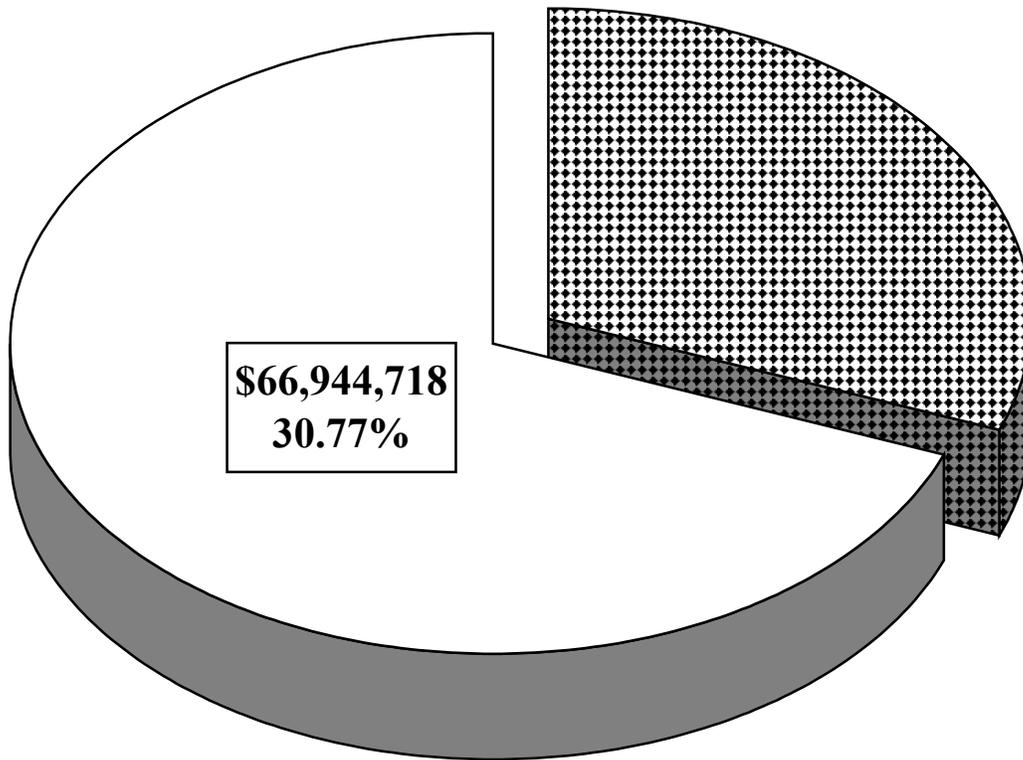
**GENERAL FUND
CITY MANAGEMENT DEPARTMENT
PUBLIC COMMUNICATIONS**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
53010 OFFICE MACHINES	879	0	2,000	2,000
53020 COMPUTERS/NETWORKS	0	6,803	3,500	3,500
53030 FURNITURE & FIXTURES	0	1,515	500	500
53050 MACHINERY & APPARATUS	0	21,814	0	0
TOTAL CAPITAL OUTLAY	879	30,132	6,000	6,000
 ORGANIZATION TOTAL	 444,797	 606,523	 707,015	 716,075



CITY OF COLORADO SPRINGS

Police



Operations Support	\$18,476,209
Patrol Bureau	\$35,370,009
Management Services	\$10,281,663
Office of the Chief	\$2,816,837

Police

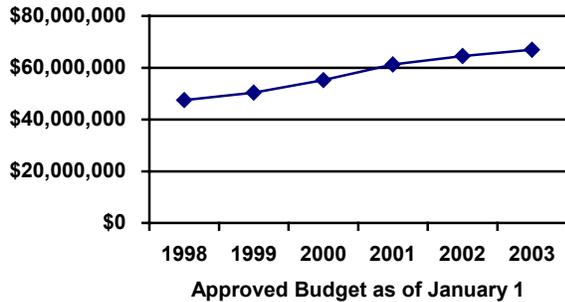


Luis Velez, Police Chief • 705 S. Nevada Avenue, Colorado Springs, CO 80903 • (719) 444 -7401 • velezlu@ci.colospgs.co.us

MISSION

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

BUDGET HISTORY



SERVICES

Office of the Chief

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

Management Services Division

- Provide fiscal and support services
- Maintain internal information technology systems
- Provide research and development and grants services
- Provide for Department human resources
- Administer the Public Safety Sales Tax (PSST) projects and requirements

Patrol Bureau Services

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

Operations Support Bureau

- Provide public safety telecommunications
- Investigate persons and property crimes
- Provide metro vice, narcotics, and intelligence services
- Provide for Tactical Enforcement Unit responses to life-threatening incidents
- Provide records and identification services
- Provide metro forensic lab services
- Provide victims rights services
- Provide code enforcement services

BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds – General Fund				
Salary/Benefits	\$47,792,705	\$50,430,669	\$56,373,319	\$59,126,797
Operating	4,835,564	6,146,384	6,187,793	5,908,750
Capital Outlay	1,850,297	2,116,649	1,948,014	1,909,171
Total	\$54,478,566	\$58,693,702	\$64,509,132	\$66,944,718
Uses of Funds – PSST				
Salary/Benefits	N/A	N/A	\$ 2,476,363	\$ 4,761,458
Operating	N/A	N/A	1,842,693	1,171,816
Capital Outlay	N/A	N/A	1,475,725	698,352
Capital Projects			5,825,000	4,974,121
Total	N/A	N/A	\$11,619,781	\$11,605,748

PERSONNEL

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Senior Manager	1.0	1.0	1.0	0.0
Manager	6.0	6.0	6.0	6.0
Supervisor	9.0	9.0	9.0	8.0
Professional	28.0	28.0	28.0	31.0
Paraprofessional	135.0	136.0	138.0	138.0
General	68.0	69.0	69.0	70.0
Civilian FTE Total	247.0	249.0	251.0	253.0
Chief	0.0	0.0	0.0	1.0
Deputy Chief	2.0	2.0	2.0	2.0
Commander	7.0	7.0	7.0	7.0
Lieutenant	17.0	17.0	18.0	18.0
Sergeant	60.0	63.0	64.0	67.0
Officer	474.0	482.0	488.0	485.0
Uniformed FTE Total	560.0	571.0	579.0	580.0
General Fund FTE Total	807.0	820.0	830.0	833.0

In 2001, one alarms ordinance clerk, one code enforcement officer, nine patrol officers for the Intersection Safety Program, and two school resource officers were added. For 2002, one evidence clerk and one air support mechanic were added. Also, in 2002, two park police officers were eliminated, one commercial enforcement officer was added and nine additional patrol officers were added for the Intersection Safety Program for a net increase of eight uniformed positions. During 2002, the Senior Manager became the City Manager and the Police Chief position was filled. Also, during 2002, one Analyst II was transferred from City Planning. For 2003, an office specialist and an electronic technician are added.

SPECIAL / GRANT / TEMPORARY EMPLOYEES

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Manager	3.0	4.0	4.0	1.0
Professional	4.0	6.0	5.0	10.0
Paraprofessional	1.5	3.0	3.0	0.0
General	14.5	15.5	14.5	11.5
Civilian FTE Total	23.0	28.5	26.5	22.5
Officer	1.0	1.0	1.0	1.0
Uniformed FTE Total	1.0	1.0	1.0	1.0
Special/Grant/Temp FTE Total	24.0	29.5	27.5	23.5

PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Supervisor	N/A	N/A	1.0	1.0
Professional	N/A	N/A	3.0	4.0
Paraprofessional	N/A	N/A	3.0	8.0
General	N/A	N/A	2.0	8.0
Civilian FTE Total	N/A	N/A	9.0	21.0
Special Positions - Civilian	N/A	N/A	1.0	1.0
Commander	N/A	N/A	0.0	1.0
Lieutenant	N/A	N/A	0.0	1.0
Sergeant	N/A	N/A	1.0	3.0
Officer	N/A	N/A	59.0	60.0
Uniformed FTE Total	N/A	N/A	60.0	65.0
PSST FTE Total	N/A	N/A	70.0	87.0

AIRPORT ENTERPRISE FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
General	1.0	1.0	2.0	3.0
Civilian FTE Total	1.0	1.0	2.0	3.0
Sergeant	2.0	2.0	2.0	2.0
Officer	12.0	12.0	12.0	18.0
Uniformed FTE Total	15.0	14.0	14.0	20.0
Airport FTE Total	15.0	15.0	16.0	23.0

PARKING ENTERPRISE FUND

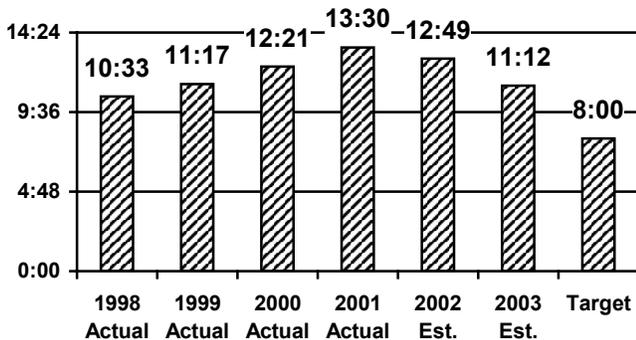
	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
General	3.0	3.0	3.0	3.0
Civilian FTE Total	3.0	3.0	3.0	3.0
Parking FTE Total	3.0	3.0	3.0	3.0

ALL FUNDS TOTAL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
All Funds FTE Total	849.5	868.5	948.5	969.5

PERFORMANCE INDICATORS

**Emergency Response Time
(minutes and seconds)**



2002 and 2003 figures include PSST personnel and funding.

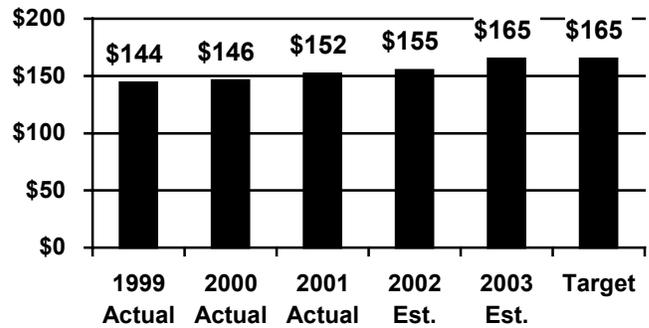
As a measure of efficiency, the Department tracks the cost of Police services per capita to compare with other municipalities and to determine if the cost is growing faster than the existing rate of inflation. With inflation projections of 3-4 percent for the next few years, the increase in operating expenditure per capita should remain within that parameter. The Department's goal is to provide the most cost-effective services possible without jeopardizing the effectiveness of services provided or quality of life for the citizens of Colorado Springs. According to the 2001 ICMA report, the cost of police operating expenditures per capita in Colorado Springs was one of the lowest among comparable cities with a 200,000-450,000 population even after the PSST was included.

For cities of 200,000-450,000 population in the 2001 ICMA survey, the average total Police operating expenditure per capita was \$233.

In 2001, the total number of police Calls For Service (CFS) increased by nearly 3,000 calls to 190,000 CFS which is an increase of 1.6 percent compared to 2000. This growth rate is less than the 2.2 percent average of the past 20 years, but this is not an indication of a slower growth rate in the number of police CFS. The number of CFS is highly correlated with the area population. As the area population begins to increase at a faster rate, the number of police CFS will rise as well. Additional officers hired by the PSST revenues will enable the Department to lower the response time to emergency calls in the beginning. However, as the CFS increases with no significant increase in the number of officers, the response time to emergency CFS will climb gradually.

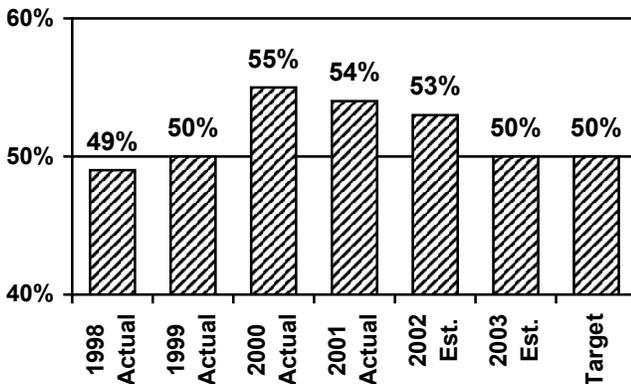
For cities of 200,000-450,000 population in the 2001 ICMA survey, the average emergency response time was 8:23.

**Total Police Operating Expenditure
per Capita**



2002 and 2003 figures include PSST personnel and funding.

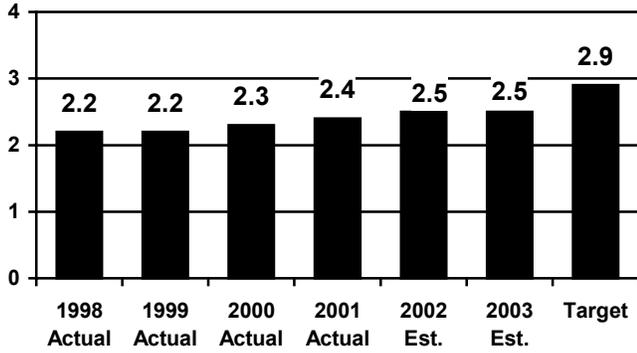
**Percent Part I Violent Crimes
Cleared**



The clearance rate of Part I violent crimes per 1,000 population declined slightly in 2001. However, the Department's clearance rate remains above the national average and median of similar size cities. The Department assigns 100 percent of violent crime cases. Although all cases are assigned, investigators must prioritize each one to work those cases with highest solvability factors associated with them.

For cities of 200,000-450,000 population in the 2001 ICMA survey, the average clearance rate for Part I Violent Crimes was 50 percent.

of Sworn & Civilian FTE per 1,000 Population



2002 and 2003 figures include PSST personnel.

Both sworn and civilian staffing rates are lower in Colorado Springs than in cities of comparable size. CSPD has recognized for some time that its employees are competent, capable, innovative, and productive and that the Department is aided by good technology. These traits combined have contributed to the Department's ability to cope with the low staffing ratios. However, the current demand for services is greater than Police's ability to provide them. Additional personnel gained by PSST revenues in 2002 and 2003 will ease this problem to some extent.

For cities of 200,000-450,000 population in the 2001 ICMA survey, the average number of sworn and civilian FTE per 1,000 population was 2.6.

CHANGES TO THE BUDGET

GENERAL FUND

- An increase of \$2,671,841 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Funding of \$65,649 is included for salaries/benefits and operating expenses for the transfer of an Analyst II from City Planning to the Police Department to work on special events.
- Funding of \$57,660 is included for an Office Specialist position to address the new State law requiring quarterly fingerprinting of sex offenders.
- Onetime funding of \$7,500 is included to purchase three noise meters. One meter will be placed at each of the Police Department substations.
- Funding of \$65,000 is included for the repayment of the parking structure loan to the Parking Enterprise. The loan was used to build the parking structure at the Police Operations Center.
- Funding of \$20,000 is included to fund motorcycle maintenance resulting from the addition of the Intersection Safety Team in 2002.
- Funding of \$6,260 is included to address the increased water rate.
- Telecommunications charges have been reduced by \$202,601 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- As part of the 2003 service reductions, \$89,602 is removed which reduces the Humane Society Contract by 10 percent.
- Funding of \$13,384 is removed from salaries/benefits since the former Chief of Police was also the Deputy City Manager.
- Onetime funding of \$34,000 is removed due to reduced requirements of the municipal facility runoff control program.
- Cell phone charges have been reduced by \$40,576.
- Onetime funding of \$32,495 for 2002 capital outlay expenses is removed for the commercial enforcement officers that were added in 2002.
- Onetime funding of \$45,666 is removed from the Animal Control Contract in 2002 based on final Council approval and the outcome of negotiated contract.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Funding of \$92,907 is included for an Internal Affairs Sergeant.
- Funding of \$446,000 is included to support the construction of the 4th Division. Due to the decline in the sales tax collections for 2002, capital projects funding of \$1,300,000 was frozen in 2002. The additional \$446,000 will be programmed for the 4th Division.
- Funding is included to hire one Metro VNI Sergeant, one Robbery Investigator, two Serious Habitual Offender Direct Intervention (SHODI) Clerks, one Crime Scene Tech, and one Records Clerk. Due to lower revenue projections, the original ten-year plan is modified with a delay in the hiring of one Major Accident Investigator, five officers in Metro VNI and seven patrol officers.
- Funding of \$546,502 is included for the hiring of one Purchasing Clerk, one Information Technology (IT) Analyst I, one IT Analyst III, three Senior IT Analysts, and two Drivers.
- Funding of \$19,000 is included for maintenance on the Acacia Park facility that was completed in 2002.
- Funding of \$16,800 is included to purchase new radios associated with the new officers funded from PSST.
- Funding of \$429,174 is included for the salaries, operating and capital expenses for the new Division. For 2003, one Commander and one Lieutenant of the Command Staff for the 4th Division are hired who are necessary to assist with planning for the facility and establishing procedures and processes. The facility is scheduled for completion in 2004.

MAJOR OBJECTIVES

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

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

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

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

Patrol officers will sustain efforts to maintain theft, robbery, burglary, and assault crime rates (per 1,000 population) within 5 percent of the 2002 levels. This will be accomplished by emphasizing a cooperative effort between officers and Division detectives associated with geographical imperatives.

Officers will continue to maintain 2002 traffic enforcement levels. Officers will also engage in traffic educational programs within the community as well as within the public school system.

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

To accomplish the mission-critical objectives of receiving, processing and dispatching police, fire and

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

All personnel in the Department Communications Section are provided both classroom and on-the-job training in all aspects of the position’s responsibilities before being assigned to work independently.

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

The Department has organized to provide for the investigation of major incidents to include homicides, felony assaults, felony child abuse, sexual assaults, robberies, and officer-involved shootings. In 2003, the Department will continue to provide investigative services 24 hours per day, 7 days per week. The Department continues to maintain collaborative partnerships with other agencies. The Department Juvenile Offender Unit and Sex Crimes Unit will continue to maintain a close working relationship with the Probation Department. The Sex Crimes Unit will continue to participate in the Internet Crimes Against Children Grant. The Department continues its relationship with partners in the Domestic Violence Enhanced Response Team, the Department of Human Services, and the Children’s Advocacy Center.

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

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

The police response to citizens’ complaints about drug and vice issues in the community is a “quality of life” issue. There is a correlation between drug use and the number of crimes in a given community. The Department will investigate and remove all identified

methamphetamine laboratories to enforce drug laws and reduce the hazard to the community, identify target areas in the city where open-air drug dealing is occurring to reduce the problem, and identify and interdict prostitution activity and reduce visible signs of prostitution. By enforcing drug and vice laws, Metro VNI intends to diminish the overall number of criminal activities in Colorado Springs.

In addition, the Department will continue to participate in community awareness, education and partnerships with the community in reference to narcotics, vice and liquor enforcement. The Division will expand the community awareness, education presentations to include storage locker owners/managers and local schools. The Division will also develop new strategies to target the illegal manufacturing of methamphetamines and maintain the Pharmacy Alert Program. Metro VNI will maintain a liaison with the liquor industry and continue efforts of the Colorado Department of Transportation (CDOT) Preventing Underage Drinking Grant.

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

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

Continue development of computer programs including case management tools, evidence inventory and tracking software, to automate certain manual functions performed

by field officers. Provide for interoperability of field operating systems and proceed with system designs that will provide for real-time communication between field computers and main computer systems within the Police Department.

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

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

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

The Department is committed to implement all of the projects that comprise the Police Department's portion of the Public Safety Sales Tax budget. These projects include but are not limited to the development of the Police Department's annual Public Safety Sales Tax Fund budget, provide for the hiring of all personnel authorized by the Public Safety Sales Tax Fund and obtain necessary equipment and material support for those personnel. Oversee the completion of the hangar and evidence building projects; administer site selection and acquisition, design, construction and completion of the Gold Hill and the 4th divisions; and coordinate the acquisition of facilities for the VNI Division.

Police – Operations Support

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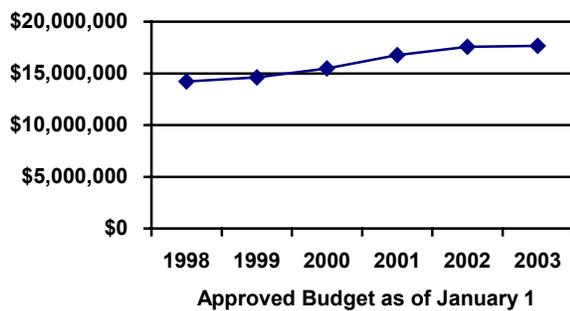
MISSION

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

SERVICES

- Maintain public safety telecommunications
- Provide fugitive services
- Investigate violent crimes
- Investigate fatality and major injury accidents
- Provide specialized responses to life threatening situations (Tactical Enforcement Unit - T.E.U.)
- Provide explosive Ordinance support
- Maintain records and identification services
- Provide canine support
- Provide victim services
- Investigate economic crimes
- Provide narcotic and dangerous drug enforcement
- Identify, investigate, arrest, track and support the prosecution of violent juvenile offenders
- Provide management, staff assistance, and clerical support
- Perform undercover investigations
- Provide Department-wide data entry
- Provide aerial platform support
- Provide polygraph services
- Provide forensic lab services
- Provide code enforcement services
- Provide abandoned vehicle services

BUDGET HISTORY



BUDGET SUMMARY

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$14,524,385	\$15,392,182	\$16,609,933	\$17,544,604
Operating	824,566	895,375	909,586	881,338
Capital Outlay	4,050	31,648	50,545	50,267
Total	\$15,353,001	\$16,319,205	\$17,570,064	\$18,476,209

PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	N/A	N/A	\$164,195	\$557,144
Operating	N/A	N/A	9,248	15,900
Capital Outlay	N/A	N/A	19,364	36,739
Total	N/A	N/A	\$192,807	\$609,752

PERSONNEL

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Manager	0.0	0.0	1.0	1.0
Supervisor	7.0	7.0	6.0	6.0
Professional	8.0	8.0	10.0	11.0
Paraprofessional	89.0	90.0	91.0	91.0
General	53.0	53.0	55.0	56.0
Civilian FTE Total	157.0	158.0	163.0	165.0
Commander	3.0	3.0	3.0	3.0
Lieutenant	5.0	5.0	6.0	6.0
Sergeant	12.0	12.0	13.0	13.0
Officers	84.0	84.0	81.0	81.0
Uniformed FTE Total	104.0	104.0	103.0	103.0
General Fund FTE Total	261.0	262.0	266.0	268.0

For 2001, one code enforcement officer was added. For 2002, two professional and two general positions associated with the crime analysis unit were transferred in from management services; one air support mechanic is added; and two park officers were eliminated for a net gain of three FTE. Also, in 2002, the communications center manager position was upgraded from a supervisory to manager classification, one commercial enforcement officer was added and two officer positions were upgraded to one lieutenant and one sergeant position, respectively. During 2002, an Analyst II and associated duties, was transferred from City Planning to the Police Department to work on revocable permits and special events. For 2003, an office specialist position is added.

SPECIAL / GRANT / TEMPORARY EMPLOYEES

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Manager	2.0	4.0	4.0	1.0
Professional	3.0	4.0	3.0	3.0
Paraprofessional	1.5	0.0	1.0	0.0
General	5.0	5.5	5.0	5.5
Civilian FTE Total	11.5	14.5	14.5	15.5
Officer	1.0	1.0	1.0	1.0
Uniformed FTE Total	1.0	1.0	1.0	1.0
Special/Grant/Temp FTE Total	12.5	15.5	15.5	16.5

PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Supervisor	N/A	N/A	1.0	1.0
Paraprofessional	N/A	N/A	2.0	3.0
General	N/A	N/A	1.0	4.0
Civilian FTE Total	N/A	N/A	4.0	8.0
Sergeant	N/A	N/A	0.0	1.0
Officer	N/A	N/A	0.0	1.0
Uniformed FTE Total	N/A	N/A	0.0	2.0
PSST Fund FTE Total	N/A	N/A	4.0	10.0

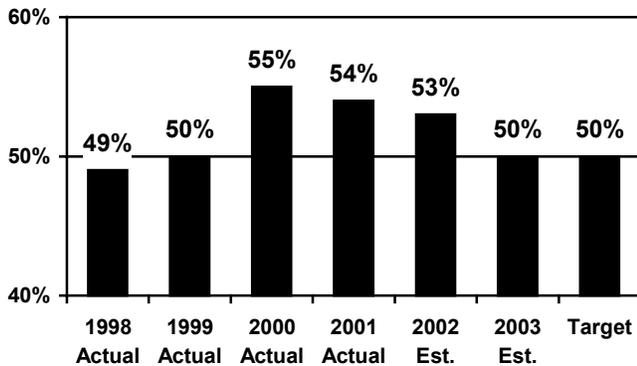
In 2003, one Metro VNI Sergeant, one Robbery Investigator, two Serious Habitual Offender Direct Intervention (SHODI) Clerks, one Crime Scene Technician and one Records Clerk are added.

ALL FUNDS TOTAL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
All Funds FTE Total	273.5	277.5	285.5	294.5

PERFORMANCE INDICATORS

% Part I Violent Crimes Cleared



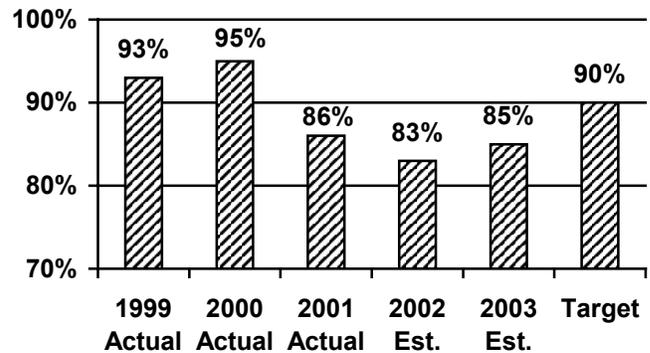
The clearance rate of Part I violent crimes per 1,000 population declined slightly in 2001. However, the Department's clearance rate remains above the national average and median of similar size cities. The Department assigns 100 percent of violent crime cases. Although all cases are assigned, investigators must prioritize each one to work those cases with highest solvability factors associated with them.

For cities of 200,000-450,000 population in the 2001 ICMA survey, the average clearance rate for Part I Violent Crimes was 50 percent.

Housing Code is the most critical enforcement ordinance in providing for the safety and health, while enhancing quality of life, through ensuring habitable dwellings. With the augmentation of FTE staffing by an enforcement officer in 2001, the Department was able to boost both monitoring and voluntary compliance. The total number of housing code violation cases jumped from 777 to 920 in 2001. That is an increase of nearly 16 percent in the number of cases. Despite this increase, the Department kept the number of voluntary compliance close to 90 percent.

For cities of 200,000-450,000 population in the 2001 ICMA survey, the average % of housing code violations brought into voluntary compliance was 55 percent.

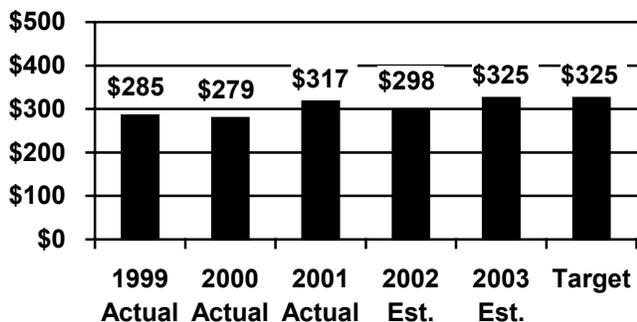
% of Housing Code Violations Brought into Voluntary Compliance



As the number of dispatch increased considerably in 2000, the cost of the dispatch dropped slightly. However, with a greater demand for police services with a constant number of officers to respond to those calls in 2001, the overtime expenditure had an effect on the cost per dispatch. With additional officers provided by PSST revenues, the cost per dispatch will increase at the beginning but should stabilize by 2003.

For cities of 200,000-450,000 population in the 2001 ICMA survey, the average Police Department cost per dispatched call was \$345.

Police Department Cost per Dispatched Call



2002 and 2003 figures include PSST funding.

CHANGES TO THE BUDGET

GENERAL FUND

- An increase of \$805,643 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Funding of \$65,649 is included for salaries/benefits and operating expenses for the transfer of an Analyst II from City Planning to the Police Department to work on revocable permits and special events.
- Funding of \$57,660 is included for an Office Specialist position to address the new State law requiring quarterly fingerprinting of sex offenders.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Funding is included to hire one Metro VNI Sergeant, one Robbery Investigator, two SHODI Clerks, one Crime Scene Technician, and one Records Clerk. Due to lower revenue projections, the original ten-year plan is modified with a delay in the hiring of one Major Accident Investigator and five officers in Metro VNI.

MAJOR OBJECTIVES

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

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

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

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

The Department has organized to provide for the investigation of major incidents to include homicides, felony assaults, felony child abuse, sexual assaults, robberies, and officer-involved shootings. In 2003, the

Department will continue to provide investigative services 24 hours per day, 7 days per week. The Department continues to maintain collaborative partnerships with other agencies. The Department Juvenile Offender Unit and Sex Crimes Unit will continue to maintain a close working relationship with the Probation Department. The Sex Crimes Unit will continue to participate in the Internet Crimes Against Children Grant. The Department continues its relationship with partners in the Domestic Violence Enhanced Response Team, the Department of Human Services, and the Children's Advocacy Center.

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

OBJECTIVE – Maintain a continuing impact on property crimes by conducting quality criminal investigations, recovering stolen property, clearing cases, and prosecuting identified perpetrators.

The Department will explore existing investigative leads, seek further leads via computer and other resources and, where appropriate, conduct surveillance activities to solve cases and arrest perpetrators. Members will emphasize efforts to recover stolen property whenever possible, whether investigating specific cases or administering automated pawn records.

The Department will continue the integration of the new Computer Crimes Unit in the Investigations Division and further employ technological techniques and solutions for

criminal investigations and scientific examination of evidence wherever possible.

The Department will continue to support other collaborative efforts between area law enforcement and community agencies, both directly and indirectly, while seeking opportunities to network with local technology industries.

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

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

In addition, the Department will continue to participate in community awareness, education and partnerships with the community in reference to narcotics, vice and liquor enforcement. The Division will expand the community awareness, education presentations to include storage locker owners/managers and local schools. The Division will also develop new strategies to target the illegal manufacturing of methamphetamines and maintain the Pharmacy Alert Program. Metro VNI will maintain a liaison with the liquor industry and continue efforts of the Colorado Department of Transportation (CDOT) Preventing Underage Drinking Grant.

The state legislature recently modified the scope of authority and the asset seizure capability of the Special Investigative Fund (SIF) Board with legislation concerning asset forfeiture, which was effective July 1, 2002. It is anticipated that the impact of this legislation will reduce the amount of asset forfeiture moneys,

typically used to supplement Metro VNI funding, by 66 percent. Additionally, it is anticipated that federal funds for the Rocky Mountain High Intensity Drug Trafficking Area (RMHIDTA) will be shifted to use for homeland security. The impact of fiscal constraints has a direct bearing on the amount of street-level drug investigations that may be initiated. Metro VNI will attempt different, less costly strategies in an attempt to absorb fiscal shortfalls.

OBJECTIVE – Provide expert crime lab field services and quality analytical support for all divisions/bureaus of the Colorado Springs Police Department and the El Paso County Sheriff's Office.

The Department will continue to provide crime scene call-out response capability 24 hours a day, 7 days per week. The Department Lab Services include documenting crime scenes by report, sketches, photography and videotape; collecting, identifying and providing chain of custody for crime scene evidence; operating a full-service forensics photo laboratory for film, prints and digital imaging capability; collecting, analyzing and identifying latent fingerprint evidence and managing the Automated Fingerprint Identification System (AFIS); providing drug analysis services; conducting qualitative and quantitative examinations of drugs recovered from investigative drug buys and other seizures; conducting blood alcohol analysis of evidence samples obtained in DUI and DWAI cases; and testifying in court as witnesses, both as to fact and interpretation on findings.

OBJECTIVE – Ensure the security and confidentiality of criminal offense records and other collected data.

The Department will maintain all police reports, traffic accident reports, and criminal history files as required by State law. All reports will be processed by data entry personnel to ensure that they are coded and entered into the Department's National Incident Base Reporting Standards (NIBRS) database.

The Department will ensure that all victims are notified of their victims rights. Each case report will be examined for compliance. If Victims Rights information was not made by the investigating officers, the Record Section will ensure that notification is made.

Police – Patrol Bureau

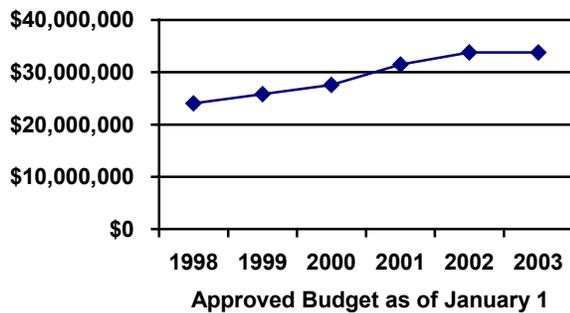


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MISSION

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

BUDGET HISTORY



SERVICES

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

BUDGET SUMMARY

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
<u>Uses of Funds</u>				
Salary/Benefits	\$27,096,585	\$28,951,210	\$33,331,163	\$34,944,406
Operating	358,663	409,613	439,422	414,649
Capital Outlay	3,902	4,485	6,299	10,954
Total	\$27,459,150	\$29,365,308	\$33,776,884	\$35,370,009

PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
<u>Uses of Funds</u>				
Salary/Benefits	N/A	N/A	\$1,999,264	\$3,299,420
Operating	N/A	N/A	88,603	110,243
Capital Outlay	N/A	N/A	0	9,972
Total	N/A	N/A	\$2,087,867	\$3,419,635

PERSONNEL

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Professional	0.0	0.0	4.0	4.0
Paraprofessional	30.0	30.0	30.0	30.0
General	3.0	3.0	3.0	3.0
Civilian FTE Total	33.0	33.0	37.0	37.0
Commander	3.0	3.0	3.0	3.0
Lieutenant	9.0	9.0	9.0	9.0
Sergeant	43.0	46.0	46.0	49.0
Officer	378.0	386.0	395.0	392.0
Uniformed FTE Total	433.0	444.0	453.0	453.0
General Fund FTE Total	466.0	477.0	490.0	490.0

In 2001, 9 patrol officers were added for the Intersection Safety Program and 2 school resource officers were added for a total increase of 11 FTE. For 2002, 4 crime analysts are transferred in from Management Services and 9 additional patrol officers are added for the Intersection Safety Program for a total increase of 13 FTE. During 2002, 3 traffic fixed post officer positions were reclassified to sergeants to deal with a supervisory span of control issues.

SPECIAL / GRANT / TEMPORARY EMPLOYEES

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
General – Grant Funded	4.0	4.0	4.0	4.0
Civilian FTE Total	4.0	4.0	4.0	4.0
Special/Grant/Temp FTE Total	4.0	4.0	4.0	4.0

PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Commander	N/A	N/A	0.0	1.0
Lieutenant	N/A	N/A	0.0	1.0
Sergeant	N/A	N/A	0.0	0.0
Officer	N/A	N/A	59.0	59.0
Uniformed FTE Total	N/A	N/A	59.0	61.0
PSST FTE Total	N/A	N/A	59.0	61.0

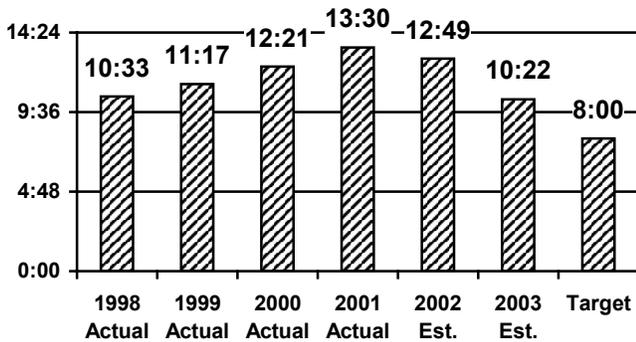
For 2003, 1 Commander and 1 Lieutenant of the Command Staff for the 4th Division are added to assist with planning for the facility and establishing procedures and processes. The facility is scheduled for completion in 2004.

ALL FUNDS TOTAL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
All Funds FTE Total	470.0	481.0	553.0	555.0

PERFORMANCE INDICATORS

Emergency Response Time
(minutes and seconds)



2002 and 2003 figures include PSST personnel.

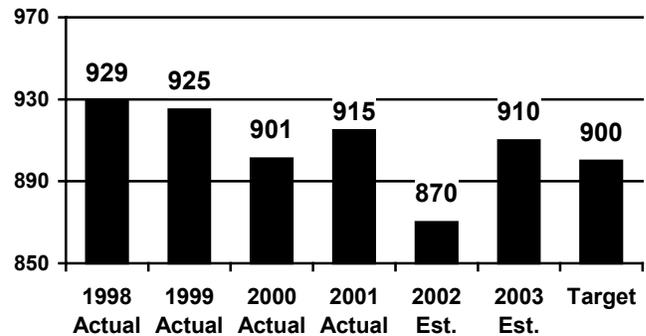
The total number of police Calls For Service (CFS) increased by nearly, 3000 calls to reach 190,000 CFS in 2001. That is an increase of 1.6 percent compared to 2000. This growth rate is less than the 2.2 percent average of the past 20 years. By no means is this an indication of a slower growth rate in the number of police calls for service. The number of calls for service is highly correlated with the area population. As the area population begins to increase at a faster rate, the number of police calls for service will rise as well. Additional officers hired by the PSST revenues will enable the Department to lower the response time to emergency calls in the beginning. However, as the CFS increases with no significant increase in the number of officers, our response time to emergency calls for service will climb gradually.

For cities of 200,000-450,000 population in the 2001 ICMA survey, the average emergency response time was 8:23.

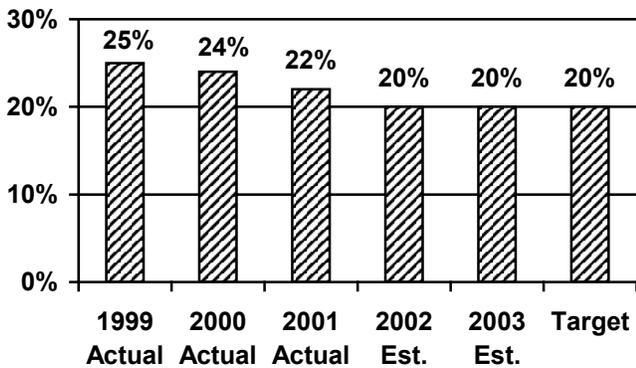
The number of injury-producing accidents per 100,000 population increased by more than 1.5 percent in 2001. The number of registered vehicles in El Paso County increased by another 54,000 to reach 652,372 in 2001. That is an increase of 8.3 percent compared to 2000 and is a much faster growth rate than the population. The El Paso County Clerk and Recorders Office projects that the number of registered vehicles in the County will grow at a rate of 5.2 percent annually in the next few years. Obviously, this rapid increase impacts the City's accident rates. However, additional officers dedicated to the Intersection Safety Program should provide some positive impacts.

For cities of 200,000-450,000 population in the 2001 ICMA survey, the average number of injury-producing traffic accidents per 100,000 population was 860.

of Injury Producing Traffic Accidents per 100,000 population



% of Part I Property Crimes Cleared



Part I property crimes are classified as crimes of burglary, larceny, and motor vehicle theft. Part I property crimes clearance rates dropped by three percentage point in 2001. This is a result of a substantial increase in the number of larceny/theft and motor vehicle theft. The number of motor vehicle theft jumped by nearly 9 percent, and the number of larceny/theft increased by 4 percent in 2001. Part I property crimes clearance rates are projected to remain rather constant through 2003, facilitated by the addition of 12 grant-funded investigators.

For cities of 200,000-450,000 population in the 2001 ICMA survey, the average percent of Part I property crimes cleared was 17 percent.

CHANGES TO THE BUDGET

GENERAL FUND

- An increase of \$1,609,125 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance. Also, the staffing profile does reflect the reclassification of three traffic sergeants from officer as approved by the City Manager for 2003.
- Three noise meters were added to the budget in the amount of \$7,500 to provide for a noise meter at each of the Police Department substations.
- Onetime funding of \$32,495 for 2002 capital outlay expenses is removed for the commercial enforcement officers that were added in 2002.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Due to lower revenue projections, the original ten-year plan is modified with a delay in the hiring of seven officers.
- Funding of \$429,174 is included for the salaries, operating and capital expenses for the new Division. For 2003, one Commander and one Lieutenant of the

Command Staff for the 4th Division are hired who are necessary to assist with planning for the facility and establishing procedures and processes. The facility is scheduled for completion in 2004.

MAJOR OBJECTIVES

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

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

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

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

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

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

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

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

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

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

Patrol officers will sustain efforts to maintain theft, robbery, burglary, and assault crime rates (per 1,000 population) within 5 percent of the 2002 levels. This will be accomplished by emphasizing a cooperative effort between officers and Division detectives associated with geographical imperatives.

Officers will continue to maintain 2002 traffic enforcement levels. Officers will also engage in traffic educational programs within the community as well as within the public school system.

Police – Management Services



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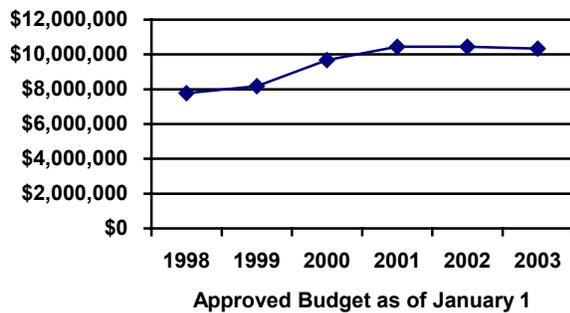
MISSION

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

SERVICES

- Property and evidence management
- Financial services
- Human resources services
- Planning and grant management
- Fleet and facilities management
- Computer and telecommunications services
- Staff projects
- Volunteer and Extra Duty programs
- Capital projects management
- Administer Public Safety Sales Tax (PSST) projects

BUDGET HISTORY



BUDGET SUMMARY

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
<u>Uses of Funds</u>				
Salary/Benefits	\$3,870,112	\$ 3,766,723	\$ 4,029,361	\$ 4,135,550
Operating	3,430,783	4,622,761	4,543,715	4,303,163
Capital Outlay	1,831,344	2,059,791	1,880,470	1,842,950
Total	\$9,132,239	\$10,449,276	\$10,453,546	\$10,281,663

PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
<u>Uses of Funds</u>				
Salary/Benefits	N/A	N/A	\$ 238,062	\$ 767,260
Operating	N/A	N/A	1,991,746	1,231,689
Capital Outlay	N/A	N/A	6,526,371	5,430,854
Total	N/A	N/A	\$8,756,179	\$7,429,803

PERSONNEL

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Manager	6.0	6.0	5.0	5.0
Supervisor	2.0	2.0	3.0	2.0
Professional	19.0	19.0	13.0	15.0
Paraprofessional	11.0	11.0	12.0	12.0
General	9.0	10.0	8.0	8.0
Civilian FTE Total	47.0	48.0	41.0	42.0
Officers	2.0	2.0	2.0	2.0
Uniformed FTE Total	2.0	2.0	2.0	2.0
General Fund FTE Total	49.0	50.0	43.0	44.0

For 2001, one alarms ordinance clerk was added. For 2002, six crime analysts are transferred out with four to Operations Support and two to Patrol; two general positions associated with the Crime Analysis Unit were transferred out to Operations Support and one evidence technician position was added for a net decrease of seven FTE. Also in 2002, an information system supervisor position is downgraded to a principal network engineer, which results in a reclassification from a manager to a supervisor position. In 2003, an electronic technician is added.

SPECIAL / GRANT / TEMPORARY EMPLOYEES

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Special – Grant Funded – Professional	1.0	1.0	1.0	1.0
Special Grant Funded – Paraprofessional	0.0	2.0	2.0	0.0
Special – Grant Funded – General	2.0	1.0	1.0	1.0
Special – Manager	1.0	0.0	0.0	0.0
Special – Paraprofessional	0.0	1.0	1.0	0.0
Special – Temporary - General	3.5	3.5	3.5	0.0
Civilian FTE Total	7.5	8.5	8.5	2.0
Special/Grant/Temp FTE Total	7.5	8.5	8.5	2.0

PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Professional	N/A	N/A	3.0	8.0
Paraprofessional	N/A	N/A	1.0	1.0
General	N/A	N/A	1.0	4.0
Civilian FTE Total	N/A	N/A	5.0	13.0
PSST FTE Total	N/A	N/A	5.0	13.0
Special Positions	N/A	N/A	1.0	1.0

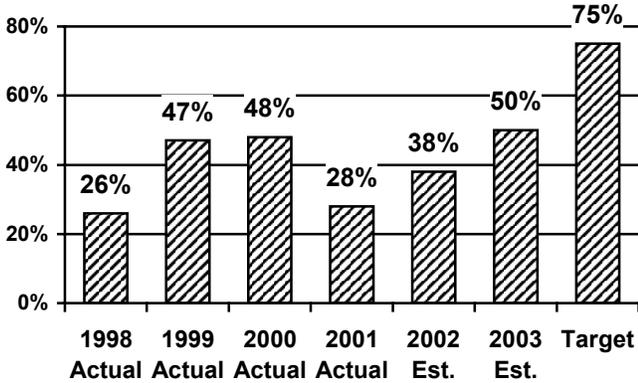
For 2003, three information technology (IT) senior analysts, one IT analyst I, one purchasing clerk, and two drivers are included.

ALL FUNDS TOTAL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
All Funds FTE Total	56.5	58.5	57.5	60.0

PERFORMANCE INDICATORS

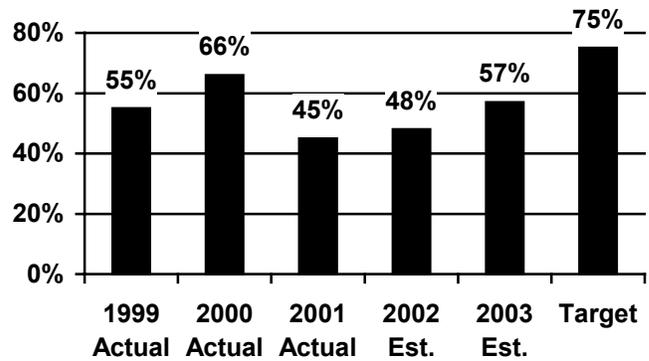
% of Police Vehicles Replaced



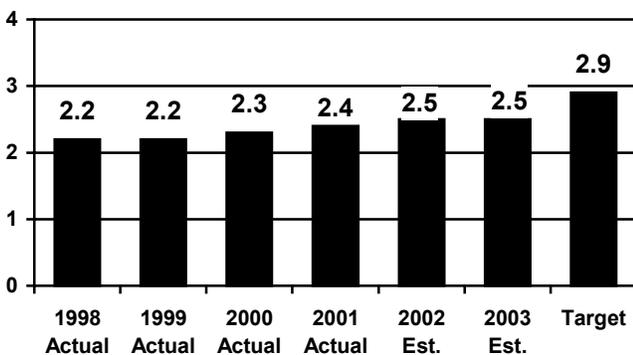
Fleet Maintenance has established a vehicle replacement criterion. Over the past several years, the number of vehicles eligible for replacement have increased, while budgetary constraints have limited the number of vehicles actually replaced. The margin between the need for replacement and actual replacement has been steadily growing.

The Evidence Unit has been experiencing a tremendous increase in the amount of evidence processed each year. At the same time as more resources are being expended to process new items into evidence, less time is available to support dispositions. Subsequently, over the past few years our dispositions have decreased significantly. Not performing dispositions has led to space availability issues in Evidence. As a performance indicator, the Department measures the ratio of dispositions versus intakes. The adding of additional resources will help maintain dispositions. In midyear 2002, one additional evidence technician was added to the Evidence Unit. This should have a small effect in dispositions for 2002 and a larger impact for 2003.

% of Evidence Dispositions/Intakes



of Sworn & Civilian FTE per 1,000 Population



Both sworn and civilian staffing rates are lower in Colorado Springs than in cities of comparable size. CSPD has recognized for some time that its employees are competent, capable, innovative and productive. CSPD employees are aided by good technology. These traits combined have contributed to the ability to cope with the low staffing ratios. However, the current demand for services is greater than the ability to provide them. Additional personnel gained by PSST revenues in 2002 and 2003 will ease this problem to some extent.

For cities of 200,000-450,000 population in the 2001 ICMA survey, the average number of sworn and civilian FTE per 1,000 population was 2.6.

CHANGES TO THE BUDGET

GENERAL FUND

- An increase of \$144,794 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Funding of \$308 is transferred from Management Services to the Office of the Chief to accommodate the cost of a subscription to a reporting service by the Office of Professional Standards.
- Funding of \$65,000 is included for the repayment of the parking structure loan to the Parking Enterprise. The loan was used to build the parking structure at the Police Operations Center.
- Funding of \$20,000 is included to fund motorcycle maintenance resulting from the addition of the Intersection Safety Team.
- Funding of \$6,260 is included to address the increased water rate.
- Telecommunications charges have been reduced by \$202,601 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- Cell phone charges have been reduced by \$40,576.
- Onetime funding of \$32,000 is removed due to reduced requirements of the municipal facility runoff control program.
- As part of the 2003 service reductions, \$89,602 is removed which reduces the Humane Society Contract by 10 percent.
- Onetime funding of \$45,666 is removed from the Animal Control Contract in 2002 based on final Council approval and the outcome of negotiated contract.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Funding of \$546,502 is included for the hiring of one purchasing clerk, one information technology (IT) analyst I, one IT analyst III, three senior IT Analysts, and two drivers.
- Funding of \$446,000 is included to support the construction of the 4th Division. Due to the decline in the sales tax collections for 2002, capital projects funding of \$1,300,000 was frozen in 2002. The additional \$446,000 will be programmed for the 4th Division.
- Funding of \$19,000 is included for maintenance on the Acacia Park facility that was completed in 2002.
- Funding of \$16,800 is included to purchase new radios associated with the new officers funded from PSST.

MAJOR OBJECTIVES

OBJECTIVE – Provide support services for Department line operations to optimize the response to calls for police services; maximize the use of police resources; enhance the quality of decision making; and increase public awareness of Department achievements, services, statistics, and activities.

Develop and implement systems and processes that promote the efficient flow of mission critical information to the officer in the field at or near the time that reference is needed. Automate routine clerical functions where possible to return saved time for use in active policing. Provide for increased reliability and up-time for vehicles and other assets used by field officers through close monitoring of preventive maintenance programs.

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

open architecture and interoperability across all systems.

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

OBJECTIVE – Provide a multitude of support services that perform budget development and financial management of Department resources; provide for receiving and securing property and evidence in a manner that assures the chain of custody is maintained; provide a safe and efficient fleet of vehicles to support all Department operating units; and provide for a safe, clean working environment in all Department facilities.

Complete the initial training of a fiscal services analyst that was added to the Fiscal Services staff in 2002 to respond to the increased demand for administrative support. This analyst is tasked with secondary responsibility to develop annual budgets and monitor fiscal performance on an ongoing basis. Provide heightened security over inventories of supplies, police equipment and evidence in the new evidence facility. Continue to monitor physical facilities for work-related issues affecting employee well being.

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

Management Services provides the mechanism to track, recruit and hire personnel to fill Police Department position vacancies. This Division administers all testing for recruits, promotions, and reclassifications. Management Services continually assists employees with benefit issues, retirement processes, pension information and general employment concerns. It monitors the growing number of records necessary to administer the performance evaluation system and ensures that annual and performance appraisals are completed in a timely manner for all employees. The volunteer program is coordinated through Management services as is the extra duty program, providing cost effective police support to its internal and external customers.

OBJECTIVE – Contribute to the effectiveness and efficiency of the delivery of police services by providing tactical information and management support services throughout the Department.

Management Services personnel have integrated their services and abilities into all levels of management within the Police Department. This contributes to the effectiveness of uniformed police personnel by freeing them to focus on service delivery issues with the public. Management Services personnel provide an effective interface between field personnel and support services by constant interaction between service providers and operations, relaying feedback in both directions.

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

The Department is committed to implement all of the projects that comprise the Police Department's portion of the Public Safety Sales Tax budget. These projects include but are not limited to the development of the Police Department's annual Public Safety Sales Tax fund budget, provide for the hiring of all personnel authorized by the Public Safety Sales Tax fund and obtain necessary equipment and material support for them. Oversee the completion of the hanger and evidence building projects, administer site selection and acquisition, design, construction and completion of the Gold Hill and the 4th divisions, and coordinate the acquisition of facilities for the VNI Division.

Police – Office of the Chief



Luis Velez, Police Chief • 705 S. Nevada Avenue, Colorado Springs, CO 80903 • (719) 444-7401 • velezlu@ci.colospgs.co.us

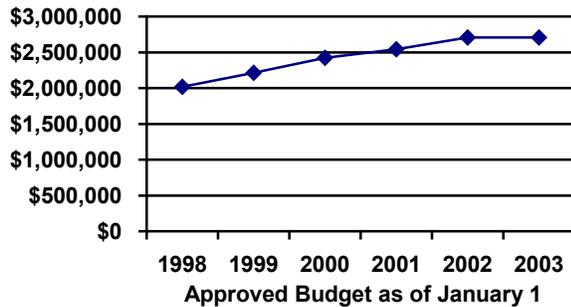
MISSION

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

SERVICES

- Management and supervisory oversight of the Patrol Bureau, Operations Support Bureau, Office of Professional Standards and Management Services Division
- Psychological services
- Press liaison and public information
- Community relations, Police Athletic League (PAL)
- Internal Affairs
- Accreditation and audit programs
- Court liaison
- Police training
- Crime Stoppers liaison

BUDGET HISTORY



BUDGET SUMMARY

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
<u>Uses of Funds</u>				
Salary/Benefits	\$2,301,623	\$2,320,555	\$2,402,862	\$2,502,237
Operating	221,551	218,635	285,076	309,600
Capital Outlay	11,002	20,725	20,700	5,000
Total	\$2,534,176	\$2,559,915	\$2,708,638	\$2,816,837

PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
<u>Uses of Funds</u>				
Salary/Benefits	N/A	N/A	\$74,842	\$137,664
Operating	N/A	N/A	1,584	3,486
Capital Outlay	N/A	N/A	0	4,986
Total	N/A	N/A	\$76,426	\$146,136

PERSONNEL

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Senior Manager	1	1	1	0
Professional	1	1	1	1
Paraprofessional	5	5	5	5
General	3	3	3	3
Civilian FTE Total	10	10	10	9
Chief	0	0	0	1
Deputy Chief	2	2	2	2
Commander	1	1	1	1
Lieutenant	3	3	3	3
Sergeant	5	5	5	5
Officer	10	10	10	10
Uniformed FTE Total	21	21	21	22
General Fund FTE Total	31	31	31	31

For 2000, one civilian position and two uniformed positions, which included one for the training academy and one for internal services were transferred from management services. Also for 2000, two officer positions were transferred from patrol, which resulted in an increase of five FTE. During 2002, the Deputy City Manager became the City Manager reducing the senior manager classification by one position. Also, during 2002 a new Chief of Police was selected. This increased the uniformed staffing by one FTE.

SPECIAL EMPLOYEES

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Special Positions	0	2	2	1
Special FTE Total	0	2	2	1

PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Sergeant	N/A	N/A	1	2
Uniformed FTE Total	N/A	N/A	1	2
PSST Fund FTE Total	N/A	N/A	1	2

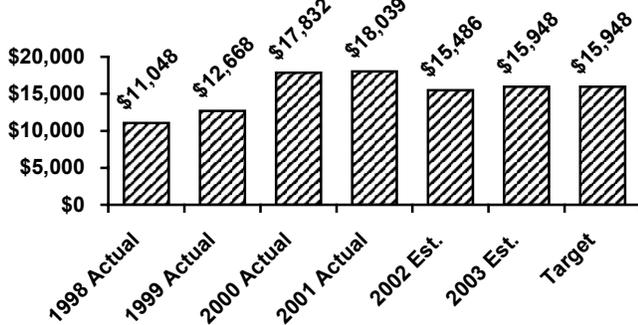
For 2003, 1 Internal Affairs Sergeant is added.

ALL FUNDS TOTAL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
All Funds FTE Total	31	33	34	34

PERFORMANCE INDICATORS

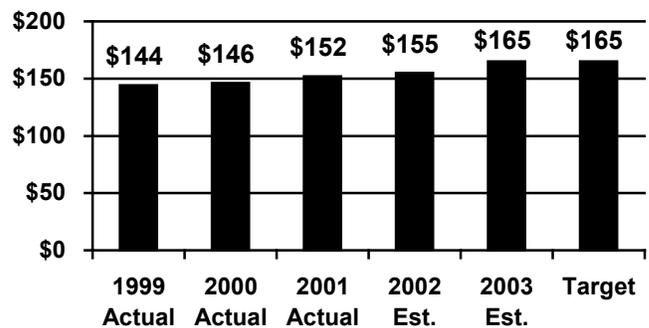
Cost per Successful Academy Recruit



Increased demands to train recruits for new positions and fill attrition have required the temporary assignment of sworn officers to the Academy to train large classes of recruits. Although costs to train recruits has risen, funding has remained constant, decreased cost per recruit are attributed to the temporary duty (TDY) assignments and the capital purchase of the Training Academy.

As a measure of efficiency, the Department tracks the cost of Police services per capita. The reason for tracking this cost is to compare this cost with other municipalities and to determine if the cost is growing faster than the existing rate of inflation. With inflation projections of 3-4 percent for the next few years, the increase in operating expenditure per capita should remain within that parameter. Our goal is to provide the most cost-effective services possible without jeopardizing the effectiveness of services provided or quality of life for the citizens of Colorado Springs. In fact, according to the 2000 ICMA report, the cost of police operating expenditure per capita in Colorado Springs was one of the lowest among comparable cities with 200,000-460,000 population.

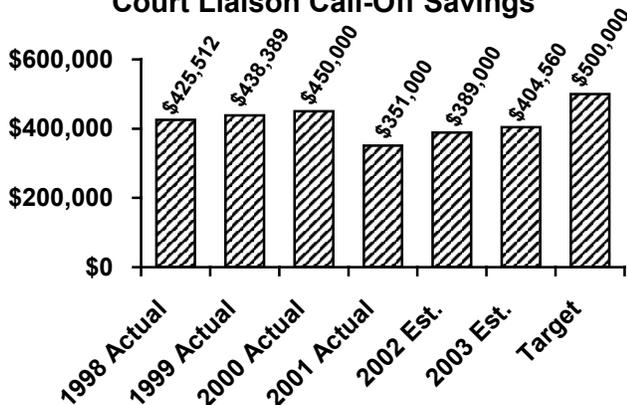
Total Police Operating Expenditure per Capita



For cities of 200,000-450,000 population in the 2001 ICMA survey, the average total Police operating expenditure per capita was \$216.

2002 and 2003 figures include PSST funding.

Court Liaison Call-Off Savings



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

CHANGES TO THE BUDGET

GENERAL FUND

- An increase of \$112,279 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Funding of \$13,384 is removed from salaries/benefits since the former Chief of Police was also the Deputy City Manager.
- Funding of \$308 is transferred from Management Services to the Office of the Chief to accommodate the cost of a subscription to a reporting service by the office of professional standards.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Funding of \$92,907 is included for an internal affairs sergeant.

MAJOR OBJECTIVES

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

Rotation of personnel into the Internal Affairs Unit ensures an objective approach to cases handled by this Unit. Because of the increase in the general population of Colorado Springs and of the Police Department, a third sergeant will be added to the Internal Affairs Unit. This additional resource will increase the capability of the Internal Affairs Unit to fulfill its mandate.

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

Providing timely, accurate and complete information to the media and to the public is a basic ingredient of our Community Policing philosophy. This Unit will proactively provide new and innovative access to public information through interviews, constant public contact, and emerging technologies to promote free access to our activities. Press reports will be distributed via the Internet to enable equal access, and a mobile press room will serve as a contact point during emergency situations.

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

The Police Department has received re-accreditation by the Commission on Accreditation for Law Enforcement

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

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

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

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
POLICE DEPARTMENT
POLICE**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	9,058,999	9,827,552	10,547,305	11,173,663
51207 WAGE PKG-PERFORMANCE	776,294	759,537	0	0
51210 OVERTIME	178,555	161,090	143,641	148,101
51215 ACHIEVEMENT AWARD	0	500	0	0
51220 SEASONAL/TEMPORARY	202,809	181,232	210,831	73,021
51225 SHIFT WORKER HOLIDAY	148,347	169,839	146,058	146,248
51230 SHIFT DIFFERENTIAL	75,011	77,034	93,790	94,160
51235 STANDBY	51,416	53,342	57,217	58,000
51240 RETIREMENT/TERMINATION SICK	4,632	30,215	0	0
51245 RETIREMENT/TERM VACATION	23,750	45,796	0	0
51250 SPECIAL ASSIGNMENT PAY	1,623	0	0	0
51260 VACATION BUY	64,229	77,050	0	0
51299 SALARIES REIMBURSEMENTS	(150,486)	(219,521)	0	0
51405 UNIFORM SALARIES	25,967,728	28,082,508	32,226,230	33,600,287
51410 UNIFORM OVERTIME	1,112,596	1,141,280	856,509	777,855
51415 UNIFORM SPECIAL OVERTIME	67,967	61,857	146,449	148,289
51425 UNIFORM SHIFT DIFFERENTIAL	220,226	206,672	232,155	236,595
51430 UNIFORM SPECIAL ASSIGNMENT	8,950	15,918	5,416	5,296
51435 UNIFORM PUBLIC ASSEMBLY	767,064	748,674	878,100	878,100
51445 LONGEVITY	251,137	264,532	256,316	256,316
51455 THIRD WEEK	150,493	135,929	254,416	265,357
51460 UNIFORM HAZARD DUTY	29,953	38,277	72,650	64,967
51465 UNIFORM COURT OVERTIME	97,364	90,228	97,499	99,831
51470 UNIFORM RETIREMENT COST	228,096	263,852	135,000	135,000
51475 UNIFORM MASTER PATROLMAN	67,007	67,755	67,872	5,132
51480 FIELD TRAINING OFFICER PAY	11,811	6,669	10,475	0
NEW PTO PAY	0	0	0	150,000
51610 PERA	990,269	990,838	936,231	1,027,031
51615 WORKER'S COMPENSATION	1,378,342	969,580	1,035,041	1,003,070
51620 EQUITABLE LIFE INSURANCE	145,624	146,495	171,773	179,322
51625 VISION CARE	42,691	43,215	51,756	51,884
51635 CITY MAJOR MEDICAL PLAN	5,696	7,124	13,446	13,446
51640 DENTAL INSURANCE	225,083	245,773	277,034	314,001
51645 FIRE PENSION PLAN	78	0	0	0
51650 POLICE PENSION PLAN	2,779,478	2,451,549	2,957,173	3,080,719
51655 RETIRED EMP MEDICAL INS	274	0	0	0
51665 CASH BACK	83,739	101,109	0	0
51670 PARKING FOR EMPLOYEES	720	720	119,566	120,046
51690 MEDICARE	373,084	411,920	396,452	420,358
51695 CITY EPO MEDICAL PLAN	2,352,055	2,774,529	3,976,918	4,600,702
TOTAL SALARIES & BENEFITS	47,792,705	50,430,669	56,373,319	59,126,797

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
POLICE DEPARTMENT
POLICE**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52105 MISCELLANEOUS OPERATING	27,948	84,887	0	0
52110 OFFICE SUPPLIES	107,002	124,288	112,252	111,447
52111 PAPER SUPPLIES	0	6,157	12,000	12,200
52112 AMMUNITION	0	32,427	0	49,010
52115 MEDICAL SUPPLIES	0	20	0	0
52120 SOFTWARE-MICRO/WORD PROCESS	95,726	110,215	29,277	37,499
52122 CELL PHONES EQUIP & SUPPLIES	0	318	0	0
52125 GENERAL SUPPLIES	345,306	290,894	395,286	328,075
52135 POSTAGE	46,438	60,408	47,823	60,000
52140 WEARING APPAREL	399,733	519,894	352,423	326,786
52145 PAINT & CHEMICAL	18,505	17,020	18,568	20,168
52150 SEED & FERTILIZER	0	(233)	0	0
52155 AUTOMOTIVE	67,231	107,782	83,177	104,739
52160 FUEL	28,667	32,058	40,890	44,900
52165 LICENSES & TAGS	1,305	1,666	1,229	1,209
52175 SIGNS	676	2,017	860	860
52190 JANITORIAL SUPPLIES	12,893	22,154	13,000	22,000
52220 MAINT-OFFICE MACHINES	3,404	3,411	10,443	11,766
52225 MAINT-MICROS/WORD PROCESSOR	573	0	0	0
52230 MAINT-FURNITURE & FIXTURES	1,250	0	2,050	900
52235 MAINT-MACHINERY & APPARATUS	175,742	182,731	285,244	281,625
52240 MAINT-NONFLEET VEHICLES/EQP	0	0	0	0
52265 MAINT-BUILDINGS & STRUCTURE	90,334	94,155	145,140	168,167
52280 MAINT-ROADS & BRIDGES	0	0	1,680	1,680
52305 MAINT-SOFTWARE	0	3,686	0	0
52405 ADVERTISING SERVICES	12,089	22,770	8,290	8,255
52410 BUILDING SECURITY SERVICES	0	50	84,146	0
52419 CRIMINAL JUSTICE INFO SYSTEM	1,505	1,980	0	0
52421 CIVIL SERVICE TESTING	0	0	115,199	115,472
52422 INCARCERATION SERVICES	0	0	393,870	382,950
52431 CONSULTING SERVICES	0	5,871	5,000	5,500
52434 TOWING SERVICES	0	90	231,513	310,750
52435 GARBAGE REMOVAL SERVICES	0	0	8,000	7,200
52440 HUMAN SERVICES	143,038	124,284	0	0
52445 JANITORIAL SERVICES	0	0	215,332	215,322
52450 LAUNDRY & CLEANING SERVICES	6,782	3,407	6,987	3,625
52455 LAWN MAINTENANCE SERVICE	0	0	15,533	10,220
52465 MISCELLANEOUS SERVICES	0	28,555	50,000	50,000
52565 PEST CONTROL	0	528	2,721	2,790
52570 REIMBURSABLE SERVICES	30,000	0	30,000	44,877
52575 SERVICES	1,308,122	1,306,882	490,126	384,286
52591 SCHOOL CROSSING GUARDS	0	201,836	212,000	212,000
52605 CAR MILEAGE	186	45	0	50
52615 DUES & MEMBERSHIP	18,803	17,899	19,229	19,771
52625 MEETING EXPENSES IN TOWN	14,108	12,848	8,987	9,141
52630 TRAINING	0	64,555	75,074	74,673
52635 EMPLOYEE EDUCATIONL ASSIST	89,240	30,354	48,000	48,000
52645 SUBSCRIPTIONS	6,549	3,774	10,625	8,860

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
POLICE DEPARTMENT
POLICE**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52655 TRAVEL OUT OF TOWN	77,858	69,496	67,497	71,340
52705 COMMUNICATIONS	201,981	495,343	497,245	211,562
NEW TELECOM REIMBURSEMENT	0	0	0	87,303
52725 RENTAL OF PROPERTY	205,243	104,944	27,150	166,295
52735 TELEPHONE-LONG DIST CALLS	174,809	173,094	165,845	42,415
52736 CELL PHONE AIRTIME	0	0	0	85,579
52740 GENERAL INSURANCE-CITY	18,813	16,949	29,864	29,864
52745 UTILITIES	292,981	352,488	398,218	0
52746 UTILITIES-ELECTRIC	0	0	0	278,062
52747 UTILITIES-GAS	0	0	0	65,496
52748 UTILITIES -	0	0	0	29,952
52749 UTILITIES -	0	0	0	30,968
52755 COMMUNICATIONS-EQUIPMENT	(187)	0	0	0
52765 LEASE/PURCHASE PAYMENTS	137,136	47,700	0	0
52775 MINOR EQUIPMENT	454,566	397,265	259,299	237,549
52795 RENTAL OF EQUIPMENT	133,834	142,301	154,829	162,328
52841 DP HARDWARE & OTHER	0	85	0	0
52874 OFFICE SERVICES PRINTING	60,730	3,106	2,500	2,500
52875 OFFICE SERVICES RECORDS	8,031	9,160	0	0
52908 REPROGRAPHICS-POLICE	0	66,268	42,190	60,000
52927 TEL/COM PASSTHRU-LONG DIST	0	0	0	0
65160 RECRUITMENT	9,578	10,979	10,000	20,000
65345 ANIMAL CONTROL CONTRACT	0	727,683	941,688	819,414
65357 VOLUNTEER RESOURCES	6,837	7,252	7,000	8,850
65361 RELOCATION ASSISTANCE	200	587	2,500	2,500
TOTAL OPERATING EXPENSES	4,835,564	6,146,384	6,187,799	5,908,750
53010 OFFICE MACHINES	2,376	3,265	3,600	0
53020 COMPUTERS/NETWORKS	120,145	44,797	250,000	250,000
53030 FURNITURE & FIXTURES	26,429	10,423	25,470	23,748
53040 MACHINERY & APPARATUS	(840)	143,050	0	0
53050 MACHINERY & APPARATUS	143,921	213,652	109,199	106,673
53060 WEAPONS	29,655	4,335	9,245	6,250
53070 VEHICLES-REPLACEMENT	1,165,125	1,569,381	1,492,500	1,492,500
53080 VEHICLES-ADDITIONS	351,284	114,300	28,000	0
53090 BUILDINGS & STRUCTURES	12,203	13,445	30,000	30,000
TOTAL CAPITAL OUTLAY	1,850,297	2,116,649	1,948,014	1,909,171
ORGANIZATION TOTAL	54,478,566	58,693,702	64,509,132	66,944,718

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

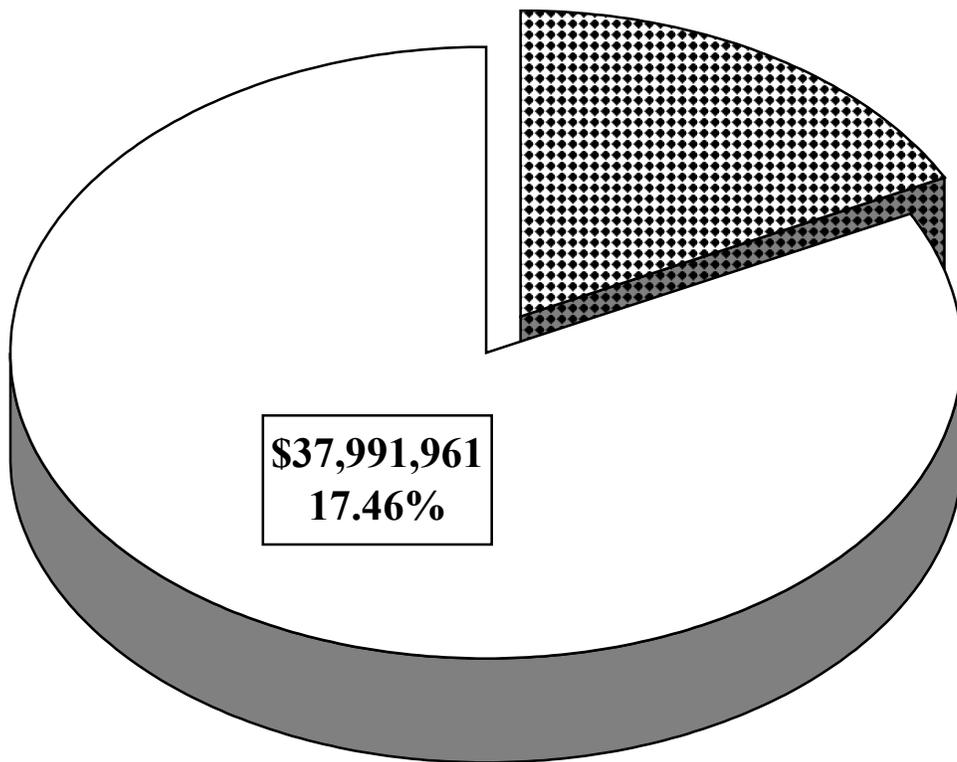
**PUBLIC SAFETY SALES TAX (PSST) FUND
POLICE**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES			305,883	937,401
51210 OVERTIME			1,800	0
51405 UNIFORM SALARIES			1,438,209	2,623,324
51410 UNIFORM OVERTIME			115,691	215,742
51425 UNIFORM SHIFT DIFFERENTIAL			0	883
51610 PERA			28,843	88,397
51615 WORKER'S COMPENSATION			53,855	116,578
51620 EQUITABLE LIFE INSURANCE			6,983	14,265
51625 VISION CARE			22,425	28,789
51640 DENTAL INSURANCE			34,500	44,290
51650 POLICE PENSION PLAN			132,357	241,472
51690 MEDICARE			25,317	51,709
51695 CITY EPO MEDICAL PLAN			310,500	398,610
TOTAL SALARIES & BENEFITS			2,476,363	4,761,459
52125 GENERAL SUPPLIES			7,309	35,731
52140 WEARING APPAREL			140,436	39,110
52235 MAINT-MACHINERY & APPARATUS			30,385	31,827
52450 LAUNDRY & CLEANING SERVICES			360	0
52540 LAUNDRY & CLEANING			0	374
52575 SERVICES			1,343,940	711,649
52615 DUES & MEMBERSHIP			103	477
52625 MEETING EXPENSES IN TOWN			0	106
52645 SUBSCRIPTIONS			103	530
52705 COMMUNICATIONS			67,962	55,340
52725 RENTAL OF PROPERTY			216,300	245,604
52735 TELEPHONE-LONG DIST CALLS			312	0
52736 CELL PHONE AIRTIME			0	2,876
52775 MINOR EQUIPMENT			35,483	43,417
52872 MAINTENANCE FLEET			0	4,774
TOTAL OPERATING EXPENSES			1,842,693	1,171,816
53020 MICROS/WORD PROCESSORS			213,210	47,558
53030 FURNITURE & FIXTURES			43,569	84,480
53050 MACHINERY & APPARATUS			410,661	162,336
53060 WEAPONS			53,295	4,276
53080 VEHICLES - ADDITIONS			754,990	399,702
TOTAL CAPITAL OUTLAY			1,475,725	698,352
53090 BUILDINGS & STRUCTURES			5,825,000	0
70930 CONSTRUCTION			0	4,925,000
NEW CITY TELECOM CHARGEBACK			0	49,121
TOTAL CAPITAL PROJECTS			5,825,000	4,974,121
TOTAL ORGANIZATION			11,619,781	11,605,748



CITY OF COLORADO SPRINGS

Fire



Operations	\$31,084,047
Office of Emergency Management	\$360,917
Prevention	\$2,269,656
Support Services	\$3,428,235
Fiscal, Information Systems, Planning	\$849,106

Fire



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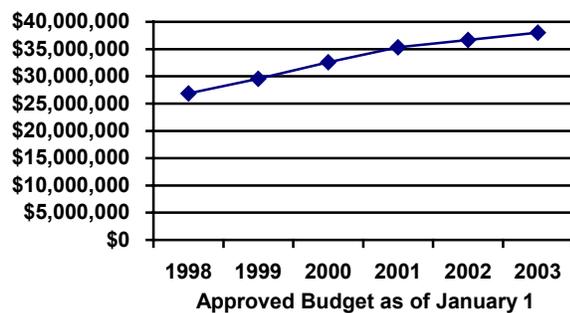
MISSION

To mitigate the threat to life and property from fire, medical and other emergencies through education, prevention, community preparedness, emergency response and recovery programs.

SERVICES

- Fire suppression
- Fire investigation
- Emergency medical and public health services
- Rescue
- Fire information systems development and management
- Fire communications systems
- Fire code development and enforcement
- Physical resource management and maintenance
- Fire and life safety education
- Disaster planning, mitigation, and recovery
- Planning and analysis
- Personnel training
- Hazardous materials mitigation

BUDGET HISTORY



BUDGET SUMMARY

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$28,545,942	\$30,097,963	\$33,080,969	\$34,654,033
Operating	2,757,968	2,968,780	2,704,345	2,533,683
Capital Outlay	939,383	599,065	903,140	804,245
Total	\$32,243,293	\$33,665,808	\$36,688,454	\$37,991,961

PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	N/A	N/A	\$ 1,029,572	\$ 2,505,070
Operating	N/A	N/A	632,513	848,810
Capital Outlay	N/A	N/A	718,954	911,316
Capital Projects	N/A	N/A	8,202,000	5,822,000
Total	N/A	N/A	\$10,583,039	\$10,087,196

PERSONNEL

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Manager	4.0	4.0	5.0	6.00
Supervisor	2.0	2.0	2.0	4.25
Professional	12.5	14.5	15.5	15.50
Paraprofessional	12.0	15.0	17.0	15.00
General	11.0	12.0	12.0	11.00
Civilian FTE Total	41.5	47.5	51.5	51.75
Chief	1.0	1.0	1.0	1.00
Deputy Chief	2.0	2.0	2.0	2.00
Assistant Chief	1.0	1.0	1.0	1.00
Battalion Chief	9.0	9.0	9.0	9.00
Fire Captain	23.0	23.0	23.0	24.00
Fire Lieutenant	62.0	62.0	62.0	62.00
Paramedic	60.0	60.0	60.0	76.00
Paramedic Training	4.0	4.0	4.0	0.00
Investigator	4.0	4.0	4.0	4.00
Driver/Engineer	72.0	72.0	72.0	72.00
Firefighter	136.0	136.0	136.0	123.00
Uniform FTE Total	374.0	374.0	374.0	374.00
FTE Total	415.5	421.5	425.5	425.75
Special Positions	1	2	2	2

For 2002, the following positions were added: a fire code inspector in Fire Prevention; a maintenance services worker in Support Services; and a manager and an office specialist in the Office of Emergency Management. During 2002, one general and one paraprofessional position were reclassified to supervisory positions, the professional position in the Office of Emergency Management was converted to a battalion chief position, one captain position in Fire Prevention was removed and the deputy fire marshal's position (managerial) was restored, a battalion chief position in Support Services was changed to a captain and ¼ of an additional civilian supervisory position, and a part-time temporary general position was made a full-time special general position.

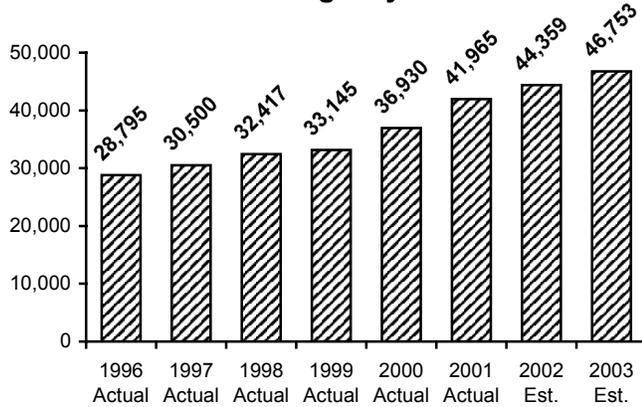
PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Professional	N/A	N/A	2.25	5.25
Paraprofessional	N/A	N/A	0.00	2.00
General	N/A	N/A	1.50	1.50
Civilian FTE Total	N/A	N/A	3.75	8.75
Battalion Chief	N/A	N/A	1.00	4.00
Captain	N/A	N/A	2.00	3.00
Lieutenant	N/A	N/A	2.00	4.00
Paramedic	N/A	N/A	0.00	4.00
Investigator	N/A	N/A	0.00	1.00
Driver Engineer	N/A	N/A	0.00	3.00
Firefighter	N/A	N/A	0.00	5.00
Uniform FTE Total	N/A	N/A	5.00	24.00
FTE Total	N/A	N/A	8.75	32.75

For 2003, the following positions are added: Fifteen uniformed positions for Station 19; three battalion chiefs for the third district; a fire investigator; a staff assistant for personnel; an audiovisual specialist to operate the distance learning system for firefighter training; six months of a fleet technician; a coordinator for the FireWise program; and a senior GIS analyst.

PERFORMANCE INDICATORS

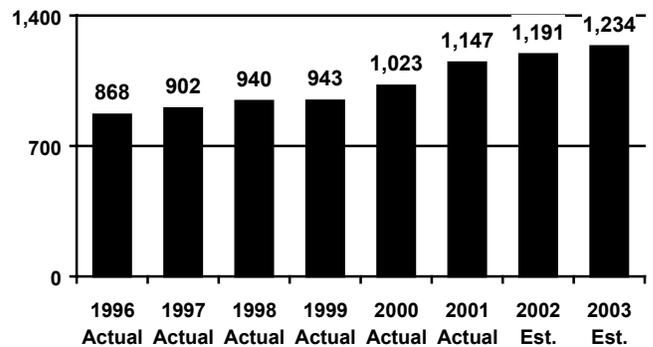
Total # of Emergency Incidents



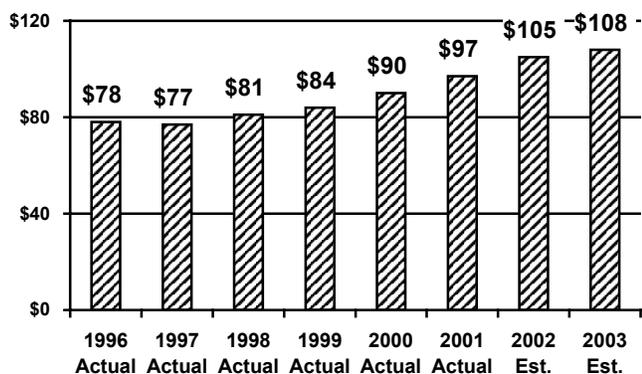
Incidents continue to rise, driven in large part by an increase in medical incidents. Total incidents rose by 13.6 percent in 2001, while medical incidents increased by 14.0 percent in the same period. Based on data from the first six months of 2002, the growth in total incidents is projected to be smaller for 2002 and 2003, 6.5 percent and 5.4 percent respectively.

The incident rate continues to rise faster than population. In order to compare Colorado Springs rates to other International City/County Management Association (ICMA) cities, some of which do not send fire suppression personnel to all of the same types of incidents that Colorado Springs does, different data elements in the ICMA database must be selected and combined. For 2001, the emergency incidents per 10,000 population for Colorado Springs, based on ICMA data elements, was 1,140. (The slight difference from the 1,147 reported in the chart to the right has to do with the difference in the 2001 population estimates reported to ICMA and used for more recent calculations.) Colorado Springs ranked 9th out of 21 cities above 100,000 population reporting to ICMA in incidents per 10,000. The median was 1,002.

of Emergency Incidents per 10,000 population

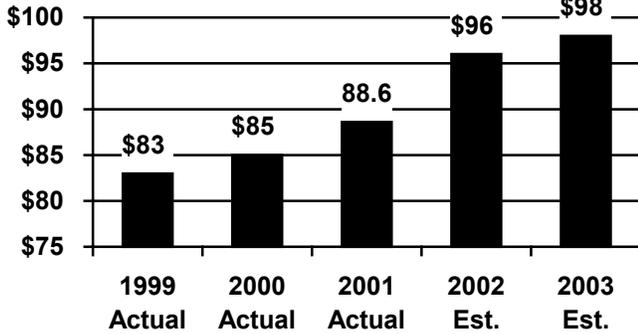


Per Capita Cost of Fire Service



The per capita cost of Fire Department service changes from year to year based on population growth and the total department budget. These figures are not adjusted for inflation. The increase from 2001 to 2002 is primarily from the additional resources provided by the Public Safety Sales Tax.

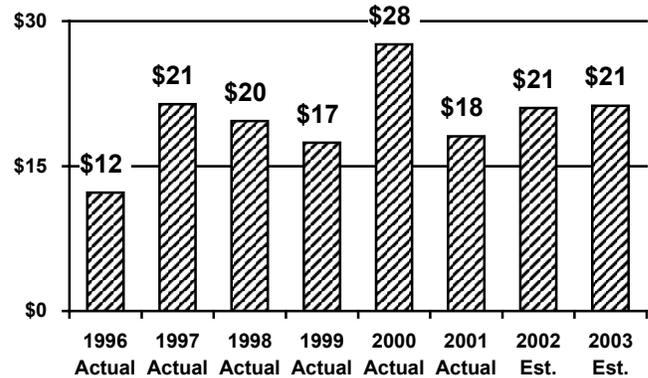
Per Capita Cost of Fire Emergency Operations (for comparative purposes)



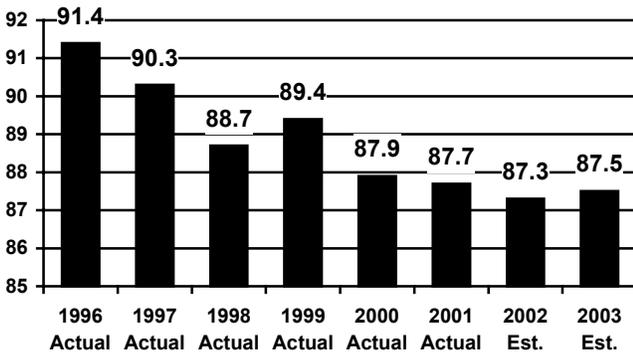
The ICMA computed cost per capita for emergency operations excludes some costs in order to ensure comparability. The median cost for the five cities 200,000 to 500,000 reporting this data to ICMA for 2001 was \$88.60. Colorado Springs was in the middle and defined the median. The figure calculated by ICMA does not represent the full cost of providing service.

The per capita fire loss continues to remain low in Colorado Springs. These figures are not adjusted for inflation.

Fire Loss per Capita

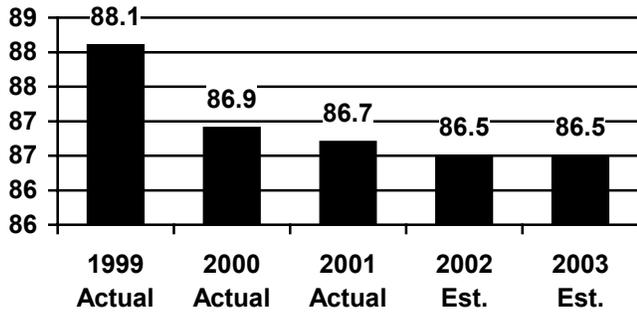


% of Emergency Incidents with Arrival of First Fire Company within 8 Minutes



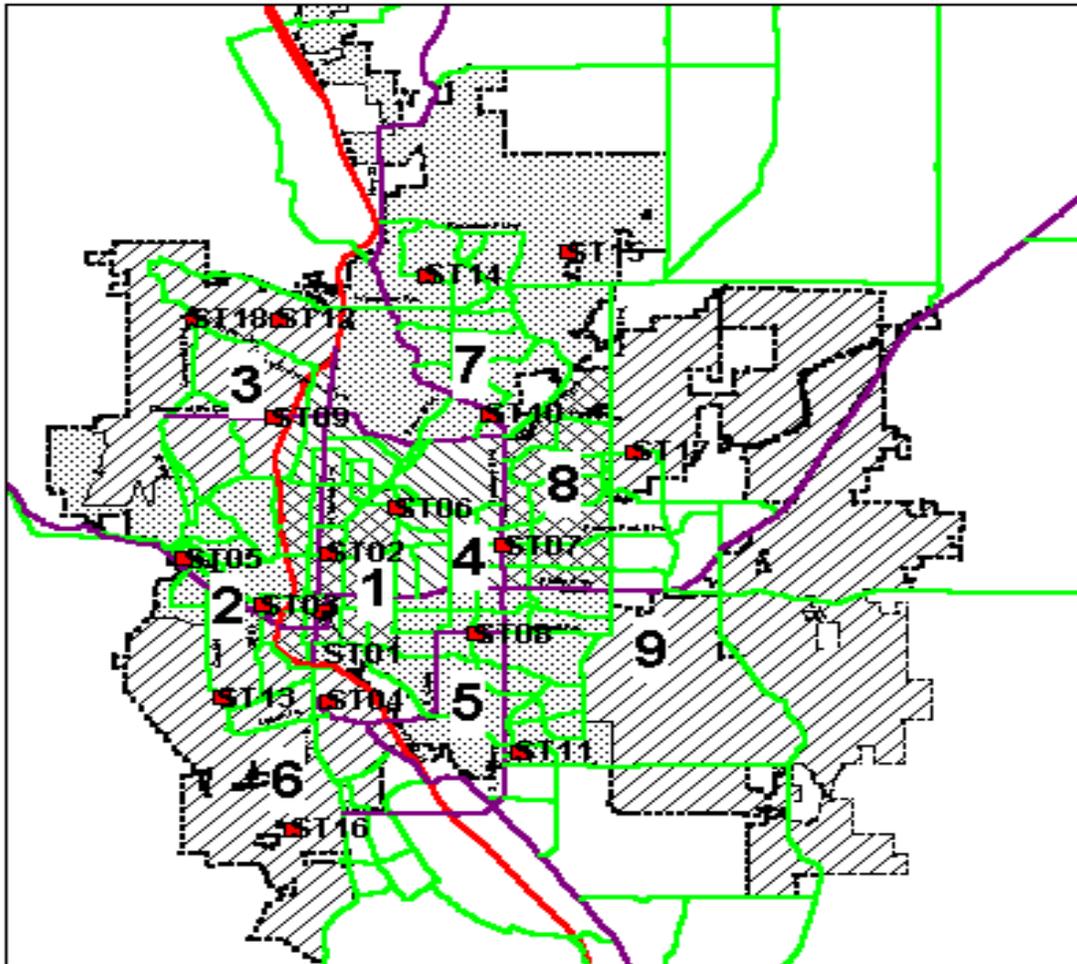
The percentage of incidents in which response time—the time from when an emergency call is received by 911 until when the first unit arrives on the scene—is eight minutes or less has continued to decline due to the growth of the community and increasing workload. However, the addition of Station 19 and the relocation of Station 14 in 2003 will help stem the decline, at least in the short run.

**% of Emergency & Non-Emergency
Incidents with Arrival of First Fire Company
within 8 Minutes (for comparative purposes)**



ICMA requests that cities report response data for all incidents, not just emergencies. For the four cities 200,000 to 500,000 who reported data for 2001 on 8-minute response, the median was 85.0 percent. Colorado Springs ranked second of the four at 86.7 percent.

Planning Evaluation Zones



First Company Response 8-Minute Coverage					
PEZ	2000 (Actual)	2001 (Actual)	2002 (Est.)	2003 (Est.)	Target
1	95.6	95.3	95.9	95.8	90
2	91.4	91.1	91.2	93.3	90
3	82.8	84.2	81.9	86.0	90
4	90.7	90.9	92.0	90.7	90
5	88.3	88.8	86.4	89.2	90
6	86.8	84.8	87.7	87.3	90
7	79.8	78.6	77.2	79.4	90
8	90.1	89.5	89.8	90.1	90
9	58.8	63.7	66.8	56.1	90
City	87.9	87.7	87.3	87.5	90

Structure Fire Response 12-Minute Coverage					
PEZ	2000 (Actual)	2001 (Actual)	2002 (Est.)	2003 (Est.)	Target
1	91.3	97.1	95.9	95.9	90
2	93.3	100.0	93.0	93.0	90
3	71.4	75.0	79.2	79.2	90
4	92.3	96.2	95.0	95.0	90
5	92.9	91.4	92.0	92.0	90
6	80.6	91.4	87.6	87.6	90
7	79.3	79.4	79.3	79.3	90
8	75.0	92.9	92.0	92.0	90
9	40.0	75.0	65.0	65.0	90
City	86.5	90.9	86.5	86.5	90

CHANGES TO THE BUDGET

GENERAL FUND

- An increase of \$1,519,602 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Funding of \$4,346 is included to address the increased utility costs.
- Telecommunications charges have been reduced by \$150,912 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- During 2002, a reorganization took place. The Medical Office moved from the Office of the Chief to the Operations Division and the Personnel Office moved from the Office of the Chief to the Support Services Division. For presentation of the 2003 budget, the remaining budget for the Office of the Chief (salary and operating costs for 2 FTE) was combined with the Support Services Division budget. Thus, the budget of the Office of the Chief has been redistributed for 2003, with \$610,632 going to the Operations Division and \$481,617 to Support Services.
- \$54,462 was transferred from operating (\$29,801) and capital (\$23,661) to salaries to cover the upgrade of a ¾ time temporary position to a full-time special position and to cover salary differences due to reclassifications of positions. The changes are detailed at the unit level.
- The operating baseline was decreased by \$9,529 as a result of the mandatory reduction in cell phone expenses in 2002.
- \$15,234 was transferred from capital to operating for minor equipment, services, and other items. Specific changes are detailed at the unit level.
- Three non-emergency light vehicles that are scheduled for replacement in 2003 will be kept in service, resulting in a reduction of \$60,000.

PUBLIC SAFETY SALES TAX (PSST) FUND

- \$1,560,687 in one time funds is removed.
- \$55,103 is added to cover inflationary increases on ongoing items from the 2002 PSST budget.
- \$104,098 is added to cover the balance of costs for ongoing items funded in 2002 for a partial year.
- \$49,332 is added for the additional expenses of operating the new Station 14 building.
- \$145,131 is added for the Wildland Fire Risk Management Program for a coordinator for the FireWise program plus one-time and ongoing funds operating and capital for the program.
- \$1,415,704 is added for personnel, apparatus, and equipment for Station 19 (one-time funds and partial year of ongoing funds).
- \$248,900 is added to open and operate a third district (partial year funding).
- \$153,585 is added to train four paramedics and pay the salary differential between firefighter and paramedic for the ALS staffing for Truck 21, which will be put into service in 2004 by relocating Truck 4 (currently BLS) to the new Station 21.
- \$137,917 is added to purchase the chassis for Engine 20, which will go into service in July, 2004.
- \$82,625 is added for an audio-visual specialist to operate the distance learning system which will provide training to firefighters in their stations, allowing them to remain in service in their districts during training.
- \$76,385 is added for an additional fire investigator and an increase in the overtime budget for investigations. This is funding for six months, beginning July 1, 2004.
- \$149,200 is added for one time purchase of equipment.
- \$32,945 is added for a fleet technician for six months, beginning July 1, 2004.
- \$60,256 is added for a staff assistant for the Fire Department's Personnel Office.
- \$83,663 is added for a senior GIS analyst.

MAJOR OBJECTIVES

OBJECTIVE – Implement elements of the Fire Department’s long-range plan.

Using both General Fund and Public Safety Sales Tax (PSST) resources, the Fire Department will implement elements of its long-range plan in 2003. Some items scheduled for 2002 and 2003 have been deferred because of the decline in revenues. However, elements involving direct services to the public will be implemented as scheduled.

OBJECTIVE – Maintain the standards of coverage mandated by City Council to the extent possible with budgeted resources.

The relocation of Station 14 and the opening of Station 19 are expected to improve first company response times in PEZ 7 on the north side of the city. However, due to the delay in constructing Station 19, the full impact of adding Engine 19 and repositioning Engine 14 will not be seen until 2004. Engine 14 will begin operating from the new Station 14 on July 1, 2003. Engine 19 will go into service July 1, 2003, at the old Station 14 and remain there until construction of Station 19 is completed.

OBJECTIVE – Complete construction of Station 19 and the new Station 14 building and begin construction of Stations 20 and 21.

Station 14 is expected to be completed at its new location near Academy and Dublin in time for a July 1, 2003, opening. Due to the difficulty in securing land in an appropriate location for Station 19, construction has been delayed. It is expected that Station 19 construction will be completed in late fall of 2003. Construction of Stations 20 and 21 will begin as soon as possible after land is secured for them in 2003. Station 20 will be located in the northeast to improve coverage in portions

of PEZ 7, 8, and 9. Station 21 will be located in the southwest to improve coverage, especially structure fire coverage, in PEZ 6.

OBJECTIVE – Hire and train new uniformed personnel, conduct promotional examinations, and make necessary promotions to staff Engine 19 and District 3.

Fifteen firefighters will be hired and trained and existing personnel promoted to the necessary ranks to staff Engine 19, which is needed to improve response times in PEZ 7. Three captains will be promoted to battalion chief to staff District 3 and three firefighters will be hired to maintain the personnel count in the lower ranks. The city is presently divided into two districts for both emergency response and management purposes. With the increase in the workload, the opening of Station 19 in 2003, and the opening of Stations 20 and 21 scheduled for 2004, division into three districts is necessary to have battalion chiefs available for incident command at significant incidents and to maintain appropriate spans of management control.

OBJECTIVE – Continue to implement elements of the Wildfire Mitigation Plan, which is part of the Fire Department’s long-range plan.

Given the drought and the resulting increase in risk of wildfire, implementation of the Wildfire Mitigation Plan is being accelerated. Funding for a vegetation management program is scheduled for 2004 through the PSST budget, but the program coordinator will be hired in 2003 to jump start development of the program. Funding for the position will come from holding a General Fund management position in Fire Prevention vacant for the year.

Fire - Operations



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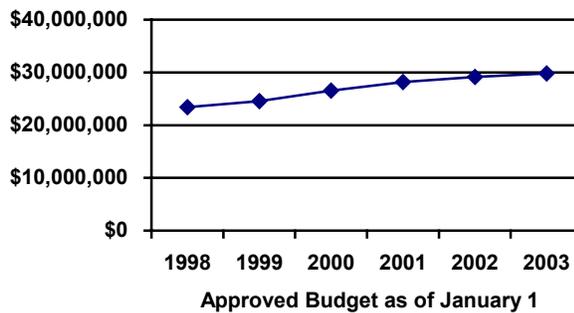
MISSION

To protect life and property through effective delivery of emergency response, prevention, and public educational services.

SERVICES

- Fire suppression
- Rescue
- Basic and advanced emergency medical services
- Fire code and life safety inspections
- Fire and life safety public education
- Hazardous materials emergency response and prevention

BUDGET HISTORY



BUDGET SUMMARY

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$24,749,412	\$27,229,575	\$28,277,698	\$30,016,578
Operating	1,055,721	925,286	836,293	1,008,256
Capital Outlay	469,881	46,272	42,049	59,213
Total	\$26,275,014	\$28,201,133	\$29,156,040	\$31,084,047

PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	N/A	N/A	\$ 507,672	\$1,563,593
Operating	N/A	N/A	376,515	546,466
Capital Outlay	N/A	N/A	147,681	358,253
Total	N/A	N/A	\$1,031,868	\$2,468,189

PERSONNEL

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
General	1	1	1	1
Civilian FTE Total	1	1	1	1
Deputy Chief	1	1	1	1
Battalion Chief	8	8	8	8
Fire Captain	19	19	19	19
Fire Lieutenant	57	57	57	57
Paramedic	60	60	76	76
Paramedic Trainee	4	4	0	0
Driver/Engineer	72	72	72	72
Firefighter	136	136	124	124
Uniform FTE Total	357	357	357	357
FTE Total	358	358	358	358
Special Positions	0	0	0	1

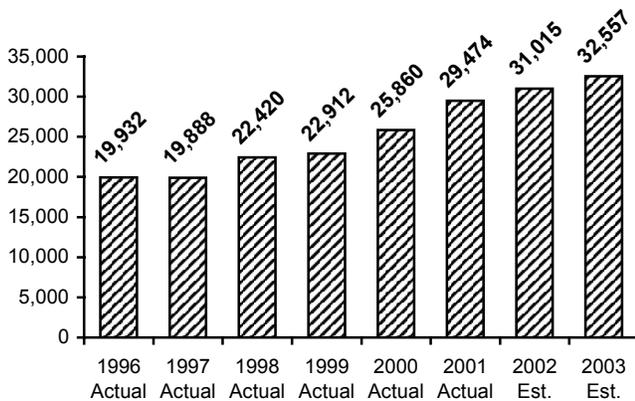
PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Battalion Chief	N/A	N/A	0	3
Fire Captain	N/A	N/A	0	1
Fire Lieutenant	N/A	N/A	1	3
Paramedic	N/A	N/A	0	3
Driver/Engineer	N/A	N/A	0	3
Firefighter	N/A	N/A	0	6
Uniform FTE Total	N/A	N/A	1	19

For 2003, the PSST adds one fire company with 15 total personnel and a third fire district with 3 Battalion Chiefs for a total of 18 FTE.

PERFORMANCE INDICATORS

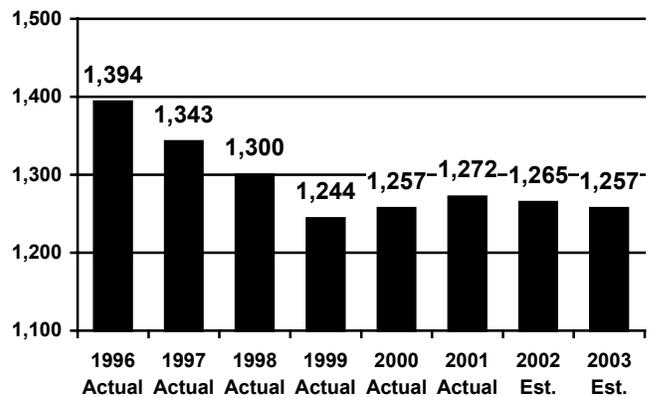
of Emergency Medical Incidents



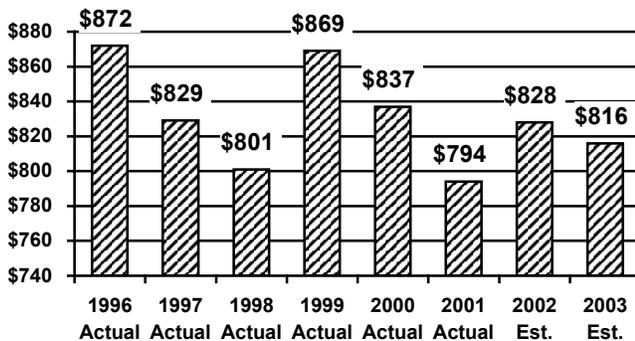
Emergency medical incidents continue to grow faster than population although they are not projected to increase as much from 2001 to 2002 as they did from 2000 to 2001. From 2000 to 2001, they increased 14.0 percent. They are projected to increase 5.2 percent from 2001 to 2002 and 5.0 percent from 2002 to 2003.

Although the community continues to grow, the number of fires is remaining steady due to such factors as public education efforts and more stringent fire codes.

of Fires

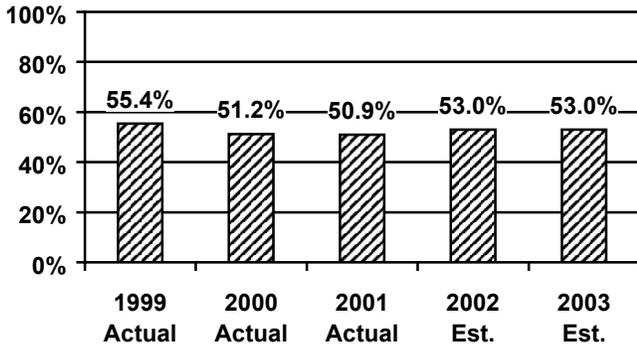


Average Cost per Emergency Incident



Generally, the cost per emergency incident has been declining because of the growth in the workload. The cost per emergency incident will increase in 2002 and 2003 because of the additional funding provided through the Public Safety Sales Tax but will still remain below 1999 levels even without adjustment for inflation.

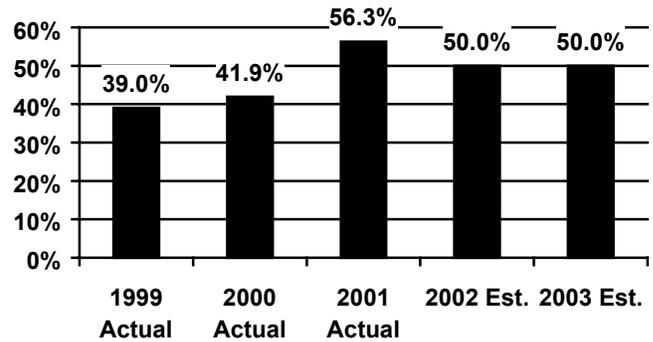
% of Residential Structure Fires with Flame Damage Confined to Room of Origin



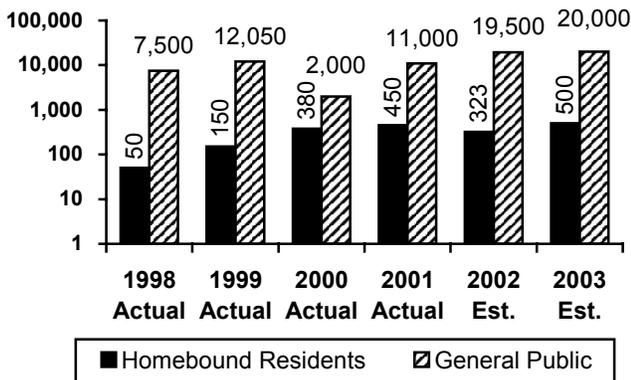
This measure, as defined by IMCA, excludes fires extinguished prior to arrival of the first unit, including those suppressed by automatic sprinkler systems. The median for the nine cities 200,000 to 500,000 reporting this data to ICMA for 2001 was 67.2 percent. Colorado Springs is below the median.

This measure, as defined by ICMA, excludes fires extinguished prior to arrival of the first unit, including those suppressed by automatic sprinkler systems. The median for the nine cities 200,000 to 500,000 reporting this data to ICMA for 2001 was 57.8 percent. Colorado Springs was slightly below the median.

% of Commercial/ Industrial Fires with Flame Damage Confined to Room of Origin

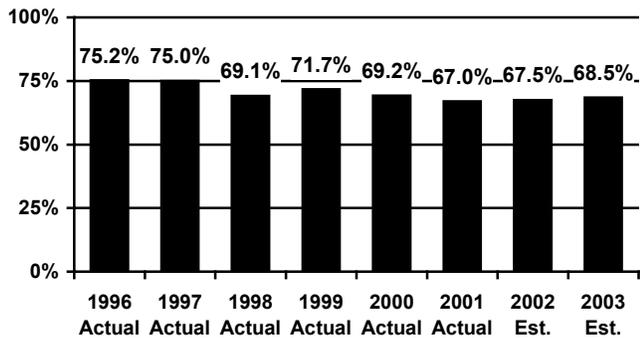


of Flu Shots Delivered



The Flu Shot Program provides flu vaccine to homebound patients who are unable to get out of their homes to obtain an immunization. Also, at the stations and in conjunction with Memorial Healthlink, the CSFD provides vaccinations to high-risk individuals (mainly the elderly) who can come to their neighborhood stations for this immunization.

% of Medical Responses with a Response Time Less Than or Equal to 6 Minutes



The CSFD monitors response time in relation to the goal set by City Council of achieving 6-minute response 90 percent of the time in 2004. At present, response times continue to get longer due to the City's growth and the increase in medical incidents. A slight improvement is expected in 2003 because of the relocation of Station 14 and the addition of Engine 19.

CHANGES TO THE BUDGET

GENERAL FUND

- An increase of \$1,304,776 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Funding of \$4,346 is included to address the increased water rate.
- During 2002, the Medical Office was transferred from the Office of the Chief to the Operations Division. \$610,632 in salaries, operating, and capital was moved from the Office of the Chief to the Operations Division.
- \$408,831 in salaries was transferred from the Office of the Chief. \$26,372 was returned to Operations' salaries from Support Services. For 2002, that

amount had been transferred to Support Services to fund operating shortfalls. \$14,534 was moved from Operations' capital to Operations' salaries to cover the additional cost of a special position. \$15,633 was moved from Operations' salaries to OEM salaries to cover the difference in cost between a battalion chief and the professional position originally budgeted.

- There was a \$2,484 baseline reduction in operating due to cell phone cuts in 2002. \$6,700 was transferred from capital to operating for laundry and cleaning. \$163,401 in operating funds and \$38,400 in capital funds were transferred from the Office of the Chief to Operations' operating and capital budgets respectively.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Removal of \$247,986 in one time funds.
- Transfer of \$49,167 from Operations to Support Services.
- Transfer of \$1,350 from Operations to Fire Prevention.
- Addition of \$30,860 to cover inflationary increases on ongoing items from the 2002 PSST budget.
- Addition of \$29,606 to cover the balance of full year funding on ongoing items from the 2002 PSST budget funded for a partial year in 2002.
- Addition of \$9,200 in operating and \$60,000 in capital for purchase of new and replacement equipment.

- Addition of \$1,153,341 for personnel, apparatus, and equipment for Station 19 (onetime funds and partial year of ongoing funds).
- \$248,900 to open and operate a third district (partial year funding).
- \$49,332 to in one-time and ongoing funds for the relocated Station 14.
- \$153,585 to train four paramedics and pay the salary differential between firefighter and paramedic for the ALS staffing for Truck 21, which will be put into service in 2004 by relocating Truck 4 (currently BLS) to the new Station 21.

MAJOR OBJECTIVES

OBJECTIVE – Maintain Council-mandated standards of coverage with budgeted resources.

The Fire Department has been directed to attempt to meet the following standards for emergency response time within the city: 8 minutes for 90 percent of all calls for first response and 12 minutes for 90 percent of structure fire incidents with effective force response. This will be accomplished through constant reevaluation of resource utilization. Increased call volumes will provide a challenge to accomplishment. The addition of a fire station in the north end of the city will assist in that area but will have little affect on the overall city response patterns.

OBJECTIVE – Provide enhanced Advanced Life Support delivery with current budgeted resources.

The Fire Department will continue to seek avenues for greater efficiency in the distribution and callback of

Department paramedics in order to maintain ALS coverage in all fire station locations 100 percent of the time. ALS coverage in all fire stations is made possible with PSST funding.

OBJECTIVE – Open and operate one new fire station, relocate one engine company, and create a third district.

On July 1, 2003, Engine 14 will move to the new Station 14 near Dublin and Academy, Engine 19 will be put into service at the old Station 14 (pending completion of Station 19), and the Operations Division will be reorganized from two districts to three. Prior to July 1, new response districts will be created for the engines and the district chiefs and programmed into the computer aided dispatch (CAD) system along with the order in which back-up units would be dispatched for each. Additional changes will be required when Engine 19 moves into its permanent quarters at Station 19.

Fire - Office of Emergency Management



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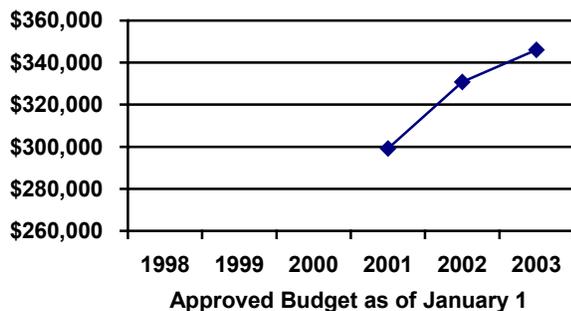
MISSION

To provide mitigation, preparedness, response and coordination of recovery efforts for large-scale emergencies and disasters, both natural and manmade, to the citizens of Colorado Springs for the purpose of saving lives and preventing property damage.

SERVICES

- Emergency Operations Plan (EOP) development and maintenance
- Multi-jurisdictional exercise coordination which may include Emergency Operations Center (EOC) activation
- Management for large-scale manmade or natural hazard emergencies and disasters
- Coordination of recovery from large scale emergencies and disasters
- Development and maintenance of cooperative relationships in emergency planning and coordination with City departments, County and State agencies, military and other federal entities, and nonprofit agencies such as the Red Cross

BUDGET HISTORY



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$0	\$41,230	\$254,135	\$285,089
Operating	0	21,266	50,636	63,889
Capital Outlay	0	27,229	26,070	11,939
Total	\$0	\$89,725	\$330,841	\$360,917

In 1999 and 2000, this budget was shown as a grant account. A budget in the General Fund was established for this function in 2001.

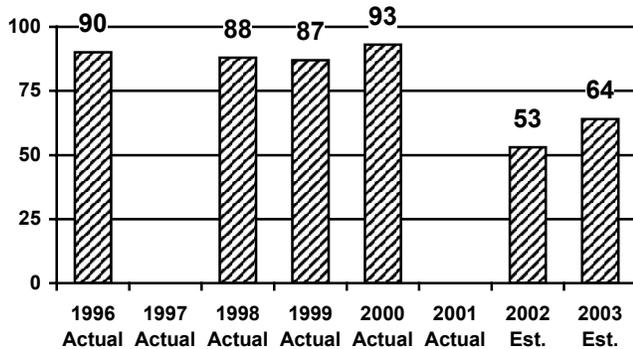
PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Manager	*1	*1	1	1
Professional	0	1	1	0
Paraprofessional	0	1	1	1
General	0	0	1	1
Civilian FTE Total	0	2	4	3
Battalion Chief	0	0	0	1
Uniform FTE Total	0	0	0	1
FTE Total	0	2	4	4
Special Positions	*1	*1	0	0

* Prior to 2002, these positions were in the grant account and were not included in the Fire Department's total number of positions. For 2002 the positions were converted to permanent status in the Fire Department. During 2002, the professional position was changed to a battalion chief position.

PERFORMANCE INDICATORS

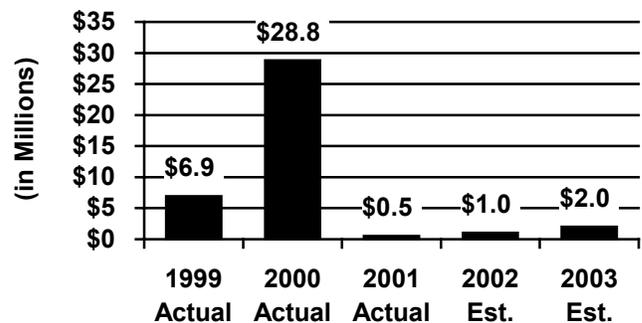
of Disaster Exercises & Emergency Preparedness Presentations



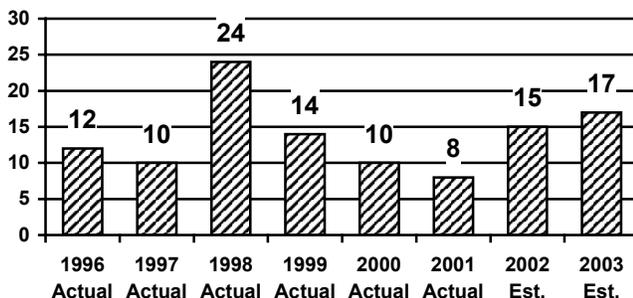
The Office of Emergency Management (OEM) provides emergency preparedness presentations for various civic groups, industries, hospitals, schools, nursing homes, et cetera, throughout the community to help the public mitigate damages and loss of lives from emergencies and disasters. The number of disaster exercises and emergency preparedness presentations as well as community fairs and public information campaigns that disseminate emergency preparedness information vary from year to year. Due to changes in record keeping, comparable numbers are not available for all years.

OEM obtains grants of money and equipment for OEM programs and for direct aid to victims of disasters. In addition, OEM assists citizens in applying directly for disaster aid such as Small Business Association (SBA) loans. Need for and availability of grants and other assistance depends upon occurrence of disasters and availability of funding.

Financial Aid to the Public & Private Sectors Facilitated by OEM



of Incidents Responded to by OEM Representatives & Emergency Operation Center (EOC) Activation



A primary function of OEM is to provide response and recovery activities during times of widespread emergency or disaster. This is accomplished by the direct response of OEM representatives to emergency incidents and by Emergency Operation Center activation during disasters. Emergency incident response primarily is for the assistance of citizens to recover from the emergency that they have experienced. The number of incidents responded to is driven by the number of incidents that occur.

CHANGES TO THE BUDGET

- An increase of \$11,404 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- For 2003, \$15,633 was transferred from the Operations Division to OEM salaries and \$500 was transferred from OEM capital to OEM salaries to

fund the difference between the salaries and benefits of a battalion chief and the professional position originally budgeted.

- The operating budget was reduced by \$378 in cell phone reductions mandated in 2002, but increased by \$13,253 that had been allocated to capital in 2002 for the purchase of computer equipment.

MAJOR OBJECTIVES

OBJECTIVE – Oversee continued development and implementation of Metropolitan Medical Response System (MMRS) under a federal contract

The Office of Emergency Management will continue to coordinate a \$600,000 federal contract to develop and implement a regional medical response system for incidents involving weapons of mass destruction. The system involves emergency medical, health, fire service, law enforcement, military, and other agencies in the preparation for biological, chemical, and nuclear terrorist events. The focus of the three-year contract is to plan for an all-inclusive medical response, including the purchase and storage of equipment and pharmaceuticals needed for response to a terrorist event. Included are the completion of contract deliverables, monthly reports to both City Council and the federal granting agency (Department of Health and Human Services), and quarterly Steering Committee meetings.

OBJECTIVE – Develop and implement the Community Emergency Response Team (CERT) program, based on an existing federal model, to provide for neighborhood safety, neighborhood preservation, and community self-help during and after a widespread emergency or disaster.

This nationally known program developed by the Federal Emergency Management Agency (FEMA) is based on the concept of citizen self-help. The objective is to provide individuals and neighborhoods with the knowledge, skills, and abilities to care for themselves and their neighborhoods for up to 72 hours after a large-scale emergency or disaster. Included in the development of a CERT program are a citywide hazard analysis and an educational program such that citizens are made aware of the vulnerabilities, the steps to take to mitigate those neighborhood vulnerabilities, and the ability to respond appropriately during an emergency. CERT training also utilizes a "Train-the-Trainer" concept so those citizens can train citizens, maintaining their skills and readiness.

OBJECTIVE – Sustain the system of continuous improvement to the Citywide Emergency Operation Plan and Emergency Notification List.

The Office of Emergency Management works with all City departments and agencies, all El Paso County departments and agencies, local Department of Defense installations, and adjacent jurisdictions to coordinate the roles and responsibilities of potential participants during times of widespread emergency and disaster. Roles and responsibilities of City departments and agencies are updated annually, while outside jurisdiction information is updated on a less frequent basis. This updated information is incorporated into the City Emergency Operation Plan and distributed to participants. In addition, the Office of Emergency Management maintains an Emergency Notification List that includes contact information for all City department and agency representatives, including political leadership, so that information can be provided to representatives during a widespread emergency or disaster. Emergency notification information is updated quarterly, then distributed as needed and appropriate. These two activities are essential to citywide readiness.

OBJECTIVE – Coordinate the Emergency Operation Center (EOC) during widespread emergency or disaster to provide response and recovery management.

The Office of Emergency Management is responsible for the coordination of the Emergency Operation Center (EOC) during widespread emergencies or disasters. This includes recommending and implementing the disaster declaration process, providing resources during response activities, and coordinating long-term community recovery efforts. This is a primary function of the Office of Emergency Management that is planned for and provided on a 24/7/365 basis.

OBJECTIVE – Continue development and maintenance of a regional all-weather monitoring and warning system.

The interagency process begun in 2002 to assess needs for weather information will continue to define the types of information needed by the cooperating agencies such as

flood monitoring and warning, winter weather forecasts, lightning activity, and wildland urban interface fire weather. Maintenance of the present system and training in its use will be carried out on an ongoing basis. As funding permits, hardware and software will be upgraded to meet the identified needs.

Fire – Prevention



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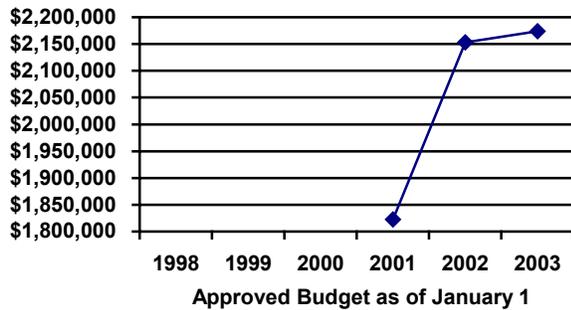
MISSION

To promote a safer community through hazard mitigation, fire prevention, fire code development and enforcement, fire investigation, public education and injury prevention, hazardous materials regulations, and wildland fire risk management.

SERVICES

- Fire code compliance inspections
- Review of new construction, development, and fire protection system plans for fire code compliance
- Urban/wildland fire risk management
- Public education programs for children, adults, and seniors

BUDGET HISTORY



BUDGET SUMMARY

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$0	\$1,628,535	\$1,995,194	\$2,115,749
Operating	0	130,182	133,015	129,000
Capital Outlay	0	63,761	24,907	24,907
Total	\$0	\$1,822,478	\$2,153,116	\$2,269,656

PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	N/A	N/A	\$171,849	\$295,794
Operating	N/A	N/A	53,996	108,288
Capital Outlay	N/A	N/A	66,255	55,402
Total	N/A	N/A	\$292,100	\$459,484

PERSONNEL

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Manager	0	0	1.0	2.0
Supervisor	0	0	1.0	3.0
Professional	0	0	6.5	6.5
Paraprofessional	0	0	9.0	8.0
General	0	0	5.0	5.0
Civilian FTE Total	0	0	22.5	24.5
Fire Captain	0	0	2.0	1.0
Investigator	0	0	4.0	4.0
Uniform FTE Total	0	0	6.0	5.0
FTE Total	0	0	28.5	29.5
Special Positions	0	0	1	1

Fire Prevention was made a separate unit during 2001. For 2002, \$2,072,229 and 27.5 FTE were moved from the Support Services budget. During 2002, one general and one paraprofessional were reclassified as supervisors, a general position was transferred from Support Services, and one captain was changed back to a civilian deputy fire marshal position.

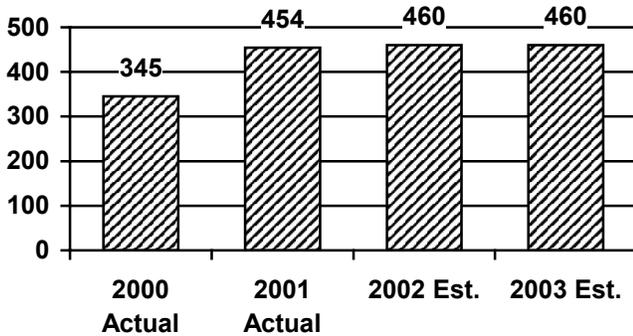
PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Professional	N/A	N/A	1.25	2.25
Civilian FTE Total	N/A	N/A	1.25	2.25
Fire Captain	N/A	N/A	1.00	1.00
Fire Investigator	N/A	N/A	0.00	1.00
Uniform FTE Total	N/A	N/A	1.00	2.00
FTE Total	N/A	N/A	2.25	4.25

A coordinator for the FireWise program and one fire investigator are added.

PERFORMANCE INDICATORS

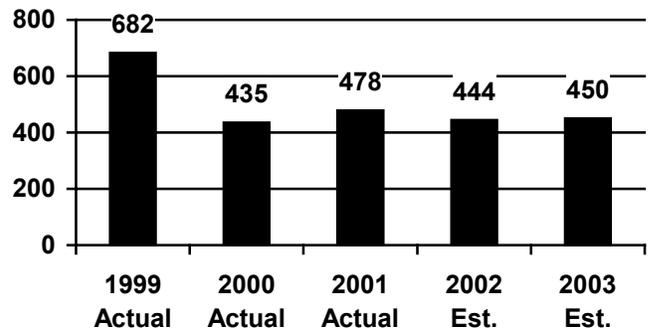
of Classrooms with Learn Not To Burn Curriculum



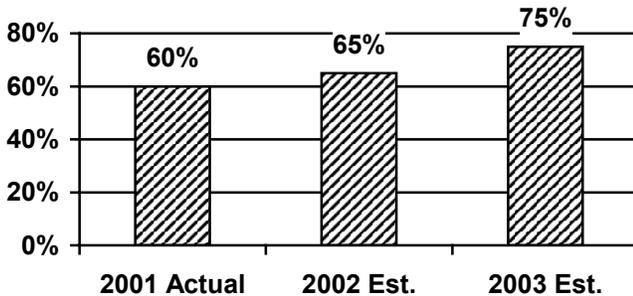
All schools that currently are using Learn Not To Burn (LNTB) curriculum will be supported at a maintenance level. Because of an emphasis on state requirements, teachers and principals find it difficult to add optional curriculum, so growth in this program has stalled. In response, the CSFD has shifted the focus to preschool children, an identified high-risk group.

The Division continues to focus on the facilities with hazardous materials that post the most significant risk. The decrease in inspections from 2001 to 2002 is due to the number of facilities that have reduced their chemical inventory below the amount requiring a CSFD permit and annual inspection.

of Hazardous Materials Inspections Completed

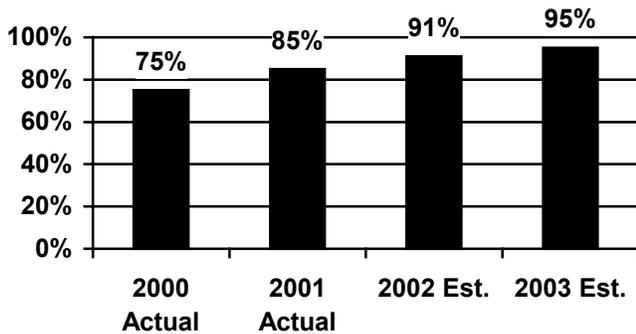


% of New Construction Inspections Completed Within 1 Week of Contractors' Request



The demand for services continues to grow. However, with the completion of training of the additional inspector added in 2002, the Division anticipates service delivery will improve.

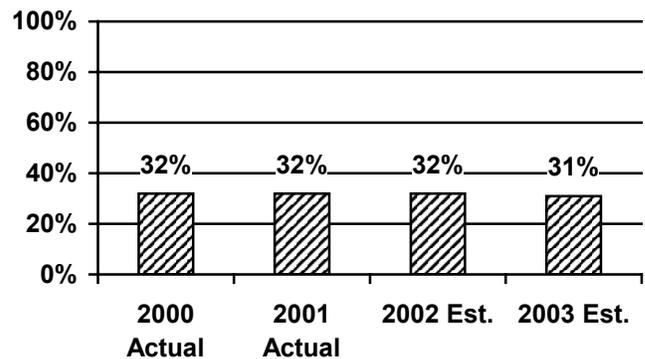
**% of Plan Reviews Completed
Within 5 Days**



With organizational re-engineering efforts and an increase in staffing, the Division anticipates an improvement in overall plan review service.

As reported to ICMA, the percentage of arson cases closed by arrest in 2000 was 32 percent. The median among cities with a population between 200,000 to 500,000, which report to ICMA, was 37 percent.

% of Arson Cases Closed by Arrest



CHANGES TO THE BUDGET

GENERAL FUND

- An increase of \$96,014 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- \$24,541 was transferred from Support Services to Fire Prevention with the transfer of an office assistant position.
- Operating was decreased by \$4,051 with the mandatory reduction in cell phone expenses that went into effect in 2002.

PUBLIC SAFETY SALES TAX (PSST) FUND

- \$86,256 in one-time funds was removed.
- 1,350 is moved from Operations to Prevention for wearing apparel
- \$7,729 is added to cover inflationary increases on ongoing items from 2002.
- \$23,045 was added to provide full-year funding for the Wildland Fire Risk Management program, begun with 10 month funding in 2002.
- \$76,385 is added for an additional fire investigator and an increase in investigations overtime, beginning in July 2002.
- \$145,131 is added for the Wildland Fire Risk Management program for a coordinator for the FireWise program plus one-time and ongoing funds operating and capital for the program.

MAJOR OBJECTIVES

OBJECTIVE – Develop and present an Architect/Engineer/Contractor Academy in an effort to enhance customers’ understanding of procedures and requirements for plan reviews and inspections.

Architects and engineers will be given the opportunity to participate in a two-day program that will include spending time with Fire Prevention staff. During that time, they will view procedures for completing plan reviews and be presented with information on what they can do to get their plans approved the first time through, spend time with the inspectors and learn how to get inspections completed without re-inspections, and participate in practical hands-on fire ground exercises to familiarize themselves with Operations activities.

OBJECTIVE – Develop an enterprise to conduct plan reviews and inspections for projects designated as “rapid response” projects.

An enterprise will be established for the sole purpose of conducting plan reviews and inspections projects designated as “rapid response.” The fees resulting from permit and inspection activities of the enterprise will fund the staffing needed for activities associated with the designated projects.

OBJECTIVE – Develop a CSFD Business License Program to assure all commercial occupancies are included in the fire inspection database.

Fire Prevention is hampered in its inspection efforts by an incomplete list of commercial occupancies. The current list contains approximately 6,000 addresses, however, Colorado Springs Utilities reports nearly three times that number of electric meters with commercial accounts. Fire Prevention seeks to require all businesses to obtain a license from the CSFD. As envisioned, obtaining a license would require completing an application, paying a fee, and passing an inspection for compliance with the fire code. The fee revenue would help support the cost of the additional inspections.

OBJECTIVE – Maintain all current public education programs and activities including the Learn Not to Burn Program, the Safety Trailer, Home

Inspection/Smoke Detector and Neighborhood Fire Letter Notification Programs, Clown & Puppet Program, Senior Citizen Fire Safety Program, Risk Watch pilot, and the Lowell School Redevelopment Project.

In response to the difficulty of implementing the Learn Not to Burn Program in additional elementary schools, the CSFD has shifted the focus to preschool children, an identified high-risk group. In addition, a need for an injury prevention program has been identified and, in response, a pilot of the Risk Watch injury prevention program is underway in two schools. We anticipate growth in the Business Outreach Program, which assists businesses in developing evacuation procedures.

OBJECTIVE – Launch Line Investigator Program and Initiate Cooperative Task Force Agreement.

To augment the resources available for fire investigation, a minimum of two firefighters per shift will be trained to conduct the initial origin and cause investigation at fires. To enhance investigative capabilities in the wider area, a cooperative task force agreement is being developed among agencies in the 4th Judicial District.

OBJECTIVE – Continue implementation of the Wildfire Mitigation Plan.

The CSFD will continue to develop the Wildland Fire Risk Management Program by enhancing the wildfire risk management website, promoting the FireWise program to the public, and implementing a vegetation management program. Reprioritization of positions in both the General Fund and PSST budgets for 2003 make it possible for the CSFD to make the FireWise program coordinator position permanent with PSST funding and to create a special position to coordinate the vegetation management program for a year, anticipating that the position will be funded through the PSST budget in 2004. (The special position is not shown in the position tables because its funding comes from a vacant permanent budgeted position that is included in the General Fund position table.) With these two positions filled, 92 percent of the enabling resources requirements identified in the Wildfire Mitigation plan will be met and 20 percent of the risk reduction objectives will be able to be completed in 2002.

Fire - Support Services



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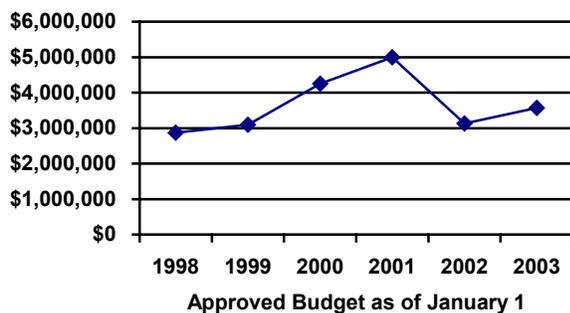
MISSION

To ensure the operational readiness of Fire Department emergency personnel, facilities, apparatus and equipment.

SERVICES

- Department management
- Communication system management
- CIP project management
- Human resources functions
- Basic and advanced fire and medical training
- Oversight of required certifications
- Specification of apparatus, vehicles, tools and equipment
- Facilities maintenance

BUDGET HISTORY



BUDGET SUMMARY

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
<u>Uses of Funds</u>				
Salary/Benefits	\$2,567,874	\$1,066,821	\$1,147,804	\$1,530,342
Operating	1,335,619	1,574,407	1,272,538	1,247,407
Capital Outlay	374,691	251,336	714,014	650,486
Total	\$4,278,184	\$2,892,564	\$3,134,356	\$3,428,235

PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
<u>Uses of Funds</u>				
Salary/Benefits	N/A	N/A	\$ 350,051	\$ 566,879
Operating	N/A	N/A	472,001	189,197
Capital Outlay	N/A	N/A	862,019	477,661
Total	N/A	N/A	\$1,684,071	\$1,233,737

In addition, there were capital projects totaling \$7,552,000 in 2002, and there is \$5,822,000 allocated to capital projects in 2003.

PERSONNEL

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Manager	1.0	1.0	0.0	1.00
Supervisor	2.0	2.0	1.0	1.25
Professional	6.5	7.5	2.0	3.00
Paraprofessional	11.0	13.0	4.0	5.00
General	7.0	8.0	4.0	4.00
Civilian FTE Total	27.5	31.5	11.0	14.25
Chief	0.0	0.0	0.0	1.0
Deputy Chief	1.0	1.0	1.0	1.0
Assistant Chief	1.0	1.0	1.0	1.0
Battalion Chief	1.0	1.0	1.0	0.0
Fire Captain	3.0	3.0	1.0	2.0
Fire Lieutenant	1.0	1.0	1.0	1.0
Investigator	4.0	4.0	0.0	0.0
Uniform FTE Total	11.0	11.0	5.0	6.0
FTE Total	38.5	42.5	16.0	20.25
Special Positions	0	1	0	0

Fire Prevention was made a separate unit during 2001. For 2002, \$2,072,229 and 27.5 FTE were moved from the Support Services budget. Also for 2002, a maintenance services worker was added for the new Fire Department Complex. For 2003, the Office of the Chief was combined with the Support Services budget, adding a chief and a paraprofessional to the FTEs shown in the Support Services budget. Within Support Services, a battalion chief position was changed to a captain position and the difference in cost was used to fund an additional ¼ position of the working supervisor in the Physical Resources Section.

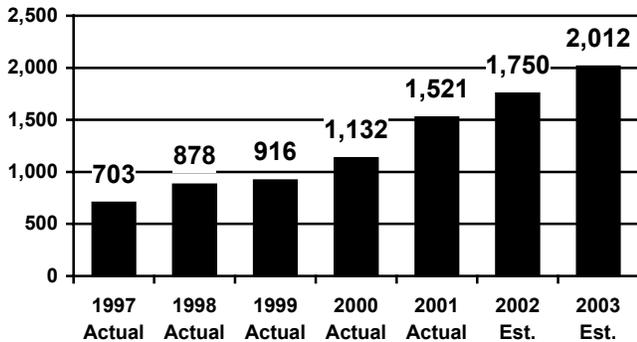
PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Professional	N/A	N/A	1.0	2.0
Paraprofessional	N/A	N/A	0.0	2.0
General	N/A	N/A	1.5	1.5
Civilian FTE Total	N/A	N/A	2.5	5.5
Battalion Chief	N/A	N/A	1.0	1.0
Captain	N/A	N/A	1.0	1.0
Lieutenant	N/A	N/A	1.0	1.0
Uniform FTE Total	N/A	N/A	3.0	3.0
FTE Total	N/A	N/A	5.5	8.5

The following positions were added for 2003: an audiovisual specialist to operate the distance learning system for firefighter training, a fleet technician (starting 7/1), and a staff assistant for the Personnel Office.

PERFORMANCE INDICATORS

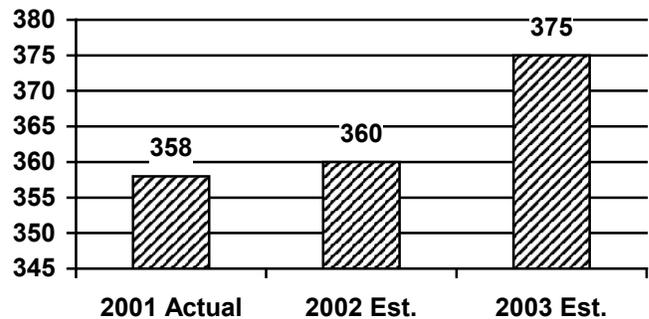
Vehicles & Apparatus Maintenance Requests Completed



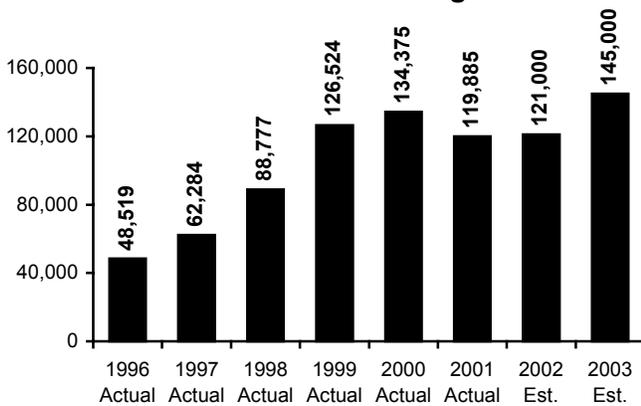
The Fire Department Maintenance Shop maintains 30 front-line apparatus (18 pumpers, 5 ladder trucks; 1 heavy brush unit; 1 hose tender, 1 hazmat unit; 1 heavy rescue; 3 squads/Decon), 8 reserve apparatus, 22 medium duty emergency vehicles including 11 brush trucks, 16 light emergency vehicles and 37 staff vehicles with 3 full-time heavy equipment mechanics with Auto Service Excellence (ASE) and Emergency Vehicle Technician (EVT) certificates. In 1996, the average age of the fleet was five years old. As the fleet ages, the number of requests increases by approximately 15 percent per year.

The Fire Department maintains 18 fire stations and four support buildings. A system was implemented in 2001 to track all facility-related requests and repairs. Data from previous years is not included due to unreliability.

Facilities Maintenance Requests Completed

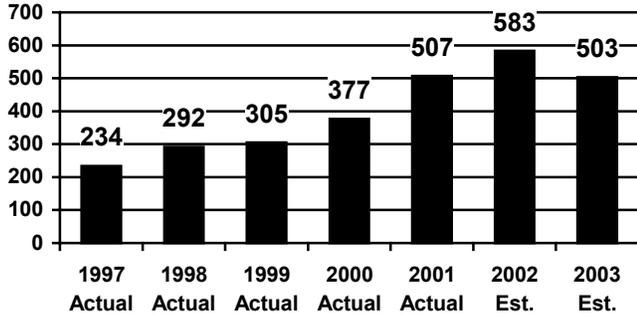


Total # of Student Training Hours



Student training hours include both recruit training and in-service training for fire personnel. The number of recruits trained has a substantial impact on total number of student training hours each year. The number of recruit training hours in 2003 will increase because of the new firefighters to be hired for Station 19 and the firefighters to be hired to replace retiring personnel. In addition, increased used of the distance learning system in 2003 will increase the number of in-service training hours for firefighters in the stations, while allowing personnel to remain available for emergency response.

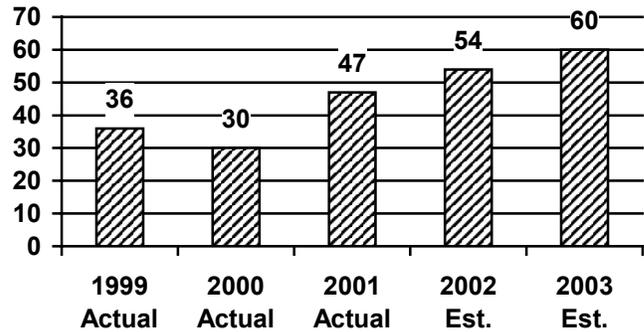
of Maintenance Requests Completed per Mechanic



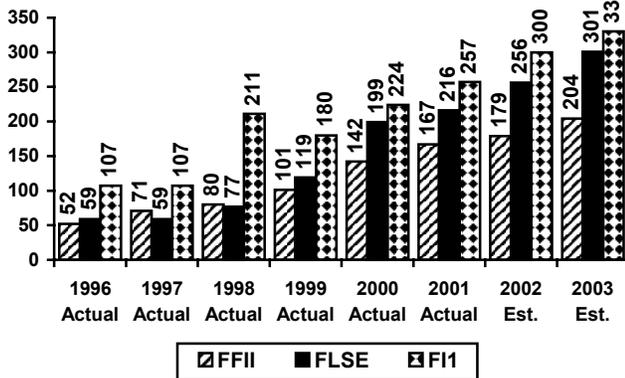
From 1997 through 2002, three mechanics were responsible for completing all work order requests. In 2003, an additional mechanic (fleet technician) will be hired.

Minority representation in the Department's promoted ranks has consistently increased over the past three years.

Minority Representation in Promoted Ranks



Cumulative # of Personnel Certified



Firefighters completing the Trainee Academy are required to be nationally certified as Firefighter II (FFII) and as Fire and Life Safety Educator (FLSE). Firefighters must obtain other national certifications, such as Fire Instructor I (FI1) (shown here), Driver/ Operator, or Fire Officer I, II, III, & IV, or Driver Engineer for promotion within the Fire Department. With additional personnel to be hired in 2003 with PSST funds, the number of certifications is expected to increase in 2003.

CHANGES TO THE BUDGET

GENERAL FUND

- An increase of \$71,043 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Telecommunications charges have been reduced by \$150,912 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- During 2002, the Personnel Section was moved from the Office of the Chief to Support Services as part of a departmental reorganization. As a result of the overall reorganization, only two positions remain in the Office of the Chief. Therefore, for 2003, the Office of the Chief's budget has been combined with the Support Services' budget. Thus, a total of four positions and \$481,617 from the Office of the Chief budget have been moved to the Support Services' budget.
- \$340,236 in salaries is transferred to Support Services from the Office of the Chief. \$24,541 in salaries is transferred from Support Services to Prevention with the transfer of a general position. \$4,200 in seasonal wages is transferred to operating (services) for ground maintenance.
- The operating baseline is reduced by \$1,458 in cell phone cuts from 2002 and by the return of \$25,347 to Operations salaries. \$145,883 is transferred to Support Services operating from Office of the Chief, \$2,503 is transferred to Support Services operating from Support Services capital for minor equipment and services. \$1,025 is returned to Operations salaries from Support Services capital.
- Three non-emergency light vehicles that are scheduled for replacement in 2003 will be kept in service, resulting in a reduction of \$60,000.

PUBLIC SAFETY SALES TAX (PSST) FUND

- \$1,203,445 in one time money is removed from operating and capital.
- \$16,191 is added to cover inflationary increases on ongoing items funded in the 2002 PSST budget.
- \$49,167 in ongoing items from 2002 and new items in 2003 are transferred from Operations to Support Services (\$35,967 in operating and \$13,200 in capital).
- \$51,647 is added to funded for ongoing items funded in the 2002 PSST budget for a partial year.
- \$60,256 is added for a staff assistant in the Personnel Office.
- \$32,945 is added for a fleet technician to the Physical Resources Section beginning July 1, 2003.
- \$82,625 is added for an audio-visual specialist to operate the distance learning system for firefighter training
- \$262,363 is added to complete the purchase of apparatus for Station 19.
- \$60,000 is added for one-time equipment purchases.
- \$137,917 added to purchase the chassis for Engine 20.

MAJOR OBJECTIVES

OBJECTIVE – Ensure operational readiness of personnel by providing training to meet Department, State, and national standards.

The CSFD will train new personnel in 2003 to meet national standards and train new paramedics to meet or exceed State standards for paramedic certification. Existing personnel will be given multiple opportunities during the year to obtain training required for maintaining certifications and preparing for promotions. In 2003, in addition to offering classroom training, the CSFD will design and deliver in-service training programs through interactive TV broadcasts, enabling fire companies to stay in their districts and be available to respond to emergency calls during training sessions.

OBJECTIVE – Maintain or improve efficiency and effectiveness of operational units by acquiring and maintaining the necessary physical resources such as apparatus, tools, equipment and facilities.

Developing specifications for apparatus, tools, and equipment and ensuring that those items are in good working condition are important components of maintaining operational readiness. Procedures for developing specifications of apparatus, tools, and equipment include researching national standards, gathering information from other departments, and providing firefighters an opportunity for input. Responding to maintenance requests has been made more efficient by the development of computerized request procedures for apparatus and facilities. These systems improve efficiency, allowing staff more time to research additional means of cost savings.

OBJECTIVE – Complete construction of Fire Stations 14 and 19 and start construction of Stations 20 and 21.

The construction of these fire stations is necessary to achieve the response time standards adopted by City Council. The relocation of Engine 14 to the new Station 14 is scheduled to occur on July 1, 2003. Because of difficulty in obtaining land at a suitable site, Station 19 will not open until some months later. However, the personnel for Station 19 will occupy the old Station 14 building as of July 1 and will operate from there until they can move to Station 19.

OBJECTIVE – Administer entry-level and promotional examinations in-house.

In 2003, the Department will administer entry-level firefighter and promotional examinations for technical grades (but not officer positions) in-house instead of utilizing the services of an external consultant. Internal

administration of these tests has been under development for several years and the Department is confident that its testing process is sound and defensible. The benefit of administering tests in-house is that tests can be conducted annually instead of bi-annually for the same cost. The long-term goal is to be able to test on a quarterly basis and maintain more up-to-date hiring and promotional lists.

OBJECTIVE – Manage 800 MHz Trunked Radio Network.

Through 2003, the Fire Department will continue to provide management of the 800 MHz trunked radio system for the City, Colorado Springs Utilities, and El Paso County. Specifically, it will complete the system inventory and complete the documentation of all components of the system as well as continue optimizing the system to improve coverage and ensure that the distribution of system resources is appropriate for the number of users.

Fire – Fiscal, Information Systems, Planning



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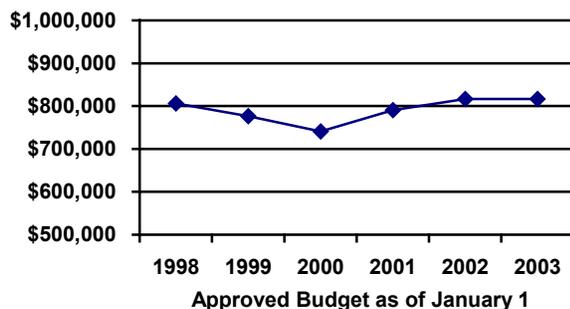
MISSION

To provide innovative analytical, planning, fiscal, and information technology services to maintain and enhance the Department's ability to protect life and property.

SERVICES

- Data communication systems and wide-area networks
- Software applications and systems
- Database development
- Statistical analysis
- Budget, payroll, and purchasing
- Strategic planning
- Information technology management
- GIS

BUDGET HISTORY



BUDGET SUMMARY

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$575,088	\$630,033	\$657,673	\$706,275
Operating	134,156	111,716	94,390	85,131
Capital Outlay	53,541	76,512	64,700	57,700
Total	\$762,785	\$818,261	\$816,763	\$849,106

PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	N/A	N/A	\$ 0	\$ 78,804
Operating	N/A	N/A	0	4,859
Capital Outlay	N/A	N/A	23,000	20,000
Total	N/A	N/A	\$23,000	\$103,663

PERSONNEL

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Manager	2	2	2	2
Professional	5	5	5	5
Paraprofessional	1	1	1	1
General	1	1	1	1
Civilian FTE Total	9	9	9	9
Special Positions	0	0	*1	0

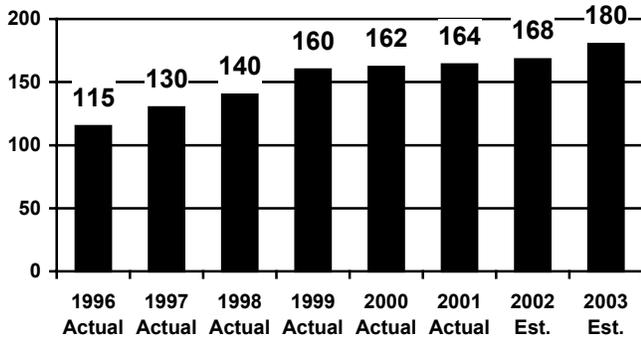
PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Professional	N/A	N/A	0	*1
Civilian FTE Total	N/A	N/A	0	1

* A GIS Analyst was hired in 2001 with Cable Franchise money. This position is made permanent in 2003 with PSST funds.

PERFORMANCE INDICATORS

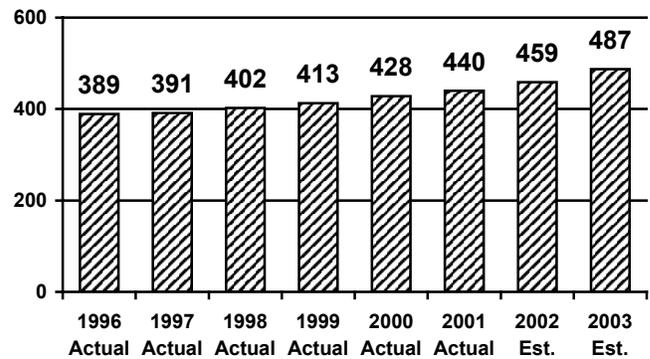
of PCs Supported



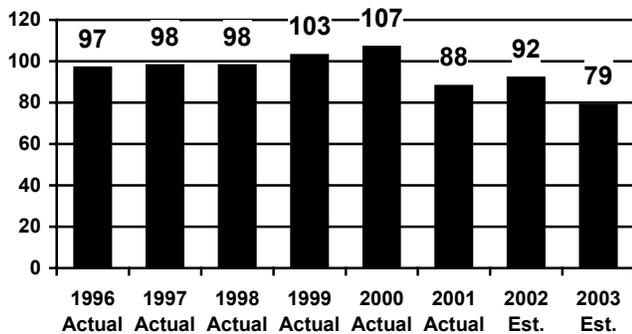
CSFD is able to perform at a high level with its limited staff due to its use of technology. Office positions usually have a dedicated PC while line positions on shift share PCs at their stations.

There are more users than FTEs in the Department due to temporary, part-time, special employees and volunteers. In 2002 and 2003, the number of FTEs increased due to the additional resources funded with the Public Safety Sales Tax.

of Users Supported

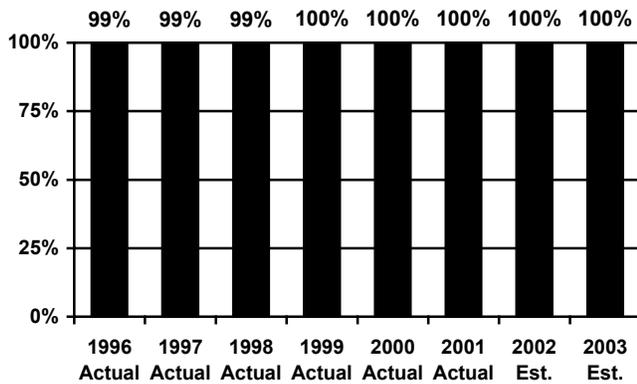


of Fire Department PC Users per Fire Department IS Staff Position



In 2001, the addition of an information systems (IS) technician improved the ratio of users to staff. With the addition of a GIS analyst in 2003, the ratio will improve slightly again after rising to extremely high levels. Based on industry standards, the target support ratio is 37 users per IS staff position. (If additional equipment were added, such as mobile PCs in apparatus, a separate support formula would be needed to determine a field equipment support ratio.)

Fire Information System Availability



The Fire Department systems must operate 24 hours a day, 7 days a week. Systems must occasionally be shut down for maintenance or upgrades (performed during off-peak hours). Virus threats or hardware/software failures sometimes cause temporary downtime.

CHANGES TO THE BUDGET

GENERAL FUND

- An increase of \$32,948 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- \$8,654 was moved from operating and \$7,000 was moved from capital to salaries to cover the reclassifications of three employees.
- Operating declined by \$605 in mandatory cell phone reductions.

PUBLIC SAFETY SALES TAX (PSST) FUND

- \$23,000 in one-time funds for PC replacement in 2002 was removed, but \$20,000 in one-time funds was added for computer replacement.
- \$83,663 was added to cover salary and operating costs for a senior GIS analyst.

MAJOR OBJECTIVES

OBJECTIVE – Introduce mobile/wireless technology to CSFD.

The CSFD has been working on its own and with other City departments and City IT to implement mobile/wireless solutions. In 2003, the current small investment in mobile/wireless technology will be extended as much as possible with budgeted resources to provide limited mobile/wireless technology to Operations personnel. Areas being explored for implementation possibilities are mobile use of GIS data for scene command and management and wireless updates to CSFD MDT (mobile data terminals) to ensure timely, accurate, and complete information from dispatch and to provide current location of CSFD equipment to assist in route selection and incident location. The direction that the City takes in the near and long terms in the development of wireless infrastructure will be a significant factor in implementation decisions within the CSFD.

OBJECTIVE – Determine response order and zones using GIS technology.

With the GIS analyst for the CSFD being made permanent in the 2003 budget with PSST funds, for the first time the Department will be in a position to use the power of GIS data and technology to configure emergency response zones and determine response order of units to be programmed into the computer aided dispatch (CAD) system. In the past, when new resources were added, a tabular system was used to create the response zones and response order. It is expected that GIS technology will not only be more efficient but will produce a more accurate result.

OBJECTIVE – Provide support for the implementation of items and activities funded by the Public Safety Sales Tax.

All three components of FISP—fiscal services, information systems, and planning—will continue to support implementation of items and activities funded by the Public Safety Sales Tax. Planning, information technology, budgeting, purchasing, payroll, and processing accounts payable are involved in planning for and/or supporting the resources added through the Public Safety Sales Tax, as well as supporting CSFD personnel and activities supported by the General Fund. Much of the Fire Department’s staff support for the Public Safety Sales Tax Oversight Committee will come from this unit.

OBJECTIVE – Pursue and manage grants for the Fire Department

FISP personnel assist with both the financial and substantive portions of grant applications and provide

fiscal oversight for grants that are awarded and accepted by the City. With grant opportunities for fire departments having expanded, it is likely that the number of grant applications produced by the Fire Department will increase in 2003, as will the number of grants being managed by the Department.

OBJECTIVE – Continue to provide GIS support to the Wildland Risk Management Program and the Operations Division’s wildland team.

Information Systems personnel will provide assistance in updating the data identifying the wildland risk area of concern, revising the fuel model for the area of concern, and improving information on the Firewise Internet site to show updates and improve communication with the public. They will also support the Operations Division by addressing mapping and information needs for wildland incidents, including real time updates when required.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
FIRE DEPARTMENT
FIRE DEPARTMENT**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	1,931,441	2,196,131	2,696,798	2,763,201
51207 WAGE PKG-PERFORMANCE	411,691	421,897	0	0
51210 OVERTIME	31,377	21,824	25,041	25,741
51215 ACHIEVEMENT AWARD	0	1,310	0	0
51220 SEASONAL/TEMPORARY	87,479	130,645	31,072	42,206
51230 SHIFT DIFFERENTIAL	0	69	0	0
51235 STANDBY	17,715	19,118	23,540	18,140
51245 RETIREMENT/TERM VACATION	12,516	648	0	0
51250 SPECIAL ASSIGNMENT PAY	744	0	0	0
51260 VACATION BUY	9,672	9,752	0	0
51290 BUDGET TRANSFERS IN ORGN	(1,026)	(2,747)	0	0
51299 SALARIES REIMBURSEMENTS	(8,972)	(33,574)	0	0
51405 UNIFORM SALARIES	18,809,009	20,017,299	21,683,003	22,674,648
51410 UNIFORM OVERTIME	917,656	986,993	1,329,610	1,329,610
51420 UNIFORM SCHEDULED OVERTIME	519,543	544,962	623,484	646,961
51430 UNIFORM SPECIAL ASSIGNMENT	45,102	59,193	56,297	56,297
51435 UNIFORM PUBLIC ASSEMBLY	12,664	3,806	5,500	10,900
51440 LEAVE PAY OFF	408,573	427,540	378,313	378,313
51445 LONGEVITY	212,680	220,988	207,602	208,274
51455 THIRD WEEK	238,237	239,745	249,682	259,669
51460 UNIFORM HAZARD DUTY	37,360	38,843	45,440	45,440
51470 UNIFORM RETIREMENT COST	284,909	107,089	140,628	167,000
51490 PARAMEDIC PRO PAY	47,059	46,966	58,500	58,500
51610 PERA	213,316	220,416	268,639	278,810
51615 WORKER'S COMPENSATION	853,916	665,011	715,202	704,528
51620 EQUITABLE LIFE INSURANCE	81,995	81,267	97,775	102,042
51625 VISION CARE	20,113	19,796	26,555	26,618
51635 CITY MAJOR MEDICAL PLAN	597	2,201	3,840	4,273
51640 DENTAL INSURANCE	117,358	128,529	141,514	160,432
51645 FIRE PENSION PLAN	1,696,636	1,714,963	1,976,325	2,067,714
51655 RETIRED EMP MEDICAL INS	1,645	0	0	0
51665 CASH BACK	43,007	47,740	0	0
51690 MEDICARE	164,642	184,294	189,955	204,935
51695 CITY EPO MEDICAL PLAN	1,327,288	1,575,249	2,106,654	2,419,781
TOTAL SALARIES & BENEFITS	28,545,942	30,097,963	33,080,969	34,654,033
52105 MISCELLANEOUS OPERATING	97,438	104,954	0	0
52110 OFFICE SUPPLIES	23,876	33,938	42,610	47,926
52111 PAPER SUPPLIES	0	4,710	6,171	7,171
52115 MEDICAL SUPPLIES	47,638	44,567	58,349	51,965
52120 SOFTWARE-MICRO/WORD PROCESS	23,018	19,027	52,310	52,980
52122 CELL PHONES EQUIP & SUPPLIES	0	378	7,070	6,035
52125 GENERAL SUPPLIES	140,573	87,477	128,904	122,650
52126 ELECTRICAL SUPPLIES	0	0	0	500
52128 PLUMBING SUPPLIES	0	0	0	500
52135 POSTAGE	9,898	9,897	13,888	13,888
52140 WEARING APPAREL	364,929	344,200	349,425	363,037
52145 PAINT & CHEMICAL	2,008	900	4,178	7,450

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
FIRE DEPARTMENT
FIRE DEPARTMENT**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52155 AUTOMOTIVE	9,516	5,939	8,200	8,200
52160 FUEL	532	40	0	0
52165 LICENSES & TAGS	6,751	5,482	18,449	15,865
52190 JANITORIAL SUPPLIES	1,459	30,287	42,600	48,700
52215 MAINT-GROUNDS	0	26	0	0
52220 MAINT-OFFICE MACHINES	872	0	1,590	1,480
52225 MAINT-MICROS/WORD PROCESSOR	12,227	6,318	15,495	14,495
52230 MAINT-FURNITURE & FIXTURES	28	0	0	0
52235 MAINT-MACHINERY & APPARATUS	7,851	4,937	15,470	11,050
52240 MAINT-NONFLEET VEHICLES/EQP	215,195	187,736	198,793	195,541
52265 MAINT-BUILDINGS & STRUCTURE	39,990	58,610	54,961	54,961
52405 ADVERTISING SERVICES	5,576	5,038	1,500	1,500
52421 CIVIL SERVICE TESTING	0	22,125	90,000	60,000
52431 CONSULTING SERVICES	0	4,463	11,500	19,500
52435 GARBAGE REMOVAL SERVICES	0	5,474	7,240	6,350
52440 HUMAN SERVICES	46	1,887	0	0
52445 JANITORIAL SERVICES	12,503	12,196	9,000	9,000
52450 LAUNDRY & CLEANING SERVICES	28,949	201	3,890	16,865
52455 LAWN MAINTENANCE SERVICE	0	3,597	5,000	9,200
52565 PEST CONTROL	0	4,372	4,943	4,943
52575 SERVICES	115,928	85,715	115,875	82,526
52605 CAR MILEAGE	2,318	538	2,828	1,200
52615 DUES & MEMBERSHIP	7,393	6,071	9,635	11,765
52625 MEETING EXPENSES IN TOWN	16,256	14,667	9,564	17,785
52630 TRAINING	0	89,165	123,008	117,963
52635 EMPLOYEE EDUCATIONL ASSIST	98,701	11,487	3,050	15,200
52645 SUBSCRIPTIONS	6,407	4,757	9,040	13,352
52655 TRAVEL OUT OF TOWN	106,104	97,729	99,713	100,936
52705 COMMUNICATIONS	70,745	395,285	437,686	274,221
52725 RENTAL OF PROPERTY	35,129	28,117	0	0
52735 TELEPHONE-LONG DIST CALLS	11,628	11,727	11,648	11,077
52740 GENERAL INSURANCE-CITY	99,300	67,135	110,110	110,110
52745 UTILITIES	170,522	222,088	238,360	0
52746 UTILITIES - ELECTRIC	0	0	0	108,145
52747 UTILITIES - GAS	0	0	0	102,362
52748 UTILITIES - SEWER	0	0	0	10,712
52749 UTILITIES - WATER	0	0	0	25,608
52765 LEASE/PURCHASE PAYMENTS	626,660	638,624	221,660	221,660
52775 MINOR EQUIPMENT	203,673	171,473	97,925	92,827
52795 RENTAL OF EQUIPMENT	23,379	27,463	33,536	35,786
52874 OFFICE SERVICES PRINTING	14,540	9,345	29,171	27,871
52875 OFFICE SERVICES RECORDS	319	604	0	825
65160 RECRUITMENT	3,808	1,096	0	0
65170 TRANSFER TO OTHER FUNDS	72,933	55,600	0	0
65315 FIRE ASSESSMENT/LONG-TERM	21,352	21,319	0	0
TOTAL OPERATING EXPENSE	2,757,968	2,968,781	2,704,345	2,533,683

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
FIRE DEPARTMENT
FIRE DEPARTMENT**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
53010 OFFICE MACHINES	0	1,953	19,000	12,725
53020 COMPUTERS/NETWORKS	93,843	117,824	102,150	99,139
53030 FURNITURE & FIXTURES	66,390	60,836	47,089	18,420
53050 MACHINERY & APPARATUS	219,861	188,921	133,270	132,330
53070 VEHICLES-REPLACEMENT	438,914	168,034	600,571	540,571
53080 VEHICLES-ADDITIONS	120,375	60,530	0	0
53090 BUILDINGS & STRUCTURES	0	968	1,060	1,060
TOTAL CAPITAL OUTLAY	939,383	599,065	903,140	804,245
 TOTAL ORGANIZATION	 32,243,293	 33,665,808	 36,688,454	 37,991,961

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**PUBLIC SAFETY SALES TAX (PSST) FUND
FIRE**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES			146,221	508,312
51220 SEASONAL/TEMPORARY			15,000	0
51405 UNIFORM SALARIES			454,994	1,587,370
51410 UNIFORM OVERTIME			222,573	334,885
51430 UNIFORM SPECIAL ASSIGNMENT			58,960	74,503
51610 PERA			13,439	0
51615 WORKER'S COMPENSATION			17,156	0
51620 EQUITABLE LIFE INSURANCE			2,405	0
51625 VISION CARE			474	0
51640 DENTAL INSURANCE			2,506	0
51645 FIRE PENSION PLAN			44,811	0
51690 MEDICARE			8,661	0
51695 CITY EPO MEDICAL PLAN			42,372	0
TOTAL SALARIES & BENEFITS			1,029,572	2,505,070
52110 OFFICE SUPPLIES			8,612	13,797
52115 MEDICAL SUPPLIES			0	5,336
52120 SOFTWARE-MICRO/WORD PROCESS			11,303	15,048
52125 GENERAL SUPPLIES			10,065	12,204
52127 CONSTRUCTION SUPPLIES			0	5,000
52135 POSTAGE			2,933	6,087
52140 WEARING APPAREL			169,205	155,084
52145 PAINT & CHEMICAL			3,000	122
52190 JANITORIAL SUPPLIES			4,900	2,229
52220 MAINT-OFFICE MACHINES			432	1,495
52225 MAINT-MICROS/WORD PROCESSOR			7,000	7,210
52235 MAINT-MACHINERY & APPARATUS			26,200	32,128
52240 MAINT-NONFLEET VEHICLES/EQP			777	6,501
52265 MAINT-BUILDINGS & STRUCTURE			25,816	29,264
52405 ADVERTISING SERVICES			789	812
52431 CONSULTING SERVICES			0	11,303
52435 GARBAGE REMOVAL SERVICES			0	154
52450 LAUNDRY & CLEANING SERVICES			4,953	10,295
52455 LAWN MAINTENANCE SERVICE			1,242	1,250
52565 PEST CONTROL			0	225
52575 SERVICES			69,409	55,342
52605 CAR MILEAGE			5,000	4,000
52615 DUES & MEMBERSHIP			516	1,706
52625 MEETING EXPENSES IN TOWN			2,729	3,873
52630 TRAINING			57,271	96,658
52635 EMPLOYEE EDUCATIONL ASSIST			7,500	8,940
52645 SUBSCRIPTIONS			429	1,739
52655 TRAVEL OUT OF TOWN			22,467	37,824
52705 COMMUNICATIONS			104,696	212,853
52740 GENERAL INSURANCE-CITY			500	500
52745 UTILITIES			11,947	12,659
52746 UTILITIES-ELECTRIC			0	5,888
52747 UTILITIES-GAS			0	4,454
52748 UTILITIES-SEWER			0	298
52749 UTILITIES-WATER			0	1,430

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

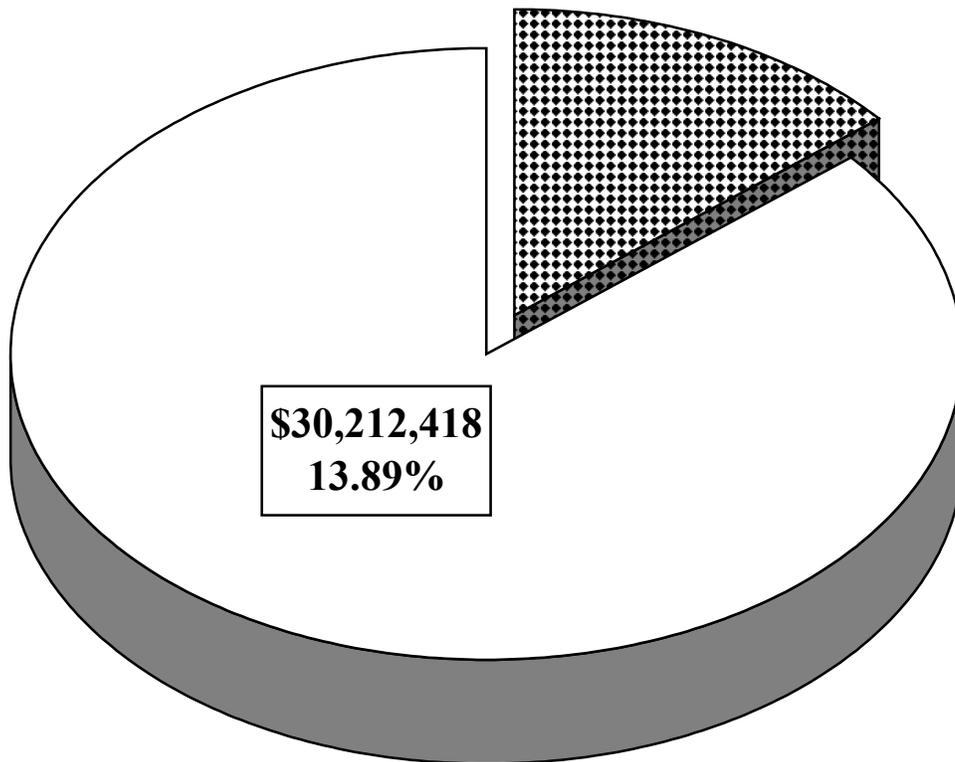
**PUBLIC SAFETY SALES TAX (PSST) FUND
FIRE**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52775 MINOR EQUIPMENT			64,567	70,021
52874 OFFICE SERVICES PRINTING			8,255	15,081
TOTAL OPERATING EXPENSES			632,513	848,810
53020 COMPUTERS/NETWORKS			70,509	41,022
53030 FURNITURE & FIXTURES			24,171	93,390
53050 MACHINERY & APPARATUS			437,924	281,142
53080 VEHICLES-ADDITIONS			176,350	482,562
53090 BUILDINGS & STRUCTURES			10,000	13,200
TOTAL CAPITAL OUTLAY			718,954	911,316
70930 CONSTRUCTION			8,202,000	5,822,000
TOTAL CAPITAL PROJECTS			8,202,000	5,822,000
TOTAL ORGANIZATION			10,583,039	10,087,196



CITY OF COLORADO SPRINGS

Public Works



City Engineering	\$4,071,079
Public Works Support	\$468,013
Streets	\$9,869,175
Transit Services	\$10,301,544
Transportation Engineering	\$5,502,607

The Parking System and Pikes Peak – America’s Mountain enterprises are included in the Enterprise Funds section.

City Engineering

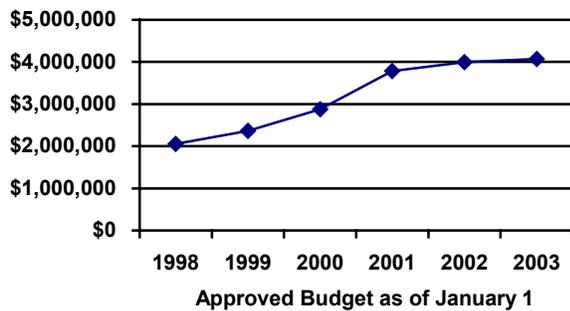


Gary Haynes, City Engineer • 30 South Nevada Avenue, Colorado Springs, CO 80901 • (719) 385-5918 • ghaynes@ci.colospgs.co.us

MISSION

To provide engineering services that ensure quality public works facilities and stormwater management programs to our community in order to protect the environment and to provide our citizens with safe and efficient transportation, drainage and bridge systems.

BUDGET HISTORY



SERVICES

- Roadway Design
 - Capital Project Management
 - Capital Improvement Design and Construction
 - Permits
 - Right-of-Way Acquisition
 - Surveying / Drafting
- Major Engineering Programs
 - Improvement Districts
 - Americans with Disabilities Act (ADA) Compliance
 - Capital Project Management
- Stormwater and Drainage Management
 - Stormwater and Environmental Compliance
 - Drainage Improvement Project Design and Construction
 - Capital Project Management
- Subdivision Review and Inspections
 - Engineering Review
 - New Development Inspection
- Engineering Management
 - Division Administration
 - Finance and Analysis
 - Customer Service
 - Technical Support

BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$2,502,205	\$2,712,271	\$3,516,301	\$3,686,011
Operating	146,970	263,217	391,225	345,203
Capital Outlay	161,440	130,641	91,100	39,865
Total	\$2,810,615	\$3,106,129	\$3,998,626	\$4,071,079

PERSONNEL

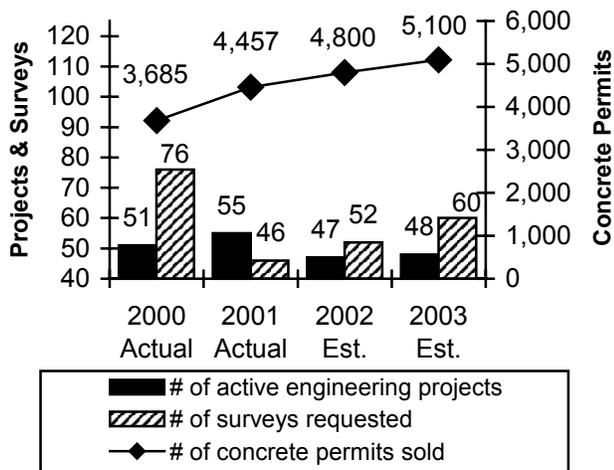
	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Senior Manager	1	1	1	1
Manager	3	3	3	4
Supervisor	1	4	4	3
Professional	11	14	14	14
Paraprofessional	19	22	22	23
General	4	6	6	7
FTE Total	39	50	50	51
Special Positions	5	2	2	1

For 2001, two clerical positions (General) and one civil engineer position (Professional) were converted from special to permanent positions for the stormwater program. One FIMS/GIS analyst (Professional) was added and seven positions were added for a new stormsewer program and enhanced development review based on the implementation of new fees – one senior stormwater inspector (Supervisor), three stormwater inspectors (Paraprofessional), two engineering review technicians (Paraprofessional), and one licensed surveyor (Professional). Also in 2001, two engineering inspectors were reclassified to senior inspectors (Paraprofessional to Supervisor).

During 2002, two new positions were funded by the increased excavation and concrete permit fees – one office specialist (General) and one inspector (Paraprofessional), an engineering inspections supervisor position was reclassified (Supervisor to Professional), and a senior civil engineer was promoted to subdivision review manager (Professional to Manager).

For 2003, one Civil Engineer position is transferred to CDBG to fill the vacant CE position in that fund. One real estate specialist (Special Position) that was associated with SCIP projects is eliminated.

PERFORMANCE INDICATORS



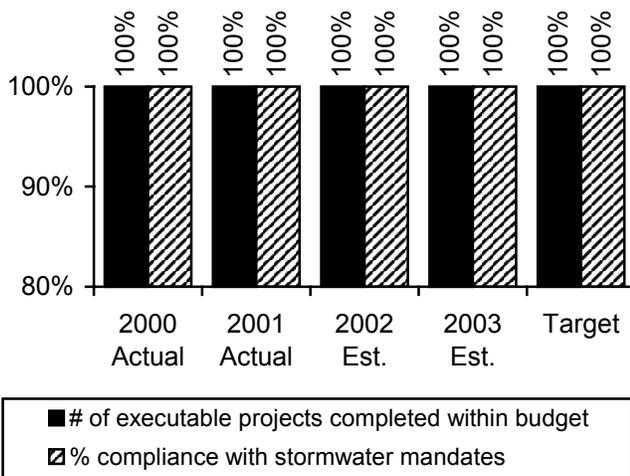
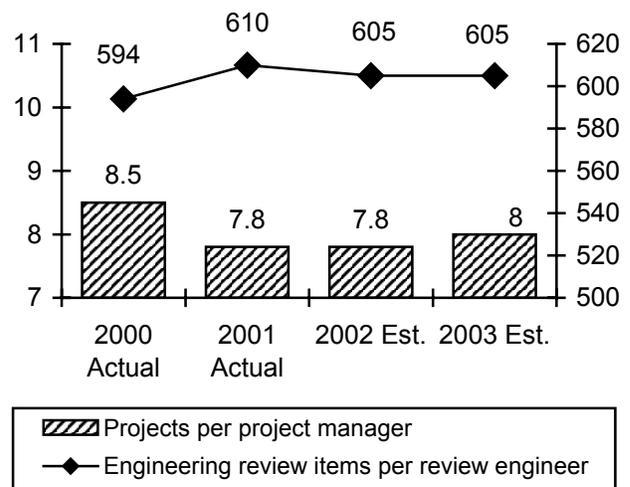
The number of active engineering projects includes projects designed in-house as well as projects contracted to consulting firms. This measure assumes a combination of Springs Community Improvements Program (SCIP) and/or new maintenance/rehabilitation projects.

In 2001 and 2002, the surveys requested have been longer in scope and complexity than in past years.

As the city has grown, the number of concrete permits sold has increased, thereby increasing the workload for City Engineering inspectors.

Projects per project manager include projects remaining from SCIP and General Fund capital improvement projects. Project managers counted include engineering managers who occasionally manage projects.

Development review items include both those submitted through the Planning Department as part of the buckslip review process and those review items submitted directly to City Engineering – drainage reports, grading plans, design profiles, geological studies, and development plans.



Project budgets are established at the beginning of each SCIP, tax refund, federal/State Grant, or City-funded project. Project managers must complete the project within the established funding constraints. If there is a legitimate reason why additional funding is needed (item outside of the project manager's control), an adjustment to the project budget is made. Once complete, the total project costs are compared to the project budget.

With the 2003 budget allocation, the Engineering Division will be able to continue to meet the target of 100 percent compliance with federal stormwater mandates.

CHANGES TO THE BUDGET

- An increase of \$182,786 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Telecommunications charges have been reduced by \$34,666 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- Two positions and funding of \$109,418 (\$101,122 in Salaries & Benefits and \$8,296 in Operating) were added in 2002 via a supplemental appropriation from the increased excavation and concrete permit fees.
- For 2003, one permanent position is transferred to the CDBG fund to provide engineering services for capital projects. This results in a reduction of \$70,000.
- One special position, a real estate specialist that was for SCIP projects, is eliminated. This results in a reduction of \$70,000.
- Cell phone charges have been reduced by \$2,685.
- As part of the 2003 service reductions, \$20,000 is removed which reduces non-federal mandated stormwater quality education efforts.
- Onetime funding of \$22,400 for vehicle replacement is removed.

MAJOR OBJECTIVES

OBJECTIVE – Support the SCIP program and other City capital projects with engineering, technical, and project management services.

City Engineering will ensure that all Public Works infrastructure capital projects are constructed in accordance with City specifications, on time, and within budget.

OBJECTIVE – Ensure that the City of Colorado Springs is compliant with the federally mandated National Pollutant Discharge Elimination System (NPDES) stormwater permit program and with mandated stormwater/environmental protection regulations.

City Engineering will continue to provide services mandated in the NPDES stormwater permit and other stormwater/environmental regulations through activities of the stormwater management team. These services include water quality monitoring, reporting, public education, mapping of drainage basins/industries/etc., and development/implementation of best management practices.

OBJECTIVE – Provide the high level of customer service demanded by the City customer service guidelines.

By continuing to emphasize the importance of customer satisfaction in all interactions with citizens, increasing the collection of customer satisfaction data, and continuing

collection of public input on major projects, City Engineering will strive to ensure that the citizens of Colorado Springs feel that they have received quality service.

OBJECTIVE – Provide the citizens of Colorado Springs with quality infrastructure in new subdivisions while serving the development community with timely, complete reviews of development plans.

By providing thorough, quality, engineering review of all drainage projects, grading plans, design profiles, and geologic studies submitted by developers and by providing inspection of all construction in the public right-of-way, City Engineering will protect the citizens from substandard infrastructure construction in Colorado Springs. By performing that review and inspection in an efficient, competent manner, this will also serve the development community.

OBJECTIVE – Implement technology to provide service in the most efficient manner possible.

By continuing to pursue technological advances in the Civil Engineering field as they become available and affordable, City Engineering will utilize technology to maintain existing service levels in the face of city growth, infrastructure aging, tax limitation, and conflicting citizen demands.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC WORKS
CITY ENGINEERING**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	2,117,536	2,252,752	2,918,638	3,029,235
51207 WAGE PKG-PERFORMANCE	57,694	46,775	0	0
51210 OVERTIME	15,355	14,845	17,264	15,000
51215 ACHIEVEMENT AWARD	0	2,000	0	0
51220 SEASONAL/TEMPORARY	19,012	30,556	0	0
51230 SHIFT DIFFERENTIAL	0	1	0	0
51235 STANDBY	17	0	0	0
51245 RETIREMENT/TERM VACATION	803	11,551	0	0
51260 VACATION BUY	3,256	2,933	0	0
51299 SALARIES REIMBURSEMENTS	(125,257)	(81,894)	0	0
51610 PERA	216,580	216,322	250,766	273,730
51615 WORKER'S COMPENSATION	11,136	8,159	22,953	22,058
51620 EQUITABLE LIFE INSURANCE	8,166	7,993	10,952	11,297
51625 VISION CARE	2,082	2,211	2,972	2,972
51640 DENTAL INSURANCE	11,612	12,216	15,772	17,839
51665 CASH BACK	5,769	6,505	0	0
51670 PARKING FOR EMPLOYEES	6,680	7,190	5,968	5,968
51690 MEDICARE	18,255	19,972	28,675	29,927
51695 CITY EPO MEDICAL PLAN	133,509	152,183	242,341	277,985
TOTAL SALARIES & BENEFITS	2,502,205	2,712,271	3,516,301	3,686,011
52105 MISCELLANEOUS OPERATING	0	23	0	0
52110 OFFICE SUPPLIES	13,510	12,334	12,188	12,500
52111 PAPER SUPPLIES	0	1,865	4,500	2,000
52120 SOFTWARE-MICRO/WORD PROCESS	18,176	4,521	9,000	19,410
52125 GENERAL SUPPLIES	5,497	5,217	6,000	4,000
52135 POSTAGE	2,609	2,952	3,000	3,000
52140 WEARING APPAREL	2,276	4,057	3,480	4,100
52145 PAINT & CHEMICAL	0	0	350	0
52160 FUEL	0	23	0	0
52165 LICENSES & TAGS	0	8,993	11,000	13,130
52220 MAINT-OFFICE MACHINES	3,132	3,087	3,490	3,490
52225 MAINT-MICROS/WORD PROCESSOR	2,995	0	0	0
52235 MAINT-MACHINERY & APPARATUS	(1,518)	1,010	3,745	1,600
52265 MAINT-BUILDINGS & STRUCTURE	4,220	5	0	0
52305 MAINT-SOFTWARE	70	0	0	0
52405 ADVERTISING SERVICES	180	5,865	2,200	4,000
52431 CONSULTING SERVICES	0	(0)	164,380	137,380
52575 SERVICES	54,674	86,130	1,750	1,200
52590 TEMPORARY EMPLOYMENT	0	628	2,400	2,400
52605 CAR MILEAGE	23	12	50	50
52615 DUES & MEMBERSHIP	823	1,012	1,195	1,120
52625 MEETING EXPENSES IN TOWN	2,863	1,236	1,080	1,100
52630 TRAINING	0	11,038	12,200	11,000
52635 EMPLOYEE EDUCATIONL ASSIST	5,450	5,600	0	0
52645 SUBSCRIPTIONS	40	0	200	200
52655 TRAVEL OUT OF TOWN	1,943	965	2,250	2,000
52705 COMMUNICATIONS	4,406	86,287	97,137	61,286
52735 TELEPHONE-LONG DIST CALLS	8,461	3,355	3,600	3,600

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC WORKS
CITY ENGINEERING**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52755 COMMUNICATIONS-EQUIPMENT	204	0	0	0
52765 LEASE/PURCHASE PAYMENTS	0	0	30,000	39,337
52775 MINOR EQUIPMENT	12,262	11,715	7,500	10,000
52874 OFFICE SERVICES PRINTING	1,899	2,286	5,740	4,300
52875 OFFICE SERVICES RECORDS	2,774	3,002	2,790	3,000
TOTAL OPERATING EXPENSE	146,970	263,217	391,225	345,203
53010 OFFICE MACHINES	7,169	10,075	16,000	11,500
53020 COMPUTERS/NETWORKS	40,012	26,711	46,700	21,865
53030 FURNITURE & FIXTURES	1,830	8,033	1,500	1,500
53070 VEHICLES-REPLACEMENT	104,452	43,921	22,400	0
53080 VEHICLES-ADDITIONS	7,977	41,900	0	0
53090 BUILDINGS & STRUCTURES	0	0	4,500	5,000
TOTAL CAPITAL OUTLAY	161,440	130,641	91,100	39,865
TOTAL ORGANIZATION	2,810,615	3,106,128	3,998,626	4,071,079

Public Works Support



Dave Zelenok, Director • 30 South Nevada Avenue, Colorado Springs, CO 80903 • (719) 385-5426 • dzelenok@ci.colospgs.co.us

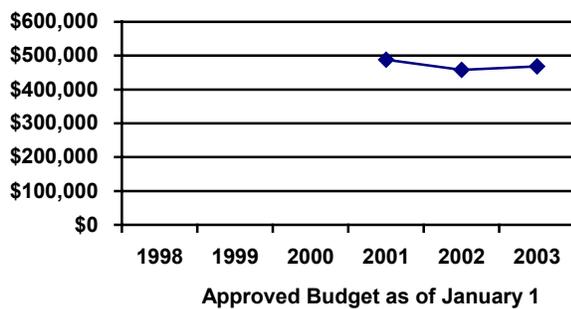
MISSION

To provide quality organizational support services for the Public Works Department in order to enhance the transportation, drainage and stormwater systems in the community.

SERVICES

- Provide customer service support
- Secure federal grant funds
- Coordinate Public Works services with Colorado Springs Utilities and other agencies
- Provide support to staff projects
- Provide information technology support
- Provide analytical support
- Provide administrative support
- Provide intradepartmental coordination

BUDGET HISTORY



BUDGET SUMMARY

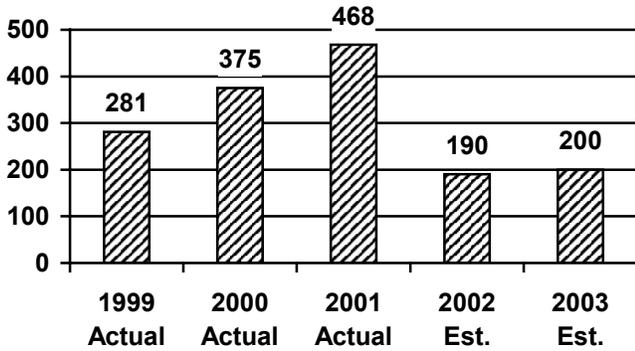
	2000 Actual	2001 Actual	2002 Budget	2003 Budget
<u>Uses of Funds</u>				
Salary/Benefits	N/A	\$383,468	\$392,081	\$409,768
Operating	N/A	60,543	52,582	53,745
Capital Outlay	N/A	0	13,000	4,500
Total	N/A	\$444,011	\$457,663	\$468,013

PERSONNEL

Classification	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Senior Manager	N/A	1	1	1
Manager	N/A	1	1	1
Professional	N/A	0	1	1
Paraprofessional	N/A	2	1	1
FTE Total	N/A	4	4	4
Special Positions	N/A	1	1	1

PERFORMANCE INDICATORS

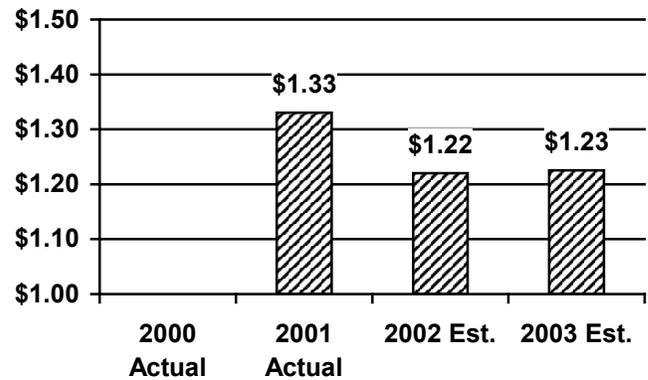
of Clarify Requests



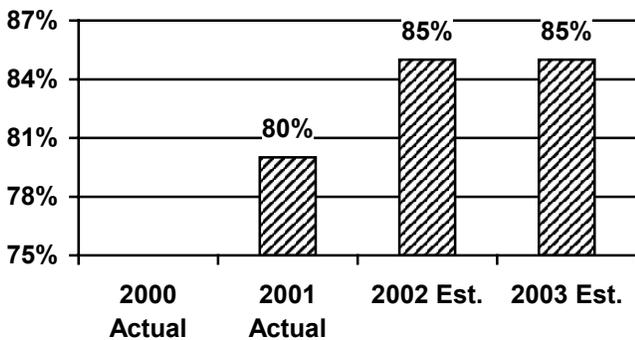
For 2003, it is estimated that Public Works Clarify requests will decrease by 50 percent due to a Citywide policy change.

For 2003, it is estimated the Public Works Support Division will cost each citizen \$1.23 per year.

Cost of Office per Citizen per Year



Grant Application Success Rate



Annual grant application requests are estimated to total \$16,800,000 in 2003. It is estimated that a total of \$14,280,000 will be received.

CHANGES TO THE BUDGET

- An increase of \$17,687 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Telecommunications charges have been reduced by \$2,013 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- Cell phone charges have been reduced by \$324.
- As part of the 2003 service reductions, \$5,000 is removed from capital for a computer.

MAJOR OBJECTIVES

OBJECTIVE – Support Strategic Plan Implementation.

Continue coordination with the Divisions and staff to ensure the successful implementation of the Public Works segments of the Strategic Plan. Provide any needed administrative or analytical support to accomplish this goal.

OBJECTIVE – Ensure Public Works provides the highest quality customer service possible.

Continue support to the customer service efforts of Public Works and the individual Divisions to address the successful resolution of all service requests in a manner that will promote quality customer service. Coordinate activities that will foster positive interaction with the public and Public Works Divisions. Develop methods of evaluating the effectiveness of these efforts and create strategies to address those identified needs.

OBJECTIVE – Ensure that Public Works receives the maximum amount of federal and State funds.

Coordinate the efforts of all Public Works staff seeking grant funds. Utilize the services of contract organizations to provide access to additional funding sources. Promote partnering with other governmental agencies to provide maximum leveraging of funds to implement the construction of needed infrastructure.

OBJECTIVE – Coordinate the information technology needs for Public Works.

Coordinate information technology-related projects for the Public Works Department. Coordinate through the Information Technology Department to ensure all projects meet City standards and are implemented. Projects will include the implementation of the 800 MHz radio system, GPS, and Weather Systems.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC WORKS
PUBLIC WORKS SUPPORT**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	0	310,580	330,179	341,352
51207 WAGE PKG-PERFORMANCE	0	13,331	0	0
51210 OVERTIME	0	1,298	0	0
51220 SEASONAL/TEMPORARY	0	1,976	0	0
51240 RETIREMENT/TERMINATION SICK	0	1,460	0	0
51245 RETIREMENT/TERM VACATION	0	19	0	0
51260 VACATION BUY	0	602	0	0
51610 PERA	0	29,838	29,916	32,320
51615 WORKER'S COMPENSATION	0	4,125	890	873
51620 EQUITABLE LIFE INSURANCE	0	1,036	1,320	1,365
51625 VISION CARE	0	314	315	315
51640 DENTAL INSURANCE	0	1,238	1,680	1,900
51665 CASH BACK	0	1,387	0	0
51670 PARKING FOR EMPLOYEES	0	760	0	0
51690 MEDICARE	0	3,401	3,758	3,920
51695 CITY EPO MEDICAL PLAN	0	12,102	24,023	27,723
TOTAL SALARIES & BENEFITS	0	383,468	392,081	409,768
52110 OFFICE SUPPLIES	0	5,809	5,000	5,000
52120 SOFTWARE-MICRO/WORD PROCESS	0	3,182	0	0
52122 CELL PHONES EQUIP & SUPPLIES	0	614	0	0
52125 GENERAL SUPPLIES	0	3,201	1,250	1,250
52135 POSTAGE	0	4,129	2,000	2,000
52220 MAINT-OFFICE MACHINES	0	1,308	1,500	1,500
52230 MAINT-FURNITURE & FIXTURES	0	83	0	0
52405 ADVERTISING SERVICES	0	872	500	500
52575 SERVICES	0	501	4,000	4,000
52590 TEMPORARY EMPLOYMENT	0	0	1,000	1,000
52605 CAR MILEAGE	0	2,363	1,750	1,750
52615 DUES & MEMBERSHIP	0	1,179	600	600
52625 MEETING EXPENSES IN TOWN	0	6,700	2,700	2,700
52630 TRAINING	0	659	500	4,000
52635 EMPLOYEE EDUCATIONL ASSIST	0	3,425	500	500
52645 SUBSCRIPTIONS	0	196	250	250
52655 TRAVEL OUT OF TOWN	0	5,973	6,750	6,750
52705 COMMUNICATIONS	0	12,051	16,132	13,795
52735 TELEPHONE-LONG DIST CALLS	0	1,299	3,000	3,000
52755 COMMUNICATIONS-EQUIPMENT	0	1,205	1,000	1,000
52775 MINOR EQUIPMENT	0	4,159	1,000	1,000
52795 RENTAL OF EQUIPMENT	0	297	0	0
52841 DP HARDWARE & OTHER	0	199	1,000	1,000
52874 OFFICE SERVICES PRINTING	0	662	1,400	1,400
52875 OFFICE SERVICES RECORDS	0	477	750	750
TOTAL OPERATING EXPENSE	0	60,543	52,582	53,745
53020 COMPUTERS/NETWORKS	0	0	6,500	0
53030 FURNITURE & FIXTURES	0	0	6,500	4,500
TOTAL CAPITAL OUTLAY	0	0	13,000	4,500
TOTAL ORGANIZATION	0	444,011	457,663	468,013

Streets



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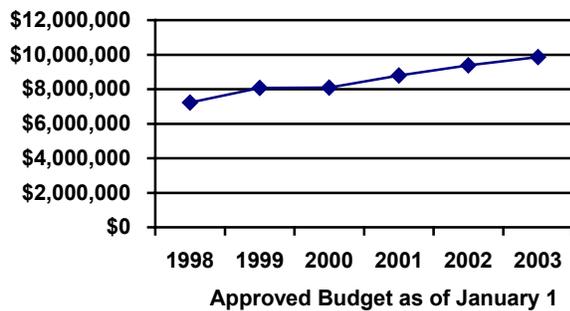
MISSION

Maintain and preserve the city's roadway and drainage infrastructure to enhance community's health, safety and welfare.

SERVICES

- Pavement rehabilitation
- Street sweeping/air quality control
- Snow and ice control
- Drainage maintenance
- Alley maintenance and dust abatement
- Storm mitigation

BUDGET HISTORY



BUDGET SUMMARY

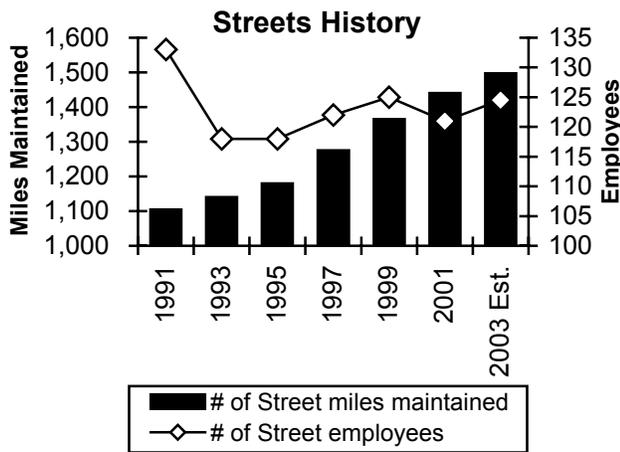
	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$6,110,817	\$6,297,416	\$6,716,108	\$7,311,506
Operating	810,367	807,547	847,753	804,888
Capital Outlay	1,079,675	1,877,429	1,827,732	1,752,781
Total	\$8,000,859	\$8,982,392	\$9,391,593	\$9,869,175

PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Senior Manager	1	0	0	0.0
Manager	3	2	3	3.0
Supervisor	11	11	10	10.0
Professional	1	1	1	2.0
Paraprofessional	7	5	15	18.0
General	102	102	91	91.5
FTE Total	125	121	120	124.5
Special Positions	1	1	1	1

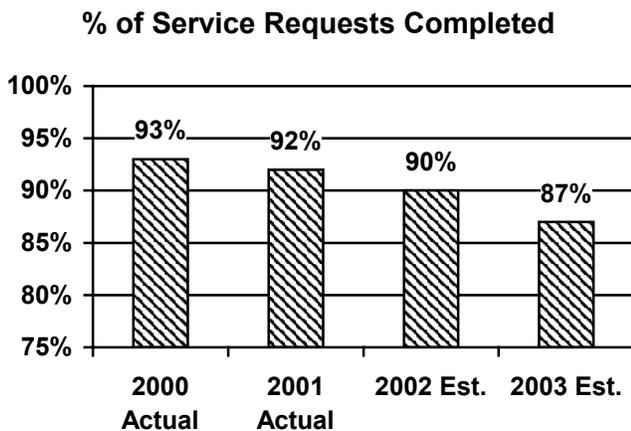
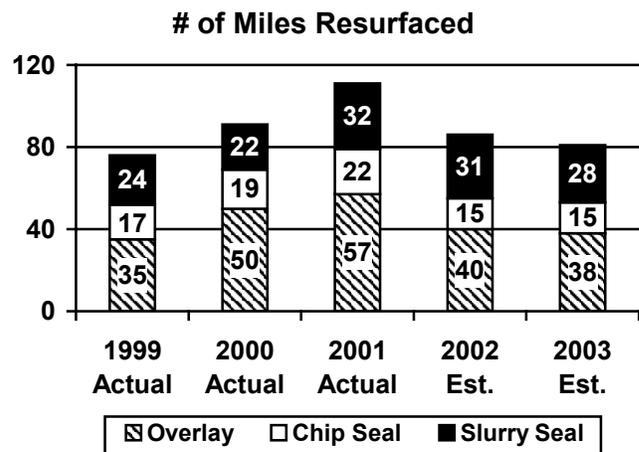
For 2001, four positions were transferred to the Public Works Support Division. During 2001, one staff assistant position was transferred to Transportation Engineering. For 2002, ten general position classifications were moved to Paraprofessional to accurately reflect their classification. During 2002, the City of Colorado Springs approved new fees for pavement degradation and traffic control and increased the existing excavation permit fees. Based on these fees, 4.5 positions were added - 3 street repair inspectors, 1 GIS analyst I, and 0.5 senior office specialist.

PERFORMANCE INDICATORS



Since 1990, the number of street miles maintained is estimated to have increased by 36 percent while the number of Street Division employees has dropped by 13 percent.

The resurfacing mileage identified includes all overlay, chip seal, and slurry seal activities that have been or will be completed by in-house and contractor resources. Resurfacing efforts are augmented by the Capital Improvements Program budget of approximately \$4.5 million.



The number of service requests received by the Street Division has gradually increased over the years. With the introduction of various communication means and technology, the number of service requests received annually averages between 3,800 and 4,000. The use of technology such as the Internet along with the implementation of Clarify to document and track requests has proven beneficial as a means in which citizens can alert us of areas of concern.

CHANGES TO THE BUDGET

- An increase of \$343,905 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Funding of \$330 is included to address the increased water rate.
- During 2002, the City approved new fees for pavement degradation and traffic control and increased the existing excavation permit fees. Based on these fees, \$266,808 was added in 2002 via a supplemental appropriation for 4.5 positions and operating expenses. Those positions are carried over in the 2003 budget.
- Telecommunications charges have been reduced by \$23,634 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- Cell phone charges have been reduced by \$2,876.
- Onetime funding of \$32,000 is removed which reduces the municipal facility runoff control program.
- Onetime funding of \$74,951 for vehicle replacement is removed.

MAJOR OBJECTIVES

OBJECTIVE – Maintain and preserve the city's roadway infrastructure to provide safe and efficient mobility for the community.

With reallocation of resources, the Division will continue to enhance its key maintenance operations including pavement rehabilitation; district maintenance; street sweeping; and snow and ice control. Added emphasis will be placed on developing a more focused and proactive district maintenance program that matches the current resources.

OBJECTIVE – Focus efforts on maximizing productivity and effectiveness of the pavement rehabilitation program.

A concerted effort will be made to improve asphalt-paving quality as well as enhance production. This will be accomplished through effective utilization of both in-house staff and private contractors. With the use of technological enhancements and review of the work processes, the pavement rehabilitation program is under continuous improvement. The Division will also actively pursue its milling-bartering program with the private industry and other governmental entities to enhance revenue.

OBJECTIVE – Improve public awareness and education of services provided.

Channel 18 will be utilized to keep the public apprised of current and scheduled roadway improvement and rehabilitation projects. Construction projects of significant impact will be well publicized through the media including radio, newspaper, and other local area journals. To increase public awareness, Channel 18 will air several educational videos on drainage maintenance and street rehabilitation programs.

Springsgov.com has provided the Street Division the ability to effectively utilize the Internet to educate, communicate and update the citizens throughout the community as well as others as to the current and future street, drainage and concrete projects due to be completed. The Internet also promotes the education of the overall public as to the various work duties and responsibilities that the Street Division is responsible for completing.

OBJECTIVE – Maintain and improve customer service.

The Division will continue to conduct neighborhood involvement and awareness surveys and citizen surveys to evaluate the quality and type of services provided. Services and operations will be revised based on feedback from the surveys and interaction with citizens. A complete study will be conducted as to the various awareness and citizen surveys that are currently being utilized throughout both public and private entities and the benefits received. This information will be used to reassess the tools and direction that will be used in soliciting future citizen and customer feedback.

OBJECTIVE – Improve public safety through effective maintenance of stormwater (drainage) system infrastructure.

More frequent inspections will be conducted for open and closed drainage systems. Collaborative efforts with both City Engineering and the private development community will continue in order to expand the resource base for completing additional drainage improvement projects. The Division will also coordinate with citizen groups to assist with clean-ups in open channels.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC WORKS
STREETS**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	4,309,352	4,270,431	4,989,253	5,395,677
51207 WAGE PKG-PERFORMANCE	122,091	74,845	0	0
51210 OVERTIME	545,075	556,059	169,100	169,100
51220 SEASONAL/TEMPORARY	139,181	154,593	100,000	100,000
51230 SHIFT DIFFERENTIAL	77	0	1,456	1,456
51235 STANDBY	0	0	16,810	16,810
51240 RETIREMENT/TERMINATION SICK	5,443	8,452	0	0
51245 RETIREMENT/TERM VACATION	16,129	27,649	0	0
51250 SPECIAL ASSIGNMENT PAY	1,751	0	3,000	3,000
51260 VACATION BUY	11,354	9,395	0	0
51299 SALARIES REIMBURSEMENTS	(337,071)	(17,603)	0	0
51610 PERA	499,862	463,430	464,423	522,650
51615 WORKER'S COMPENSATION	289,349	207,216	242,415	236,891
51620 EQUITABLE LIFE INSURANCE	16,865	16,090	19,732	21,331
51625 VISION CARE	6,771	6,742	7,592	7,907
51635 CITY MAJOR MEDICAL PLAN	0	594	3,520	3,520
51640 DENTAL INSURANCE	35,456	35,883	40,583	47,799
51665 CASH BACK	5,021	5,635	0	0
51670 PARKING FOR EMPLOYEES	2,340	1,560	1,579	1,579
51690 MEDICARE	36,656	37,768	41,578	47,369
51695 CITY EPO MEDICAL PLAN	405,117	438,677	615,067	736,417
TOTAL SALARIES & BENEFITS	6,110,817	6,297,416	6,716,108	7,311,506
52105 MISCELLANEOUS OPERATING	20,990	5,540	0	0
52110 OFFICE SUPPLIES	6,715	12,445	15,300	15,300
52111 PAPER SUPPLIES	0	2,751	2,312	2,312
52115 MEDICAL SUPPLIES	0	167	170	170
52120 SOFTWARE-MICRO/WORD PROCESS	2,796	358	90	90
52122 CELL PHONES EQUIP & SUPPLIES	0	1,472	2,200	2,200
52125 GENERAL SUPPLIES	234,472	60,491	24,452	30,767
52126 ELECTRICAL SUPPLIES	0	335	0	0
52131 CONCRETE SUPPLIES	0	114,096	130,230	130,230
52135 POSTAGE	234	230	840	840
52140 WEARING APPAREL	27,217	26,029	23,229	23,229
52145 PAINT & CHEMICAL	13,123	9,807	4,524	4,524
52185 AGGREGATE MATERIAL	119,400	129,260	171,647	171,647
52190 JANITORIAL SUPPLIES	0	1,326	0	0
52220 MAINT-OFFICE MACHINES	4,095	5,915	2,820	2,820
52235 MAINT-MACHINERY & APPARATUS	6,530	6,942	10,516	10,516
52265 MAINT-BUILDINGS & STRUCTURE	21,517	27,075	38,647	38,647
52405 ADVERTISING SERVICES	2,351	4,394	0	0
52410 BUILDING SECURITY SERVICES	0	0	737	737
52431 CONSULTING SERVICES	0	3,970	68,725	76,225
52435 GARBAGE REMOVAL SERVICES	0	41,347	11,115	11,115
52445 JANITORIAL SERVICES	0	19,187	25,675	25,675
52450 LAUNDRY & CLEANING SERVICES	531	0	9,856	9,856
52560 PARKING SERVICES	0	0	569	569
52565 PEST CONTROL	0	339	0	0
52575 SERVICES	161,620	43,402	72,802	33,928

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC WORKS
STREETS**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52590 TEMPORARY EMPLOYMENT	0	24,762	4,149	4,149
52605 CAR MILEAGE	2,106	105	0	0
52615 DUES & MEMBERSHIP	659	608	150	150
52625 MEETING EXPENSES IN TOWN	22,434	21,743	6,750	6,750
52630 TRAINING	0	4,589	6,109	11,109
52635 EMPLOYEE EDUCATIONAL ASSIST	9,926	279	0	0
52645 SUBSCRIPTIONS	1,369	432	1,172	1,172
52655 TRAVEL OUT OF TOWN	6,184	7,728	9,449	9,449
52705 COMMUNICATIONS	60,641	138,350	109,804	83,294
52735 TELEPHONE-LONG DIST CALLS	1,060	1,416	776	776
52736 CELLULAR AIR TIME	0	0	0	2,876
52745 UTILITIES	36,139	58,953	47,507	0
52746 UTILITIES-ELEC	0	0	0	19,478
52747 UTILITIES-GAS	0	0	0	25,178
52748 UTILITIES-SEWER	0	0	0	950
52749 UTILITES-WATER	0	0	0	2,231
52775 MINOR EQUIPMENT	18,312	15,098	21,867	22,365
52795 RENTAL OF EQUIPMENT	14,257	33	5,460	5,460
52874 OFFICE SERVICES PRINTING	1,761	192	954	954
52893 RENTAL OF FLEET VEHICLES	5,900	5,345	2,150	2,150
65020 ARIES PROPERTY-SERVICE COST	6,184	7,510	15,000	15,000
65160 RECRUITMENT	1,845	3,526	0	0
TOTAL OPERATING EXPENSE	810,367	807,547	847,753	804,888
53020 COMPUTERS/NETWORKS	32,967	182,039	47,657	47,657
53030 FURNITURE & FIXTURES	12,501	0	0	0
53050 MACHINERY & APPARATUS	25,843	11,212	15,000	15,000
53070 VEHICLES-REPLACEMENT	1,008,366	1,684,177	1,765,075	1,690,124
53080 VEHICLES-ADDITIONS	0	0	0	0
TOTAL CAPITAL OUTLAY	1,079,676	1,877,429	1,827,732	1,752,781
TOTAL ORGANIZATION	8,000,859	8,982,391	9,391,593	9,869,175

Transit Services



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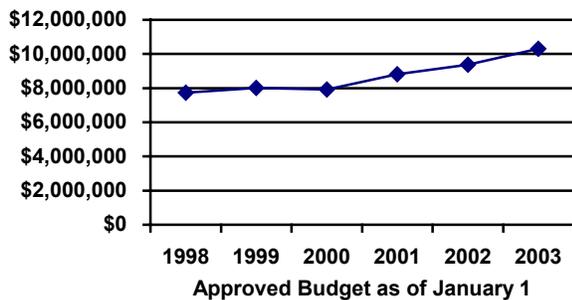
MISSION

To meet the public transportation needs of the Colorado Springs region by providing the highest quality public transportation services possible. These services shall be provided in a safe, reliable, cost-effective, and customer-oriented manner in an effort to meet the personal mobility needs of transit customers and the community.

SERVICES

- Fixed Route transit services
- Monument Express Bus Service
- Transit services planning
- Americans with Disabilities Act (ADA)
Complementary paratransit services
- Rideshare services (carpools/vanpools)
- Support human services paratransit operations

BUDGET HISTORY



BUDGET SUMMARY

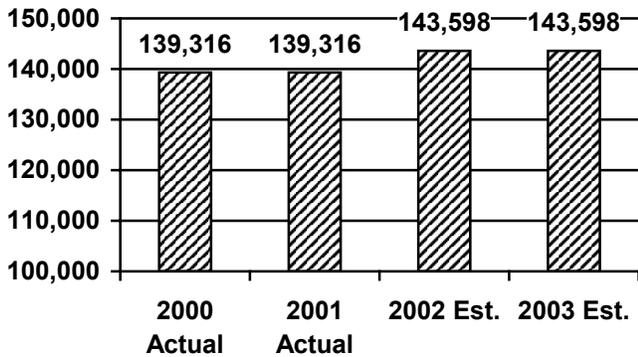
	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$ 108,469	\$ 119,701	\$ 120,934	\$ 126,538
Operating	8,185,288	8,661,282	9,017,733	9,858,806
Capital Outlay	474,334	1,746,229	230,900	316,200
Total	\$8,768,091	\$10,527,212	\$9,369,567	\$10,301,544

PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Manager	1	1	1	1
FTE Total	1	1	1	1
Special Positions	5.5	7.5	7.75	8

PERFORMANCE INDICATORS

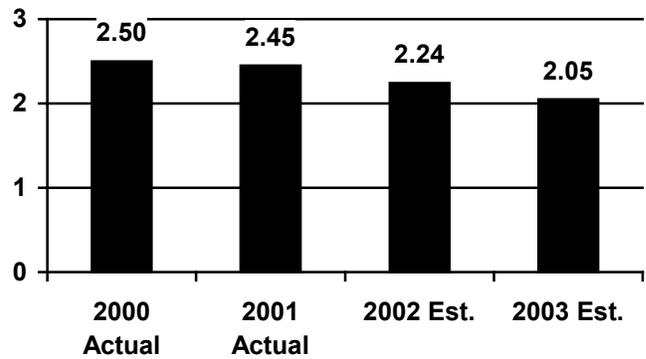
of Revenue Hours of Service



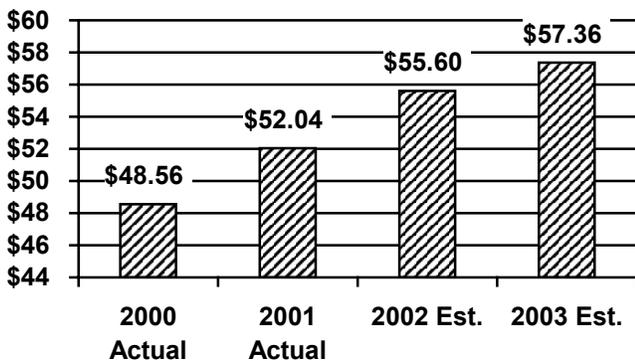
This graph shows the number of "revenue hours of service" operated each year. Revenue hours are those hours that vehicles are providing service on bus routes. Revenue hours of service have been static for the past few years. However, 2002 and 2003 revenue hours are estimated to increase based on the addition of new services that will be operated on a "cost neutral" basis and have no impact upon the baseline budget.

This graph depicts the number of accidents per 100,000 miles during the past several years. The number of accidents per 100,000 miles has been decreasing as a result of an aggressive Safety and Training Program instituted by Springs Transit. Springs Transit received an American Public Transportation Association (APTA) National Safety Award in 2001.

of Accidents per 100,000 Miles



Cost per Fixed-Route Revenue Hour



The Cost per fixed-route revenue hour graph indicates that the cost of service is slightly increasing. Although revenue hours show a small increase, the figure reflects expenses for new service that will be offset by revenue. The figure also shows a contractual increase in wages and insurance which is offset by a contract savings of \$100,000.

CHANGES TO THE BUDGET

- An increase of \$5,604 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Funding of \$385 is included to address the increased water rate.
- Telecommunications charges have been reduced by \$11,433 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- Cell phone charges have been reduced by \$192.
- Increases of \$135,850 and \$271,728 have been included for Schriever Air Force Base service and Memorial Hospital increased services demands, respectively. Both increases are completely offset by revenue increases.
- An increase of \$455,312 is for fixed route drivers salaries (3.5 percent) and health insurance (28 percent) costs. Also, an increase of \$150,000 in the automobile liability insurance premium is funded. These increases are partially offset by a negotiated management contract savings of \$100,000.
- Increases in the Springs Mobility service contract with Coach USA Transit (3.5 percent) and the ADA eligibility/certification contract (3 percent) for \$32,123 are funded.
- Elimination of The Resource Exchange (TRE) subsidy (\$92,700) will also help offset the above increases. This elimination should not result in a significant increase in Springs Mobility ridership, nor service reduction.
- Revenue increases include funding from El Paso County, Manitou Springs, and Fountain in the amount of \$110,830. The increases are to cover the City's marginal costs for these fixed route and paratransit bus services.
- Standard fares for fixed route and paratransit services were increased in 2000. However, there was no increase to the cost of monthly bus passes. For 2003, the increase in fixed route bus passes rates results in additional revenue in the amount of \$80,000. A loss in ridership is not expected as a result of this increase.
- Currently, Springs Mobility is a mandated ADA complementary service associated with the fixed route bus service. When Springs Mobility began operating in 1993, a discounted punch card was offered. Because of the nature of the service and the high level of funding required to provide this service, discounted punch passes are no longer considered viable and will be discontinued. This will generate \$17,748 in additional revenue.
- The City's 20 percent matching funds, totaling \$734,200, are included. This is an increase of \$503,300. In past years, this increase was presented

to City Council in a supplemental appropriation. To better show the entire transit program, the projects programmed for funding in the 2003 FTA grant are included.

2003 Federal Transit Administration (FTA) Grant Projects: (City match of \$734,200 is 20% of \$3,671,000)

- Ten vehicle overhauls for the Springs Transit fleet in the amount of \$98,000. (City match is \$19,600).
- Computers, software, and software upgrades for transit planning and management and shop equipment purchases associated with maintenance of the Springs Transit fleet will be purchased to replace outdated equipment in the amount of \$30,000. (\$6,000)
- Funding of \$2,677,000 is included for the Downtown Transit Center project, which will be a five year phased project. Funding in 2003 will allow for the land acquisition, relocation, and master planning/preliminary engineering for the project. The Downtown Transit Center will replace the existing Springs Transit Terminal located at the corner of Kiowa and Nevada. (\$535,400). \$418,000 of the City match is funded in the Parking System Fund.
- FTA requires grantees to allocate 1% of their annual grant program total for safety and surveillance equipment at transit facilities. Surveillance equipment in the amount of \$58,000 will be purchased and installed at the Transit Services facilities at 1015 Transit Drive. (\$11,600).
- The FTA program allows for planning and administrative staff salaries and benefits to be paid from the grant program. Salaries/benefits in the amount of \$295,000 is included for a Senior Grants Analyst, a Transit Planner, an Information Technology Analyst, a Paratransit Coordinator (1/2 time), and an Administrative Assistant. (\$59,000).
- In conformance with the City's Intermodal Transportation Plan, \$355,000 is included for a study to analyze potential rapid transit corridors throughout the metropolitan area and to implement the "core" transit system. (\$71,000).
- FTA requires grantees to use 1% of their annual grant program total for "transit enhancements". Transit enhancements totaling \$58,000 include signage, facility improvements, and Americans with Disabilities Act accessibility projects. (\$11,600).
- Funding in the amount of \$100,000 will be used to fund the planning and development of an Automated Vehicle Location Development (AVL) system for the Springs Transit fleet. Traffic Operations staff will conduct the planning and development work. (\$20,000).

MAJOR OBJECTIVES

OBJECTIVE – Acquire land for the Downtown Transit Center.

The Transit Services Division will work with the Downtown Urban Renewal Authority to acquire land for a new Downtown Transit Center and possibly integrate the project into the Downtown Urban Renewal area.

OBJECTIVE – Implement Citadel Transfer Center and Hancock Transportation enhancement projects.

The Transit Services Division will implement two Transportation enhancement projects in 2003 as follows:

- The Citadel Transfer Center project will make improvements to the bus transfer station on the Citadel Mall property on the Westside of the mall, including ADA access ramps, new transit stop shelters, bus pullouts, sidewalk replacements and installation of new trees, shrubs and sod.
- The Hancock enhancement project will improve Springs Transit stops along fixed routes 7A and 7B including ADA access ramps, bus pads, transit stop shelters, replacement of sidewalks, and installation of trees, shrubs and sod.

OBJECTIVE – Improve delivery of fixed-route services.

Springs Transit will continue to improve fixed-route schedule adherence on all trips by reviewing and adjusting time points as appropriate. Springs Transit will also increase miles to 3,800 between fixed-route road calls through improved preventive maintenance activities.

OBJECTIVE – Increase riders of fixed-route services.

Springs Transit will continue to review and evaluate the performance of fixed-route services and reallocate services from low productivity areas to higher

productivity areas. Public awareness and outreach for fixed-route transit services will continue. Federal grant funds will be sought to support the public awareness/outreach program.

OBJECTIVE – Continue to promote and offer alternatives to the single occupant vehicle in the Pikes Peak region.

Ridefinders and Springs Transit will continue to promote carpools, school pools and commuter vanpools through public awareness campaigns and outreach programs. Fixed-route services will be promoted using the American Public Transportation Association (APTA) PT2 marketing program. A variety of federal grants will be pursued as funding sources to offset the General Fund subsidy.

OBJECTIVE – Continue to improve the productivity (passengers per hour) and efficiency of ADA complementary paratransit service.

As the number of individuals eligible for paratransit rides increases, it will be necessary to increase productivity and rides per hour to accommodate the demand for service while keeping denials to a minimum and operating within the allocated budget/contract hours.

OBJECTIVE – Manage cost for the provision of paratransit services.

A discounted 10-ride punch card will not be available for trips in and outside of the city limits. All cash fares and 10-ride punch card fares will be the same amount: \$2.00 per trip in city limits; \$2.60 per trip outside the city limits.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC WORKS
TRANSIT**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	86,992	97,495	105,780	109,702
51207 WAGE PKG-PERFORMANCE	3,219	(348)	0	0
51215 ACHIEVEMENT AWARD	0	2,500	0	0
51610 PERA	8,874	9,328	7,640	8,357
51615 WORKER'S COMPENSATION	251	198	217	214
51620 EQUITABLE LIFE INSURANCE	338	361	398	414
51625 VISION CARE	88	93	64	64
51640 DENTAL INSURANCE	444	468	336	380
51665 CASH BACK	27	30	0	0
51670 PARKING FOR EMPLOYEES	1,580	1,980	0	0
51690 MEDICARE	1,289	1,463	994	1,054
51695 CITY EPO MEDICAL PLAN	5,366	6,135	5,505	6,353
TOTAL SALARIES & BENEFITS	108,469	119,701	120,934	126,538
52110 OFFICE SUPPLIES	2,120	6,394	2,000	2,000
52120 SOFTWARE-MICRO/WORD PROCESS	38	0	0	0
52125 GENERAL SUPPLIES	243	(20)	0	0
52135 POSTAGE	304	114	500	500
52160 FUEL	539,904	532,327	560,000	560,000
52405 ADVERTISING SERVICES	85	0	0	0
52440 HUMAN SERVICES	427,566	431,408	443,589	350,889
52445 JANITORIAL SERVICES	0	0	11,458	11,458
52575 SERVICES	174	99	0	0
52615 DUES & MEMBERSHIP	0	225	0	0
52625 MEETING EXPENSES IN TOWN	1,684	44	0	0
52630 TRAINING	0	550	0	0
52635 EMPLOYEE EDUCATIONL ASSISTANCE	2,691	(9)	0	0
52645 SUBSCRIPTIONS	429	45	0	0
52655 TRAVEL OUT OF TOWN	3,962	4,305	900	900
52705 COMMUNICATIONS	4,711	55,929	52,823	41,198
52735 TELEPHONE-LONG DIST CALLS	1,565	2,418	500	500
52745 UTILITIES	0	0	18,000	18,385
52775 MINOR EQUIPMENT	0	466	0	0
52874 OFFICE SERVICES PRINTING	1,544	2,286	1,000	1,000
52927 TEL/COM PASSTHRU-LONG DIST	(40)	0	0	0
65023 PARA ELIGIBILITY	0	37,290	0	0
65025 ADA PARATRANSIT CONTRACT	970,119	855,705	903,911	936,034
65026 ADA SUPPLEMENTAL	0	13,276	0	0
65030 TRANSIT MANAGEMENT CONTRACT	6,226,190	6,718,430	7,023,052	7,935,942
65160 RECRUITMENT	2,000	0	0	0
TOTAL OPERATING EXPENSE	8,185,288	8,661,282	9,017,733	9,858,806
65403 FEDERAL FUNDS LOCAL SHARE	474,334	1,746,229	230,900	316,200
TOTAL CAPITAL OUTLAY	474,334	1,746,229	230,900	316,200
TOTAL ORGANIZATION	8,768,091	10,527,212	9,369,567	10,301,544

Transportation Engineering



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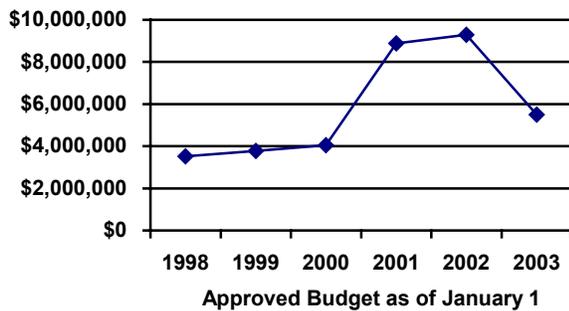
MISSION

To plan, provide and manage a multi-modal transportation system for the movement of people and goods through long-range planning, development review, infrastructure design and maintenance, capital improvements programming, and traffic control systems.

SERVICES

- Develop and maintain Intelligent Transportation System including optimizing traffic signal system timing
- Review infrastructure design and develop infrastructure program and project recommendations
- Design, install, and maintain traffic signs, markings, and traffic signals
- Provide citizen response and neighborhood traffic mitigation/calming
- Plan long and short-range transportation and traffic in coordination with other agencies
- Coordinate streetlighting with Colorado Springs Utilities
- Review development zoning and site plans
- Conduct traffic flow and safety studies for accident prevention, traffic flow work zone traffic control, traffic data collection and analysis, and school/pedestrian safety projects

BUDGET HISTORY



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$2,918,759	\$3,431,790	\$3,715,808	\$4,011,974
Operating	847,530	5,166,036	5,216,783	1,399,103
Capital Outlay	207,025	509,153	356,014	91,530
Total	\$3,973,314	\$9,106,979	\$9,288,605	\$5,502,607

For 2001, \$4,050,000 was transferred from General Costs to this Division for the Streetlight Program.

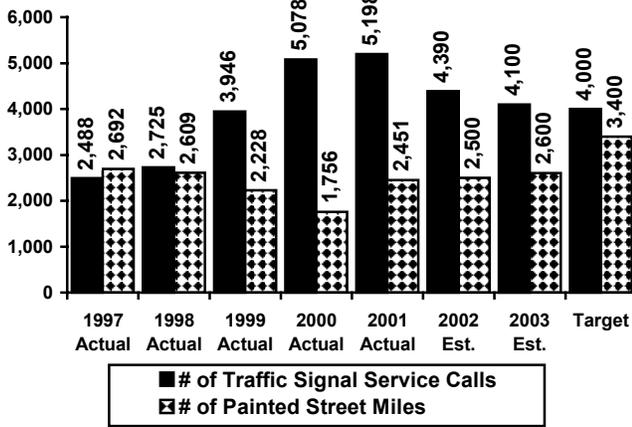
For 2003, \$3,800,000 was transferred to Colorado Springs Utilities for the Streetlight Program.

PERSONNEL

	2000	2001	2002	2003
Classification	Actual	Actual	Budget	Budget
Manager	4.0	4.00	4.00	4.00
Supervisor	1.0	1.00	1.00	3.00
Professional	5.0	6.75	6.75	6.75
Paraprofessional	28.0	33.00	34.00	35.00
General	9.5	9.50	9.50	8.50
FTE Total	47.5	54.25	55.25	57.25
Special Positions	3.5	3.50	9.75	7.75

For 2001, 4.75 positions were added for the Traffic Congestion Plan and one temporary position was converted to permanent. Also, for 2001, one planning assistant position for transportation review of developments was added based on the implementation of a new transportation engineering review fee. During 2001, a paraprofessional position was transferred from the Streets Division. During 2002, two traffic technicians were added for work zone traffic control. The 7.75 special positions include General Fund and federally funded special employees.

PERFORMANCE INDICATORS



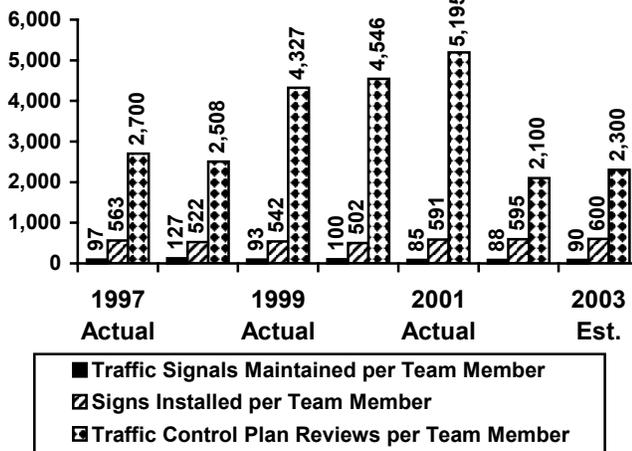
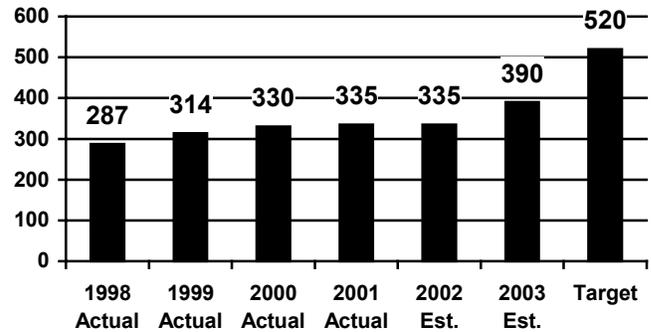
With rapid growth of our city over the last few years, several new signals have been added. The total number of traffic signals in service at the end of 2001 was 511, and 5 were added in 2002. Also, the increase in service calls from 1999 to 2000 can be attributed to poor quality light bulbs, which were still being phased out of operation in 2001.

With the city's increase in geographical area, the number of street miles has increased considerably. For 2000, the figure is lower due to a more severe winter and unavoidable delays in following Streets overlay crews.

Staff is working more diligently to require developers to complete any signing/stripping if the project requires. This will allow more crews to concentrate on more maintenance of existing roadway striping.

No new phone lines were ordered for 2002. The Traffic Control System is being replaced with one that is more technological to allow the use of radio interconnect and fiberoptic lines. This will be more economical and takes advantage of the City-owned, Adelphia I-NET GRANT fiber as an alternative to Qwest leased lines.

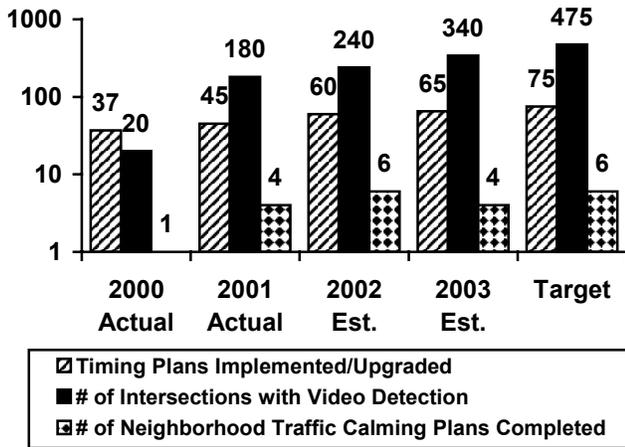
of Signals Connected to Master System



The number of areas maintained by team members has been increased from five to six. Adding another signal technician allows for more efficient maintenance and troubleshooting of the smaller number of signals in a given area. The technicians have a better work scope for changes and additions in their area.

With the city's rapid growth, the number of signs installed per team member has increased and continues in that mode.

City Council has recently approved the addition of two traffic technicians for work zone traffic control funded by new permit fees. With the already increased workload and previous one technician to maintain productivity and efficiency, the addition of two more work zone inspectors should alleviate some of the strain. The outcome efficiency for reviewing these plans within the 72-hour time limit will increase considerably.



A total of six technicians have work assignments in this area as well as other duties. Their timing plan effort in this area is equivalent to 3 FTE's and consists of developing peak timing plans and off-peak timings (i.e., nighttime arterial timing plans, nighttime non-progressed individual intersection optimizations). In 2003, snow arterial timing plans will be developed using slower progression speeds, and snow isolated intersections using longer initial green times, longer all-red intervals.

The first quarter of 2001 is considered the start-up phase where detectors were installed on new signal construction only. The program was expanded in the second quarter to those intersections with failed in-pavement loops. In 2002, the program completed installation at failed loop locations. The focus in 2003 will be the complete replacement of all in-pavement loops with video detection.

Although the Springs Community Improvements Program (SCIP) was initially approved in 1998, the first applications were not selected until October 1999, with construction beginning in 2000. Success of the Neighborhood Traffic Calming Program is measured by lowered residential speeds and volumes, and added safety for pedestrians, bicyclists, and motorists. Finally, a neighborhood survey is conducted upon completion of the project to measure residents' satisfaction with the overall process and final results.

CHANGES TO THE BUDGET

- An increase of \$184,027 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Funding of \$550 is included to address the increased water rate.
- Telecommunications charges have been reduced by \$33,298 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- Cell phone charges have been reduced by \$6,616.
- Onetime funding of \$262,100 for vehicle replacement is removed.
- During 2002, the City approved new fees for pavement degradation and traffic control and increased the existing excavation permit fees. Based on these fees, \$131,439 was added via supplemental appropriation for 2 positions and operating expenses in 2003.
- For 2003, the streetlighting program has been transferred to CSU. \$3,800,000 has been removed from the budget.

MAJOR OBJECTIVES

OBJECTIVE – Participate in developing long-range and short-range transportation plans that will form the basis for the transportation and traffic infrastructure program and project needs list.

Implement the recommendations of the City's Intermodal Transportation Plan and East-West Mobility Study; participate in major transportation corridor studies and environmental assessments for I-25, Powers Boulevard, Woodmen Road and Drennan Road; coordinate with other government agencies toward the development of the local and regional transportation system; participate in alternative modes planning programs such as transit, bicycle, pedestrian, park and ride, historic trolley, and

carpooling; develop neighborhood and school traffic calming plans; review all development proposals for traffic mitigation and improvements to the citywide transportation system; and participate in the formation of transportation-related design standards for the citywide mixed-use development initiative.

OBJECTIVE – Continue development of an Intelligent Transportation System with innovative and advanced technology approaches.

Continue to implement the I-25 Incident Management System, including the installation of video cameras, incident detection stations, and variable message signs;

initiate implementation of incident management technology on other major transportation corridors such as Academy Boulevard; participate in the statewide Intelligent Transportation System (data communication line); continue to support communications needs of other departments; continue online (6 AM – 6 PM) monitoring of incident management and congestion mitigation; and expand the automated traffic signal system.

OBJECTIVE – Maintain mobility and traffic operations through transportation system capacity improvements, efficient and effective operational enhancements, and operations management.

Conduct needs assessments (computer traffic forecasts, engineering analyses, and corridor studies) to identify and prioritize transportation infrastructure improvements; participate in the Springs Community Improvements Program (SCIP) and Federal TEA-21 funding program through the Pikes Peak Area Council of Governments (PPACG), and partner with private entities and other governmental agencies to implement transportation improvement projects; improve traffic flow through traffic signal timing upgrades and other traffic control enhancements; maintain efficient and effective traffic operations through the review of infrastructure construction designs and special event traffic management plans; and respond to citizen requests for service.

OBJECTIVE – Maintain public traffic safety services at a high level of quality and responsiveness.

This Division will continue to install and maintain traffic signals and traffic signs and markings; update and maintain traffic safety features, i.e., guardrails; and provide traffic control plan development and review, improved school safety, coordinate streetlighting with Colorado Springs Utilities, and traffic safety analysis and design.

OBJECTIVE – Enhance responsiveness to citizen requests and complaints.

In order to enhance responsiveness to citizen requests and complaints, Transportation Engineering will continue updating the citizen tracking system and provide written acknowledgment within seven days.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PUBLIC WORKS
TRANSPORTATION ENGINEERING**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	2,089,727	2,437,337	2,852,825	3,067,916
51207 WAGE PKG-PERFORMANCE	61,573	43,535	0	0
51210 OVERTIME	64,983	117,974	75,048	75,048
51215 ACHIEVEMENT AWARD	1,000	0	0	0
51220 SEASONAL/TEMPORARY	148,153	202,571	142,687	142,687
51235 STANDBY	54,581	57,336	20,300	20,300
51240 RETIREMENT/TERMINATION SICK	0	6,523	0	0
51245 RETIREMENT/TERM VACATION	1,904	10,156	0	0
51250 SPECIAL ASSIGNMENT PAY	462	0	0	0
51260 VACATION BUY	2,779	2,596	0	0
51299 SALARIES REIMBURSEMENTS	0	(3,507)	0	0
51610 PERA	237,047	264,170	259,728	290,573
51615 WORKER'S COMPENSATION	45,586	34,379	50,182	48,281
51620 EQUITABLE LIFE INSURANCE	8,480	9,117	10,848	11,667
51625 VISION CARE	2,568	2,741	3,238	3,364
51640 DENTAL INSURANCE	13,707	15,756	17,226	20,243
51665 CASH BACK	4,217	7,389	0	0
51670 PARKING FOR EMPLOYEES	9,920	9,900	1,664	1,664
51690 MEDICARE	22,963	28,112	30,533	33,585
51695 CITY EPO MEDICAL PLAN	149,109	185,704	251,529	296,646
TOTAL SALARIES & BENEFITS	2,918,759	3,431,790	3,715,808	4,011,974
52105 MISCELLANEOUS OPERATING	76,969	25,775	0	0
52110 OFFICE SUPPLIES	96	19,196	15,000	16,000
52111 PAPER SUPPLIES	0	1,361	1,700	2,000
52115 MEDICAL SUPPLIES	0	355	500	400
52120 SOFTWARE-MICRO/WORD PROCESS	9,538	15,022	10,000	15,000
52122 CELL PHONES EQUIP & SUPPLIES	0	781	1,000	1,000
52125 GENERAL SUPPLIES	76,279	13,963	500	1,500
52126 ELECTRICAL SUPPLIES	0	42,634	26,200	40,000
52127 CONSTRUCTION SUPPLIES	0	22,459	5,000	20,000
52131 CONCRETE SUPPLIES	0	1,937	3,026	3,026
52135 POSTAGE	3,344	2,200	1,500	2,000
52140 WEARING APPAREL	7,124	12,766	4,250	8,000
52145 PAINT & CHEMICAL	53,355	21,149	225,000	40,000
52170 SPECIAL, PHOTOGRAPHY, ETC	0	58	2,400	2,400
52175 SIGNS	0	124,058	75,000	125,000
52190 JANITORIAL SUPPLIES	189	243	0	400
52220 MAINT-OFFICE MACHINES	0	5,527	4,400	5,500
52225 MAINT-MICROS/WORD PROCESSOR	0	3,752	4,000	4,000
52230 MAINT-FURNITURE & FIXTURES	0	200	320	320
52235 MAINT-MACHINERY & APPARATUS	51,917	74,049	4,000	70,000
52245 MAINT-SIGNALS	80,584	54,802	125,112	112,430
52255 MAINT-SIGNS	95,215	58,764	75,000	75,000
52265 MAINT-BUILDINGS & STRUCTURE	9,012	10,607	15,000	10,000
52405 ADVERTISING SERVICES	6,742	6,913	1,000	1,000
52410 BUILDING SECURITY SERVICES	0	360	480	480
52431 CONSULTING SERVICES	0	819	5,000	5,000
52435 GARBAGE REMOVAL SERVICES	0	4,460	1,740	5,000

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

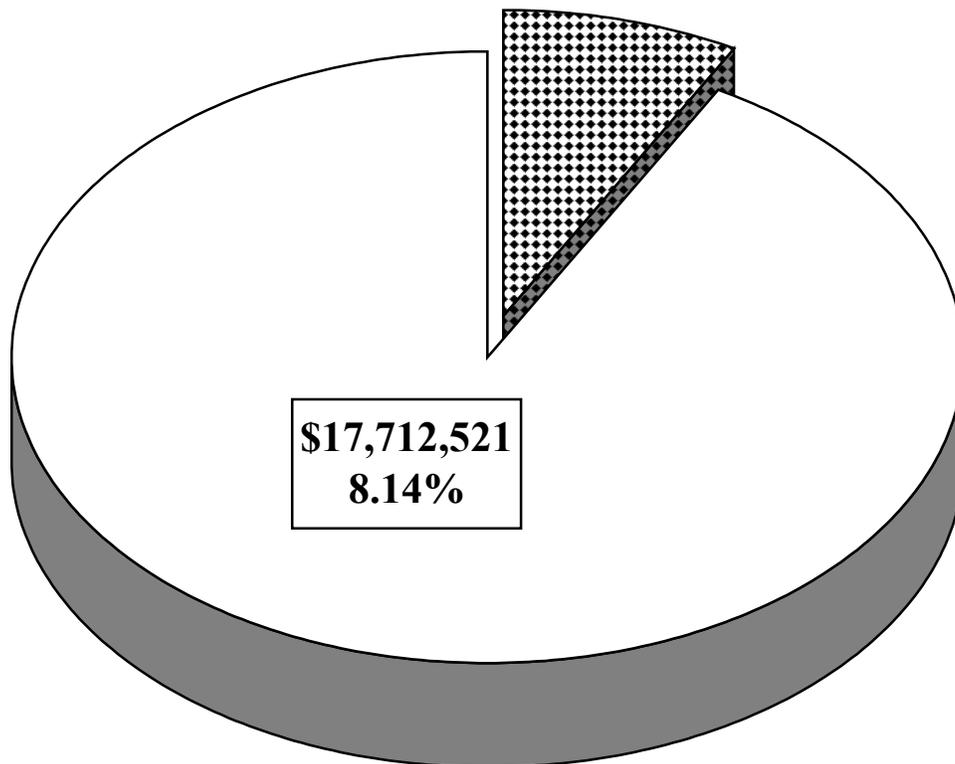
**GENERAL FUND
PUBLIC WORKS
TRANSPORTATION ENGINEERING**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52445 JANITORIAL SERVICES	0	0	20,000	20,000
52450 LAUNDRY & CLEANING SERVICES	0	200	1,000	400
52570 REIMBURSABLE SERVICES	0	83,340	87,500	87,500
52575 SERVICES	161,067	24,294	4,460	4,460
52590 TEMPORARY EMPLOYMENT	0	44,589	20,000	50,000
52605 CAR MILEAGE	0	98	1,000	250
52615 DUES & MEMBERSHIP	3,329	4,152	2,060	5,000
52625 MEETING EXPENSES IN TOWN	2,896	2,880	304	500
52630 TRAINING	0	9,837	13,300	14,050
52635 EMPLOYEE EDUCATIONL ASSIST	8,875	708	0	0
52645 SUBSCRIPTIONS	1,214	2,887	550	550
52655 TRAVEL OUT OF TOWN	18,663	17,579	13,680	20,000
52705 COMMUNICATIONS	109,277	219,599	187,880	122,466
52725 RENTAL OF PROPERTY	22,755	13,611	10,100	10,100
52735 TELEPHONE-LONG DIST CALLS	4,147	3,854	1,600	1,600
52736 CELL PHONE AIRTIME	0	0	0	25,000
52745 UTILITIES	0	4,155,141	4,221,675	0
52746 UTILITIES-ELECTRIC	0	0	0	386,352
52747 UTILITIES-GAS	0	0	0	30,336
52748 UTILITIES-SEWER	0	0	0	1,845
52749 UTILITIES-WATER	0	0	0	3,692
52775 MINOR EQUIPMENT	28,633	39,038	15,000	40,000
52785 RADIO REPLACEMENT	0	0	2,000	2,000
52795 RENTAL OF EQUIPMENT	3,415	302	3,000	3,000
52874 OFFICE SERVICES PRINTING	8,507	6,811	1,076	1,076
52875 OFFICE SERVICES RECORDS	1,189	798	470	470
52893 RENTAL OF FLEET VEHICLES	3,200	2,400	3,000	3,000
65160 RECRUITMENT	0	9,705	0	0
TOTAL OPERATING EXPENSE	847,530	5,166,036	5,216,783	1,399,103
53010 OFFICE MACHINES	5,757	8,311	10,000	12,000
53020 COMPUTERS/NETWORKS	18,472	35,821	39,685	39,685
53030 FURNITURE & FIXTURES	2,966	36,373	9,384	10,000
53050 MACHINERY & APPARATUS	28,393	13,774	34,845	29,845
53070 VEHICLES-REPLACEMENT	151,438	390,430	232,100	0
53080 VEHICLES-ADDITIONS	0	24,445	30,000	0
TOTAL CAPITAL OUTLAY	207,025	509,153	356,014	91,530
TOTAL ORGANIZATION	3,973,314	9,106,979	9,288,605	5,502,607



CITY OF COLORADO SPRINGS

Parks, Recreation and Cultural Services



Cultural Services	\$1,466,256
Design and Development	\$415,040
Forestry	\$1,274,590
Park Maintenance, Trails and Open Space	\$8,035,674
Parks, Recreation and Cultural Services Support	\$2,152,004
Youth and Recreation	\$4,368,957

The Cemeteries and Golf enterprises are included in the Enterprise Funds section.

Cultural Services



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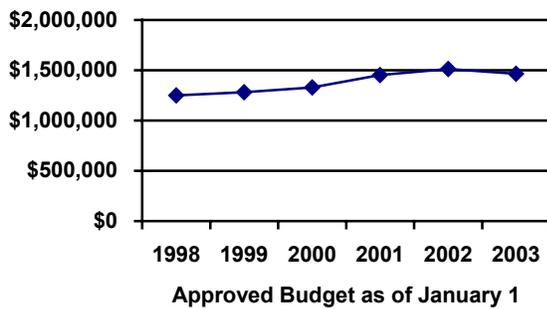
MISSION

To increase awareness of our heritage and to enrich the lives of our citizens by preserving and interpreting the cultural and natural history of the Pikes Peak Region.

SERVICES

- Preserve regional history and material culture
- Manage visitor and environmental education centers
- Provide educational programs
- Interpret natural, cultural and environmental resources
- Raise funds to operate special programs
- Maintain archival research facility
- Promote area as tourism destination
- Restore historical buildings and sites
- Provide information to park visitors and promote visitor safety
- Provide meeting facilities for nonprofit, community and service organizations

BUDGET HISTORY



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
<u>Uses of Funds</u>				
Salary/Benefits	\$1,113,310	\$1,230,677	\$1,250,553	\$1,220,662
Operating	246,181	258,359	263,468	245,594
Capital Outlay	0	0	0	0
Total	\$1,359,491	\$1,489,036	\$1,514,021	\$1,466,256

PERSONNEL

	2000	2001	2002	2003
Classification	Actual	Actual	Budget	Budget
Manager	1.0	1.0	1.0	1.00
Supervisor	1.0	1.0	1.0	1.00
Professional	8.5	8.5	8.5	7.25
Paraprofessional	2.0	2.0	2.0	2.00
General	5.0	5.5	5.5	5.50
FTE Total	17.5	18.0	18.0	16.75
Special Positions	0	1	1	1

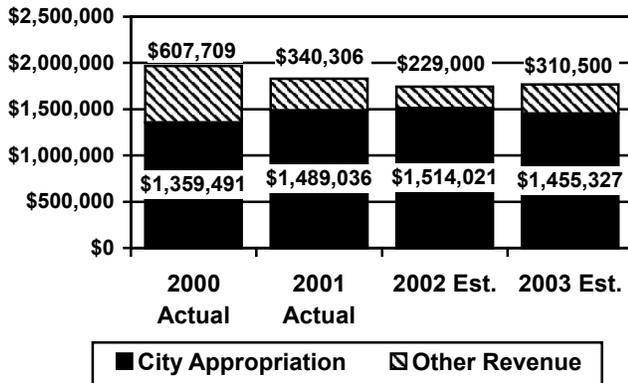
For 2001, a 0.5 office specialist was added to assist with clerical duties.

As part of the 2003 service reductions, 1.25 FTE was eliminated due to the transfer of the Beidelman Environmental Center to Colorado Springs Utilities.

In addition to the personnel listed above, one special position is included in this division and is funded from a grant.

PERFORMANCE INDICATORS

Cultural Services Financial Support

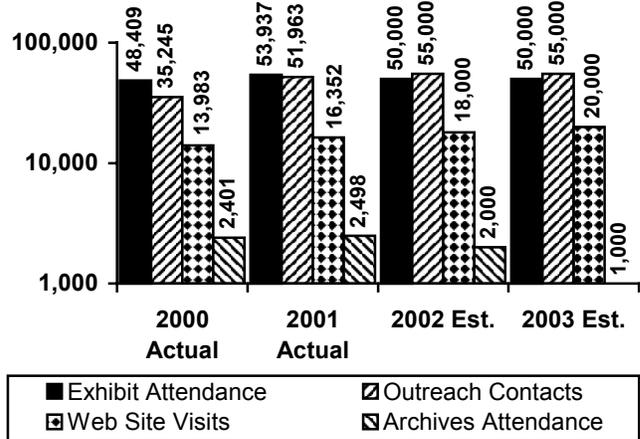


The Cultural Services Division regularly supplements its annual City appropriation with grants, foundation support, corporate contributions, individual gifts, and interest income from gift trust accounts. Virtually all exhibits, programs, and artifact purchases are funded in this manner. In some cases, this graph reflects grants received in one year but expended the next. In some cases, yearly variations are a result of large onetime donations or funds secured to complete special projects, such as capital improvements. This graph only dates to the formation of the Cultural Services Division in the Year 2000.

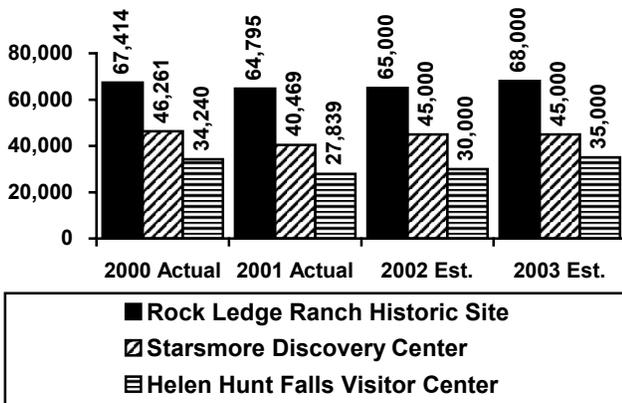
The Museum is essentially on a plateau, in terms of on-site attendance, until more of the building is restored and more exhibits are installed. In recent years, most of the growth in the Museum's contact with the public has come through outreach efforts, traveling exhibits, and the web site. The increase in archival researchers is the product of hiring a grant-funded research assistant, and these numbers will drop without that position. The 2003 estimates are realistic targets based on existing funding and staffing levels.

The El Paso County Courthouse, home of the Pioneers Museum, was placed on the National Register of Historic Places in 1972.

Museum/Archives Attendance



Visitor Services Attendance



Garden of the Gods was designated a National Natural Landmark by the U.S. Department of the Interior in 1973. The Garden of the Gods Park receives 1,700,000 visitors annually.

Rock Ledge Ranch Historic Site was placed on the National Register of Historic Places in 1979.

Programs and facilities are open the following number of days per year:

- Starsmore Discovery Center 260
- Helen Hunt Falls Visitor Center 95
- Rock Ledge Ranch Historic Site 90
- Garden of the Gods Visitor Center 363

CHANGES TO THE BUDGET

- An increase of \$50,973 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Funding of \$1,705 is included to address the increased water rate.
- Telecommunications charges have been reduced by \$15,458 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- Cell phone charges have been reduced by \$1,140.
- As part of the 2003 service reductions, \$83,845 and 1.25 FTE are removed due to the transfer of the Beidelman Environmental Center to Colorado Springs Utilities.

MAJOR OBJECTIVES

OBJECTIVE – Provide for the protection, preservation, restoration, maintenance and interpretation of cultural and natural resources in order to enhance the quality of life and economic development opportunities within the Pikes Peak Region.

According to the strategic goals outlined in *DIRECTION 2000*, the City of Colorado Springs will, "play a leadership role in preserving a sustainable quality of life and protecting the environment in Colorado Springs." In order to achieve this goal, the Cultural Services staff works cooperatively to develop and implement a comprehensive range of programs, events, exhibits and publications. These activities foster respect and appreciation by program participants and park visitors for the region's significant natural and cultural resources. The Division's success is largely a factor of its ability to create productive partnerships with private support groups, corporations, community organizations, and individuals. These collaborations provide assistance in the form of volunteer hours and financial contributions that leverage City funding.

OBJECTIVE – Continue to maintain, restore and renovate all of the historic buildings that fall under the Cultural Services Division, including the former El Paso County Courthouse (1903), the Rock Ledge House (1874), and the Orchard House (1907).

DIRECTION 2000 dictates that one of the strategic priorities for City programs is the preservation of historic buildings. In 2003, the Museum, will begin its second century of service to the people of the Pikes Peak Region. Currently, the structure is only 70 percent restored. Three critical phases of interior renovation are required in order to extend exhibition, storage, and preparation space and provide for proper collections care. In addition, exterior cleaning and restoration are needed to prevent the building's gradual deterioration. Currently, minor repairs and maintenance are accomplished within the regular operating budget and through grant funds. The Rock Ledge Ranch Master Plan outlines a systematic program

of renovation and improvements. Restoration of the Rock Ledge House was completed in 2001. However, as with the Courthouse, both the Rock Ledge House and the Orchard House, as historic structures, will require significant periodic repairs.

OBJECTIVE – Provide a variety of temporary and long-term exhibitions that are informative and appealing to the citizens of our community.

A full exhibit schedule for the Museum is in place through 2003. Virtually all exhibitions are paid for with non-municipal funds. Rental, shipping, and insurance for traveling exhibits is quite costly, often exceeding \$20,000 for a single eight-week exhibition. The City operating budget covers only routine costs of installation (paint, hardware, etc.). In addition, Museum staff is constantly updating its long-term, thematic history exhibits. Significant renovation of the interior of the Starsmore Discovery Center was completed in 2002 using private funding, and the work of reinstalling exhibits continues in 2003.

OBJECTIVE – Systematically build upon the artifact and archival collections, manage them in accordance with the Museum's legal mandates, and provide access to them for researchers and community members.

All artifacts and archival materials are either donated or purchased with private funds. To help preserve and store the hundreds of new acquisitions received each year, the Museum's private foundation has purchased a warehouse facility at a cost of \$750,000 and is in the process of renovating it at additional expense. The Museum is a leader in the field of collection accessibility and recently won a national award for publishing the entire computerized collection database on the City web site.

OBJECTIVE – Develop and implement programs that demonstrate the cultural diversity of the people of the Pikes Peak Region.

Staff has worked proactively and cooperatively with representatives of the American Indian community to plan, develop, and implement an American Indian Interpretive Area at Rock Ledge Ranch. This interpretive component represents the successive stages of American Indian settlement in this region. Additional efforts will be

made to develop and implement culturally diverse interpretive exhibits, programs, and events at other Visitor Services locations. The Museum schedules exhibits, publications, and programs aimed at increasing public awareness of the contributions of racial/ethnic minorities in Colorado Springs and the surrounding area. The Museum is the official repository of the Negro Historical Association of Colorado Springs Collection; and in 2002, the Museum dedicated Colorado Springs' first sculpture honoring the region's African American heritage.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
CULTURAL SERVICES**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	735,504	793,017	848,761	814,522
51207 WAGE PKG-PERFORMANCE	21,503	15,317	0	0
51210 OVERTIME	2,816	3,021	975	850
51220 SEASONAL/TEMPORARY	237,179	241,501	162,967	162,217
51230 SHIFT DIFFERENTIAL	20	0	0	0
51240 RETIREMENT/TERMINATION SICK	0	18,889	0	0
51245 RETIREMENT/TERM VACATION	1,265	10,801	0	0
51299 SALARIES REIMBURSEMENTS	(74,269)	(51,586)	31,200	31,200
51610 PERA	97,528	98,633	93,630	94,726
51615 WORKER'S COMPENSATION	18,396	13,673	12,957	11,765
51620 EQUITABLE LIFE INSURANCE	3,051	3,083	3,384	3,248
51625 VISION CARE	850	1,015	1,093	1,013
51640 DENTAL INSURANCE	4,879	5,519	5,819	6,161
51665 CASH BACK	1,409	2,107	0	0
51670 PARKING FOR EMPLOYEES	2,740	2,500	2,640	2,640
51690 MEDICARE	11,079	11,967	12,734	12,641
51695 CITY EPO MEDICAL PLAN	49,364	61,218	74,393	79,679
TOTAL SALARIES & BENEFITS	1,113,310	1,230,677	1,250,553	1,220,662
52001 BUDGET TRANSFERS WITHIN ORG	0	(15,661)	0	0
52105 MISCELLANEOUS OPERATING	6,370	46,811	4,530	0
52110 OFFICE SUPPLIES	1,114	1,217	3,743	3,573
52115 MEDICAL SUPPLIES	250	0	0	0
52120 SOFTWARE-MICRO/WORD PROCESS	1,518	1,628	0	600
52122 CELL PHONES EQUIP & SUPPLIES	0	113	0	0
52125 GENERAL SUPPLIES	25,887	12,976	26,065	27,404
52135 POSTAGE	1,890	2,197	2,200	2,200
52140 WEARING APPAREL	2,217	1,802	2,670	2,400
52145 PAINT & CHEMICAL	1,281	64	1,775	1,775
52150 SEED & FERTILIZER	80	145	500	500
52165 LICENSES & TAGS	0	0	150	150
52175 SIGNS	96	53	600	500
52190 JANITORIAL SUPPLIES	2,142	426	3,400	3,400
52215 MAINT-GROUNDS	558	585	100	100
52220 MAINT-OFFICE MACHINES	130	130	175	175
52225 MAINT-MICROS/WORD PROCESSOR	110	0	0	0
52230 MAINT-FURNITURE & FIXTURES	0	0	100	100
52235 MAINT-MACHINERY & APPARATUS	4,800	1,088	3,150	3,150
52265 MAINT-BUILDINGS & STRUCTURE	16,107	14,374	10,875	10,725
52405 ADVERTISING SERVICES	2,255	2,248	1,250	1,250
52410 BUILDING SECURITY SERVICES	0	0	4,000	4,000
52435 GARBAGE REMOVAL SERVICES	0	0	360	360
52450 LAUNDRY & CLEANING SERVICES	1,518	295	2,500	2,400
52575 SERVICES	59,396	32,412	39,617	38,969
52605 CAR MILEAGE	3,012	2,261	2,860	1,700
52615 DUES & MEMBERSHIP	2,303	1,574	1,925	1,925
52625 MEETING EXPENSES IN TOWN	2,175	579	830	744
52630 TRAINING	0	2,684	0	2,160
52635 EMPLOYEE EDUCATIONL ASSIST	4,642	72	2,000	700

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
CULTURAL SERVICES**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52645 SUBSCRIPTIONS	243	21	311	275
52655 TRAVEL OUT OF TOWN	8,126	7,149	2,520	2,930
52705 COMMUNICATIONS	3,793	38,926	37,880	21,942
52735 TELEPHONE-LONG DIST CALLS	742	783	1,150	1,150
52745 UTILITIES	58,966	69,396	78,166	79,871
52775 MINOR EQUIPMENT	19,752	11,487	12,560	12,960
52795 RENTAL OF EQUIPMENT	8,865	7,125	9,881	9,881
52872 MAINT-FLEET VEHICLES/EQP	45	50	200	200
52874 OFFICE SERVICES PRINTING	4,298	8,353	5,425	5,425
65341 ARTS/CULTURAL	1,500	5,000	0	0
TOTAL OPERATING EXPENSES	246,181	258,359	263,468	245,594
TOTAL CAPITAL OUTLAY	0	0	0	0
ORGANIZATION TOTAL	1,359,491	1,489,036	1,514,021	1,466,256

Design and Development



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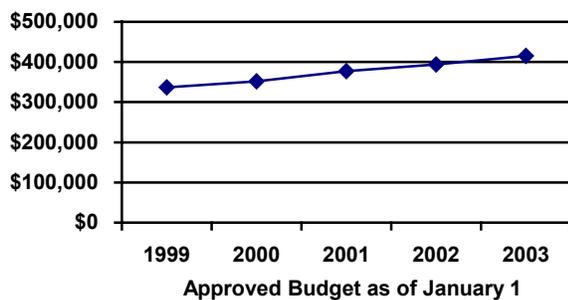
MISSION

To provide recreational and educational opportunities by designing, renovating and constructing new parks, park facilities and trails for the citizens and visitors of Colorado Springs.

SERVICES

- Design neighborhood parks
- Master plan regional parks
- Design community parks
- Administer construction contracts
- Design youth and adult sports complexes
- Administer grants
- Design park facility renovations and restorations
- Prepare bid documents and bid all capital improvements projects
- Oversee renovation and restoration contracts
- Oversee all park capital construction improvements

BUDGET HISTORY



BUDGET SUMMARY

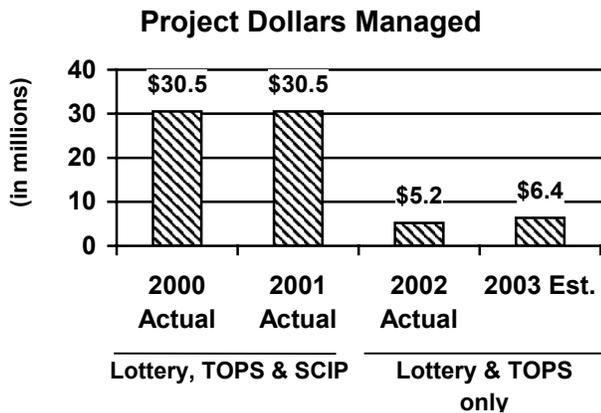
	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$349,228	\$373,085	\$359,296	\$377,135
Operating	26,884	39,857	34,809	37,905
Capital Outlay	0	0	0	0
Total	\$376,112	\$412,942	\$394,105	\$415,040

PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Manager	1	1	1	1
Professional	4	4	4	4
FTE Total	5	5	5	5

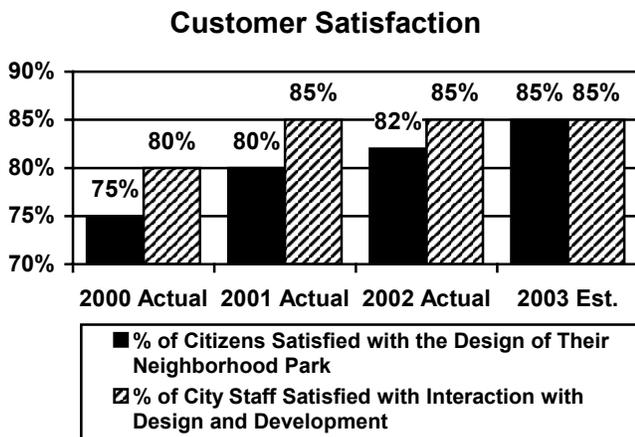
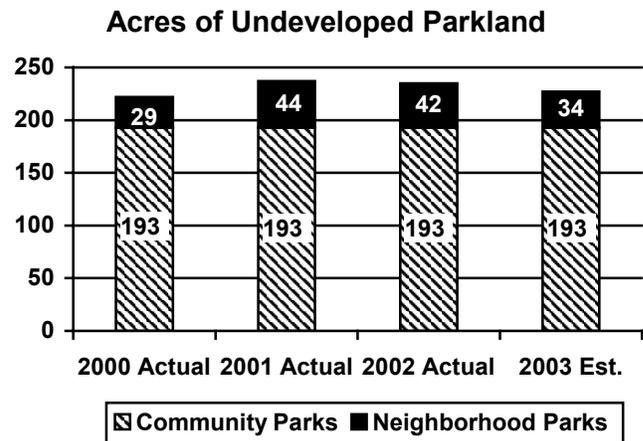
In addition to the personnel listed above, two regular positions are included in this division and are funded from Lottery.

PERFORMANCE INDICATORS



Capital improvements funding for the Department is derived from Conservation Trust Funds (Lottery) averaging \$3.2M annually and the Trails, Open Spaces and Parks (TOPS) tax. The trails and parks portion of that tax that can be utilized for capital improvements averages \$1.4M annually. In 2003 an additional \$1.8M is included in this budget and represents lottery savings originally budgeted for the recreation centers but was a cost savings realized once the projects were completed.

Generally, the undeveloped park acres represent the land that becomes neighborhood and community parks. (These parks are typically 5 acres in size.) Neighborhood parks are typically 5 acres in size and community parks at least 25 acres but generally much larger, such as Memorial Park.



Two survey instruments are used to collect data for this indicator. The first is an external citizen questionnaire directed to the citizens of the immediate park neighborhood affected. The second is an internal City questionnaire distributed to over ten divisions and departments ranging from other Parks and Recreation divisions, such as Youth and Recreation and Field Construction, to City Engineering, Purchasing, Colorado Springs Utilities, and the Enterprise operations such as the golf courses and cemeteries. The target for both of these indicators is 85 percent.

CHANGES TO THE BUDGET

- An increase of \$17,839 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Telecommunications charges have been reduced by \$3,276 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- Cell phone charges have been reduced by \$180.

MAJOR OBJECTIVES

OBJECTIVE – Complete an update of a Parks System Capital Master Plan and continue to design and construct neighborhood and community parks as outlined in the Parks Capital Master Plan.

Toward that goal, the Design and Development Division will develop master plans in 2003 for all neighborhood, community, and regional parks that are scheduled for development in 2004 so that construction budgets can be established in the 2003 budget.

A series of public input meetings will be scheduled for each neighborhood, community, or regional park that is scheduled for development. The meetings will afford the citizens an opportunity to provide input on the elements they would like included in their park. From these park master plans which receive final approval by the Parks and Recreation Advisory Board, a preliminary construction cost estimate is developed so that capital funding can be provided during the capital budgeting process. Park sites to be scheduled for development are determined in accordance with the guidelines provided in the Parks, Recreation and Cultural Services Department Master Plan.

OBJECTIVE – Support the Division's mission to design, renovate and construct new parks, park facilities and trails for the citizens of the community.

Fifty to sixty low-profile projects represent the bulk of the workload for this Division every year and run the gamut from the mere renovation of a playground or sidewalk to complete new neighborhood parks. Although they do not receive the same degree of public attention as a new recreation center or sports complex, these new or renovated neighborhood park projects are certainly the most important projects to the various local neighborhoods affected. Once completed these new or renovated parks often serve as the "town square" for these communities and provide a safe and aesthetically pleasing environment for recreation and interaction with fellow citizens. Neighborhood parks scheduled for development in 2003 include Soaring Eagles Park in the southeast and Horace Shelby in the northeastern portions of the city. In addition, the renovation of Adams Park just southeast of Memorial Park will be completed in cooperation with the Neighborhood Redevelopment Department by matching TOPS funds with Community Development Block Grant (CDBG) funding.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
DESIGN AND DEVELOPMENT**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	306,330	311,311	299,121	310,301
51207 WAGE PKG-PERFORMANCE	7,348	3,763	0	0
51260 VACATION BUY	639	0	0	0
51299 SALARIES REIMBURSEMENTS	(24,243)	0	0	0
51610 PERA	30,804	29,244	26,845	29,113
51615 WORKER'S COMPENSATION	2,226	1,521	2,381	2,278
51620 EQUITABLE LIFE INSURANCE	1,340	1,226	1,196	1,241
51625 VISION CARE	362	359	315	315
51640 DENTAL INSURANCE	1,779	1,814	1,681	1,901
51665 CASH BACK	52	63	0	0
51690 MEDICARE	2,089	1,960	1,402	1,572
51695 CITY EPO MEDICAL PLAN	20,502	21,824	26,355	30,414
TOTAL SALARIES & BENEFITS	349,228	373,085	359,296	377,135
52105 MISCELLANEOUS OPERATING	548	1,973	0	0
52110 OFFICE SUPPLIES	2,501	490	2,500	2,025
52111 PAPER SUPPLIES	0	1,254	2,000	1,500
52120 SOFTWARE-MICRO/WORD PROCESS	0	305	0	0
52125 GENERAL SUPPLIES	2,792	691	1,500	1,000
52127 CONSTRUCTION SUPPLIES	0	0	1,477	975
52135 POSTAGE	43	0	100	100
52140 WEARING APPAREL	0	0	0	300
52145 PAINT & CHEMICAL	0	0	100	100
52165 LICENSES & TAGS	175	175	350	200
52205 MAINT-LANDSCAPING	0	14,252	0	0
52220 MAINT-OFFICE MACHINES	1,080	953	0	1,500
52225 MAINT-MICROS/WORD PROCESSOR	120	576	2,000	1,000
52305 MAINT-SOFTWARE	0	340	1,280	1,000
52431 CONSULTING SERVICES	0	0	0	10,000
52575 SERVICES	6,108	12,866	17,800	0
52605 CAR MILEAGE	1,246	1,390	2,200	2,200
52615 DUES & MEMBERSHIP	575	465	750	1,400
52625 MEETING EXPENSES IN TOWN	240	74	202	225
52630 TRAINING	0	250	0	5,000
52635 EMPLOYEE EDUCATIONL ASSIST	0	1,380	0	0
52645 SUBSCRIPTIONS	28	50	100	100
52655 TRAVEL OUT OF TOWN	1,146	29	450	500
52705 COMMUNICATIONS	1,112	2,133	0	5,776
52735 TELEPHONE-LONG DIST CALLS	21	13	1,500	200
52775 MINOR EQUIPMENT	9,148	0	0	2,500
52874 OFFICE SERVICES PRINTING	0	33	0	0
52904 REPROGRAPHICS-PARK & REC	0	165	500	304
TOTAL OPERATING EXPENSES	26,884	39,857	34,809	37,905
TOTAL CAPITAL OUTLAY	0	0	0	0
ORGANIZATION TOTAL	376,111	412,942	394,105	415,040

Forestry



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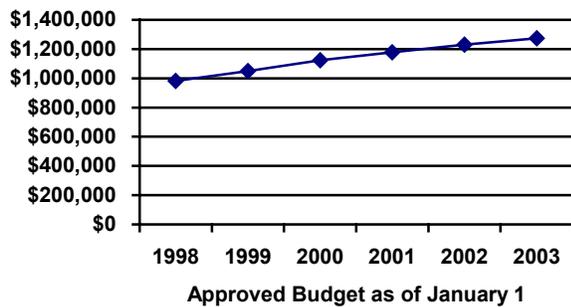
MISSION

To manage our urban forest in a healthy, safe, and sustainable state; which maintains our original forest legacy, manages risk, and increases the canopy coverage for shade, stormwater retention, and property value.

SERVICES

- Maintenance of public trees
- Planting on public rights-of-way and parkland
- Clear traffic signs and visibility obstructions
- Tree-related emergencies
- Technical assistance related to forestry matters
- Manage insect and disease problems
- Tree service licensing/certifications

BUDGET HISTORY



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$ 803,295	\$ 842,686	\$ 920,874	\$ 964,515
Operating	293,280	360,730	307,282	307,075
Capital Outlay	2,497	2,986	3,000	3,000
Total	\$1,099,072	\$1,206,402	\$1,231,156	\$1,274,590

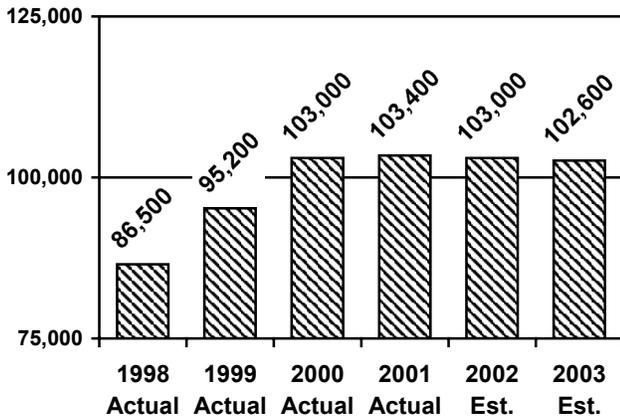
PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Manager	1	1	1	1
Supervisor	2	2	2	2
Professional	3	3	3	3
Paraprofessional	9	9	9	9
FTE Total	15	15	15	15

In addition to the personnel listed above, one regular position is included in this Division and is funded from Lottery.

PERFORMANCE INDICATORS

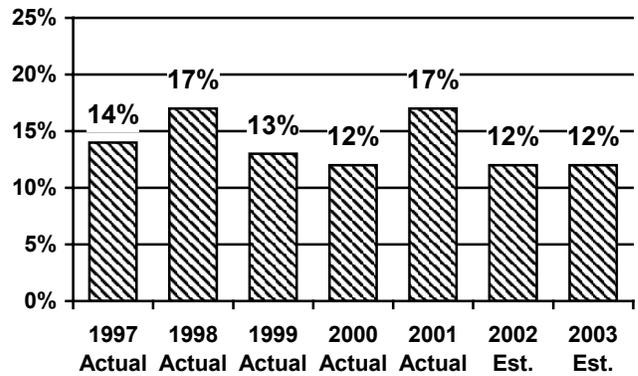
of Street and Park Trees



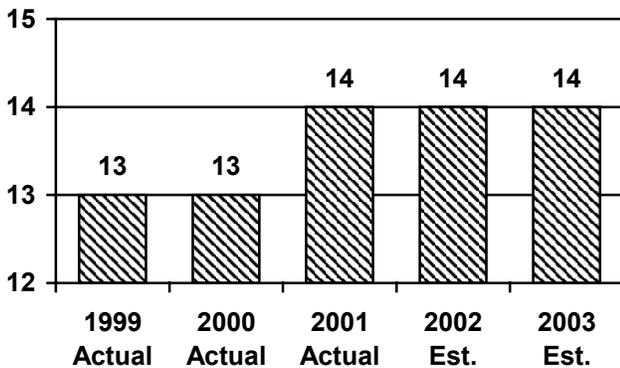
The total number of park and street trees has increased by nearly 22 percent from 1996 to 2001. Due to the last few years of severe climatic, insect and disease conditions, the population is taking a severe hit. The 2002 year-end inventory should show a significant decrease in the number of park and street trees. Street tree replacements are not keeping pace with the number of removals.

The majority of the Division's urban forest maintenance time is spent on street tree pruning (12+ percent) and less time is spent on park tree management. The safety and health of street trees are major concerns, and more time spent on pruning street and park trees is needed to keep the trees healthy and free from storm breakage.

% of Crew Time Spent on Scheduled Pruning



Prune Cycle for Park and Street Trees



City Forestry has each area of the city scheduled for street and park tree pruning. National standards call for an average of six to eight years for a prune cycle, especially for street trees. A cycle means that Forestry presently perform complete maintenance to trees in these areas every 14 years. As the urban forest expands, we must adjust our priorities to meet the demands that a regularly scheduled prune cycle requires. A scheduled prune for public trees is needed for health, safety, storm damage, insect/disease control, and overall vigor of the urban forest.

CHANGES TO THE BUDGET

- An increase of \$43,641 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Funding of \$33 is included to address the increased water rate.
- Cell phone charges have been reduced by \$240.

MAJOR OBJECTIVES

OBJECTIVE – Maintain the urban forest for public safety, welfare, and benefits to the community.

Establish contracts that address scheduled and unscheduled pruning, pest management, tree removals, planting, and general technical inspections.

OBJECTIVE – Coordinate tree-related emergencies.

Work with Police and Fire by implementing the Forestry Emergency Response Plan as needed. Coordinate with Emergency Operations Manager and Police Dispatch supervisors.

OBJECTIVE – Insect and Disease Management.

Manage major insect and disease problems to sustain the health and vigor of the city's public trees. Major diseases include Dutch Elm Disease. Major insect problems include Mountain Pine Beetle.

OBJECTIVE – New Home Tree (Tree Fee Fund) Program.

Continue the intent of the 1976 ordinance enacting a process for the establishment of tree-lined streets in new subdivisions.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
FORESTRY**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	582,738	631,793	680,221	706,681
51207 WAGE PKG-PERFORMANCE	15,325	8,802	0	0
51210 OVERTIME	3,062	1,742	3,100	3,100
51220 SEASONAL/TEMPORARY	21,164	27,947	19,966	19,966
51245 RETIREMENT/TERM VACATION	0	2,143	0	0
51250 SPECIAL ASSIGNMENT PAY	137	0	0	0
51260 VACATION BUY	1,523	1,244	0	0
51299 SALARIES REIMBURSEMENTS	(4,038)	(5,447)	0	0
51610 PERA	59,299	61,083	63,059	68,417
51615 WORKER'S COMPENSATION	56,005	41,532	63,258	62,186
51620 EQUITABLE LIFE INSURANCE	2,213	2,315	2,720	2,825
51625 VISION CARE	844	884	945	945
51640 DENTAL INSURANCE	4,565	4,465	5,040	5,700
51665 CASH BACK	999	1,425	0	0
51690 MEDICARE	4,690	5,412	6,289	6,673
51695 CITY EPO MEDICAL PLAN	54,770	57,347	76,276	88,022
TOTAL SALARIES & BENEFITS	803,295	842,686	920,874	964,515
52105 MISCELLANEOUS OPERATING	582	2,747	1,410	1,410
52110 OFFICE SUPPLIES	1,350	1,027	900	900
52115 MEDICAL SUPPLIES	1,624	1,679	1,600	1,600
52125 GENERAL SUPPLIES	4,356	3,850	3,641	3,401
52135 POSTAGE	20	0	70	70
52140 WEARING APPAREL	2,659	2,266	1,700	1,700
52145 PAINT & CHEMICAL	776	33	800	800
52150 SEED & FERTILIZER	116	0	0	0
52175 SIGNS	301	74	400	400
52190 JANITORIAL SUPPLIES	0	327	0	0
52205 MAINT-LANDSCAPING	60,149	56,389	59,600	59,600
52210 MAINT-TREES	200,299	224,110	217,000	217,000
52220 MAINT-OFFICE MACHINES	525	1,438	1,850	1,850
52230 MAINT-FURNITURE & FIXTURES	0	0	280	280
52235 MAINT-MACHINERY & APPARATUS	2,107	1,134	2,815	2,815
52265 MAINT-BUILDINGS & STRUCTURE	1,970	0	500	500
52270 MAINT-WELLS & RESERVOIRS	217	39	200	200
52405 ADVERTISING SERVICES	0	246	0	0
52575 SERVICES	367	655	2,182	2,182
52605 CAR MILEAGE	0	0	148	148
52615 DUES & MEMBERSHIP	397	477	477	477
52625 MEETING EXPENSES IN TOWN	65	85	202	202
52630 TRAINING	0	2,080	0	1,850
52635 EMPLOYEE EDUCATIONL ASSIST	1,660	125	1,850	0
52645 SUBSCRIPTIONS	25	25	25	25
52655 TRAVEL OUT OF TOWN	1,575	780	2,160	2,160
52705 COMMUNICATIONS	362	509	0	0
52735 TELEPHONE-LONG DIST CALLS	(36)	14	0	0
52745 UTILITIES	0	0	300	333
52775 MINOR EQUIPMENT	10,145	6,848	4,172	4,172
52795 RENTAL OF EQUIPMENT	0	128	0	0

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
FORESTRY**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52874 OFFICE SERVICES PRINTING	1,669	3,365	3,000	3,000
65040 MISCELLANEOUS	0	49,990	0	0
65160 RECRUITMENT	0	291	0	0
TOTAL OPERATING EXPENSE	293,280	360,730	307,282	307,075
53050 MACHINERY & APPARATUS	2,497	2,986	3,000	3,000
TOTAL CAPITAL OUTLAY	2,497	2,986	3,000	3,000
TOTAL ORGANIZATION	1,099,073	1,206,402	1,231,156	1,274,590

Park Maintenance, Trails and Open Space

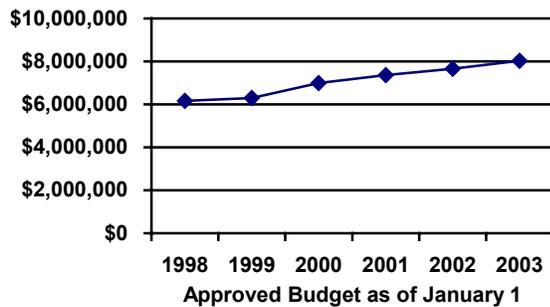


Kurt Schroeder, Manager • 1401 Recreation Way, Colorado Springs, CO 80905 • (719) 385-6555 • kschroeder@ci.colospgs.co.us

MISSION

To provide and maintain parks, trails, medians, athletic fields, open space areas and recreational facilities for the citizens of, and visitors to, Colorado Springs. The Division also supports the youth of the community through the preparation of athletic fields and the provision of volunteer and hourly employment opportunities.

BUDGET HISTORY



SERVICES

- Provide landscape maintenance services by implementing a program of turf and athletic field maintenance and providing flower plantings and shrub maintenance.
- Maintain and protect the natural resources within the regional parks. Maintain the multi-use trail system and assigned rights-of-ways.
- Repair, monitor and renovate irrigation, lighting and plumbing systems. Perform repairs and preventive maintenance to small engine equipment, mowers, grounds maintenance equipment, etc.
- Maintain, renovate and construct buildings, structures, walkways, curbing, parking facilities, fences, etc. Repair vandalism on a timely basis. Design and fabricate signs and graphics in support of the entire park system and programmed activities.

BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$4,522,735	\$4,921,697	\$5,160,683	\$5,392,798
Operating	2,370,877	2,394,612	2,424,837	2,564,516
Capital Outlay	70,374	63,918	78,360	78,360
Total	\$6,963,986	\$7,380,227	\$7,663,880	\$8,035,674

PERSONNEL

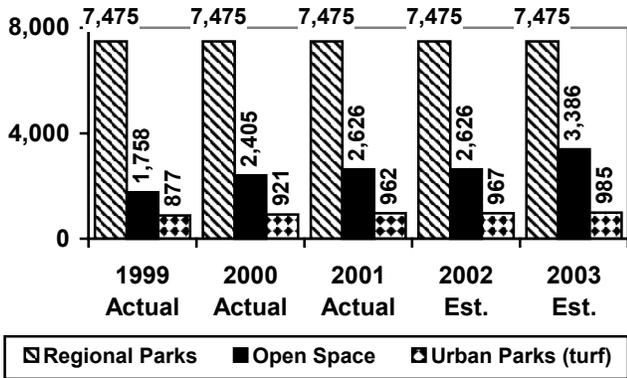
	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Manager	1	1	1	1
Supervisor	11	11	11	11
Professional	1	1	1	1
Paraprofessional	14	14	14	14
General	58	58	58	55
FTE Total	85	85	85	85
Special Positions	0	0	0	1

A special position was added during 2002 that will be carried through 2003 for the purpose of providing additional administrative support to the Division. Primarily, this individual is performing task accounting duties, bill payment processing, and record keeping in support of the Special Improvement Maintenance Districts.

In addition to the personnel listed above, there are twelve additional full-time positions; six positions are paid from lottery and six from Special Improvement Maintenance Districts.

PERFORMANCE INDICATORS

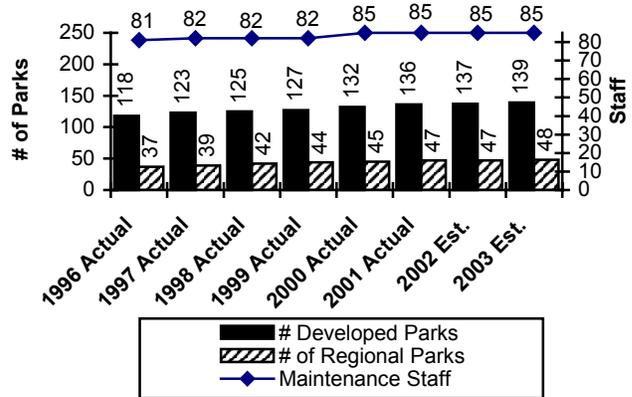
Acres of Parkland Maintained



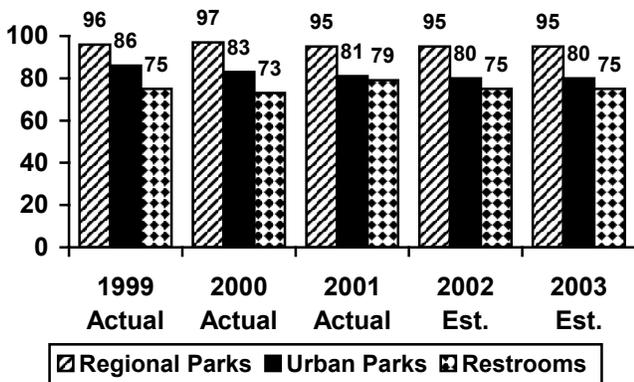
Regional park, open space, sports park and urban park acreage has been growing at a consistent rate for the last 10+ years. With the passage of the Trails, Open Space and Parks (TOPS) tax in 1997, new revenue source was then available that allowed the Department to continue to meet the recreational needs of a growing populace. Even though there were minimal increases in staffing, there was a significant increase in the number of facilities provided to the citizenry.

Although the number of parks and park acreage has continued to rise, maintenance staffing has remained relatively constant. The use of the latest technologies and a reorganization of the Division in 2001 have helped in retaining a consistent level of service although the expanding system has made attaining the same level of maintenance increasingly difficult. Of the four General Fund employees added in the past seven years, two were the result of a management position reapportionment and two were assigned to the SCIP-funded El Pomar Youth Sports Park.

Park Staff & Sites Maintained



% of Customer Satisfaction



Generally speaking, the public is very satisfied with the quality of the facilities provided. Specific areas of concern that usually arise have to do with the cleanliness of the reserved areas and restrooms. Almost always the regional parks (Garden of the Gods, Ute Valley, Palmer Park, Cheyenne Canon, Bear Creek Canon) receive very high user satisfaction marks.

CHANGES TO THE BUDGET

- An increase of \$92,291 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Funding of \$141,479 is included to address the increased water rate.
- Cell phone charges have been reduced by \$1,800.

MAJOR OBJECTIVES

OBJECTIVE – Perform a thorough evaluation of the affects of reduced watering during 2002 and implement a turf reclamation/reseeding program to correct all deficiencies as deemed appropriate.

There will be a reduction of turf quality as a result of the water restrictions implemented in 2002. If restrictions go beyond those within Stage II, there will be a real possibility that significant turf degradation will occur that may impact the Division's ability to safely accommodate programmed athletic uses.

OBJECTIVE – Install remote rain sensor shutoffs to a minimum of 20 percent of the park and median irrigation clocks.

After the drought restrictions of 2002 and the greater emphasis that is being placed on water conservation, this would be a proactive move to further increase the effectiveness and efficiency of the irrigation systems. This action would lead to water and cost savings and aid in the public's perception of the City's seriousness and actions toward addressing the water issues.

OBJECTIVE – Continue the recruitment of youth for seasonal employment with efforts toward hiring and retaining minority youth.

This is an effort that staff has been working hard on and will continue to make a priority. Staff will be attending job fairs and make presentations to schools to recruit student employees.

OBJECTIVE – Continue to address the maintenance requirements of new parklands and developed parks and facilities that are added to the system.

There is the potential for two new neighborhood parks and a major portion of Confluence Park to be added for maintenance in 2003. Steps must be taken to assimilate the two potential neighborhood parks into the appropriate maintenance district and provide a level of maintenance that will protect the health, safety and welfare of the public. It is anticipated that some additional funding will be allotted for the maintenance of Confluence Park. Staff must establish a maintenance program for the park and prepare for the area to be in a state of flux while additional construction phases are implemented

OBJECTIVE – Continue implementation of the Garden of the Gods Reclamation Report.

For 2003, staff will specifically continue restoration of the selected watershed, complete the reconstruction of the one-hour commercial equestrian trail, and continue the selected removal and trimming of vegetation within the central garden zone. Staff will also continue with efforts to remove and control noxious weed populations, evaluate and prioritize work outlined within the new trail plan, and seek additional grants to support implementation of the Restoration Report.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
PARK MAINTENANCE, TRAILS AND OPEN SPACE**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	2,879,079	3,162,172	3,457,190	3,597,014
51207 WAGE PKG-PERFORMANCE	87,490	62,257	0	0
51210 OVERTIME	111,970	102,300	53,865	53,865
51220 SEASONAL/TEMPORARY	609,840	741,949	636,930	636,930
51240 RETIREMENT/TERMINATION SICK	17,786	15,351	0	0
51245 RETIREMENT/TERM VACATION	10,979	14,350	0	0
51250 SPECIAL ASSIGNMENT PAY	806	0	0	0
51260 VACATION BUY	5,529	4,676	0	0
51299 SALARIES REIMBURSEMENTS	(59,084)	(57,453)	0	0
51610 PERA	360,562	374,719	366,809	396,554
51615 WORKER'S COMPENSATION	177,613	134,815	143,551	136,703
51620 EQUITABLE LIFE INSURANCE	10,973	11,751	13,815	14,375
51625 VISION CARE	4,424	4,574	5,470	5,470
51635 CITY MAJOR MEDICAL PLAN	0	0	4,289	4,289
51640 DENTAL INSURANCE	23,435	24,629	29,129	32,944
51665 CASH BACK	9,222	13,490	0	0
51690 MEDICARE	34,049	39,638	40,613	42,642
51695 CITY EPO MEDICAL PLAN	238,064	272,481	409,022	472,012
TOTAL SALARIES & BENEFITS	4,522,735	4,921,697	5,160,683	5,392,798
52001 BUDGET TRANSFERS WITHIN ORG	0	(49,027)	0	0
52105 MISCELLANEOUS OPERATING	41,853	43,066	0	0
52110 OFFICE SUPPLIES	1,316	2,415	3,014	3,014
52115 MEDICAL SUPPLIES	6,103	2,526	14,090	14,090
52122 CELL PHONES EQUIP & SUPPLIES	0	792	0	0
52125 GENERAL SUPPLIES	79,885	100,807	89,644	87,844
52135 POSTAGE	99	0	2,500	2,500
52140 WEARING APPAREL	12,782	15,695	11,130	11,130
52145 PAINT & CHEMICAL	21,483	17,064	27,920	27,920
52150 SEED & FERTILIZER	88,168	101,878	118,101	118,601
52155 AUTOMOTIVE	251	279	0	0
52165 LICENSES & TAGS	208	823	300	300
52170 SPECIAL, PHOTOGRAPHY, ETC	191	83	0	0
52175 SIGNS	10,514	6,564	9,000	9,000
52185 AGGREGATE MATERIAL	3,616	2,481	3,300	3,300
52190 JANITORIAL SUPPLIES	5,049	16,892	18,134	19,134
52215 MAINT-GROUNDS	22,062	56,191	40,133	37,133
52220 MAINT-OFFICE MACHINES	360	0	560	560
52235 MAINT-MACHINERY & APPARATUS	12,128	10,864	15,378	15,378
52240 MAINT-NONFLEET VEHICLES/EQP	64,394	61,662	41,504	41,504
52265 MAINT-BUILDINGS & STRUCTURE	31,026	18,676	40,589	40,589
52270 MAINT-WELLS & RESERVOIRS	52,882	47,340	44,170	45,670
52280 MAINT-ROADS & BRIDGES	2,862	5,980	5,700	5,700
52435 GARBAGE REMOVAL SERVICES	0	41,670	61,000	61,000
52445 JANITORIAL SERVICES	0	26,787	28,000	28,000
52450 LAUNDRY & CLEANING SERVICES	15,071	68	3,000	3,000
52455 LAWN MAINTENANCE SERVICE	0	0	37,446	37,446
52540 MISCELLANEOUS SERVICES	0	0	2,556	2,556
52565 PEST CONTROL	0	52	0	0

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
PARK MAINTENANCE, TRAILS AND OPEN SPACE**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52575 SERVICES	165,162	82,908	75,695	75,695
52605 CAR MILEAGE	825	822	400	400
52615 DUES & MEMBERSHIP	254	254	145	145
52625 MEETING EXPENSES IN TOWN	2,329	916	198	198
52630 TRAINING	0	2,729	0	0
52635 EMPLOYEE EDUCATIONL ASSIST	4,050	948	2,812	2,812
52645 SUBSCRIPTIONS	0	0	25	25
52655 TRAVEL OUT OF TOWN	0	531	0	0
52705 COMMUNICATIONS	4,188	5,292	1,574	1,574
52725 RENTAL OF PROPERTY	276	828	0	0
52735 TELEPHONE-LONG DIST CALLS	83	115	0	0
52745 UTILITIES	1,648,059	1,699,086	1,636,526	1,778,005
52775 MINOR EQUIPMENT	39,004	35,085	32,861	32,861
52795 RENTAL OF EQUIPMENT	4,589	3,463	9,934	9,934
52874 OFFICE SERVICES PRINTING	152	197	250	250
52880 PURCHASES FOR RESALE	203	140	0	0
52893 RENTAL OF FLEET VEHICLES	15,930	11,950	18,750	18,750
65339 NORTH SLOPE	5,001	10,777	10,780	10,780
65381 FIELD RESERVATION & TOURN	8,468	6,948	17,718	17,718
TOTAL OPERATING EXPENSE	2,370,877	2,394,612	2,424,837	2,564,516
53010 OFFICE MACHINES	35	0	0	0
53030 FURNITURE & FIXTURES	0	2,832	0	0
53040 MACHINERY & APPARATUS	70,339	61,086	78,360	78,360
TOTAL CAPITAL OUTLALY	70,374	63,918	78,360	78,360
TOTAL ORGANIZATION	6,963,986	7,380,227	7,663,880	8,035,674

Parks, Recreation and Cultural Services Administration



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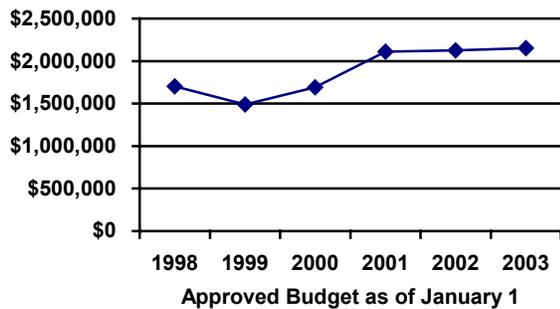
MISSION

To provide administrative support to Parks, Recreation and Cultural Services staff in order to gain efficiencies through centralization; to provide comprehensive planning services for parks, trails, open spaces and facilities; to provide responsive customer service internally and externally; and to provide opportunities for involvement to Colorado Springs citizens.

SERVICES

- Clerical and information technology support
- Finance, grants and contracts
- Graphics and GIS
- Park and athletic field reservations
- Park and facility planning
- Personnel
- Safety and environmental
- Volunteers and special events

BUDGET HISTORY



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$ 891,804	\$ 959,009	\$ 991,377	\$1,042,228
Operating	526,111	797,617	671,668	513,573
Capital Outlay	527,732	567,839	462,010	596,203
Total	\$1,945,647	\$2,324,465	\$2,125,055	\$2,152,004

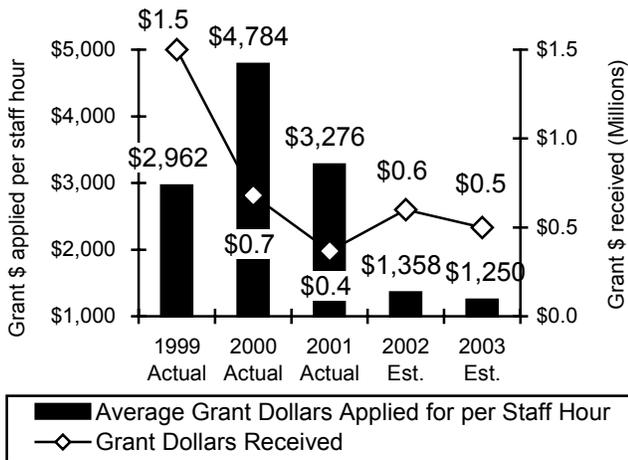
PERSONNEL

	2000	2001	2002	2003
Classification	Actual	Actual	Budget	Budget
Senior Manager	1.00	1.00	1.00	1.00
Manager	1.00	1.00	1.00	1.00
Professional	6.75	6.75	6.75	6.00
Paraprofessional	3.50	3.50	3.50	5.00
General	3.50	3.50	3.50	2.75
FTE Total	15.75	15.75	15.75	15.75

During 2002, a professional position was dissolved and 0.25 of the position was used to increase a 0.75 professional position to full time. The other 0.75 of the position became a 0.75 general position. Also during 2002, 1.5 general positions were reclassified to paraprofessional positions.

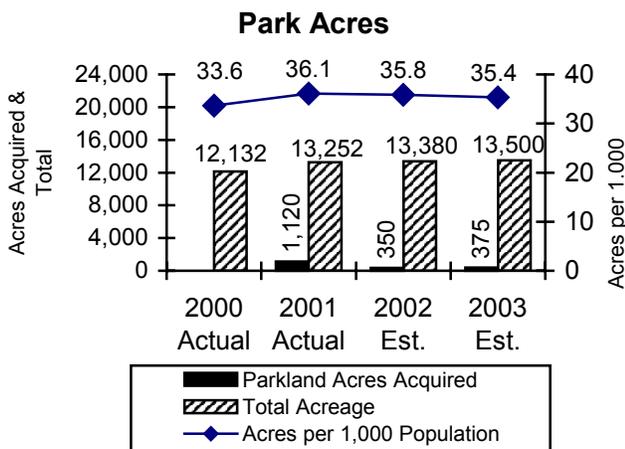
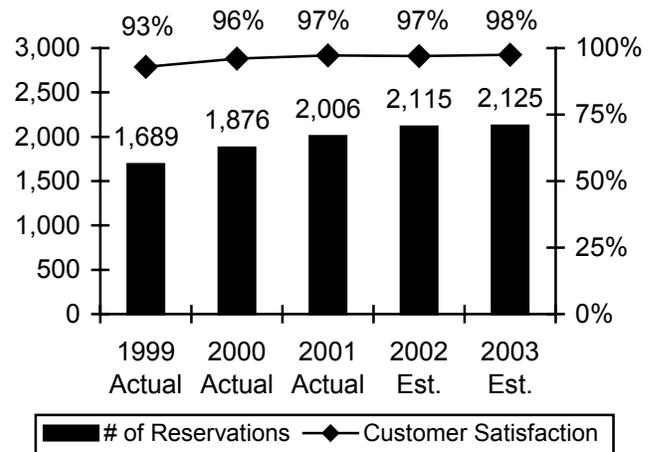
In addition to the personnel listed above, one permanent position is included and is funded from Trails and Open Space (TOPS).

PERFORMANCE INDICATORS



Due to a decrease in available funding from Great Outdoors Colorado (GOCO) and a reduction in the amount of construction and development efforts within Parks, Recreation and Cultural Services, the average grant dollar applied for is trending downward. This effect is further emphasized by the fact that the actual number of grants being applied for is substantially increasing, but the dollar amounts requested are smaller. Such grants are submitted to benefit division within the cultural service area. While not as lucrative to the bottom line, these grant awards provide a great deal of community goodwill through the programs receiving these funds.

A customer service survey is administered to citizens who reserve parks and athletic fields. The survey responses assist staff in making changes and/or responding immediately to a dissatisfied customer. Customer satisfaction is high and undergoes little overall change as it pertains to front office staff. Total reservations have remained relatively constant since the number of reservable parks and fields has not significantly increased in recent years.



With Conservation Trust Fund dollars, development and renovation of parks was not keeping pace with the accelerated growth of Colorado Springs in recent years, and open space acquisition was minimal. The TOPS tax has assisted in land acquisition and development of trails, open space and parks to meet the needs of a growing community. TOPS will fund construction of two neighborhood parks and seven trail projects. TOPS has helped preserve over 3,200 acres of Open Space since 1997.

CHANGES TO THE BUDGET

- An increase of \$50,851 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Telecommunications charges have been reduced by \$97,474 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- Cell phone charges have been reduced by \$420.
- As part of the 2003 service reductions, \$62,736 is removed which eliminates funding for First Night and transfers the funding for the Fine Arts Center to Colorado Springs Utilities.
- Onetime funding of \$136,728 for vehicle replacement is included.

MAJOR OBJECTIVES

OBJECTIVE – Manage urban growth in response to increasing community concerns about growth and development.

With approval in 2000 of the comprehensive parks, facilities, and trails ten-year master plan, 2003 will be the third year of the plan's implementation.

OBJECTIVE – Gain additional funding for projects and programs through grant submittals.

Enhance parks, trails, open spaces, facilities and programs with funds obtained through grant awards. With the reallocation of Department funds in 2002, this will be the third year that an employee will be dedicated to writing grants and submitting award nominations. Receipt of at least \$500,000 in grant funds is expected annually, and additional opportunities for garnering grant dollars and award achievements will be researched and implemented.

OBJECTIVE – Cooperatively partner with local organizations to enhance delivery of services to the public.

Parks, Recreation and Cultural Services is the lead agency in several existing community initiatives for enhanced services. These include the Colorado Springs Assets for Youth (CSAY) and the El Pomar Youth Sports Park. Technical, financial and staff assistance will continue to be provided to these and other similarly missioned organizations and projects in 2003.

OBJECTIVE – Provide centralized administrative support to Parks, Recreation and Cultural Services staff.

Administration will continue to strive for group efficiencies by providing centralized services to the entire Department in the areas of finance, personnel, volunteers, legal, safety and environmental, GIS, information technology, clerical, and graphic services. This eliminates the need to budget and dedicate duplicative services within each Division.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
PARKS, RECREATION AND CULTURAL SERVICES ADMINISTRATION**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	690,879	794,464	800,793	833,770
51207 WAGE PKG-PERFORMANCE	25,895	11,541	0	0
51210 OVERTIME	2,432	765	1,602	1,602
51220 SEASONAL/TEMPORARY	32,253	16,779	17,960	17,960
51230 SHIFT DIFFERENTIAL	0	15	0	0
51240 RETIREMENT/TERMINATION SICK	2,710	0	0	0
51245 RETIREMENT/TERM VACATION	1,890	0	0	0
51260 VACATION BUY	2,465	(492)	0	0
51299 SALARIES REIMBURSEMENTS	0	(12,616)	0	0
51610 PERA	72,417	76,583	77,070	83,690
51615 WORKER'S COMPENSATION	5,299	2,080	8,378	8,004
51620 EQUITABLE LIFE INSURANCE	2,849	2,933	3,218	3,349
51625 VISION CARE	723	986	975	975
51640 DENTAL INSURANCE	3,897	4,489	4,807	5,437
51665 CASH BACK	1,803	1,690	0	0
51670 PARKING FOR EMPLOYEES	1,440	1,440	1,440	1,440
51690 MEDICARE	2,943	4,060	7,685	8,164
51695 CITY EPO MEDICAL PLAN	41,909	54,291	67,449	77,837
TOTAL SALARIES & BENEFITS	891,804	959,009	991,377	1,042,228
52105 MISCELLANEOUS OPERATING	8,065	3,118	0	0
52110 OFFICE SUPPLIES	12,842	9,882	6,212	6,212
52111 PAPER SUPPLIES	0	2,088	2,000	2,000
52120 SOFTWARE-MICRO/WORD PROCESS	1,325	7,528	3,600	9,681
52122 CELL PHONES EQUIP & SUPPLIES	0	478	2,000	480
52125 GENERAL SUPPLIES	6,890	6,708	8,428	8,927
52135 POSTAGE	40,117	41,261	16,154	20,715
52140 WEARING APPAREL	0	1,511	0	0
52220 MAINT-OFFICE MACHINES	164	233	200	168
52225 MAINT-MICROS/WORD PROCESSOR	0	4,600	5,181	5,213
52230 MAINT-FURNITURE & FIXTURES	338	0	0	0
52240 MAINT-NONFLEET VEHICLES/EQP	79,320	0	0	0
52404 APPRAISALS	0	0	4,700	2,200
52405 ADVERTISING SERVICES	3,348	20,823	3,543	56,057
52410 BUILDING SECURITY SERVICES	0	0	2,000	1,500
52431 CONSULTING SERVICES	0	1,856	0	0
52440 HUMAN SERVICES	0	122,610	125,236	72,500
52465 MISCELLANEOUS SERVICES	0	6,315	14,250	9,500
52560 PARKING SERVICES	0	0	700	700
52575 SERVICES	258,948	187,719	144,183	82,169
52605 CAR MILEAGE	5,346	6,709	3,982	3,982
52615 DUES & MEMBERSHIP	1,745	1,780	1,395	1,395
52625 MEETING EXPENSES IN TOWN	6,794	7,056	2,726	3,993
52630 TRAINING	0	2,560	0	3,149
52635 EMPLOYEE EDUCATIONL ASSIST	4,052	(235)	3,840	3,211
52645 SUBSCRIPTIONS	468	1,339	975	1,914
52655 TRAVEL OUT OF TOWN	8,437	7,409	8,550	7,200
52705 COMMUNICATIONS	1,222	270,569	272,967	171,527
52725 RENTAL OF PROPERTY	0	130	0	0

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
PARKS, RECREATION AND CULTURAL SERVICES ADMINISTRATION**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52735 TELEPHONE-LONG DIST CALLS	8,512	7,715	3,025	3,025
52740 GENERAL INSURANCE-CITY	7,693	3,400	13,500	13,500
52775 MINOR EQUIPMENT	1,575	3,633	400	734
52795 RENTAL OF EQUIPMENT	12,976	13,181	16,300	16,300
52874 OFFICE SERVICES PRINTING	5,866	5,162	5,571	5,571
52875 OFFICE SERVICES RECORDS	68	292	50	50
65030 TRANSIT MANAGEMENT CONTRACT	0	187	0	0
65040 MISCELLANEOUS	50,000	50,000	0	0
TOTAL OPERATING EXPENSE	526,111	797,617	671,668	513,573
53020 COMPUTERS/NETWORKS	39,715	34,843	43,635	41,100
53030 FURNITURE & FIXTURES	3,445	6,843	4,875	4,875
53070 VEHICLES-REPLACEMENT	484,571	526,153	413,500	550,228
TOTAL CAPITAL OUTLAY	527,732	567,839	462,010	596,203
TOTAL ORGANIZATION	1,945,647	2,324,465	2,125,055	2,152,004

Youth and Recreation



JJ Klikus, Manager • 1401 Recreation Way, Colorado Springs, CO 80905 • (719) 385-6528 • jklikus@ci.colospgs.co.us

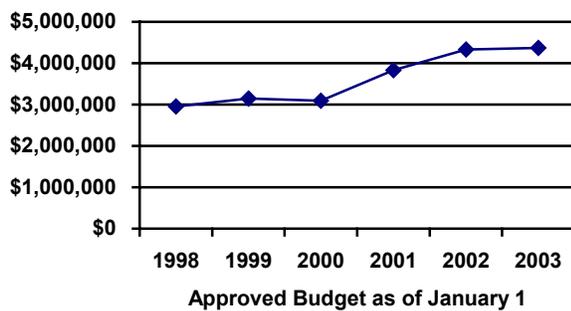
MISSION

Youth and Recreation promotes and provides sports and recreational programs, facilities, and services for youth and adults.

SERVICES

- Youth sport leagues, tournaments, lessons, and camps available to a broad demographic mix
- Sports leagues, lessons, and activities for adults and seniors
- Public swim, ice skating ,and hockey sessions
- Rental facilities for community events and activities
- Concerts and other nontraditional recreational events and activities
- Marketing and promotions of Division services

BUDGET HISTORY



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$1,859,982	\$2,215,346	\$2,672,318	\$2,729,022
Operating	1,170,158	1,476,066	1,656,556	1,639,935
Capital Outlay	0	5,950	0	0
Unit Total	\$3,030,140	\$3,697,362	\$4,328,874	\$4,368,957

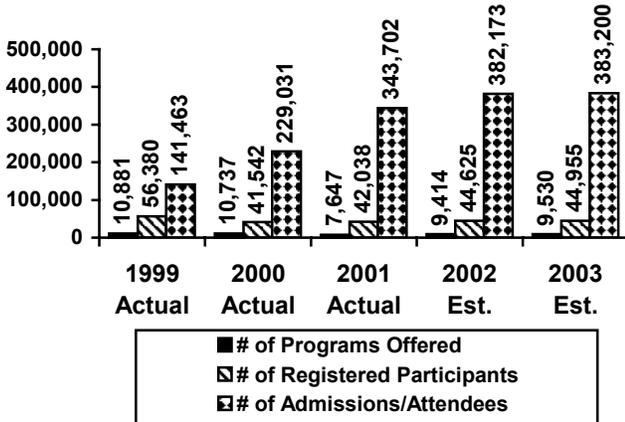
PERSONNEL

	2000	2001	2002	2003
Classification	Actual	Actual	Budget	Budget
Manager	1	1	1	1
Supervisor	3	3	3	3
Professional	7	8	7	7
Paraprofessional	6	7	9	9
General	4	5	5	5
FTE Total	21	24	25	25

For 2001, one information systems analyst was added to maintain the servers, workstations, and databases; and one office specialist and one skilled maintenance technician were added in association with the opening of the Springs Community Improvements Program-funded recreation centers.

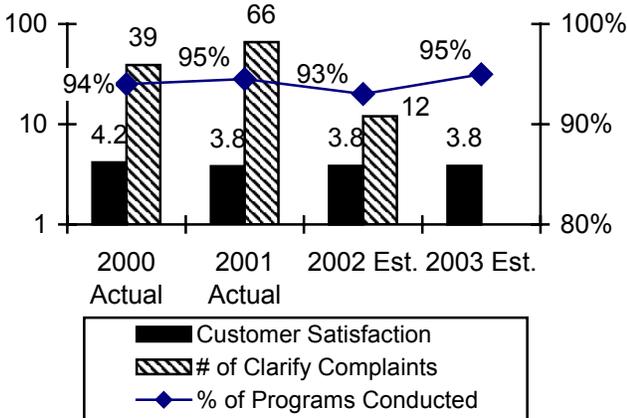
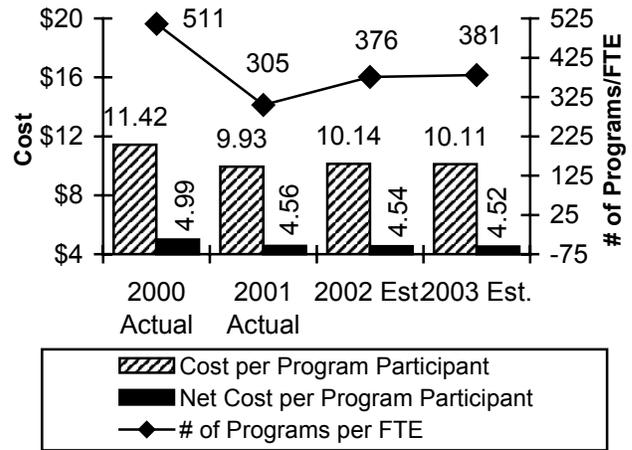
During 2001, a recreation program coordinator position was split into two recreation assistant positions.

PERFORMANCE INDICATORS



Youth and Recreation has the ability to keep output consistent yearly. The Division has experienced an increase in programs, participants and admissions with the completions of the new aquatic facilities.

By charging fees, this Division was able to reduce its tax subsidy. Because the numbers are averaged, the difference in subsidy between youth and adults are not shown. The adult programs, by definition, are not subsidized.



Customer satisfaction is one of the most important values of Youth and Recreation. Customer satisfaction is measured on a scale of 1 to 5, with one being needs improvement and 5 rated as outstanding.

Through feedback received via customer comments through an extensive evaluation process and Clarify, it is deduced that customer satisfaction is inversely related to the fees charged.

CHANGES TO THE BUDGET

- An increase of \$81,922 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Funding of \$2,519 is included to address the increased water rate.
- Cell phone charges have been reduced by \$1,080.
- As part of the 2003 service reductions, \$43,278 is removed which eliminates the Prospect Lake aquatics programs.

MAJOR OBJECTIVES

OBJECTIVE – E-Government.

Continue to operate and manage a computer system in accordance with the e-Government initiative. This objective works toward creating greater efficiencies in the area of computerized registration, web site registration, touch-tone registration, and other service deliveries.

OBJECTIVE – Enhance programs for youth and families.

This will be accomplished by researching the needs, trends and local interests of the community in order to provide appropriate programs and by addressing issues that come forth in the evaluation process. The Youth and Recreation Division will also train and manage the volunteers and staff to administer the programs and to serve as mentors. Objectives shall focus on the implementation of the strategic plan with emphasis on leveraging information technology, empowerment, diversity and inclusion, and enhancing customer service.

OBJECTIVE – Continue to market and promote programs with efficiency.

This will be accomplished by maintaining a major media sponsor, securing partnerships for specific programs, researching target marketing media, and evaluating service delivery. The continuation of an internal marketing committee will also enhance efficiency and effectiveness in this area. Related to the Implementation Initiative Objective to Improve Operational Efficiencies and Communication, the Division will strive to make internal staff more aware of Division programs, services and activities.

OBJECTIVE – Provide programs for a diverse demographic mix.

Youth and Recreation's programs currently serve a wide variety of demographics. By using the Special Programs Unit to continue to carry out smaller, more targeted programs, more areas of the community can be served. This will affect a more positive perception of customer service and further enhance all program areas.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
YOUTH AND RECREATION**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	879,614	1,014,954	1,174,834	1,220,884
51207 WAGE PKG-PERFORMANCE	18,601	18,564	0	0
51210 OVERTIME	18,227	30,715	24,565	23,893
51220 SEASONAL/TEMPORARY	656,515	841,194	1,046,173	1,026,943
51245 RETIREMENT/TERM VACATION	4,355	0	0	0
51260 VACATION BUY	773	0	0	0
51299 SALARIES REIMBURSEMENTS	(129)	(9,446)	0	0
51610 PERA	154,155	176,855	175,679	184,363
51615 WORKER'S COMPENSATION	36,811	31,596	40,292	37,099
51620 EQUITABLE LIFE INSURANCE	3,216	3,674	4,497	4,682
51625 VISION CARE	1,151	1,420	1,299	1,299
51635 CITY MAJOR MEDICAL PLAN	3,167	0	0	0
51640 DENTAL INSURANCE	6,117	7,174	6,964	7,877
51665 CASH BACK	3,106	2,310	7,005	7,005
51690 MEDICARE	17,954	22,342	36,100	36,210
51695 CITY EPO MEDICAL PLAN	56,348	73,995	154,910	178,767
TOTAL SALARIES & BENEFITS	1,859,982	2,215,346	2,672,318	2,729,022
52105 MISCELLANEOUS OPERATING	55,339	154,583	0	0
52110 OFFICE SUPPLIES	8,815	18,297	6,979	12,979
52111 PAPER SUPPLIES	0	0	0	3,186
52115 MEDICAL SUPPLIES	0	46	444	444
52120 SOFTWARE-MICRO/WORD PROCESS	4,302	4,430	1,500	3,500
52125 GENERAL SUPPLIES	210,127	198,919	203,314	195,535
52135 POSTAGE	71	253	577	577
52140 WEARING APPAREL	1,931	1,303	13,210	13,110
52145 PAINT & CHEMICAL	22,708	39,743	65,940	61,126
52155 AUTOMOTIVE	0	0	150	150
52165 LICENSES & TAGS	1,615	2,927	2,132	2,698
52175 SIGNS	0	1,195	292	292
52190 JANITORIAL SUPPLIES	764	3,113	2,400	2,400
52220 MAINT-OFFICE MACHINES	1,793	645	3,760	3,760
52230 MAINT-FURNITURE & FIXTURES	0	800	100	100
52235 MAINT-MACHINERY & APPARATUS	1,297	5,449	20,899	18,899
52240 MAINT-NONFLEET VEHICLES/EQP	0	0	1,250	1,250
52265 MAINT-BUILDINGS & STRUCTURE	33,923	23,166	93,770	91,962
52405 ADVERTISING SERVICES	25,976	32,069	39,840	32,786
52450 LAUNDRY & CLEANING SERVICES	8,407	7,472	31,219	30,885
52465 MISCELLANEOUS SERVICES	0	0	0	7,392
52565 PEST CONTROL	0	156	0	0
52575 SERVICES	318,851	310,059	342,779	332,855
52605 CAR MILEAGE	3,273	5,928	6,069	6,011
52615 DUES & MEMBERSHIP	1,205	2,020	1,236	1,236
52625 MEETING EXPENSES IN TOWN	1,563	240	439	439
52630 TRAINING	0	500	0	1,882
52635 EMPLOYEE EDUCATIONL ASSIST	2,490	729	3,900	2,900
52645 SUBSCRIPTIONS	403	294	215	215
52655 TRAVEL OUT OF TOWN	4,512	1,868	3,456	3,456
52705 COMMUNICATIONS	4,877	6,938	5,000	5,000

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

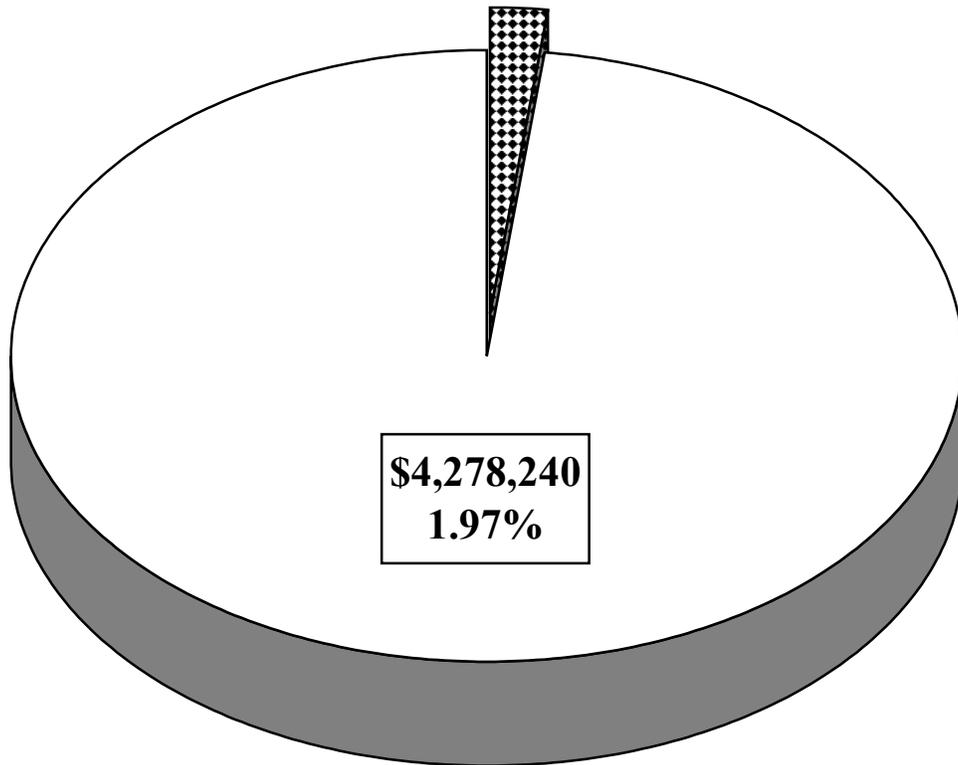
**GENERAL FUND
PARKS, RECREATION AND CULTURAL SERVICES
YOUTH AND RECREATION**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52725 RENTAL OF PROPERTY	5,470	(2,613)	1,200	1,200
52735 TELEPHONE-LONG DIST CALLS	284	564	100	100
52736 CELL PHONE AIRTIME	0	0	0	2,160
52745 UTILITIES	191,744	355,841	506,678	0
52746 UTILITIES-ELECTRIC	0	0	0	178,977
52747 UTILITIES-GAS	0	0	0	301,502
52748 UTILITIES-SEWER	0	0	0	9,249
52749 UTILITIES-WATER	0	0	0	17,282
52775 MINOR EQUIPMENT	23,371	44,329	30,065	29,065
52795 RENTAL OF EQUIPMENT	5,100	6,812	7,674	10,960
52874 OFFICE SERVICES PRINTING	7,807	18,244	21,158	19,352
52880 PURCHASES FOR RESALE	22,498	44,165	28,700	24,800
52893 RENTAL OF FLEET VEHICLES	1,150	2,000	700	700
65339 NORTH SLOPE	0	100	0	0
65369 ADULT SPORTS SOFTBALL	142,118	133,414	132,473	130,625
65371 ADULT SPORTS BASKETBALL	17,171	17,545	20,545	20,545
65373 ADULT SPORTS FOOTBALL	9,917	6,369	7,909	7,909
65375 ADULT SPORTS VOLLEYBALL	20,197	11,059	34,984	34,984
65377 TENNIS CLASSES & CENTER	574	406	0	0
65379 HIGH SCHOOL HOCKEY	8,517	9,176	8,500	8,500
65381 FIELD RESERVATION & TOURN	0	5,510	5,000	5,000
TOTAL OPERATING EXPENSE	1,170,158	1,476,066	1,656,556	1,639,935
53030 FURNITURE & FIXTURES	0	5,950	0	0
TOTAL CAPITAL OUTLAY	0	5,950	0	0
TOTAL ORGANIZATION	3,030,140	3,697,362	4,328,874	4,368,957



CITY OF COLORADO SPRINGS

Neighborhood Services



Note: Graph reflects only General Fund organizational units (excludes CDBG, HOME, HOPE III, and ESG).

Community and Senior Centers	\$3,199,073
CDBG, HOME, HOPE III, ESG	\$8,388,297
Neighborhood Services	\$1,079,167



Community and Senior Centers

Lamont Gizzi, Manager • 1434 North Hancock Avenue, Colorado Springs, CO 80903 • (719) 385-5932 • lgizzi@ci.colospgs.co.us

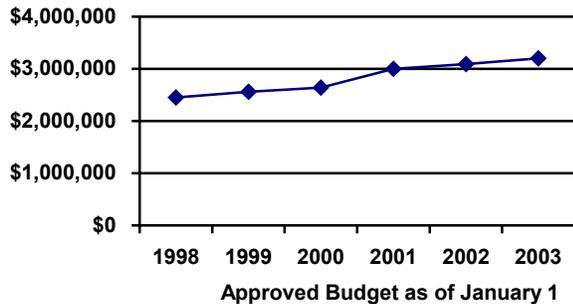
MISSION

To support neighborhoods through the operation of community and senior centers and provide programs to targeted populations through partnerships with the community.

SERVICES

- Provide programs to targeted populations
- Operate and maintain community and senior centers
- Leverage resources through partnerships

BUDGET HISTORY



BUDGET SUMMARY

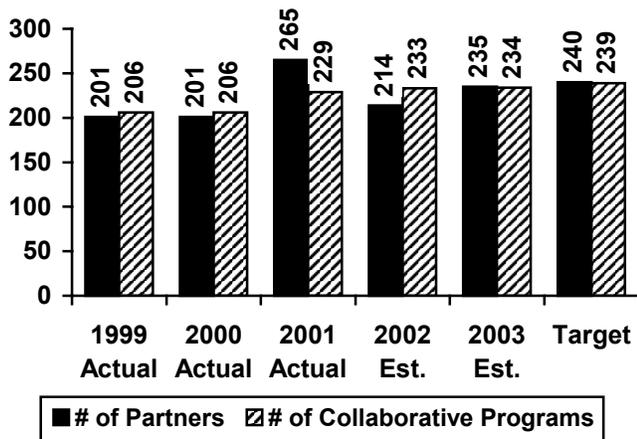
	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$1,982,881	\$2,246,604	\$2,320,573	\$2,416,148
Operating	632,134	781,333	767,389	704,750
Capital Outlay	0	3,000	3,075	78,175
Total	\$2,615,015	\$3,030,937	\$3,091,037	\$3,199,073

PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Manager	1.00	1.00	1.00	1.00
Supervisor	1.00	1.00	1.00	1.00
Professional	12.00	13.75	13.75	13.75
Paraprofessional	6.75	5.75	5.75	5.75
General	6.50	7.00	7.50	7.50
FTE Total	27.25	28.50	29.00	29.00

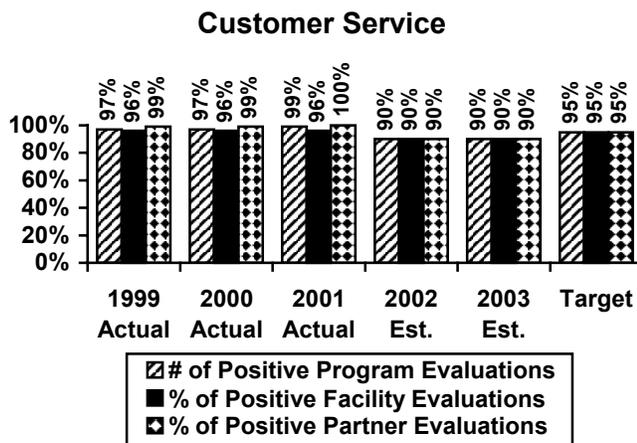
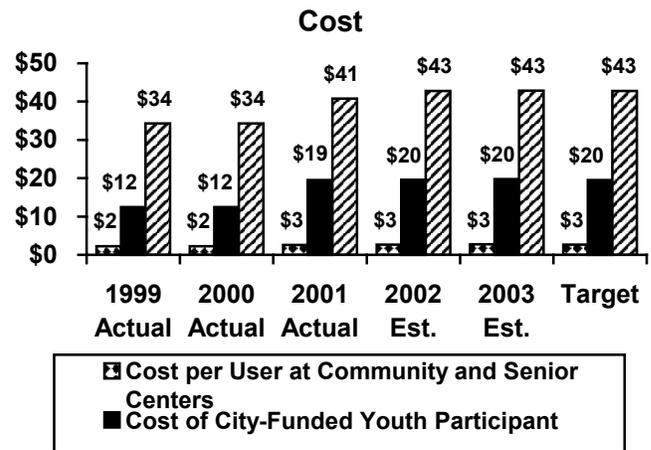
From 2000 to 2001, three 0.75 FTE part-time program coordinator positions and one 0.5 FTE part-time support position were converted to full-time positions, for a total of 1.25 FTE added. During 2001, a 0.5 FTE office specialist was converted to full-time.

PERFORMANCE INDICATORS



To maximize the City's existing resources, Community and Senior Centers has, since 1999, placed a priority on establishing and fostering partnerships with community nonprofit organizations. The result of the new partnerships has been a slight increase in collaborative programs without a proportional increase in the costs. A modest increase in partners and collaborative programs is expected to continue.

As a result of the 1999 Citywide audit, a number of adjustments occurred in data collection. This adjustment resulted in a more accurate data collection process and the 1999-2001 measures have been adjusted accordingly. Along with inflationary costs, the cost per user, cost of City-funded youth participant and cost per hour of operation have increased. Also the Division's communication charges were included in the 2001 budget for the first time.



The Community and Senior Centers Division places a strong emphasis on customer service in facility operations, program delivery, and the relationships with community partners. Over the past three years, the Division has successfully reached its 90 percent or greater satisfaction goal in all areas. The target is a 95 percent satisfaction rating for all three areas.

CHANGES TO THE BUDGET

- An increase of \$85,270 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Telecommunications charges have been reduced by \$53,134 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- Funding of \$1,623 is included to address the increased water rate.
- Cell phone charges have been reduced by \$823.
- Onetime funding of \$75,100 for vehicle replacement is included.

MAJOR OBJECTIVES

OBJECTIVE – Respond to the community's needs by providing vital programs in low and moderate-income neighborhoods and programs for the elderly and persons with disabilities.

The community and senior centers will provide services and programs to youth in targeted neighborhoods, the elderly, and persons with disabilities. The programs are developed in response to community requests and needs and influenced by current trends and historical data.

OBJECTIVE – Develop positive relationships and actively communicate with the public through the operations of the community and senior centers.

Through the programs and centers, the Division has an opportunity to benefit the citizens while building positive relationships. Use of the facilities for public City meetings will encourage communication with citizens, while using the facilities for cultural events will help promote cultural diversity.

OBJECTIVE – Practice collaborative community leadership in addressing critical community needs through the development of partnerships resulting in collaborative programs.

By leveraging existing resources through the creation of partnerships, the Division will continue to respond to the needs of the community. These partnerships and the resulting collaborative programs allow both the Division and community's nonprofit organizations to maximize services. Together the Division is able to offer higher quality services to more of the community at an affordable cost.

OBJECTIVE – Enhance citizen awareness in targeted neighborhoods of services and programs provided by the Community and Senior Centers Division.

By producing and distributing program and facility brochures and flyers in targeted neighborhoods, the Division will continue to actively reach out to the community and inform them of the available activities.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
NEIGHBORHOOD SERVICES
COMMUNITY AND SENIOR CENTERS**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	1,095,209	1,241,880	1,349,662	1,402,519
51207 WAGE PKG-PERFORMANCE	27,269	19,745	0	0
51210 OVERTIME	1,265	1,272	0	0
51220 SEASONAL/TEMPORARY	558,646	657,864	607,898	618,202
51230 SHIFT DIFFERENTIAL	740	619	0	0
51240 RETIREMENT/SICK	54	0	0	0
51245 RETIREMENT/TERM VACATION	631	2,843	0	0
51260 VACATION BUY	305	0	0	0
51299 SALARIES REIMBURSEMENTS	(254)	(883)	0	0
51610 PERA	163,897	175,399	180,199	184,055
51615 WORKER'S COMPENSATION	35,761	27,587	25,672	27,248
51620 EQUITABLE LIFE INSURANCE	3,881	4,207	5,315	5,611
51625 VISION CARE	1,153	1,324	1,754	1,827
51640 DENTAL INSURANCE	6,973	7,666	9,444	11,020
51665 CASH BACK	6,202	6,548	0	0
51690 MEDICARE	16,451	18,915	21,735	18,589
51695 CITY EPO MEDICAL PLAN	64,699	81,617	118,894	147,077
TOTAL SALARIES & BENEFITS	1,982,881	2,246,604	2,320,573	2,416,148
52105 MISCELLANEOUS OPERATING	3,865	(1,139)	0	0
52110 OFFICE SUPPLIES	5,177	4,533	5,535	4,960
52111 PAPER SUPPLIES	\$0	\$2,526	\$2,435	\$4,090
52115 MEDICAL SUPPLIES	0	338	352	420
52120 SOFTWARE-MICRO/WORD PROCESS	693	2,203	7,042	3,280
52122 CELL PHONE EQUIPMENT/SUPPLIES	0	250	190	190
52125 GENERAL SUPPLIES	15,922	35,509	13,246	15,091
52129 HVAC	0	0	150	150
52135 POSTAGE	7,978	11,153	8,000	11,196
52140 WEARING APPAREL	2,970	1,474	1,850	2,000
52145 PAINT & CHEMICAL	67	543	830	880
52146 DEICING CHEMICALS/MATERIALS	0	216	150	75
52155 AUTOMOTIVE	68	144	400	350
52160 FUEL	0	165	150	200
52165 LICENSES & TAGS	68	16	100	195
52175 SIGNS	0	49	45	45
52190 JANITORIAL SUPPLIES	1,749	4,713	6,485	3,449
52220 MAINT-OFFICE MACHINES	940	1,304	1,675	1,860
52225 MAINT-MICROS/WORD PROCESSOR	820	261	3,925	3,925
52230 MAINT-FURNITURE & FIXTURES	263	35	1,025	925
52235 MAINT-MACHINERY & APPARATUS	5,933	5,406	4,429	4,424
52265 MAINT-BUILDINGS & STRUCTURE	3,355	12,252	15,976	15,245
52405 ADVERTISING SERVICES	964	1,641	1,000	1,000
52410 BUILDING SECURITY SERVICES	0	6,099	8,326	8,426
52423 TELECOMMUNICATION SERVICES	0	4	0	0
52445 JANITORIAL SERVICES	0	15,561	29,095	27,458
52450 LAUNDRY & CLEANING SERVICES	14,085	11,665	9,438	9,338
52560 PARKING SERVICES	0	0	725	500
52565 PEST CONTROL	0	960	1,502	1,420
52575 SERVICES	149,291	105,327	114,475	109,739

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
NEIGHBORHOOD SERVICES
COMMUNITY AND SENIOR CENTERS**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52590 TEMPORARY SERVICES	0	258	1,000	500
52605 CAR MILEAGE	6,502	6,645	8,298	8,089
52615 DUES & MEMBERSHIP	810	935	1,175	1,180
52625 MEETING EXPENSES IN TOWN	1,126	514	270	500
52630 TRAINING	0	5,720	2,640	6,000
52635 EMPLOYEE EDUCATIONL ASSIST	5,353	(279)	0	0
52655 TRAVEL OUT OF TOWN	6,185	6,292	5,040	6,360
52705 COMMUNICATIONS	1,233	127,330	128,626	74,668
52725 RENTAL OF PROPERTY	170,904	173,964	186,365	72,768
52735 TELEPHONE-LONG DIST CALLS	2,756	3,012	3,000	3,300
52736 CELL PHONE AIRTIME	0	0	0	660
52745 UTILITIES	77,570	91,227	93,726	0
52746 UTILITIES-ELECTRIC	0	0	0	58,405
52747 UTILITIES-GAS	0	0	0	25,721
52748 UTILITIES-SEWER	0	0	0	7,668
52749 UTILITIES-WATER	0	0	0	6,189
52765 EQUIPMENT LEASE/PURCHASE	0	616	1,435	580
52775 MINOR EQUIPMENT	10,303	1,143	1,961	1,589
52795 RENTAL OF EQUIPMENT	206	469	100	100
52874 OFFICE SERVICES PRINTING	8,803	18,169	11,774	12,281
52875 OFFICE SERVICES RECORDS	179	121	200	200
52880 PURCHASES FOR RESALE	5,387	6,064	6,214	6,800
65300 CAP LEASE PURCHASE	0	0	0	109,000
65383 EARLY CHILDHOOD	2,802	3,045	3,500	3,860
65385 TEENS PROGRAM	11,946	19,991	13,359	12,125
65389 COMMUNITY SENIOR PROGRAM	13,114	13,537	8,827	7,428
65391 YOUTH SERVICES PROGRAMS	12,720	12,174	12,400	12,190
65393 SENIOR SERVICES PROGRAMS	15,996	19,314	13,440	10,090
65395 THERAPEUTIC RECREATION PGMS	16,666	21,986	7,996	8,000
65397 WHITE HSE RANCH/EARLY CHILD	7,403	3,500	3,600	3,780
70295 SPECIAL PROJECTS PROGRAMS	39,961	22,382	13,892	13,888
TOTAL OPERATING EXPENSES	632,134	781,333	767,389	704,750
53020 MICROS/WORD PROCESSORS	0	3,000	3,075	3,075
53070 VEHICLES-REPLACEMENT	0	0	0	75,100
TOTAL CAPITAL OUTLAY	0	3,000	3,075	78,175
ORGANIZATION TOTAL	2,615,016	3,030,937	3,091,037	3,199,073

Community Development and Neighborhood Redevelopment



Valorie Jordan, Community Development Manager • 30 S. Nevada Ave., Colo. Spgs., CO 80903 • (719) 385-5336 • vjordan@ci.colospgs.co.us
 Jim Higgins, Neighborhood Redevelopment Manager • 704 E. Boulder St., Colo. Spgs., CO 80903 • (719) 578-6328 • jhiggins@ci.colospgs.co.us

MISSION

To administer federal programs for low and moderate-income persons and neighborhoods through two separate units:

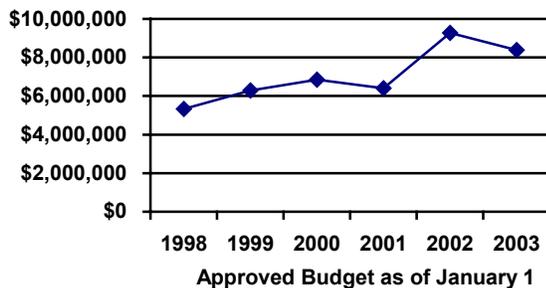
Community Development: To administer federal and local programs through the development of partnerships and funding of services (public services, affordable housing, etc.) that lead to self-sufficiency for low and moderate-income customers and neighborhoods.

Neighborhood Redevelopment: Enable the community to preserve and enhance neighborhood environments. Accomplished through neighborhood capital improvements programs (CIP), housing rehabilitation and affordable housing programs.

SERVICES

- Affordable housing development/preservation
- Affordable housing homeownership
- Neighborhood capital improvements
- Homeless services
- Human services
- Overall compliance and administration of federal grant programs, City-funded and privately leveraged dollars for affordable housing

BUDGET HISTORY



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
<u>Sources of Funds</u>				
<u>CDBG REVENUE</u>				
CDBG Entitlement	\$3,144,000	\$3,260,000	\$3,199,000	\$3,199,000
CDBG Program Income	1,058,193	366,470	600,000	400,000
CDBG Reprogram Funds	350,000	350,000	350,000	150,000
CDBG Carryover	2,950,589	1,289,751	1,920,426	1,015,084
TOTAL CDBG	\$7,502,602	\$5,266,221	\$6,069,426	\$4,764,084
<u>HOME REVENUE</u>				
HOME Entitlement	\$1,384,000	\$1,542,000	\$1,538,000	\$1,538,000
HOME Program Income	230,160	195,594	278,067	185,756
HOME Carryover	1,598,645	847,480	926,759	1,073,211
TOTAL HOME	\$3,212,805	\$2,585,074	\$2,742,826	\$2,796,967
<u>HOPE III REUSE REVENUE</u>				
HOPE III REUSE REVENUE	\$428,149	\$301,152	\$324,774	\$668,000
TOTAL HOPE III REUSE	\$428,149	\$301,152	\$324,774	\$668,000
<u>ESG REVENUE</u>				
ESG Entitlement	\$112,000	\$111,000	\$111,000	\$111,000
Carryover ESG Funds		48,246	20,119	48,246
TOTAL ESG funds	\$112,000	\$159,246	\$131,119	\$159,246
Total	\$11,255,736	\$8,311,693	\$9,268,145	\$8,388,297
<u>Uses of Funds</u>				
<u>CDBG Expenditures</u>				
Administration & Salary/Benefits	\$1,421,325	\$1,526,366	\$1,655,796	\$1,615,710
Planning Activities	36,862	35,718	87,033	56,412
Capital Improvements	565,026	712,924	1,443,770	1,234,745
Housing Rehab/Affordable Housing	1,560,760	1,498,329	1,776,991	1,246,856
Human Service Contracts	464,461	588,217	655,836	510,361
Contingency	0	0	200,000	100,000
Public Facilities	898,969	400,000	250,000	0
TOTAL CDBG	\$4,947,403	\$4,761,554	\$6,069,426	\$4,764,084
<u>HOME Expenditures</u>				
Administration & Salary/Benefits	\$ 89,947	\$ 110,937	\$ 120,771	\$ 114,022
Housing Rehab/Affordable Housing	843,477	857,892	1,701,270	1,633,824
Tenant Based Rental Assistance	59,121	153,972	100,000	100,033
New Construction	250,000	0	269,809	230,191
PHA Second Deed of Trust	0	85,000	115,000	0
CHDO Administration	81,366	41,271	67,750	58,750
CHDO Housing Development	353,361	239,452	368,226	660,147
TOTAL HOME	\$1,677,272	\$1,488,524	\$2,742,826	\$2,796,967
<u>HOPE III REUSE</u>				
Acquisition/Rehab/Resale	\$126,997	\$43,130	\$324,774	\$668,000
TOTAL HOPE III REUSE	\$126,997	\$43,130	\$324,774	\$668,000

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
<u>ESG Expenditures</u>				
American Red Cross	\$ 57,511	\$ 99,000	\$ 99,000	\$147,246
Ecumenical Social Ministries	6,500	6,000	6,000	6,000
Salvation Army	6,500	6,000	6,000	6,000
Carryover	29,497	0	20,119	0
TOTAL ESG	\$100,008	\$111,000	\$131,119	\$159,246
Total	\$6,851,680	\$6,404,208	\$9,268,145	\$8,388,297

The 2000 and 2001 actuals are federal audit numbers and based on the federal fiscal year, which is April to March. The 2002 and 2003 budgets include projected federal grant revenue and carryover.

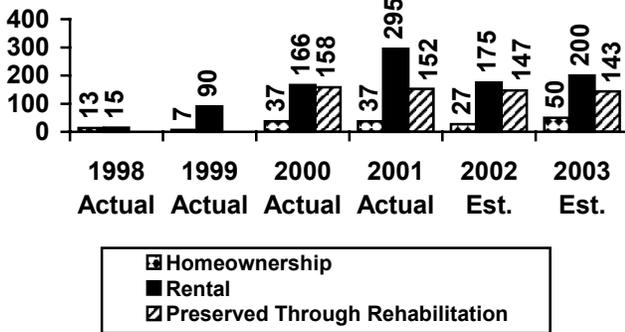
PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Manager	2	2	2	2
Professional	11	13	13	13
Paraprofessional	3	2	2	2
General	5	5	5	5
FTE Total	21	22	22	22
Special Positions	1	0	0	0

For 2001, the special position was converted to a permanent FTE and one paraprofessional position was reclassified to a professional position. For 2003, one Engineering position is transferred from the General Fund's City Engineering Division to fill the current engineering vacancy in the CDBG fund. The position does not increase the CDBG's FTE count because it fills a vacant position.

PERFORMANCE INDICATORS

of Affordable Housing Units Developed through Homeownership and Rental Units and Housing Units Preserved through Rehabilitation



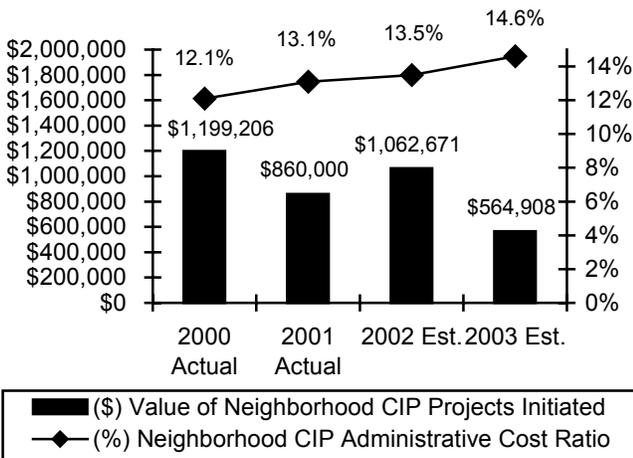
The number of affordable housing units developed for homeownership and rental has steadily increased since 1998. Federal dollars have not kept pace with the demand, and staff has had to develop more opportunities to leverage federal dollars with other resources. It will be difficult in 2003 to attract tax credit projects in this community due to the fact that there is an abundance of market rate rental units that are still vacant, and market rate units are a major part of any tax credit project.

The number of housing units rehabilitated fluctuates slightly depending on the number of multi-family properties in the program. With no increase in funding anticipated, the number of units estimated is down due to increasing construction costs and lead-based paint requirements.

The City continues to utilize a considerable amount of funding for affordable housing in the community. It is expected that this trend will continue into 2003 due to the high need for affordable housing in the community. The implementation of the trust fund in 2002 will provide additional dollars. The City will be in an excellent position to access the federal housing trust fund, the legislation for which is expected to pass in the 2002 Congressional session.

Leveraged Dollars for Housing Development

	Homeownership	Rental
1998 Actual	\$272,500 to \$920,7500	\$196,000 to \$497,681
1999 Actual	\$241,500 to \$496,265	\$1,112,500 to \$5,142,931
2000 Actual	\$370,000 to \$1,047,650	\$1,319,975 to \$13,969,791
2001 Est.	\$390,835 to \$631,287	\$841,127 to \$12,289,837



CIP needs in the strategy areas and requests from neighborhood residents remain high and exceed annual new funding levels. Projects are prioritized by strategy area with input from citizens. Prior years' budgets included carryover and reprogrammed dollars. In 2003, there will be no funds reprogrammed for CIP or other CDBG-funded projects due to less revenue coming in for the 2001 budget year.

Administrative costs for developing and implementing CIP projects is consistently in the mid to low teens and is anticipated to remain there. This is the ratio of CIP contract amounts versus administrative costs.

CHANGES TO THE BUDGET

- An increase of 4 percent is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health

insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.

MAJOR OBJECTIVES

OBJECTIVE – Develop and implement policies and programs that support the availability of affordable housing as well as a diverse range of housing options in the community.

The Division will continue to concentrate its efforts on affordable housing development and preservation. The Private Activity Bond allocation to the county has proven to be profitable and has increased the number of affordable housing units available in the community. The Affordable Housing Investment Fund will be implemented prior to 2003. A tremendous amount of staff time has gone into this effort. New legislation is expected to pass at the national level for the development of a National Housing Trust Fund. The monies are targeted for affordable housing development for those at 30 percent of median income or below. The City is in an excellent position to access these funds because we have an investment fund in place.

The Division will continue to provide technical assistance to community housing development organizations and other affordable housing developers in the community, continue to support tenant-based rental assistance to approximately 60 households in the community, and continue the scattered site philosophy so as not to concentrate affordable housing in one specific sector of the community. Finally a five-year strategy and priorities for affordable housing in the community will be developed.

OBJECTIVE – Improve infrastructure and public amenities in low and moderate-income neighborhoods.

This objective will be targeted primarily to designated neighborhood strategy areas and will include such activity as curb and gutter construction, sidewalk and pedestrian ramp construction, lighting installation, drainage control, park development and other eligible infrastructure improvements which may be identified in the future.

OBJECTIVE – Provide funding for human services in the community which enhance or promote self-sufficiency.

The primary activity that supports this objective is the combined human service process, which provides a single process for nonprofits to access City and federal funding. The activities funded will continue to be those that benefit low and moderate-income persons/families in the community by meeting basic emergency needs and at risk youth needs and increase self-sufficiency.

OBJECTIVE – Provide funding and administrative support for homeless services in the community.

This objective will be met through the continued provision of administrative support for the Comprehensive Homeless Assistance Providers Taskforce, which is a network of homeless service providers in the community. In addition, the Community Development Division Manager will continue to facilitate the Comprehensive Homeless Assistance Providers Taskforce and work with the community to set priorities and goals for homeless issues in the community. Community Development Division staff will also provide administrative support to this group. Finally, the Division Manager will continue to serve on the United Way Federal Emergency Management agency distribution-funding panel.

OBJECTIVE – Provide opportunities for improved housing for low and moderate-income families.

Assistance will be provided through owner/occupied rehabilitation, investor/owner rehabilitation, architectural barrier removal for the physically challenged, acquisition, rehab, resale to include down-payment assistance, emergency repairs, and minor repairs including the lights and locks program for seniors.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GRANT FUND
NEIGHBORHOOD SERVICES
CDBG**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	872,452	973,257	1,043,889	1,120,347
51207 WAGE PKG-PERFORMANCE	13,427	16,072	0	0
51210 OVERTIME	3,858	1,074	2,500	0
51240 RETIREMENT/TERMINATION SICK	0	6,510	0	0
51245 RETIREMENT/TERM VACATION	1,363	4,927	0	0
51255 CONVERSION OF SICK LEAVE	3,440	4,627	0	0
51260 VACATION BUY	291	1,048	0	0
51299 SALARIES REIMBURSEMENTS	158,880	173,176	174,471	176,753
51610 PERA	84,512	89,475	89,883	94,455
51615 WORKER'S COMPENSATION	5,097	4,233	5,500	4,984
51620 EQUITABLE LIFE INSURANCE	2,489	3,460	3,813	4,488
51625 VISION CARE	1,123	1,156	1,319	1,197
51640 DENTAL INSURANCE	5,927	6,473	6,701	6,384
51655 RETIRED EMP MEDICAL INS	457	1,005	457	0
51665 CASH BACK	1,017	264	0	0
51670 PARKING FOR EMPLOYEES	1,260	1,820	1,440	1,680
51690 MEDICARE	5,826	6,913	6,190	8,564
51695 CITY EPO MEDICAL PLAN	63,904	77,980	79,027	107,147
TOTAL SALARIES & BENEFITS	1,225,323	1,373,470	1,415,190	1,525,999
52105 MISCELLANEOUS OPERATING	926	0	0	0
52110 OFFICE SUPPLIES	1,999	2,243	3,000	2,500
52115 MEDICAL SUPPLIES	0	0	100	100
52120 SOFTWARE-MICRO/WORD PROCESS	505	295	1,500	1,500
52125 GENERAL SUPPLIES	4,474	5,078	1,750	1,500
52135 POSTAGE	2,255	4,006	3,708	4,506
52140 WEARING APPAREL	120	0	0	150
52170 SPECIAL, PHOTOGRAPHY, ETC	0	0	3,000	3,000
52190 JANITORIAL SUPPLIES	0	0	500	660
52220 MAINT-OFFICE MACHINES	287	352	400	400
52225 MAINT-MICROS/WORD PROCESSOR	2,306	0	100	570
52235 MAINT-MACHINERY	0	0	0	100
52265 MAINT-BUILDINGS & STRUCTURE	1,297	1,420	13,833	2,000
52405 ADVERTISING SERVICES	2,257	3,966	1,700	4,500
52436 GARBAGE REMOVAL SVC	0	0	300	300
52450 LAUNDRY & CLEANING SERVICES	724	630	200	180
52455 LAWN MAINTENANCE	0	0	1,300	1,300
52575 SERVICES	6,488	7,772	7,540	7,540
52590 TEMPORARY EMPLOYMENT	0	1,749	2,626	0
52605 CAR MILEAGE	59	344	300	400
52615 DUES & MEMBERSHIP	3,466	3,266	3,466	3,570
52625 MEETING EXPENSES IN TOWN	652	539	500	500
52635 EMPLOYEE EDUCATIONL ASSIST	4,997	0	0	0
52645 SUBSCRIPTIONS	3,436	3,150	4,218	3,807
52705 COMMUNICATIONS	29,406	40,063	40,663	40,600
52735 TELEPHONE-LONG DIST CALLS	1,543	1,682	1,500	1,650
52736 CELL AIRTIME	0	0	0	1,115
52740 GENERAL INSURANCE-CITY	5,563	5,653	6,500	0

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GRANT FUND
NEIGHBORHOOD SERVICES
CDBG**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52765 LEASE/PURCHASE PAYMENTS	10,188	11,265	11,995	10,085
52775 MINOR EQUIPMENT	2,183	138	1,500	4,375
52795 RENTAL OF EQUIPMENT	1,725	2,740	4,320	4,320
52872 MAINT-FLEET VEHICLES/EQP	1,803	1,772	3,000	3,000
52874 OFFICE SERVICES PRINTING	1,499	2,473	3,000	3,000
52875 OFFICE SERVICES RECORDS	838	1,267	1,350	1,350
65017 COST OF ALLOCATION	9,906	49,530	113,682	80,000
65160 RECRUITMENT	1,560	0	0	0
70200 PROJECTS TO BE DETERMINED	0	0	17,258	0
71960 HILLSIDE RESIDENT SIDEWALKS	19,538	0	10,511	0
71980 MESA SPRINGS RESID SIDEWALK	32,419	131,683	4,129	0
71985 IVYWILD PUBLIC IMPROVEMENTS	162,943	176,300	333,750	0
72000 RESIDENT SINGLE FAMILY RHAB	523,990	511,282	0	0
72005 RESIDENT SINGLE FAMILY RHAB	32,354	30,285	0	0
72010 RESIDENT SINGLE FAMILY RHAB	17,356	10,413	0	0
72015 RESIDENT SINGLE FAMILY RHAB	42,003	94,555	0	0
72016 RESIDENT SINGLE FAMILY REHAB	5,687	28	0	0
72025 RESIDENT SINGLE FAMILY RHAB	13,302	1,207	0	0
72035 RESIDENT SINGLE FAMILY RHAB	178,858	293,314	0	0
72040 RESIDENT SINGLE FAMILY RHAB	126,997	43,130	0	0
72045 RESIDENT SINGLE FAMILY RHAB	4,200	2,976	0	0
72055 RESIDENT SINGLE FAMILY RHAB	80,380	200,304	0	0
72060 ADA CURB RAMP	137,823	140,941	169,334	0
72065 RESIDENT SINGLE FAMILY RHAB	0	0	1,142,752	621,344
72068 HOUSING SERVICES	39,516	27,300	64,700	30,000
72140 AFFORDABLE HOUSING DEVELOP	496,117	283,535	569,539	595,521
72184 PUBLIC FACILITIES	10,839	0	0	0
72191 PUBLIC FACILITIES	30,600	0	0	0
72195 PUBLIC FACILITIES	0	0	250,000	0
72200 PUBLIC FACILITIES	24,530	0	0	0
72200 HUMAN SERVICES	0	0	0	510,361
72206 HUMAN SVC BOYS & GIRLS CLUB	5,000	3,353	0	0
72207 HUMAN SVC-HSNG AUTH/YTH SPRT	2,800	0	0	0
72208 HUMAN SVC-PIKES PEAK PRTRNSHP	8,568	3,932	0	0
72209 HUMAN SVC-SALVATION ARMY	5,341	2,159	45,392	0
72210 HUMAN SVC-CARE/SHARE	32,760	29,000	35,600	0
72211 HUMAN SVC-SPEC KIDS & FAMILIE	10,000	10,000	11,000	0
72212 HUMAN SVC-WOMEN RSRC AGCY	26,962	35,248	43,790	0
72213 HUMAN SVC-YOUTH OUTREACH CTR	7,500	0	0	0
72214 HUMAN SVC-WAYS OUT ACADEMY	4,000	6,195	10,805	0
72215 HUMAN SVC-CASA	20,500	20,500	26,625	0
72220 HUMAN SVC-CATH COMM	0	58,145	52,690	0
72222 HUMAN SVC-EASTER SEALS	0	2,525	0	0
72223 HUMAN SVC-VILLAS AT S'GATE	0	2,250	4,750	0
72225 HUMAN SVC-CC NURSERY	99,418	88,965	87,300	0
72230 HUMAN SVC-CHILD ADV	21,797	20,970	27,554	0
72235 HUMAN SVC-CHILD CARE	0	47,184	47,596	0
72240 HUMAN SVC-CTR DOM V	27,881	70,000	76,600	0

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GRANT FUND
NEIGHBORHOOD SERVICES
CDBG**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
72256 HUMAN SVC-HSNG AUTH GCNP	0	8,000	9,000	0
72257 HUMAN SVC-HSNG AUTH TEEN PRG	0	496	1,504	0
72265 HUMAN SVC-HSNG PP	36,543	36,294	40,422	0
72270 HUMAN SVC-LIFE SKILL	5,333	0	0	0
72275 HUMAN SVC-NEIGH INI	3,000	0	0	0
72280 HUMAN SVC-NEIGH RES	134,500	134,500	134,500	0
72285 HUMAN SVC-HSNG PART	9,208	8,500	708	0
72300 HUMAN SVC-TREE REM	3,350	0	0	0
72325 SOUTH CENTRAL DOWNTOWN	833,000	400,000	0	0
72425 CITIZEN PARTICIPATION	1,668	983	6,600	3,000
72430 PLANNING	2,967	0	0	0
72431 PLANNING	0	0	24,871	0
72434 PLANNING	2,257	3,079	3,064	2,800
72435 PLANNING	2,943	3,000	3,000	3,000
72436 PLANNING	15,000	0	1,950	0
72438 PLANNING-MILL ST NEIGHBORHOOD	0	0	25,000	0
72440 PLANNING	8,565	5,236	11,894	8,565
72450 PLANNING	0	0	0	0
72455 PLANNING	3,250	1,446	5,054	3,250
72460 PLANNING	211	673	5,600	2,800
72460 PLANNING	0	0	0	2,800
73000 CAPITAL IMPROVEMENTS	0	0	0	1,266,066
73015 WESTSIDE RESIDENT SIDEWALKS	161,333	24,771	567,236	0
73030 ADAMS NGHBRHD IMPROVEMENT	50,970	239,229	275,422	0
73095 PUBLIC FACILITIES	0	0	250,000	0
73110 PUBLIC SERVICES-COMM HEALTH	55,000	0	0	0
73121 PUBLIC SERVICE	7,857	0	0	0
73122 PUBLIC SERVICE	0	2,303	0	0
73123 PUBLIC SERVICE	10,448	0	0	0
73124 PUBLIC SERVICES	20,232	19,000	16,130	0
TOTAL OPERATING EXPENSES	3,722,081	3,386,580	4,651,181	3,238,085
53030 FURNITURE & FIXTURES	0	1,504	3,055	0
TOTAL CAPITAL OUTLAY	0	1,504	3,055	0
TOTAL ORGANIZATION	4,947,404	4,761,554	6,069,426	4,764,084

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GRANT FUND
NEIGHBORHOOD SERVICES
HOME INVESTMENT PARTNERSHIP ACT**

	2000	2001	2002	2003
ACCOUNT	ACTUAL	ACTUAL	BUDGET	BUDGET
51299 TBRA STAFF SUPPORT	49,217	61,521	49,217	49,217
TOTAL SALARIES & BENEFITS	49,217	61,521	49,217	49,217
52110 OFFICE SUPPLIES	2,903	2,518	3,100	2,200
52111 PAPER SUPPLIES	0	0	0	900
52120 MICROS- SOFTWARE	0	1,000	1,100	1,200
52140 WEARING APPAREL	0	120	150	150
52175 SIGNS	120	0	500	500
52220 MAINT-OFFICE MACHINES	100	0	0	0
52405 ADVERTISING	0	694	1,000	1,000
52445 JANITORIAL SERVICES	0	5,393	8,796	4,800
52450 LAUNDRY & CLEANING SERVICES	0	204	0	0
52575 SERVICES	9,411	0	0	0
52590 TEMPORARY EMPLOYMENT	0	0	9,104	6,600
52605 CAR MILEAGE	5,616	5,323	6,077	5,800
52625 IN TOWN MTG. EXPENSES	122	354	540	550
52630 TRAINING	0	3,611	5,400	10,500
52635 SCHOOLING	468	0	0	0
52645 SUBSCRIPTIONS	214	315	965	1,265
52655 TRAVEL OUT OF TOWN	6,368	13,030	12,150	12,150
52725 RENTAL OF PROPERTY	1,045	1,164	1,200	1,200
52745 UTILITIES	7,096	5,885	10,807	8,000
52775 MINOR EQUIPMENT	1,392	1,103	2,875	0
52795 RENTAL OF EQUIPMENT	4,790	5,364	4,790	4,790
52872 FLEET SERVICE	0	0	0	0
52874 OFFICE SERVICES- PRINTING	1,085	3,338	3,000	3,200
72035 RESIDENTIAL SINGLE FAM REHAB	0	0	0	605,234
72095 RESIDENTIAL REHABILITATION	337,083	519,340	469,540	0
72115 TENANT BASED RENTAL ASSIST	59,121	153,972	100,000	100,033
72120 PHA SECOND DEED OF TRUST	0	85,000	115,000	0
72125 CHDO	353,361	239,452	368,226	660,147
72130 CHDO ADMINISTRATION	81,366	41,271	67,750	58,750
72135 AFFORDABLE HOUSING ASSISTANCE	506,394	338,552	1,231,730	1,028,590
72315 NEW CONSTRUCTION	250,000	0	269,809	230,191
TOTAL OPERATING EXPENSES	1,628,055	1,427,003	2,693,609	2,747,750
TOTAL CAPITAL OUTLAY	0	0	0	0
ORGANIZATION TOTAL	1,677,272	1,488,524	2,742,826	2,796,967

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GRANT FUND
NEIGHBORHOOD SERVICES
HOPE III REUSE**

	2000	2001	2002	2003
ACCOUNT	ACTUAL	ACTUAL	BUDGET	BUDGET
Acquisition/Rehab/Resale	126,997	43,130	324,774	668,000
TOTAL OPERATING EXPENSES	126,997	43,130	324,774	668,000
TOTAL ORGANIZATION	126,997	43,130	324,774	668,000

**GRANT FUND
NEIGHBORHOOD SERVICES
EMERGENCY SHELTER ACT**

	2000	2001	2002	2003
ACCOUNT	ACTUAL	ACTUAL	BUDGET	BUDGET
72350 AMERICAN RED CROSS SHELTER	57,511	99,000	99,000	147,246
ECUMENICAL SOCIAL MINISTRIES	6,500	6,000	6,000	6,000
SALVATION ARMY	6,500	6,000	6,000	6,000
99 CARRYOVER	29,497	0	20,119	0
TOTAL OPERATING EXPENSES	100,008	111,000	131,119	159,246
TOTAL ORGANIZATION	100,008	111,000	131,119	159,246

**GRANT FUNDS
NEIGHBORHOOD SERVICES**

	2000	2001	2002	2003
ACCOUNT	ACTUAL	ACTUAL	BUDGET	BUDGET
ORGANIZATION TOTAL	6,851,680	6,404,208	9,268,145	8,388,297

Neighborhood Services

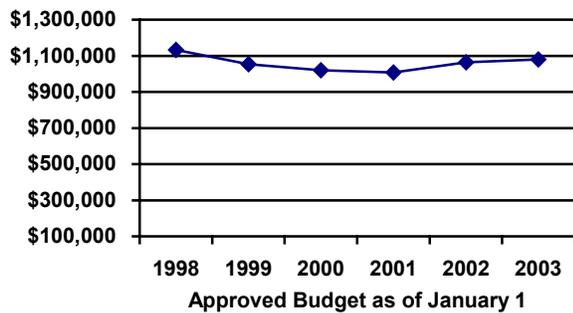


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MISSION

To strengthen neighborhoods by developing community partnerships and providing programs which include affordable housing; housing rehabilitation; and youth, senior and therapeutic services.

BUDGET HISTORY



SERVICES

- Manage and monitor human service contracts
- Coordinate community projects and special events
- Provide funding and coordinate programs with Housing Authority
- Assist in coordinating the Citizens' Academy Program
- Continue neighborhood outreach efforts through the implementation of the Neighborhood Workshop Series
- Coordinate group-wide budgetary, safety, and employee services operations
- Provide group management and leadership for assigned units
- Manage City STOP (Services to our People) Program – City Hall at the Mall and Neighborhood Service Centers

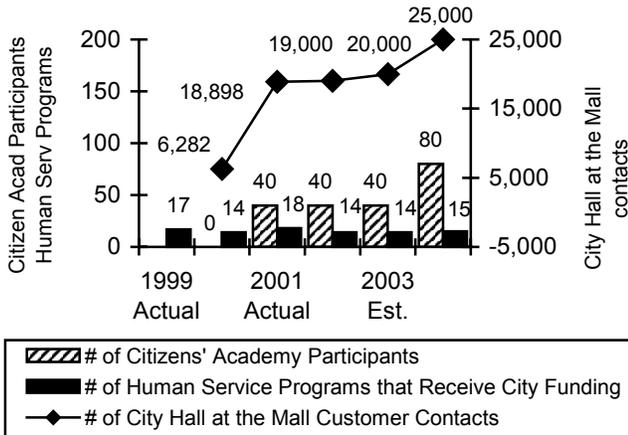
BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$ 215,466	\$ 249,174	\$ 264,469	\$ 279,569
Operating	815,247	758,450	798,002	799,598
Capital Outlay	4,222	850	600	0
Total	\$1,034,935	\$1,008,474	\$1,063,071	\$1,079,167

PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Senior Manager	1	1	1	1
Professional	1	1	1	1
Paraprofessional	0	1	1	1
General	1	0	0	0
FTE Total	3	3	3	3

PERFORMANCE INDICATORS



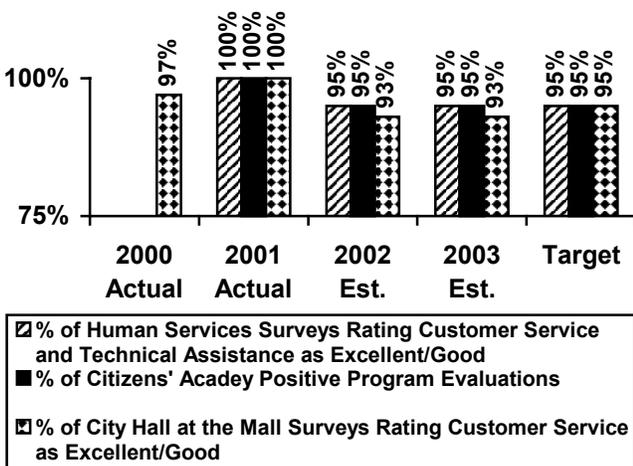
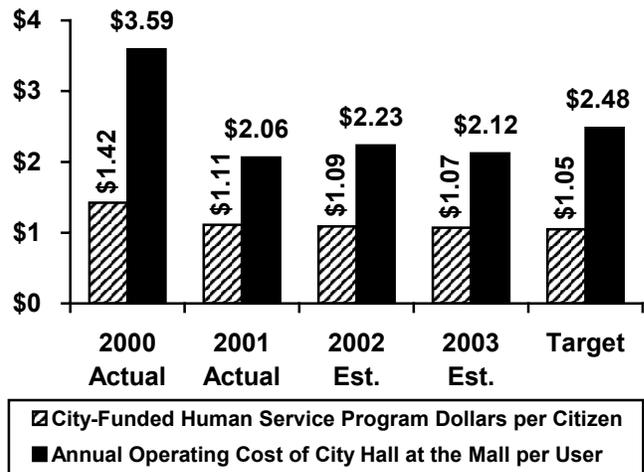
The number of Citizens' Academy participants is projected to remain the same in 2002 and 2003. This is based on 40 participants per academy. The target of 80 participants is based on the goal of conducting two academies during the course of the year.

The number of City Hall at the Mall customer contacts continues to increase each year due to more public awareness of this satellite office and its services. In 2003, it is projected that 20,000 customer contacts will be made. The target number of contacts per year is 25,000 based on the goal of expanding hours of operation and services.

The City-funded cost per citizen for the Human Service program continues to decrease due to the population growth in our city. This trend is expected to continue with a target of \$1.05 per citizen.

Citizens' Academy was originally implemented with City funds in 2001 at a cost of \$28.50 per participant. During the 2002 budget process, the funding for this program was not approved; but the program was able to continue through the private donations of three partner agencies – Leadership Pikes Peak, University of Colorado at Colorado Springs (UCCS), and El Pomar. Citizens' Academy is now being coordinated by City staff and representatives from each of those agencies. City funds are no longer being used for this program.

The City Hall at the Mall cost per user decreased from 2000 to 2001 due to an increase in customer contacts. The target cost per user is based on the goal of expanding the hours of operation.



In 2001, surveys were conducted to measure the quality of customer service provided to the nonprofit agencies as part of the human service program. All of the surveys rated the quality of customer service and technical assistance as excellent/good.

Program evaluations were completed as part of the Citizens' Academy program to evaluate the success of the program. 100 percent of the evaluations rated the program as a positive educational experience.

City Hall at the Mall conducts ongoing surveys to measure the quality of customer service provided to the customers. The percentage of positive surveys increased from 2000 to 2001. The target is 95 percent.

CHANGES TO THE BUDGET

- An increase of \$21,445 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Telecommunications charges have been reduced by \$7,949 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- An increase of \$2,600 is included in salaries for the senior analyst reclassification.

MAJOR OBJECTIVES

OBJECTIVE – Continue to make City government accessible to citizens through the operation of City Hall at the Mall.

City Hall at the Mall continues to provide City services and information to the public. This City satellite office provides greater accessibility and convenience to customers while educating the public on the programs and services provided by our City government. The sale of merchandise continues to assist in generating revenue for the operating costs of this program.

OBJECTIVE – Implement the Neighborhood Workshop Series.

The Neighborhood Services Department is developing a series of workshops to assist neighborhood associations and community organizations in its development process. The Neighborhood Workshop Series will provide an

ongoing opportunity to educate the community on topics of interest and assist these organizations in enhancing the way they do business.

OBJECTIVE – Coordinate and support the Citizens' Academy Program.

The Citizens' Academy provides an educational experience to participants interested in learning more about the City's governmental process. A series of professionally led sessions are conducted to familiarize citizens with the City of Colorado Springs municipal government and the services it provides. This program will continue with the financial support of Leadership Pikes Peak, UCCS, and El Pomar. The program will be coordinated by City staff, along with representatives from each of these program sponsors.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
NEIGHBORHOOD SERVICES
NEIGHBORHOOD SERVICES**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	165,368	192,087	201,510	212,833
51207 WAGE PKG-PERFORMANCE	3,951	1,450	0	0
51210 OVERTIME	0	85	0	0
51220 SEASONAL/TEMPORARY	15,361	21,528	26,975	26,975
51610 PERA	18,552	20,272	18,413	20,069
51615 WORKER'S COMPENSATION	543	445	568	555
51620 EQUITABLE LIFE INSURANCE	573	617	806	841
51625 VISION CARE	121	127	189	189
51640 DENTAL INSURANCE	610	643	1,008	1,140
51665 CASH BACK	1,249	1,404	0	0
51670 PARKING FOR EMPLOYEES	720	720	720	720
51690 MEDICARE	2,134	2,514	2,365	2,497
51695 CITY EPO MEDICAL PLAN	6,285	7,283	11,915	13,750
TOTAL SALARIES & BENEFITS	215,466	249,174	264,469	279,569
52105 MISCELLANEOUS OPERATING	1,308	0	0	0
52110 OFFICE SUPPLIES	693	1,034	2,255	2,541
52111 PAPER SUPPLIES	0	141	500	275
52120 SOFTWARE-MICRO/WORD PROCESS	51	14	830	350
52125 GENERAL SUPPLIES	4,550	1,022	1,041	698
52135 POSTAGE	128	554	500	650
52140 WEARING APPAREL	1,124	0	250	167
52220 MAINT-OFFICE MACHINES	0	0	300	250
52405 ADVERTISING SERVICES	0	1,106	1,300	1,150
52431 CONSULTING SERVICES	0	690	2,388	3,700
52575 SERVICES	(26,266)	5,044	1,615	9,435
52605 CAR MILEAGE	838	482	1,359	1,180
52615 DUES & MEMBERSHIP	65	65	165	115
52625 MEETING EXPENSES IN TOWN	1,779	3,818	2,545	2,840
52630 TRAINING	0	1,050	3,930	2,930
52635 EMPLOYEE EDUCATIONL ASSIST	6,334	2,218	0	0
52645 SUBSCRIPTIONS	0	129	358	166
52655 TRAVEL OUT OF TOWN	4,143	4,205	5,107	7,065
52705 COMMUNICATIONS	2,772	23,408	21,778	13,829
52725 RENTAL OF PROPERTY	0	0	0	1,200
52735 TELEPHONE-LONG DIST CALLS	161	326	165	198
52736 CELL PHONE AIRTIME	0	0	0	1,130
52765 LEASE/PURCHASE PAYMENTS	1,731	1,731	2,932	2,856
52775 MINOR EQUIPMENT	1,773	586	2,116	400
52795 RENTAL OF EQUIPMENT	608	960	1,200	1,200
52874 OFFICE SERVICES PRINTING	573	5,465	975	930
52875 OFFICE SERVICES RECORDS	0	0	100	50
65326 ECAP	0	2,527	4,000	4,000
TOTAL OPERATING EXPENSE	2,363	56,577	57,709	59,305
53010 OFFICE MACHINES	0	0	600	0
53030 FURNITURE & FIXTURES	4,222	850	0	0
TOTAL CAPITAL OUTLAY	4,222	850	600	0
TOTAL ORGANIZATION	222,051	306,601	322,778	338,874

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
NEIGHBORHOOD SERVICES
SPECIAL PROGRAMS**

		2000	2001	2002	2003
	ACCOUNT	ACTUAL	ACTUAL	BUDGET	BUDGET
65343	HOUSING AUTHORITY STAFF	193,909	205,909	223,617	223,617
65349	GOLDEN CIRCLE NUTRITION	36,000	36,000	36,000	36,000
65351	HOUSING ALLOWANCE	72,500	72,500	72,500	72,500
	TOTAL OPERATING EXPENSE	302,409	314,409	332,117	332,117
	TOTAL ORGANIZATION	302,409	314,409	332,117	332,117

**GENERAL FUND
NEIGHBORHOOD SERVICES
HUMAN SERVICES**

		2000	2001	2002	2003
	ACCOUNT	ACTUAL	ACTUAL	BUDGET	BUDGET
52440	HUMAN SERVICES	510,475	387,464	408,176	408,176
	TOTAL OPERATING EXPENSES	510,475	387,464	408,176	408,176
	ORGANIZATION TOTAL	510,475	387,464	408,176	408,176

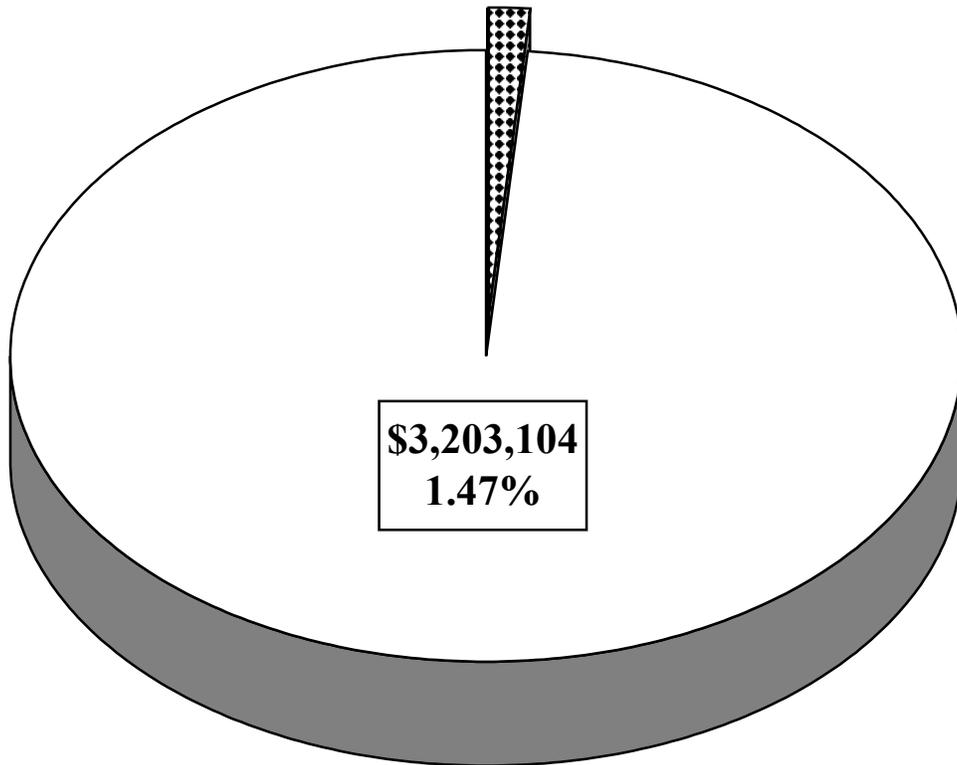
**GENERAL FUND
NEIGHBORHOOD SERVICES**

		2000	2001	2002	2003
		ACTUAL	ACTUAL	BUDGET	BUDGET
	TOTAL ORGANIZATION	1,034,935	1,008,474	1,063,071	1,079,167



CITY OF COLORADO SPRINGS

City Planning



City Development	\$202,259
Comprehensive Planning / Land Use	\$689,394
Development Review	\$1,804,582
Planning Data Systems	\$506,869

The Development Review Enterprise is included in the Enterprise Funds section.

City Development



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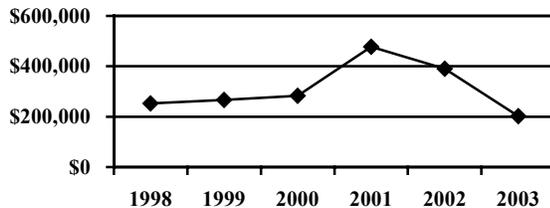
MISSION

To develop, coordinate, and implement projects that are consistent with the Comprehensive and Strategic Plans; have community-wide impact; and encompass public and private interests for positive economic growth and community value.

SERVICES

- Identify and develop projects that implement approved master plans
- Obtain project funding from public and private sources
- Form public/private partnerships for project implementation, where applicable
- Manage multijurisdictional projects where appropriate for the City to be in the lead
- Coordinate projects that have multigroup interest and participation
- Provide support to organizations that preserve and enhance urban environmental quality

BUDGET HISTORY



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$241,238	\$416,790	\$358,003	\$179,636
Operating	25,250	29,827	29,828	20,823
Capital Outlay	7,415	0	1,900	1,800
Total	\$273,903	\$446,617	\$389,731	\$202,259

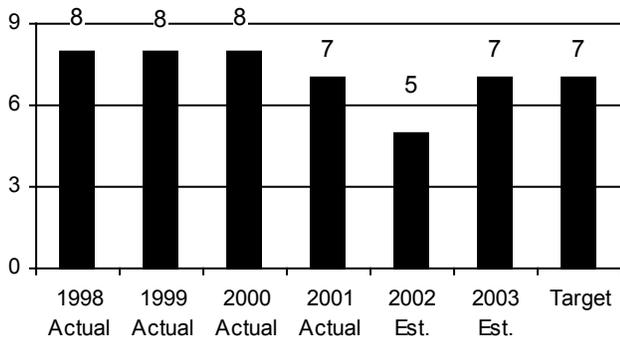
PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Senior Manager	1	1	1	0
Manager	0	0	1	1
Professional	1	1	0	0
Paraprofessional	1	1	1	1
FTE Total	3	3	3	2
Special Positions	2	2	1	1

During 2002, the City Development Department Head position was eliminated through the City Manager's reorganization plan.

PERFORMANCE INDICATORS

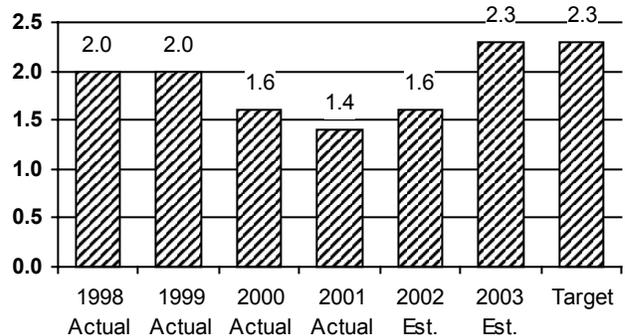
of Projects Managed



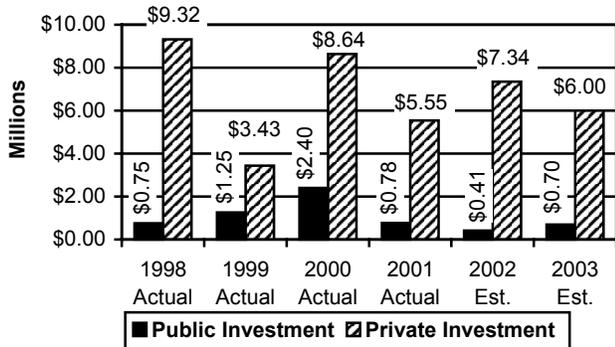
Seven projects will be managed in 2003. These are the Downtown Action Plan, Confluence Park, South Central Downtown Urban Renewal Project (Lowell), Southwest Downtown Redevelopment Project, Pikes Peak Greenway, North Nevada Revitalization, and the Midland Corridor Revitalization Study.

Number of projects managed has increased from five to seven in 2003, consequently increasing the number of projects per employee.

of Projects per Employee



Public & Private Investment In Downtown BID



Since January 1, 2000, \$3,357,203 in public funds has been invested in the Downtown Streetscape Project, resulting in actual private investment of \$14.1 million in 2000-01 and an estimated private investment of \$5.5 million for 2002-03.

CHANGES TO THE BUDGET

- An increase of \$9,971 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Telecommunications charges have been reduced by \$6,669 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- Cell phone charges have been reduced by \$211.
- Funding of \$10,000 is included for the development projects manager.
- Funding of \$127,515 in salaries is removed because of the elimination of the City Development Group Support Manager position.
- During 2003, one Project Manager position (special position) will be funded for one additional year. \$22,720 was transferred from operating to salaries, it is assumed that \$10,000 will be reimbursed by the Urban Renewal Authority for administrative services provided by City Development staff and \$54,885 will be provided from project management of the Downtown Action Plan pedestrian and parking improvements CIP for those projects.

MAJOR OBJECTIVES

OBJECTIVE – Confluence Park

Continue phased construction of park and infrastructure for redevelopment areas. Negotiate purchase and redevelopment contracts for the redevelopment of housing, office, and retail sites adjacent to the park in accordance with the master plan. Construct the second phase of the park development to include site amenities and landscaping. Coordinate park development with southwest downtown area development. Pursue additional outside funding to complete Plan elements.

OBJECTIVE – Downtown Action Plan Implementation

The design and construction administration for two additional face blocks of the streetscape project will be implemented in 2003. This is another phase of the ongoing pedestrian and parking improvements that have been completed within the pedestrian district of the downtown

OBJECTIVE - Pikes Peak Greenway

Continue implementation of the Pikes Peak Greenway Master Plan. Complete the projects that are identified in the Great Outdoors Colorado (GOCO) Legacy Project grant including bridges, underpasses, habitat restoration and trail projects. Report grant expenditures for reimbursement requirements.

OBJECTIVE – North Nevada Corridor Revitalization

Implement Comprehensive Plan goals for mature/development corridors. Provide technical and financial assistance for infill and redevelopment projects.

OBJECTIVE – Midland Corridor

Develop requests for proposals and initiate a mature/redevelopment corridor study (Strategic Plan Goal). Coordinate with the business and property owners, Colorado Department of Transportation (CDOT), and the Organization of Westside Neighbors throughout the planning process. Determine the appropriate implementation tools to be utilized to construct the improvements and operate and manage the district.

OBJECTIVE – Southwest Downtown Redevelopment Project

Implementation of development plans for selected projects within the redevelopment area. Provide project management services for publicly financed infrastructure improvements. Analyze financing options and ownership structures for a potential convention center to be located within the district or downtown. Coordinate with private developers, governmental agencies, and special districts on the planning, design and maintenance of the area including the development of affordable housing as per the Urban Renewal Plan.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY PLANNING
CITY DEVELOPMENT**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	327,713	312,485	290,623	143,743
51207 WAGE PKG-PERFORMANCE	10,441	3,984	0	0
51220 SEASONAL/TEMPORARY	5,042	4,008	9,625	0
51240 RETIREMENT/TERMINATION SICK	0	24,663	0	0
51245 RETIREMENT/TERM VACATION	0	17,991	0	0
51255 CONVERSION OF SICK LEAVE	0	0	3,300	3,302
51299 SALARIES REIMBURSEMENTS	(158,109)	0	0	0
51610 PERA	34,634	31,942	25,774	10,435
51615 WORKER'S COMPENSATION	969	765	850	446
51620 EQUITABLE LIFE INSURANCE	1,784	1,221	1,163	445
51625 VISION CARE	275	290	251	125
51640 DENTAL INSURANCE	1,086	1,144	1,360	866
51665 CASH BACK	1,218	783	0	0
51670 PARKING FOR EMPLOYEES	1,200	1,080	1,200	720
51690 MEDICARE	639	662	1,266	1,337
51695 CITY EPO MEDICAL PLAN	14,345	15,773	22,591	18,217
SALARIES AND BENEFITS TOTAL	241,238	416,790	358,003	179,636
52105 MISCELLANEOUS OPERATING	198	0	0	0
52110 OFFICE SUPPLIES	1,427	1,533	1,400	1,510
52111 PAPER SUPPLIES	0	0	0	390
52120 SOFTWARE-MICRO/WORD PROCESS	158	98	1,560	1,255
52122 CELL PHONES EQUIP & SUPPLIES	0	0	250	183
52125 GENERAL SUPPLIES	208	1,251	640	770
52135 POSTAGE	80	592	440	500
52220 MAINT-OFFICE MACHINES	984	786	920	1,420
52265 MAINT-BUILDINGS & STRUCTURE	175	0	0	0
52405 ADVERTISING SERVICES	45	0	500	500
52575 SERVICES	8,141	4,454	2,535	1,116
52605 CAR MILEAGE	2,150	1,224	2,325	600
52615 DUES & MEMBERSHIP	550	470	555	600
52625 MEETING EXPENSES IN TOWN	1,937	2,249	2,672	1,600
52630 TRAINING	0	500	0	0
52635 EMPLOYEE EDUCATIONL ASSIST	404	0	800	1,250
52645 SUBSCRIPTIONS	129	250	140	140
52655 TRAVEL OUT OF TOWN	2,633	1,031	923	1,200
52705 COMMUNICATIONS	1,266	9,961	10,858	3,019
52735 TELEPHONE-LONG DIST CALLS	1,113	449	900	1,000
52736 CELL PHONE AIRTIME	0	0	0	1,170
52775 MINOR EQUIPMENT	261	2,170	500	500
52874 OFFICE SERVICES PRINTING	3,392	2,742	1,910	2,000
52875 OFFICE SERVICES RECORDS	0	67	0	100
OPERATING TOTAL	25,250	29,827	29,828	20,823
53010 OFFICE MACHINES	5,995	0	0	0
53020 COMPUTERS/NETWORKS	1,420	0	1,900	1,800
CAPITAL OUTLAY TOTAL	7,415	0	1,900	1,800
ORGANIZATION TOTAL	273,903	446,617	389,731	202,259

Comprehensive Planning/Land Use



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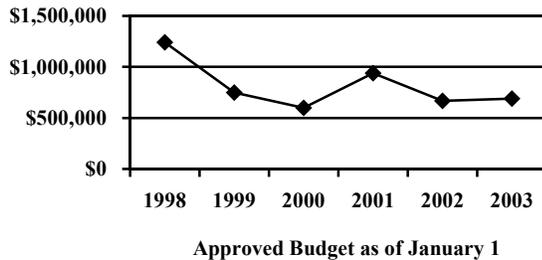
MISSION

To work with citizens and elected officials to develop and provide long-range land use planning objectives, information, implementation tools, and analysis in order to positively guide long-range growth and physical development of the city while preserving and enhancing the quality of life for citizens.

SERVICES

- Develop and implement the Comprehensive Plan; annually monitor and report on implementation efforts
- Develop and maintain current and historic citywide land use and master plan information
- Coordinate on regional planning issues with other City Divisions, Colorado Springs Utilities, El Paso County Planning, and Pikes Peak Area Council of Governments
- Provide technical and administrative support to Historic Preservation Board

BUDGET HISTORY



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$530,114	\$583,146	\$629,014	\$659,098
Operating	245,051	157,161	37,067	28,374
Capital Outlay	0	1,217	1,922	1,922
Total	\$775,165	\$741,524	\$668,003	\$689,394

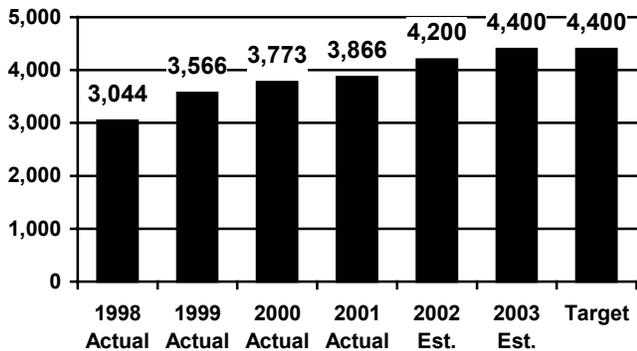
PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Senior Manager	1	1	1	1
Manager	0	1	1	1
Professional	5	5	5	5
Paraprofessional	1	1	1	1
FTE Total	7	8	8	8

In 2000, the manager's position was moved to CDBG and returned to the General Fund in 2001.

PERFORMANCE INDICATORS

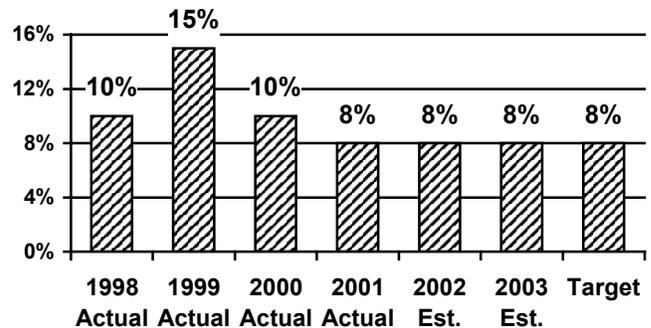
of City RBD Permits Digitized



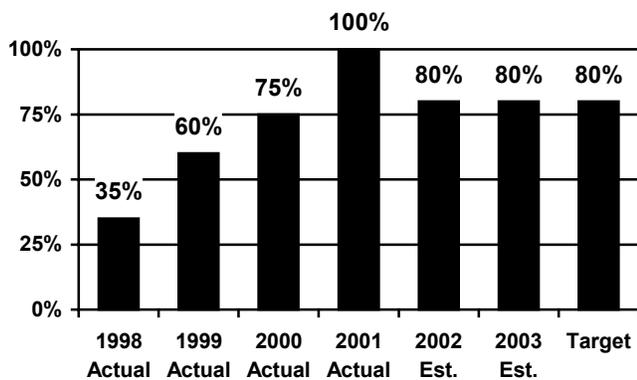
It is expected the digitizing of land use information will continue to increase and additional categories will be added. With the 2020 land use map added to the Comprehensive Plan, digitizing map amendments will be a new and important category.

The long-term objective is to optimize staff time by keeping project management and administration levels below 10 percent. This high level of staff efficiency will continue in 2002. Using 2000 census figures for comparison, Colorado Springs has one long-range planning professional staff person for every 60,000 citizens. Comparable staff ratios (per thousand) for other cities are 1:14 for Fort Collins, 1:23 for Aurora, 1:28 for Denver, and 1:37 for Albuquerque.

% of Staff Time Spent on Project Management and Administration



% of Tech Studies Milestones Met



Timely completion of projects according to work plan schedules is problematic because of the unpredictability of public process and the contentiousness of many planning efforts. The target for meeting technical study milestones has been estimated at 80 percent to account for this eventuality.

CHANGES TO THE BUDGET

- An increase of \$30,084 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Telecommunications charges have been reduced by \$7,952 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- Cell phone charges have been reduced by \$741.

MAJOR OBJECTIVES

OBJECTIVE – Continue implementation of the Comprehensive Plan through ordinance amendments.

Efforts will focus on public hearings leading to adoption of zoning and subdivision code amendments to facilitate mixed-use development and improve access and connectivity within and between development. These amendments will also enhance site-planning standards for single-use nonresidential development. A project intended to strengthen natural resource preservation through enhancements to development codes, a major implementation task identified in the Comprehensive Plan, will be initiated. Other code amendments will be undertaken as time and opportunity permit.

OBJECTIVE – Develop spatial framework for growth planning to assist in implementing and monitoring of the Comprehensive Plan.

This major implementation effort of the Comprehensive Plan has been delayed due to lags in the completion of prerequisite Strategic Plan capital and operating plans.

While the timing of this task is dependent on completion of plans by other City departments, the framework will continue to be an important implementation objective, and in fact, was referenced in Master Plan code amendments approved by City Council in 2002.

OBJECTIVE – Conduct an update of the Downtown Intensive Survey of 1985.

The Downtown Intensive Survey was performed to provide information on architectural and historic properties in the area bounded by I-25 on the west and south, Uintah Street on the north, and Wahsatch/Shooks Run on the east. As part of its Certified Local Government designation, the City agreed to maintain a survey effort to assemble accurate records on historic resources in order to provide information to the community and to promote historic preservation. A grant will be sought from the Certified Local Government program or the State Historic Grant Fund to complete funding for the project.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY PLANNING
COMPREHENSIVE PLANNING/LAND USE**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	431,814	498,182	530,541	550,447
51207 WAGE PKG-PERFORMANCE	8,704	5,991	0	0
51220 SEASONAL/TEMPORARY	0	0	2,253	2,253
51245 RETIREMENT/TERM VACATION	0	1,605	0	0
51260 VACATION BUY	2,111	308	0	0
51299 SALARIES REIMBURSEMENTS	0	(11,539)	0	0
51610 PERA	47,347	46,259	48,057	52,107
51615 WORKER'S COMPENSATION	1,377	1,011	1,488	1,450
51620 EQUITABLE LIFE INSURANCE	2,002	1,891	2,132	2,212
51625 VISION CARE	482	501	504	504
51640 DENTAL INSURANCE	2,439	2,531	2,688	3,040
51665 CASH BACK	59	88	0	0
51670 PARKING FOR EMPLOYEES	960	960	1,680	1,680
51690 MEDICARE	3,658	3,769	4,403	4,706
51695 CITY EPO MEDICAL PLAN	29,162	31,587	35,268	40,699
TOTAL SALARIES & BENEFITS	530,114	583,146	629,014	659,098
52105 MISCELLANEOUS OPERATING	592	0	0	0
52110 OFFICE SUPPLIES	3,689	2,424	3,300	2,536
52111 PAPER SUPPLIES	0	447	1,500	1,500
52120 SOFTWARE-MICRO/WORD PROCESS	1,400	220	0	0
52125 GENERAL SUPPLIES	63	268	950	842
52135 POSTAGE	4,564	1,581	1,798	2,000
52145 PAINT & CHEMICAL	42	0	0	0
52160 FUEL	0	10	0	0
52165 LICENSES & TAGS	10	0	0	0
52220 MAINT-OFFICE MACHINES	1,782	3,517	3,420	2,720
52405 ADVERTISING SERVICES	0	994	0	0
52575 SERVICES	(11,428)	1,482	0	0
52615 DUES & MEMBERSHIP	1,647	1,180	1,407	1,500
52625 MEETING EXPENSES IN TOWN	657	524	729	527
52630 TRAINING	0	575	1,536	3,000
52635 EMPLOYEE EDUCATIONL ASSIST	510	0	0	0
52645 SUBSCRIPTIONS	591	650	400	415
52655 TRAVEL OUT OF TOWN	1,600	378	605	605
52705 COMMUNICATIONS	6,953	15,264	16,118	7,425
52725 RENTAL OF PROPERTY	68,547	13,235	0	0
52735 TELEPHONE-LONG DIST CALLS	977	507	720	720
52775 MINOR EQUIPMENT	1,299	4,759	0	0
52874 OFFICE SERVICES PRINTING	2,253	1,698	4,244	4,100
52875 OFFICE SERVICES RECORDS	588	477	340	484
65160 RECRUITMENT	0	372	0	0
70295 SPECIAL PROJECTS PROGRAMS	158,716	106,600	0	0
TOTAL OPERATING EXPENSE	245,051	157,161	37,067	28,374
53020 COMPUTERS/NETWORKS	0	1,217	1,922	1,922
TOTAL CAPITAL OUTLAY	0	1,217	1,922	1,922
TOTAL ORGANIZATION	775,165	741,524	668,003	689,394



Development Review

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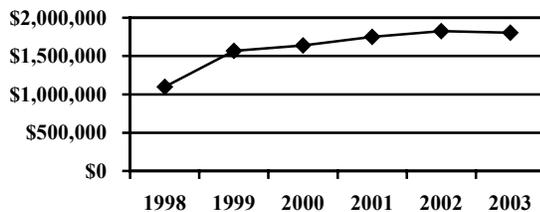
MISSION

To ensure that the land use pattern created by new development meets the standards of the Zoning Code and Subdivision Regulations and is consistent with the Comprehensive Plan.

SERVICES

- Professional planning review of development applications
- Provision of professional planning recommendations to the Planning Commission, and City Council on development proposals and applications
- Administration of a Subdivision Plat administration program, including plat recordation, fee collection, and management
- Investigation and resolution of zoning violations
- Review of various types of Administrative Permits (i.e., Temporary Use Permits, Home Occupation Permits, etc.)
- Provision of a public information service regarding zoning, land use, and development proposals

BUDGET HISTORY



Approved Budget as of January 1

BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$1,476,285	\$1,462,190	\$1,635,859	\$1,655,567
Operating	154,970	179,546	162,318	120,115
Capital Outlay	17,353	28,334	27,500	28,900
Total	\$1,648,608	\$1,670,070	\$1,825,677	\$1,804,582

PERSONNEL

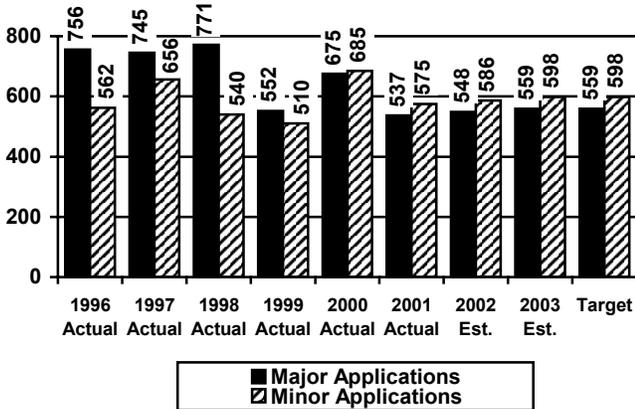
	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Manager	1.0	1.0	1.0	1.0
Supervisor	0.0	0.0	0.0	0.0
Professional	14.0	12.0	13.0	12.0
Paraprofessional	8.5	8.0	7.0	7.0
General	5.5	4.5	4.5	4.5
FTE Total	29.0	25.5	25.5	24.5
Special Positions	1.0	1.0	1.0	1.0

For 2001, 6.5 FTE were transferred to the newly formed Development Review Enterprise. A hearing officer position was transferred from the Municipal Court to Development Review, which was then converted into a full-time land use inspector (1.0 FTE) position and the hearing officer services were contracted out on an annual basis. An analyst II position (1.0 FTE) was transferred from City Management to Development Review to administer all special events and revocable permit applications. A land use inspector position (1.0 FTE) was added for enforcement of the revocable permit program.

During 2002, an Analyst II (1.0 FTE) position was transferred from Development Review to the Central Division of the Police Department to administer all special events.

PERFORMANCE INDICATORS

of Development Applications Reviewed



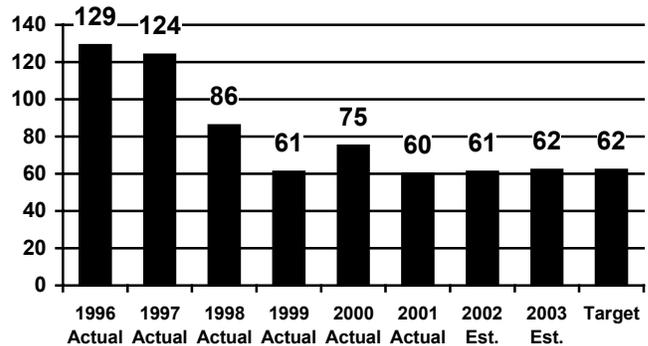
A large variety of major and minor development applications are reviewed annually for compliance with the City’s zoning and subdivision regulations. The review of development applications is the primary method by which the Division improves the City’s ability to manage growth and ensures the implementation of the Comprehensive Plan. The development market and the economy within the city as a whole determine the number of applications. Over the past few years, the submittal of these application types has remained fairly constant, with the exception of 2000 in which a higher number of submittals were made in reaction to the proposed statewide growth initiative. Applications for 2003 are anticipated to be fairly consistent with those submitted during 2002. There is no defined target for this particular performance indicator as market forces and the community’s growth rate determines the number of submittals. The review of development applications, however, requires the resources of everyone in the Development Review Division; nonetheless, since there is little perceived change in the current application trend, there should not be a change in workload for 2003.

The number of major development applications reviewed per planner fluctuates with the number of submittals and number of planners assigned to complete development review.

The decrease in the number of applications reviewed per planner from 1998 to 1999 was due to three special positions for planner II that were added to the Division. These three new planners who were made permanent positions in 1999 allowed the Development Review Division to provide reviews of better quality and timeliness to the development community.

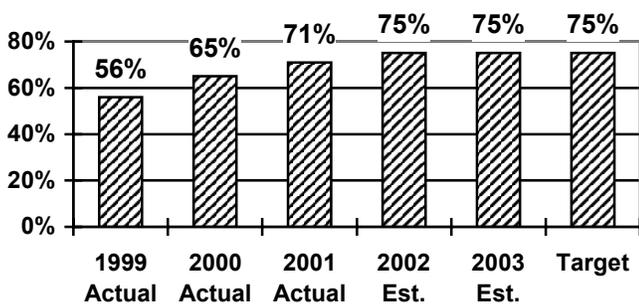
The Division target is to have each planner review a maximum of 75 major development applications each year. Experience has proven that this is the level at which reviews can be effectively managed and adequate public participation opportunities provided for each application.

of Major Development Applications Reviewed per Planner



The amount of time it takes to process a development application through the City planning review process is one of the biggest concerns expressed by development applicants. The time it takes from application submittal to completion of the initial general public and agency review and critique of the proposal is the only phase of project review that is completely controlled by Development Review staff. In 1998 and 1999, a revision to the development review process took place which instituted the specific review letter time frame. The Division target is to complete the initial project review letter, including input by other City Departments, outside agencies, and the general public within six weeks of the submittal of the formal development application. Given the Division’s current resources, it is anticipated that this objective can be achieved for 75 percent of the major development applications.

% of Application Review Letters Completed Within Six Weeks of Submittal



CHANGES TO THE BUDGET

- An increase of \$83,357 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Telecommunications charges have been reduced by \$21,141 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- A reduction of \$63,649 in salary and benefits to reflect the removal of an Analyst II position from the baseline. Additionally, \$500 from supplies and \$500 from telecom charges were also removed due to the transfer of the Special Event program to the Colorado Springs Police Department. The Analyst II position was transferred to administer these programs.
- Cell phone charges have been reduced by \$409.
- As part of the 2003 service reductions, \$18,253 is removed which eliminates the hearing officer contract and associated operating costs. Items that were heard by the hearing officer will go to Planning Commission for consideration.

MAJOR OBJECTIVES

OBJECTIVE – Ensure that all development applications are reviewed in a manner that provides for adequate public participation, a quality professional review, and a timely response to applicants.

The primary work of the Development Review Division is to review development applications submitted by the private sector. It is estimated that Division staff will be assigned to review 1,157 development applications in 2003. In achieving the Division's mission, staff will focus on the objectives of providing adequate opportunity for public participation while completing a quality review of each development application in a timely manner.

In an effort to ascertain how we are doing in this area, citizens interacting with the development review process will be surveyed throughout the year to gauge the effectiveness of Development Review's public participation processes and opportunities. Also, each development plan applicant will be surveyed to determine their perceptions of, and satisfaction with, the service provided by the Division. Reports of these survey efforts will be published and forwarded to Council at the end of the 2nd and 4th quarters of 2003.

Furthermore, the review of each individual development application will be internally tracked to determine the amount of staff hours allocated to the review, timeliness of issuance of the initial review letter, and total time taken to process individual applications.

OBJECTIVE – Implement modifications to the development review process as recommended by the Housing & Building Association (HBA) / Council of Neighbors & Organization (CONO) / CITY/ Colorado Springs Utilities (CSU) (Development Review Task Force.

The current HBA/CONO/CITY/CSU Development Review Task Force will be formulating a list of recommended development review process improvements by the end of 2002. During the first quarter of 2003, Division staff will be working to fully implement any review process modifications under the Division's jurisdiction and control.

OBJECTIVE – Develop land use regulations that allow for the effective implementation of the Comprehensive Plan.

Division staff will continue to work collaboratively with the Comprehensive Planning Division staff, or independently, on ordinance projects and new land use regulations that are designed to implement the Comprehensive Plan. In this regard, Division staff will work collaboratively in a support role with Comprehensive Planning on the Mixed-Use and Development Standards projects. Additionally, Division staff will have the primary lead in the development of an ordinance that establishes new development standards for exterior lighting and will be working towards effective implementation of the newly created Streamside Overlay and Traditional Neighborhood Development Zones.

OBJECTIVE – Explore new methods of land use enforcement to better utilize staff and implement the Zoning and Subdivision Code.

The Development Review Division also has responsibility for the land use enforcement program. The primary objective of the land use enforcement program is to ensure that the conditions of development approval as well as zoning ordinance standards are adhered to throughout the life of a development. During 2003, staff will examine the current land use enforcement system to identify any process modifications that can be implemented to make the program more effective and efficient.

OBJECTIVE – To develop modifications to the Zoning and Subdivision Codes as directed by City Council, requested by the Planning Commission, or initiated by staff.

Situations routinely arise which require Division staff to modify existing Zoning or Subdivision Codes or to create new land use regulations or development standards to address newly emerging land use issues within the community. These projects are typically not a part of the formal annual work program for the Division but are work assignments that are added and staffed on an as-directed, or as-needed, basis. The time and resources needed to staff these special projects varies significantly depending on the nature of the assignment.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY PLANNING
DEVELOPMENT REVIEW**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	1,231,460	1,200,344	1,336,141	1,335,467
51207 WAGE PKG-PERFORMANCE	36,473	14,836	0	0
51210 OVERTIME	8,285	5,212	3,000	3,000
51215 ACHIEVEMENT AWARD	1,000	0	0	0
51220 SEASONAL/TEMPORARY	629	0	4,000	4,000
51245 RETIREMENT/TERM VACATION	2,501	2,074	0	0
51260 VACATION BUY	7,202	7,036	0	0
51299 SALARIES REIMBURSEMENTS	(51,533)	0	0	0
51610 PERA	130,161	114,036	121,232	127,025
51615 WORKER'S COMPENSATION	7,144	3,346	5,900	5,589
51620 EQUITABLE LIFE INSURANCE	4,892	4,282	5,390	5,387
51625 VISION CARE	1,451	1,433	1,671	1,608
51640 DENTAL INSURANCE	7,680	7,533	8,904	9,734
51665 CASH BACK	6,568	5,315	0	0
51670 PARKING FOR EMPLOYEES	5,120	5,840	6,120	6,120
51690 MEDICARE	14,345	12,471	15,324	16,106
51695 CITY EPO MEDICAL PLAN	62,907	78,433	128,177	141,531
TOTAL SALARIES & BENEFITS	1,476,285	1,462,190	1,635,859	1,655,567
52105 MISCELLANEOUS OPERATING	6,789	(198)	0	0
52110 OFFICE SUPPLIES	13,453	7,212	9,200	5,447
52111 PAPER SUPPLIES	0	5,507	2,799	3,300
52120 SOFTWARE-MICRO/WORD PROCESS	2,122	300	2,650	3,000
52122 CELL PHONES EQUIP & SUPPLIES	0	658	100	50
52125 GENERAL SUPPLIES	1,618	3,506	2,250	1,250
52135 POSTAGE	14,058	12,804	11,000	12,200
52165 LICENSES & TAGS	60	0	0	0
52170 SPECIAL, PHOTOGRAPHY, ETC	0	110	75	0
52220 MAINT-OFFICE MACHINES	2,908	2,451	4,000	2,900
52405 ADVERTISING SERVICES	1,582	1,412	1,800	1,800
52431 CONSULTING SERVICES	0	48,760	21,625	24,357
52575 SERVICES	72,515	3,568	27,800	6,000
52615 DUES & MEMBERSHIP	4,437	4,055	4,000	4,000
52625 MEETING EXPENSES IN TOWN	5,694	7,626	3,037	3,100
52630 TRAINING	0	13,376	8,000	9,000
52635 EMPLOYEE EDUCATIONL ASSISTANCE	8,621	0	0	0
52645 SUBSCRIPTIONS	1,376	766	1,000	1,100
52655 TRAVEL OUT OF TOWN	2,764	1,379	1,980	2,300
52705 COMMUNICATIONS	1,650	48,766	46,202	23,361
52735 TELEPHONE-LONG DIST CALLS	2,831	2,543	1,800	1,500
52736 CELL PHONES	0	0	0	1,200
52765 LEASE/PURCHASE PAYMENTS	0	0	2,000	0
52775 MINOR EQUIPMENT	3,091	2,766	500	1,000
52874 OFFICE SERVICES PRINTING	9,135	11,711	10,000	13,000
52875 OFFICE SERVICES RECORDS	268	392	500	250
52893 RENTAL OF FLEET VEHICLES	0	75	0	0
TOTAL OPERATING EXPENSE	154,970	179,546	162,318	120,115

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY PLANNING
DEVELOPMENT REVIEW**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
53010 OFFICE MACHINES	800	10,782	0	1,000
53020 COMPUTERS/NETWORKS	3,963	13,098	6,500	8,300
53030 FURNITURE & FIXTURES	619	4,454	9,000	7,600
53070 VEHICLES-REPLACEMENT	321	0	12,000	12,000
53080 VEHICLES-ADDITIONS	11,650	0	0	0
TOTAL CAPITAL OUTLAY	17,353	28,334	27,500	28,900
 TOTAL ORGANIZATION	 1,648,608	 1,670,070	 1,825,677	 1,804,582



Planning Data Systems

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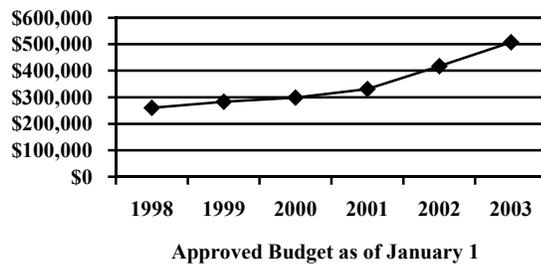
MISSION

To develop, maintain, and enhance the Land Use Information System (LUIS) and the Geographic Information Systems (GIS) so the City Planning Department can improve their ability to manage growth in the community.

SERVICES

- Provide spatial data analysis
- Develop and maintain the Land Use, Zoning, and Development Review spatial datasets
- Develop and maintain City Planning's internet web sites
- Develop and maintain City Planning's web-based land use information system applications

BUDGET HISTORY



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$318,747	\$274,476	\$369,691	\$465,242
Operating	37,760	49,346	42,120	36,631
Capital Outlay	7,248	5,762	4,996	4,996
Total	\$363,755	\$329,584	\$416,807	\$506,869

PERSONNEL

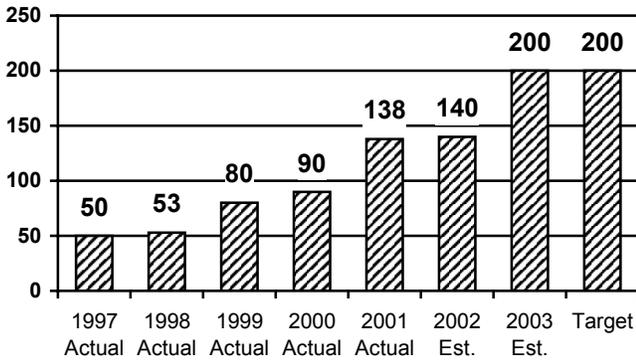
	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Senior Manager	1	1	1	1
Professional	2	3	4	5
Paraprofessional	1	0	0	0
FTE Total	4	4	5	6
Special Positions	0	0	1	0

For 2002, one Senior GIS Analyst was added and funded by a transfer of funds from the Comprehensive Planning Division, and one special position was added with Cable Grant funding.

For 2003, the special position is converted to a regular FTE and funded by a transfer from City Development.

PERFORMANCE INDICATORS

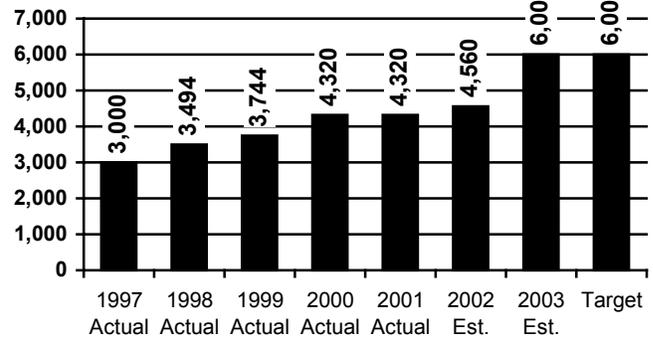
of Annual Map Requests



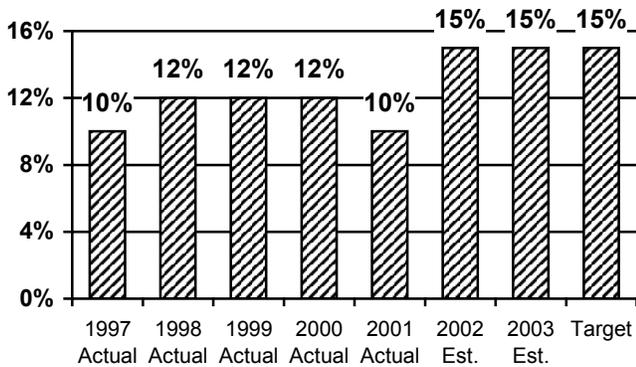
PDS has experienced an exponential growth in map requests since its creation as a Division in 1997 - a 350 percent increase with no additional GIS staff until mid-year 2002. The Division continues to offload nonessential tasks to the Development Review administrative staff in order to stay ahead of the large volume of map requests. During the 2003 budget year, map requests from external departments will be declined. The target for 2003 will be 200 map requests.

Additional resources were provided at mid-year 2002 allowing additional hours to be spent in direct support of the Development Review process. Additional applications and development work will occur during the last quarter of 2002 and the first quarter of 2003 allowing for more efficient utilization of resources and additional indirect support for other business processes within the Planning Department. The target for 2003 will be 6,000 hours.

of Hours in Support of Development Review



% of Hours Spent on Map Requests



Percentages have increased due to enhanced requirements from the planning staff to include more complex graphics and the inclusion of digital aerial photography as a map layer. Automated applications being developed to allow planners to create maps from their desktops will slow the increase in number of hours spent doing map analysis by the PDS staff. The target for 2003 will be 15 percent.

CHANGES TO THE BUDGET

- An increase of \$20,551 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Telecommunications charges have been reduced by \$5,439 to reflect direct charges to each division. Indirect costs have been transferred to General Costs.
- Cell phone charges have been reduced by \$50.
- \$75,000 has been transferred from City Development to convert a special GIS analyst to permanent status for 2003.

MAJOR OBJECTIVES

OBJECTIVE – Enhance the land development review process through the development and operation of a land use information system (LUIS) that supports the scaled evaluation of development proposals.

This will be accomplished by extending the Land Development Review System (LDRS) application and database to support a planner desktop for case tracking and research. Additionally, development and maintenance of software tools and applications will continue to enable planners to access information provided in electronic form through Colorado Springs Utilities' (CSU) Dataview system.

OBJECTIVE – Enhance comprehensive land use planning through the development and operation of spatial data modeling processes to predict future land use patterns.

Develop and maintain additional land use coverages necessary for the implementation of the City's Comprehensive Plan. Create automated interfaces with El Paso County's Assessor database and Regional Building's building permit database in order to provide staff with more current and more accurate data in suitable form for statistical analysis.

OBJECTIVE – Enhance public communications and community relations efforts using state-of-the-art technology and pools of information developed for the land use information system (LUIS).

Put planning information directly into the hands of citizens and enhance relations by opening direct channels of communication about the planning process between citizens, developers, and planning staff. Provide a public access web site for the electronic distribution and access to Land Development Review case file information by the public.

OBJECTIVE – Improve the Department's capability to perform analysis and decision making by providing a unified source of city planning information.

Continued enhancement of the data warehousing site for the electronic archive, distribution and access to historical Land Development Review case file information (LUIS) using electronic document imaging technology. Enhance current spatial datasets with the addition of digital aerial photography to reflect additional land usage attributes and develop new spatial overlays to facilitate the creation of future land use mapped production.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GENERAL FUND
CITY PLANNING
PLANNING DATA SYSTEMS**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	258,005	227,455	304,788	380,363
51207 WAGE PKG-PERFORMANCE	6,585	2,490	0	0
51610 PERA	20,985	21,219	27,365	35,624
51615 WORKER'S COMPENSATION	604	455	939	1,017
51620 EQUITABLE LIFE INSURANCE	912	896	1,217	1,520
51625 VISION CARE	241	254	315	378
51640 DENTAL INSURANCE	1,219	1,286	1,680	2,280
51670 PARKING FOR EMPLOYEES	480	480	960	1,200
51690 MEDICARE	3,053	3,306	4,310	5,413
51695 CITY EPO MEDICAL PLAN	26,662	16,635	28,117	37,447
TOTAL SALARIES & BENEFITS	318,747	274,476	369,691	465,242
52105 MISCELLANEOUS OPERATING	9,973	28,995	0	0
52110 OFFICE SUPPLIES	1,134	0	850	501
52111 PAPER SUPPLIES	0	265	2,000	2,000
52120 SOFTWARE-MICRO/WORD PROCESS	17,422	890	11,400	7,150
52125 GENERAL SUPPLIES	3,391	(750)	4,000	750
52135 POSTAGE	0	0	100	0
52225 MAINT-MICROS/WORD PROCESSOR	0	(2,653)	3,400	0
52305 MAINT-SOFTWARE	0	11,018	2,596	18,725
52423 TELECOMMUNICATIONS SERVICES	0	0	0	240
52575 SERVICES	2,227	7	0	0
52605 CAR MILEAGE	0	0	220	0
52615 DUES & MEMBERSHIP	0	0	250	0
52625 MEETING EXPENSES IN TOWN	577	28	180	0
52630 TRAINING	0	0	2,900	2,000
52645 SUBSCRIPTIONS	70	0	300	0
52655 TRAVEL OUT OF TOWN	1,760	16	2,160	0
52705 COMMUNICATIONS	481	7,299	7,704	2,265
52735 TELEPHONE-LONG DIST CALLS	113	154	0	0
52775 MINOR EQUIPMENT	535	4,062	3,960	3,000
52874 OFFICE SERVICES PRINTING	76	15	100	0
TOTAL OPERATING EXPENSE	37,760	49,346	42,120	36,631
53020 COMPUTERS/NETWORKS	7,248	5,762	4,996	4,996
TOTAL CAPITAL OUTLAY	7,248	5,762	4,996	4,996
TOTAL ORGANIZATION	363,755	329,584	416,807	506,869



CITY OF COLORADO SPRINGS

Internal Support



Safety is the only division included in the General Fund. The remaining divisions are in the Internal Services Fund. Facilities is transferred to Colorado Springs Utilities in 2003.

Facilities Management	\$0
Fleet Management	\$12,057,786
Information Technology	\$5,549,880
Office Services	\$2,423,955
Radio Communications	\$1,148,730
Real Estate Services	\$419,147
Risk Management	\$1,072,420
Safety	\$199,370

Facilities Management



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The Facilities Management Division has been transferred to Colorado Springs Utilities (CSU) for 2003. It currently is in the Internal Services Fund of the City.

CSU plans to expand their facilities in the near future and, thus, the Facilities Management Division would also need to keep pace with the expansion. Currently, CSU utilizes more than half of the facilities maintenance efforts and eighty-five percent of facilities security. The City will not be requiring additional facilities maintenance in the near future. Thus, it is more efficient to move the management, personnel, and control of Facilities services to CSU.

The City will continue to utilize and fund Facilities Management in CSU for the services provided.

Fleet Management



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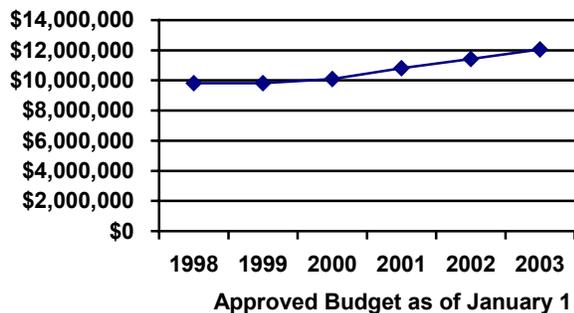
MISSION

To deliver responsive support to meet the administrative, operating, and maintenance requirements for the fleet of vehicles and equipment used by the City of Colorado Springs and Colorado Springs Utilities.

SERVICES

- Comprehensive fleet administration
- Contracting and sublet work
- Fleet maintenance and repair
- Emergency response support
- Vehicle acquisition and disposal
- Alternative fuel vehicle programs
- Parts and supplies management
- Automotive engineering
- Fuel purchase, storage, and distribution
- Industrial waste recycling
- Regulatory compliance and reporting
- Service agreements and cost studies

BUDGET HISTORY



BUDGET SUMMARY

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
<u>Uses of Funds</u>				
Salary/Benefits	\$ 3,989,689	\$ 4,163,560	\$ 4,310,021	\$ 4,528,455
Operating	6,893,942	6,748,873	6,986,137	7,346,500
Capital Outlay	27,272	73,342	121,208	182,831
Total	\$10,910,903	\$10,985,775	\$11,417,366	\$12,057,786

PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
<u>Uses of Funds</u>				
Salary/Benefits	N/A	N/A	N/A	\$29,810
Operating	N/A	N/A	N/A	500
Capital Outlay	N/A	N/A	N/A	0
Total	N/A	N/A	N/A	\$30,310

PERSONNEL

GENERAL FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Manager	2	2	2	2
Supervisor	5	5	5	5
Professional	3	3	4	4
Paraprofessional	56	56	55	55
General	8	8	8	9
FTE Total	74	74	74	74
Special Positions	0	0	1	1

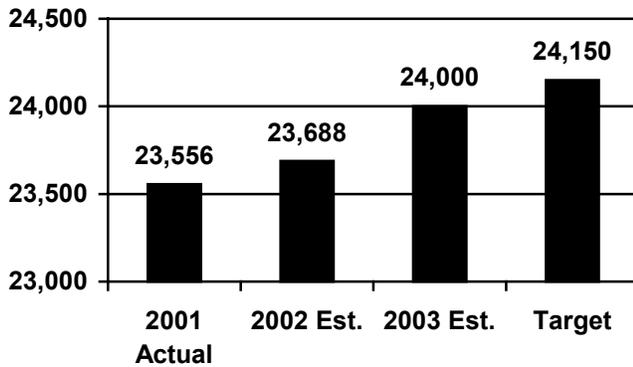
PUBLIC SAFETY SALES TAX (PSST) FUND

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Paraprofessional	N/A	N/A	N/A	0.5
FTE Total	N/A	N/A	N/A	0.5

For 2003, half of a fleet technician FTE is added to service and repair Police Department vehicles added in late 2002.

PERFORMANCE INDICATORS

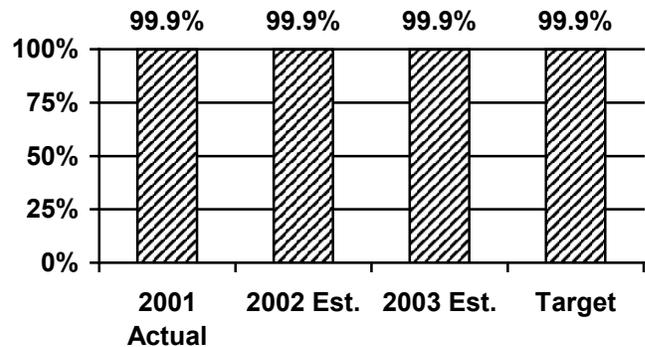
of Work Orders Completed



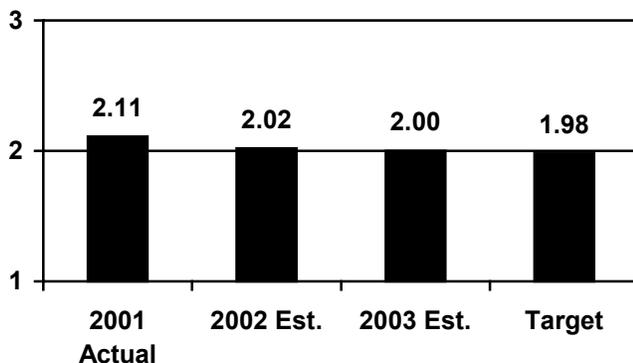
Presently, the City and CSU fleet consists of 4,054 pieces of motorized and non-motorized equipment. Over the past ten years, mechanic staffing has lagged the industry; and the ratio of units to mechanics is at 94:1 versus the national average of 55:1. In the timeframe 2002-2003, total fleet size is projected to grow to 4,127 units. Within this grouping, the City fleet is expected to increase by 73 to 2,043 equipment pieces. This overall net growth will result in additional unscheduled and routine maintenance and work outputs. This metric is evaluated in the International City/County Management Association (ICMA) survey.

In 2001, Fleet performed 8,300 preventive maintenance evaluations and repairs, covering an average of 800 pieces of equipment each month. Scheduling to accommodate the customers' work requirement is effectively used to assure the equipment is evaluated within the time and mileage limits recommended by manufacturers. In addition to component routine maintenance, minor and major repairs are completed when found to maintain integrity of the fleet through early detection and correction of problems and result in subsequent cost savings for the fleet customer. Analysis of program efficiency is a part of the annual ICMA survey.

% of Preventive Maintenance Completed on Schedule



Customer Satisfaction



City and CSU customers annually evaluate Fleet's service delivery through a formal survey. Results are scored from excellent (1) to poor (3). This local metric is used to set internal goals for enhancing performance levels and is reported to the ICMA as a statistical measurement used by national members in assessing unit service outcomes.

CHANGES TO THE BUDGET

GENERAL FUND

- An increase of \$212,997 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Vehicle replacement is funded at \$80,000 to replace an aging mobile service and lube truck used for on-site maintenance and repairs.
- A reduction in fuel costs of \$100,000 will be realized in 2003.
- In 2002, a reduction in cell phone usage equaling \$2,000 was made and will be continued in 2003.
- A rent increase at the Fontanero facility of \$61,448 has been included in the 2003 budget.
- Admin Prorated Charges increased \$387,975 due to the recently completed cost allocation study. This reflects the full costs of services that Fleet Management uses from the General Fund.

PUBLIC SAFETY SALES TAX (PSST) FUND

- Funding of \$30,310 is included for a new half-time fleet technician to service and repair police vehicles that were added in late 2002.

MAJOR OBJECTIVES

OBJECTIVE – Deliver the full range of essential services to ensure a safe, reliable fleet.

Fleet's output and efficiency are based on a direct partnership with City/CSU department end-user customers. Those interdependent relationships will continue to be strengthened in the coming year by continual reviews of how Fleet's facilities are utilized and make improvements that enhance the operations, maintenance and inventory systems that create the ability to maximize service delivery. This budget will provide the shop equipment, supplies, and safety management to meet this objective.

OBJECTIVE – Support the organization's workforce-enabling process.

Attaining high levels of employee production is an empowerment process supported by education and special training. Fleet's hiring practice consists of a team interview and selection process followed by the preparation of technicians to achieve their best output. The focus is to provide clear opportunities for personal and professional development in the Fleet operations industry. This results-oriented approach emphasizes performance and skills-based evaluation processes that include instruction, formal testing, manufacturer in-service training, and applications to advance the certification levels of Fleet technicians. The budget will support a continuous learning environment with direct accountability as a key element in organizational development. Funding permits meeting the objective of enhanced customer benefit.

OBJECTIVE – Fully utilize information technology to help maintain a competitive cost of service.

The Fleet Management Information System tracks all maintenance actions and costs for City and CSU. As a means to improve repair turnaround times and efficiencies, updating electronic diagnostic equipment and maintenance accessories will assist in reducing downtime; improving internal controls; faster repairs and return of units to service; and enhanced cost-managed savings. Fleet intends to extend access to the information system to those departments served to provide them with direct user communications, the ability to review all maintenance details, and full cost-based histories pertinent to their equipment. The budget provides the resources necessary to achieve this objective.

OBJECTIVE – Fully comply with local, State, and federal regulatory requirements.

Fleet management is an operation heavily regulated by federal and State oversight agencies. As such, their mandates require that Fleet personnel be resident experts in all areas of regulatory issues specific to vehicle operations, equipment maintenance, and hazardous materials handling. Equipment, supplies, contracts, services, and local training necessary to meet these requirements are included in the budget. Compliance with the statutes is a process demanding precise and continual management of equipment assets; employee training; documentation of unit actions and extensive reporting to local, State, and federal agencies. The monitoring of regulatory specifics and application of their requirements in Fleet's local maintenance will assure Department of Transportation directives are met for every City and CSU vehicle. Fleet will also participate in the allowed comments period for reviewing proposed legislation that may affect fleet operations. This budget provides the funding needed to meet these directives.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
FLEET MANAGEMENT**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	2,736,199	3,041,850	3,302,300	3,434,862
51207 WAGE PKG-PERFORMANCE	87,351	56,739	0	0
51210 OVERTIME	135,835	100,967	76,650	75,607
51220 SEASONAL/TEMPORARY	55,057	19,232	0	0
51230 SHIFT DIFFERENTIAL	14,157	14,626	17,000	17,000
51235 STANDBY	37,271	51,953	35,100	41,100
51240 RETIREMENT/TERMINATION SICK	39,447	24,006	0	0
51245 RETIREMENT/TERM VACATION	21,295	(893)	0	0
51250 SPECIAL ASSIGNMENT PAY	836	0	816	816
51255 CONVERSION OF SICK LEAVE	14,804	16,712	0	0
51260 VACATION BUY	2,738	2,533	0	0
51299 SALARIES REIMBURSEMENTS	(4,546)	(6,536)	0	0
51610 PERA	300,020	304,717	311,418	325,218
51615 WORKER'S COMPENSATION	216,072	163,037	122,554	129,771
51620 EQUITABLE LIFE INSURANCE	11,136	11,864	13,238	13,664
51625 VISION CARE	3,689	3,650	4,801	4,801
51635 CITY MAJOR MEDICAL PLAN	549	0	1,968	2,265
51640 DENTAL INSURANCE	20,796	22,164	25,558	28,905
51655 RETIRED EMP MEDICAL INS	16,221	35,254	16,370	16,370
51665 CASH BACK	24,532	7,457	0	0
51670 PARKING FOR EMPLOYEES	960	960	960	1,440
51690 MEDICARE	27,067	31,640	31,732	36,886
51695 CITY EPO MEDICAL PLAN	228,203	261,628	349,556	399,750
TOTAL SALARY & BENEFITS	3,989,689	4,163,560	4,310,021	4,528,455
52110 OFFICE SUPPLIES	9,019	14,147	14,590	14,950
52115 MEDICAL SUPPLIES	405	174	750	650
52120 SOFTWARE-MICRO/WORD PROCESS	5,856	618	1,590	1,590
52125 GENERAL SUPPLIES	4,555	5,149	5,965	6,185
52135 POSTAGE	255	386	250	250
52140 WEARING APPAREL	9,668	8,210	9,110	10,960
52155 AUTOMOTIVE	2,353	3,493	4,270	3,850
52165 LICENSES & TAGS	615	930	1,800	2,000
52175 SIGNS	1,148	200	200	200
52190 JANITORIAL SUPPLIES	11,272	8,396	960	1,045
52195 ENVIRONMENTAL SUPPLIES	2,853	3,353	4,770	4,770
52220 MAINT-OFFICE MACHINES	556	126	900	900
52225 MAINT-MICROS/WORD PROCESSOR	126	0	0	0
52235 MAINT-MACHINERY & APPARATUS	34,720	31,443	23,625	26,626
52250 MAINT-RADIO ALLOCATION	13,104	0	12,445	8,945
52265 MAINT-BUILDINGS & STRUCTURE	209	1,499	3,140	3,140
52305 MAINT-SOFTWARE	6,450	0	0	0
52405 ADVERTISING SERVICES	6,113	6,429	0	0
52575 SERVICES	135,348	137,065	162,533	158,890
52615 DUES & MEMBERSHIP	1,733	1,310	1,785	1,790
52625 MEETING EXPENSES IN TOWN	4,340	3,524	1,615	1,615
52630 TRAINING	0	15,223	35,875	35,875
52635 SCHOOLING	32,339	4,135	3,000	3,000
52645 SUBSCRIPTIONS	750	781	1,672	1,672

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
FLEET MANAGEMENT**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52655 TRAVEL OUT OF TOWN	9,997	5,034	14,868	12,613
52705 COMMUNICATIONS	71,633	87,855	87,351	85,315
52725 RENTAL OF PROPERTY	233,167	247,664	247,158	308,602
52735 TELEPHONE-LONG DIST CALLS	1,896	2,007	2,245	1,500
52740 GENERAL INSURANCE-CITY	0	0	4,240	4,240
52745 UTILITIES	37,707	36,111	81,674	81,673
52775 MINOR EQUIPMENT	56,698	60,115	59,820	63,820
52795 RENTAL OF EQUIPMENT	30,991	26,715	18,435	20,970
52805 ADMIN PRORATED CHARGES	183,396	198,768	202,201	590,176
52872 MAINT-FLEET VEHICLES/EQP	187,014	152,485	145,800	151,350
52874 OFFICE SERVICES PRINTING	2,289	2,555	1,935	1,885
52876 PASS THROUGH EXPENDITURES	35,513	43,557	36,000	35,000
52880 PURCHASES FOR RESALE	5,693,650	(3,545)	0	0
52881 PURCHASES FOR RESALE-FUEL	0	2,097,308	2,267,310	1,830,000
52882 PURCHASES FOR RESALE- COMMERCIAL	0	477,443	680,000	520,000
52883 PURCHASES FOR RESALE- NONSTOCK	0	1,970,813	1,740,850	1,934,668
52884 PURCHASES FOR RESALE-STOCK	0	1,031,193	1,039,200	1,349,580
52970 ENVIRONMENTAL PROTECTION PGM	66,204	66,204	66,205	66,205
TOTAL OPERATING EXPENSE	6,893,942	6,748,873	6,986,137	7,346,500
53005 CAPITAL EXPEND FIXED ASSETS	(20,700)	(61,442)	0	0
53010 OFFICE MACHINES	0	243	0	0
53020 MICROS/WORD PROCESSORS	7,110	79,087	26,900	13,721
53030 FURNITURE & FIXTURES	546	0	1,550	750
53050 MACHINERY & APPARATUS	40,316	37,753	85,758	86,360
53070 VEHICLES-REPLACEMENT	0	17,144	0	80,000
53090 BUILDINGS & STRUCTURES	0	557	7,000	2,000
TOTAL CAPITAL OUTLAY	27,272	73,342	121,208	182,831
TOTAL ORGANIZATION	10,910,903	10,985,775	11,417,366	12,057,786

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**PUBLIC SAFETY SALES TAX FUND
SUPPORT SERVICES
FLEET MANAGEMENT**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	0	0	0	23,317
51610 PERA	0	0	0	2,199
51615 WORKER'S COMPENSATION	0	0	0	1,038
51620 EQUITABLE LIFE INSURANCE	0	0	0	93
51625 VISION CARE	0	0	0	167
51640 DENTAL INSURANCE	0	0	0	258
51690 MEDICARE	0	0	0	338
51695 CITY EPO MEDICAL PLAN	0	0	0	2,400
TOTAL SALARIES & BENEFITS	0	0	0	29,810
52125 GENERAL SUPPLIES	0	0	0	500
TOTAL OPERATING EXPENSE	0	0	0	500
TOTAL CAPITAL OUTLAY	0	0	0	0
TOTAL ORGANIZATION	0	0	0	30,310

Office of Information Technology

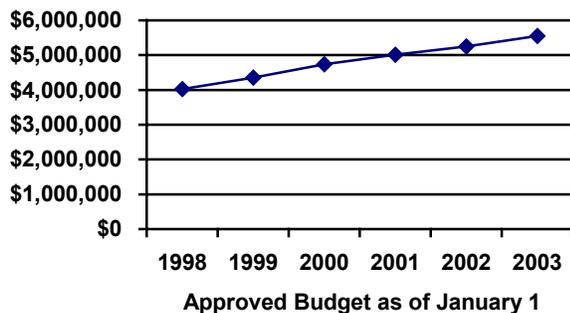


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MISSION

The Office of Information Technology (IT) delivers innovative and cost-effective services to the City organization and the community in the areas of telecommunications, enterprise computing systems, eGovernment applications, major systems development, business planning analysis, and innovations support.

BUDGET HISTORY



SERVICES

- Develop and maintain Internet/Intranet systems including the City's new eGovernment web site on the Internet
- Develop and maintain City's ERP system (financial, human resources, payroll) and other enterprise computing systems
- Administration of the City's IT strategic plan and coordination of Citywide IT issues
- Management and administration of the Internal Support Services Department and administration of the City's cable franchise agreements
- Develop and maintain the City's Justice Information System (JIS) for the Municipal Court and City Attorney's Office
- Support and design of telephone system, telecommunications network, and long-distance services
- Computer hardware and software installation and troubleshooting, including desktop support and virus protection
- Electronic mail, Internet access, and network security services
- City Help Desk and 385-City Switchboard
- Business systems analysis and workflow automation
- Coordination of innovative City programs and interaction with the Innovation Groups

BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$2,352,280	\$2,507,143	\$2,899,650	\$2,988,769
Operating	488,318	1,345,607	1,608,869	1,826,766
Capital Outlay	88,864	234,247	163,612	158,036
Net Total	\$2,929,462	\$4,086,997	\$4,672,131	\$4,973,571
Reimbursable Expenses	1,336,365	592,615	576,309	576,309
Grand Total	\$4,265,827	\$4,679,612	\$5,248,440	\$5,549,880

PERSONNEL

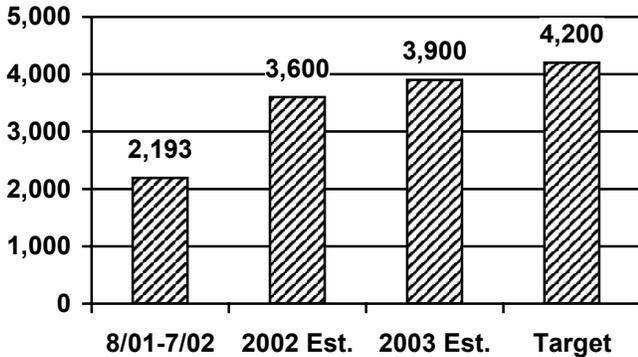
	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Senior Manager	2	2	2	2
Manager	2	2	1	3
Supervisor	3	3	5	0
Professional	22	25	24	27
Paraprofessional	3	2	3	3
FTE Total	32	34	35	35
Special Positions	4	0	1	1

For 2001, 2 special positions were converted into regular FTE status.

For 2002, a special IS Supervisor position for CJIS (Criminal Justice Information System) was transferred from the Police Department into this section as a regular FTE.

PERFORMANCE INDICATORS

of Parking Tickets Paid Online

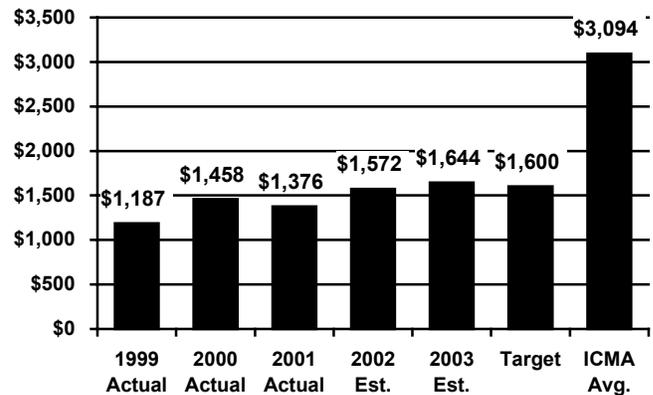


Web site metrics through the first 12 months of *SpringsGov.com*, the City's new web site:

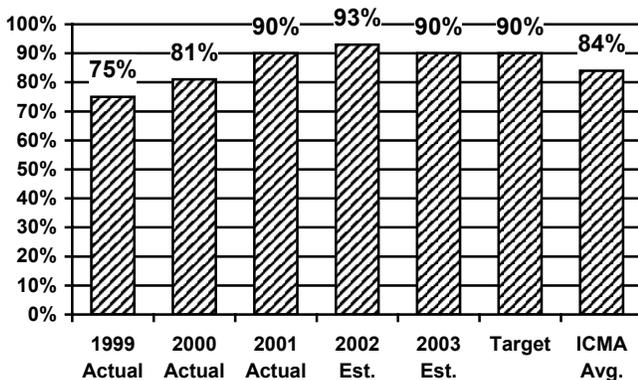
- Parking tickets paid: 2,193
- Bus passes purchased: 130
- Concrete permit applications/payments: 3,753
- Excavation permit applications/payments (launched March 2002): 112
- City documents purchased: 2
- Job applications submitted: 7,419
- Requests for service submitted online: 776
- Email subscribers ("CityWire"): 4,836
- Parks and Recreation class registrations/payments: 1,785
- Total of credit card payments received online: \$394,683

One measure that gauges the efficiency with which information technology resources are applied is a ratio of central IT budget dollars to full-time equivalent employee. Generally speaking, the lower the amount of dollars per FTE, the more efficient the operation. Colorado Springs is considerably lower than the International City/County Management Association (ICMA) survey benchmark of \$3,094.

Central IT Expenditures per Employee



Customer Service Rating



Customer service rating is one of the more meaningful outcome indicators for IT effectiveness. From the results of an annual customer service survey conducted for all internal services, Information Technology compares very favorably to survey results reported by other jurisdictions in the ICMA benchmark project (84 percent).

CHANGES TO THE BUDGET

- An increase of \$135,815 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Rate Adjustment – In an effort to give customers greater control and flexibility regarding the purchase and use of telecom related services, the Office of Information Technology will implement a new rate structure for network and telecommunication charges in 2003. A Telecom Charges Advisory Committee was convened in January 2002 to review recommended changes to the telecom rates and charges structure. The Committee, consisting of representatives from each of the major City departments, met on a regular basis and reached general consensus to implement changes regarding the cost allocation model, streamlined service classes and new rate system related to telecommunications services. As a result of these changes, telecom rates that appear in departmental budgets will be lower than in previous years.
- A vacant Information Systems Analyst position will not be filled until mid 2003, which will generate an expenditure reduction of \$46,696. A slight delay in the implementation of the web based version of the City's automated financial system will result.
- A reduction in cell phone usage of \$2,528 was made during 2002 and continued in 2003.
- Administrative Prorate – The administrative prorate for the Office of Information Technology has increased from \$195,989 in 2002 to \$430,914 in 2003, an increase of \$234,925. This is due to the recently completed full cost allocation plan.

MAJOR OBJECTIVES

OBJECTIVE – Deploy and maintain the City's eGovernment service solutions.

The Office of Information Technology (IT) will continue to develop its recently deployed eGovernment web site supporting improved access to information, interactive communications, and business transactions. IT will also undertake a project to improve the City's Intranet to expand its use as an employee portal.

OBJECTIVE – Maintain the City's ERP computing systems to support financial, human resources, and payroll operations.

IT maintains the 13 subsystems and more than 15 databases that are part of the City's PeopleSoft financial and human resources system. In 2003, IT will upgrade the financial system to a fully browser-based architecture, implement self-service applications, and implement the PeopleSoft budget module. IT staff will also maintain software tax updates and other ongoing maintenance requirements.

OBJECTIVE – Develop and maintain the City's Justice Information System (JIS).

In 2003 and 2004, IT will partner with a vendor to develop and implement a Justice Information System for the Municipal Court and City Attorney's Office. JIS will replace the case management systems for these agencies that are now part of the current CJIS system.

OBJECTIVE – Provide telecommunications, network, and Internet services to City employees and facilitate communications with citizens.

IT manages the City's network, Internet access, and its primary telephone services. IT provides design, implementation and maintenance of local area network, metropolitan area network, Internet access and e-mail services for all City groups and units as well as secure connections to state and county agencies. IT also provides design, implementation and maintenance of telephone services and voice mail for users of the City's primary PBX system. IT designs, implements and manages leased telecommunication services for City units and provides 7 x 24 monitoring and trouble resolution for network and PBX services. Finally, IT supports the City's Constituent Relationship Management (CRM) system and Interactive Voice Response (IVR) system.

OBJECTIVE – Provide computer support services to City employees and support initiatives that facilitate communications with citizens.

IT serves as the primary technical support for most City computer users. Technical assistance and a single contact point are provided through the Help Desk. Phone calls from citizens are handled and forwarded to the proper department by the 385-City switchboard.

OBJECTIVE – Support and evaluate innovative products and programs.

Serve as the City's primary contact with the Innovation Groups (IG) to promote innovative product and service opportunities and engage in learning opportunities.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
OFFICE OF INFORMATION TECHNOLOGY**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	1,891,220	2,092,800	2,327,057	2,374,037
51207 WAGE PKG-PERFORMANCE	55,524	33,508	0	0
51210 OVERTIME	3,090	5,193	0	0
51220 SEASONAL/TEMPORARY	42,233	54,863	72,630	72,630
51235 STANDBY	10,890	10,660	10,698	10,698
51240 RETIREMENT/TERMINATION SICK	24,055	1,536	0	0
51245 RETIREMENT/TERM VACATION	26,540	11,182	500	500
51255 CONVERSION OF SICK LEAVE	13,453	10,803	12,600	12,600
51260 VACATION BUY	3,101	2,715	0	0
51299 SALARIES REIMBURSEMENTS	(71,927)	(79,506)	0	0
51610 PERA	202,803	204,007	233,566	248,127
51615 WORKER'S COMPENSATION	7,436	5,059	9,486	9,086
51620 EQUITABLE LIFE INSURANCE	8,275	7,885	8,770	8,958
51625 VISION CARE	1,754	1,909	2,111	2,074
51640 DENTAL INSURANCE	9,532	9,924	11,230	12,479
51655 RETIRED EMP MEDICAL INS	503	3,318	3,269	3,269
51665 CASH BACK	7,964	5,994	0	0
51670 PARKING FOR EMPLOYEES	3,360	4,640	6,000	6,000
51690 MEDICARE	19,107	21,247	23,094	25,221
51695 CITY EPO MEDICAL PLAN	93,367	99,406	178,639	203,090
TOTAL SALARY & BENEFITS	2,352,280	2,507,143	2,899,650	2,988,769
52105 MISCELLANEOUS OPERATING	4,310	2,924	0	0
52110 OFFICE SUPPLIES	7,259	4,750	7,150	6,600
52111 PAPER SUPPLIES	0	213	600	600
52120 SOFTWARE-MICRO/WORD PROCESS	6,492	38,847	11,220	10,715
52122 CELL PHONE SUPPLIES	0	0	0	100
52125 GENERAL SUPPLIES	6,404	21,434	5,825	5,000
52129 HVAC SUPPLIES	0	0	0	100
52135 POSTAGE	489	848	683	410
52190 JANITORIAL SUPPLIES	0	0	0	725
52220 MAINT-OFFICE MACHINES	4,253	2,790	3,015	3,515
52225 MAINT-MICROS/WORD PROCESSOR	145	29,906	18,722	21,722
52235 MAINT-MACHINERY & APPARATUS	40	0	0	0
52250 MAINT-RADIOS-ALLOCATION	0	0	100	0
52265 MAINT-BUILDINGS & STRUCTURE	1,045	1,293	1,300	1,300
52282 MAINT-DATA COMMUNICATION	0	174,920	197,542	188,542
52305 MAINT-SOFTWARE	4,956	695	0	0
52405 ADVERTISING SERVICES	799	17,647	20,432	20,132
52418 COMPUTER SERVICES	105	0	0	0
52423 TELECOMM SERVICES	0	743,481	591,900	691,900
52431 CONSULTING SERVICES	0	55,091	21,600	21,800
52575 SERVICES	51,235	98,356	47,341	42,241
52590 TEMPORARY EMPLOYMENT	0	4,855	0	0
52605 CAR MILEAGE	264	245	1,650	970
52615 DUES & MEMBERSHIP	946	2,810	4,900	4,650
52625 MEETING EXPENSES IN TOWN	3,134	3,615	1,282	1,165
52630 TRAINING	0	10,029	22,700	38,200
52635 SCHOOLING	19,086	11,859	7,500	0

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
OFFICE OF INFORMATION TECHNOLOGY**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52645 SUBSCRIPTIONS	2,544	2,495	1,050	1,050
52655 TRAVEL OUT OF TOWN	20,550	16,179	10,575	11,550
52705 COMMUNICATIONS	40,159	92,422	96,318	83,790
52725 RENTAL OF PROPERTY	178,573	117,257	72,000	72,000
52735 TELEPHONE-LONG DIST CALLS	2,591	8,663	1,625	1,625
52745 UTILITIES	24,141	26,897	22,600	0
52746 UTILITIES-ELECTRIC	0	0	0	20,114
52747 UTILITIES-GAS	0	0	0	1,966
52748 UTILITIES-SEWER	0	0	0	136
52749 UTILITIES-WATER	0	0	0	384
52765 EQUIP LEASE/PURCHASE	0	42,762	160,000	165,000
52775 MINOR EQUIPMENT	3,067	235	0	0
52795 RENTAL OF EQUIPMENT	1,193	14,964	0	0
52805 ADMIN PRORATED CHARGES	80,952	91,800	195,989	430,914
52840 TELECOMM PASSTHRU PROJECTS	0	168,960	483,309	383,309
52841 DP HARDWARE & OTHER	0	174	0	0
52872 MAINT-FLEET VEHICLES/EQP	2,267	2,568	1,500	1,500
52874 OFFICE SERVICES PRINTING	1,653	1,834	1,000	850
52875 OFFICE SERVICES RECORDS	402	634	500	500
52893 RENTAL OF FLEET VEHICLES	0	115	250	0
52917 TELECOMM PASSTHROUGH	789,000	28,903	0	0
52921 TELECOMM PASSTHROUGH	385,927	51,026	80,000	75,000
52923 TELECOMM PASSTHROUGH	88,672	926	0	0
52927 TEL/COM PASSTHRU-LONG DIST	92,030	42,800	93,000	73,000
60361 SYSTEM SERVICES	0	0	0	20,000
TOTAL OPERATING EXPENSE	1,824,683	1,938,222	2,185,178	2,403,075
53020 MICROS/WORD PROCESSORS	88,334	102,580	67,800	73,200
53030 FURNITURE & FIXTURES	0	0	3,312	2,412
53050 MACHINERY & APPARATUS	530	109,000	92,500	82,424
53070 VEHICLES-REPLACEMENT	0	22,667	0	0
TOTAL CAPITAL OUTLAY	88,864	234,247	163,612	158,036
ORGANIZATION TOTAL	4,265,827	4,679,612	5,248,440	5,549,880

Office Services



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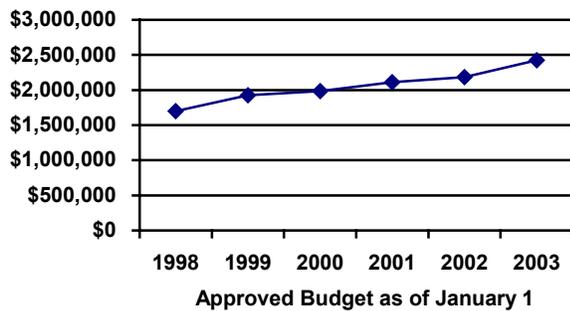
MISSION

To support and enhance the City organization through the timely and cost-effective delivery of quality printing, mail processing, and records management services.

SERVICES

- Offset printing and on-demand quick copy reproduction
- Processing and dispatch of outgoing City and Utilities business mail
- Desktop publishing, typesetting, and design services
- Inactive and semi-active records storage and retrieval services
- Maintain City's library of web-based forms and documents
- Management of out-source printing, records, and mail contracts
- Delivery of incoming postal and interoffice mail to City and Utilities departments
- Home delivery of City Council agendas and Friday reports

BUDGET HISTORY



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$ 693,948	\$ 779,839	\$ 822,569	\$ 866,670
Operating	307,963	257,310	341,189	544,185
Capital Outlay	19,700	0	25,500	20,100
Subtotal	\$1,021,611	\$1,037,149	\$1,189,258	\$1,430,955
Reimbursable Expenses	984,064	1,032,872	993,000	993,000
Total	\$2,005,675	\$2,070,021	\$2,182,258	\$2,423,955

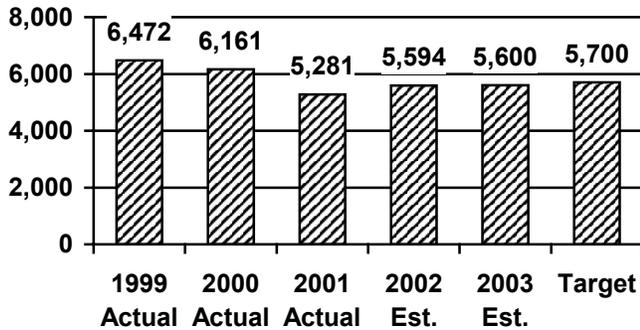
PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Senior Manager	1	1	1	1
Supervisor	1	1	2	2
Paraprofessional	0	0	0	4
General	14	14	13	9
FTE Total	16	16	16	16

Through reclassifications in 2002, four positions were transferred from general to paraprofessional.

PERFORMANCE INDICATORS

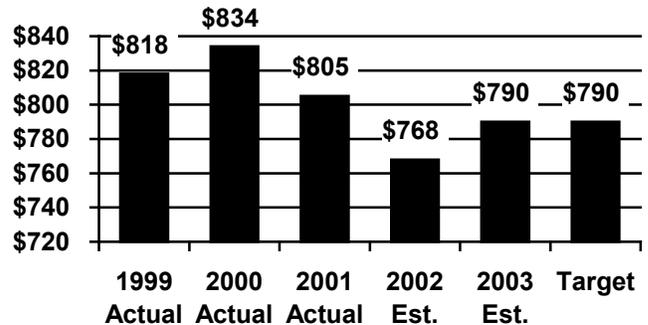
of Reprographic Requests Processed



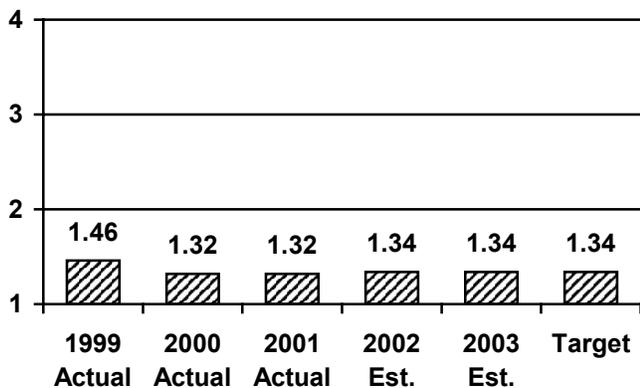
Office Services will continue to service approximately 6,000 reprographics requests. After a slight downturn in tickets in recent years, the number of requests processed appears to be rebounding. Printing requests are held down by the growth of Office Services' "Print-on-demand" services, the Office Services Bookstore, and the Forms and Documents Center.

Postage cost avoidance is measured by comparing actual postage spent on discount pieces with full-rate postage for the same number of pieces. An average day's output is approximately 10,000 pieces. This measure indicates the daily amount of postage avoided by qualifying mail for US Postal Service discount programs. A postage rate increase, which reduced the amount of discount available, resulted in a lower cost-avoidance estimate for 2002.

Average Daily Postage Cost Avoidance



Customer Satisfaction



Office Services participates in the Internal Support Department's annual customer satisfaction survey, which is distributed to more than 600 City and Utilities customers. The survey measures the quality, timeliness, and customer satisfaction with a division's work and customer service, on a 4-to-1 scale (1 being the highest possible score). With its emphasis on customer satisfaction, Office Services will strive to continue its record of high scores on this survey.

CHANGES TO THE BUDGET

- An increase of \$44,101 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Admin Prorated Charges increase of \$202,996 due to a recently completed full cost allocation study.
- Onetime funding in the amount of \$25,500 for the purchase of a new vehicle has been removed from this budget and replaced with \$20,100 for vehicle replacement.

MAJOR OBJECTIVES

OBJECTIVE – Leverage the use of information technology to communicate with the public, provide City services expeditiously, improve operational efficiency, and support internal communications.

The Office Services bookstore electronically stores widely used City documents to be printed as needed and sold to the public, eliminating the cost of storing hard-copy documents subject to revision. Direct sale of documents and publications by Office Services releases departments from accounting and money-handling responsibilities and enables citizens and contractors to purchase various City publications from only one source.

Office Services is responsible for maintaining the library for the City's newly implemented Forms and Document Center, which enables citizens and employees to view or download a wide variety of City forms and documents by accessing the City's Internet and Intranet web sites.

OBJECTIVE – Enhance the public's perception of the City organization through the production of professional printed materials.

Services provided to fulfill this objective include job consultation, design, and set-up; offset press and quick-copy reproduction; and bindery and finishing work. Office Services' goal is to provide a one-stop experience for its internal customers. Most work is completed in-

house; however, jobs which exceed Office Services' time or equipment limitations may be outsourced to private printing companies.

OBJECTIVE – Ensure the timely distribution of written communication between City government and its citizens, and among the departments of City government.

This will be accomplished by collecting incoming mail from the post office, sorting and distributing incoming and interoffice mail on scheduled delivery runs, and metering and dispatching outgoing mail through the U S Postal Service at the end of each day.

OBJECTIVE – Manage an inactive records control service to ensure the proper retention and disposition of City records.

This objective will be achieved in 2003 with a staff of 1.5 FTE, administering a records storage and service contract negotiated with a private storage vendor. In 2003, Office Services will be in the fifth year of a five-year contract with DocuVault, LLC, for storage, reference, and destruction services. City departments will be charged back for services received.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
OFFICE SERVICES**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	523,828	601,744	644,892	670,604
51207 WAGE PKG-PERFORMANCE	15,882	9,920	0	0
51210 OVERTIME	22,023	18,092	10,000	10,000
51240 RETIREMENT/TERMINATION SICK	5,371	11,982	0	0
51245 RETIREMENT/TERM VACATION	4,326	1,852	0	0
51250 SPECIAL ASSIGNMENT PAY	223	0	0	0
51255 CONVERSION OF SICK LEAVE	1,821	3,063	0	0
51260 VACATION BUY	924	2,063	0	0
51299 SALARIES REIMBURSEMENTS	(2,610)	(2,848)	0	0
51610 PERA	53,541	58,068	59,100	64,198
51615 WORKER'S COMPENSATION	6,958	5,319	7,732	7,409
51620 EQUITABLE LIFE INSURANCE	2,012	2,184	2,534	2,637
51625 VISION CARE	819	891	1,008	1,008
51640 DENTAL INSURANCE	4,346	4,821	5,377	6,081
51665 CASH BACK	1,455	1,639	0	0
51670 PARKING FOR EMPLOYEES	3,380	3,660	4,080	4,080
51690 MEDICARE	5,273	6,108	7,022	7,382
51695 CITY EPO MEDICAL PLAN	44,376	51,281	80,824	93,271
TOTAL SALARY & BENEFITS	693,948	779,839	822,569	866,670
52110 OFFICE SUPPLIES	2,824	3,192	3,500	3,500
52115 MEDICAL SUPPLIES	72	243	200	200
52120 SOFTWARE-MICRO/WORD PROCESS	9,861	4,477	4,000	3,000
52125 GENERAL SUPPLIES	3,484	1,560	3,500	3,500
52135 POSTAGE	0	0	99	99
52160 FUEL	1,415	1,608	0	0
52220 MAINT-OFFICE MACHINES	49,464	8,580	10,000	11,000
52225 MAINT-MICROS/WORD PROCESSOR	350	0	1,000	0
52235 MAINT-MACHINERY & APPARATUS	1,658	0	0	0
52575 SERVICES	49,027	42,225	44,000	44,000
52605 CAR MILEAGE	60	43	500	500
52615 DUES & MEMBERSHIP	2,430	1,355	1,850	1,850
52625 MEETING EXPENSES IN TOWN	1,539	1,263	675	675
52630 TRAINING	0	3,927	0	0
52635 SCHOOLING	7,494	0	5,000	5,000
52645 SUBSCRIPTIONS	974	186	1,000	1,000
52655 TRAVEL OUT OF TOWN	3,910	5,546	4,770	4,770
52705 COMMUNICATIONS	16,948	27,600	26,500	26,500
52735 TELEPHONE-LONG DIST CALLS	251	359	150	150
52765 EQUIPMENT LEASE	42,995	44,885	125,000	125,000
52775 MINOR EQUIPMENT	7,834	7,671	2,000	2,000
52795 RENTAL OF EQUIPMENT	22,506	22,156	24,000	24,000
52805 ADMIN PRORATED CHARGES	67,524	73,032	74,445	277,441
52872 MAINT-FLEET VEHICLES/EQP	15,133	7,232	9,000	10,000
52874 OFFICE SERVICES PRINTING	110	170	0	0
52876 PASSTHROUGH EXPENDITURES	355,609	356,547	423,000	423,000
52880 PURCHASES FOR RESALE	628,455	676,325	570,000	570,000
65352 EMPLOYEE AWARDS PROGRAM	100	0	0	0
TOTAL OPERATING EXPENSE	1,292,027	1,290,182	1,334,189	1,537,185

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
OFFICE SERVICES**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
53010 OFFICE MACHINES	790	0	0	0
53020 MICROS/WORD PROCESSORS	16,426	0	0	0
53030 FURNITURE & FIXTURES	2,484	0	0	0
53070 VEHICLES-REPLACEMENT	0	0	25,500	20,100
TOTAL CAPITAL OUTLAY	19,700	0	25,500	20,100
 TOTAL ORGANIZATION	 2,005,675	 2,070,021	 2,182,258	 2,423,955

Radio Communications



Randy Bell, Manager • 404 West Fontanero Street, Colorado Springs, CO 80907 • (719) 636-5347 • rbell@ci.colospgs.co.us

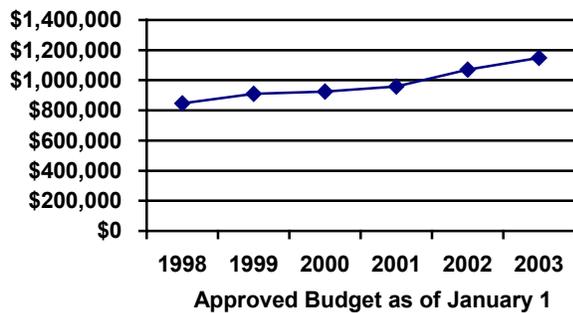
MISSION

To provide the best possible technical and engineering support for wireless data and voice communication networks for public safety and public service agencies.

SERVICES

- Design wireless networks/equipment
- Purchase wireless networks/equipment
- Interface between cellular providers and City customers
- Install wireless networks/equipment
- Provide critical paging services
- Maintain wireless networks/equipment
- Repair wireless networks/equipment
- Ensure compliance with Federal Communications Commission (FCC) rules and regulations

BUDGET HISTORY



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$458,102	\$509,274	\$ 675,141	\$ 628,601
Operating	314,032	378,671	375,085	500,629
Capital Outlay	74,311	5,843	19,500	19,500
Total	\$846,445	\$893,788	\$1,069,726	\$1,148,730

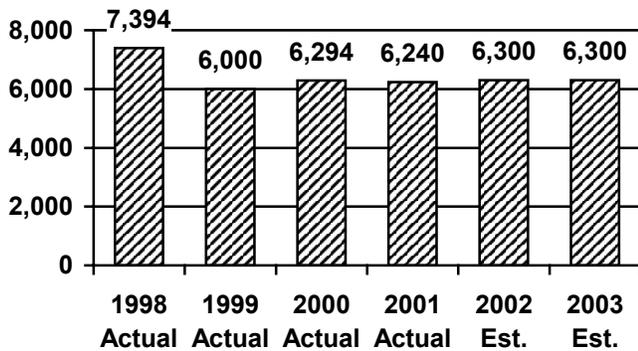
PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Manager	1	1	1	1
Professional	1	1	1	0
Paraprofessional	6	6	6	6
FTE Total	8	8	8	7

A vacant communications engineer position has been eliminated for 2003.

PERFORMANCE INDICATORS

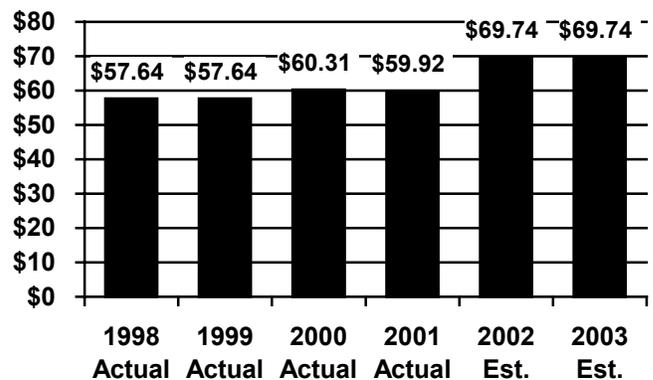
of Service Requests Completed



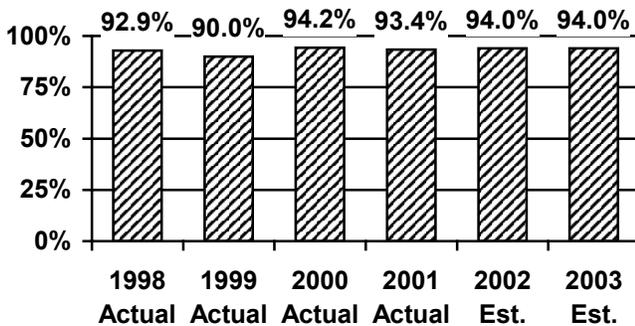
In 2001 and 2002, the number of completed service requests has remained consistent because of a resolute employee effort to ensure equipment repair was thoroughly and professionally completed. This effort equates to more equipment being “up” more of the time. In addition, employees have redirected support and effort to the 800 MHz Trunked Radio Project. In the future, the number of work orders should gradually increase as the existing equipment ages and is phased out and as 800 MHz trunked radio is fully implemented.

In 2001, the Radio Shop’s average cost per staff hour was maintained at \$59.92 by reducing the number of non-chargeable hours and by augmenting the City workforce with temporary workers. Without these steps, the actual average cost per staff hour would have been \$86.90. In 2003 and in the future, the cost per staff hour is projected to increase as wages increase and as temporary workers are gradually phased out. All efforts will be continued to reduce costs and increase overall work efficiencies.

Average Cost per Staff Hour



% of Customers Satisfied with Service Level



The results of the 2001 ISS Customer Service Survey showed a decrease in customer satisfaction level to 93.4 percent. Negative comments that accompanied the Customer Service Survey were directed at implementation of and satisfaction with the new 800 MHz trunked radio system. This system was under vendor control during this period. Customer satisfaction responses from the Division’s direct-contact customer service cards indicate an even higher overall satisfaction level for this time frame. The target for percentage customers satisfied with service level in 2003 continues to be 94.0 percent.

CHANGES TO THE BUDGET

- An increase of \$23,935 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- In 2002, cell phone usage was reduced by \$500 and this reduction is continued for 2003.
- The vacant communications engineer position has been eliminated for 2003. The funding (\$70,475) for the position has been transferred to the account to help pay the Pikes Peak Regional Communications Network (PPRCN) 800 MHz radio system fee.
- This division has been awarded a contract to provide the PPRCN with maintenance for the radio system backbone. The amount received from this maintenance contract will be applied towards the system fee that PPRCN charges the City.
- Admin Prorated Charges increased by \$55,569 due to a recently completed full cost allocation study.

MAJOR OBJECTIVES

OBJECTIVE – Provide maximum support for the 800 MHz Public Safety Trunked Radio Project.

The primary effort of the Radio Communications Division in 2003 will be to provide a smooth transition from vendor warranty maintenance to self-maintenance for the system equipment and to implement a program of controlled system expansion.

OBJECTIVE – Maintain the public safety and public service non-trunked radio communications systems.

Support for the remaining public safety and public service non-trunked wireless voice and data communications networks will continue to be maintained with 24-hour-per-day and 7-day-per-week emergency technical support and repair service. Some of these systems will be replaced by or integrated into new technologies in wireless or voice-over-Internet Protocol (IP) communications.

OBJECTIVE – Provide installation services for the 2002 Police Car Installation Project.

A large percentage of the fleet of police cars is changed out on an annual basis. The affected equipment is evaluated, purchased, reconditioned, and installed on a scheduled rotating basis. The Radio Communications Division will apply all efforts to this annual and continuing public safety project.

OBJECTIVE – Ensure compliance with changes in Federal Communications Commission's (FCC) rules concerning maximum permissible exposure limits, antenna site registration, and radio frequency licensing.

The Radio Communications Division will continue to ensure compliance with all the latest changes in the FCC rules governing maximum permissible exposure limits for humans from radio frequency radiation, antenna site registration, and radio frequency licensing. This will be accomplished by surveying the exposure levels at new radio equipment installations and with user training to comply with "*right for the public and employees to be informed*" rules, by monitoring radio site construction and implementation for compliance with antenna registration guidelines and best industry practices and by monitoring the City's radio frequency licenses to keep them up to date with physical and regulation changes.

OBJECTIVE – Maintain or improve customer service levels.

Continue to survey customers by multiple methods to determine the effectiveness of the existing customer service delivery processes and to identify areas where improvement is possible or necessary.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
RADIO COMMUNICATIONS**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	293,992	320,848	402,996	346,295
51207 WAGE PKG-PERFORMANCE	6,406	6,112	0	0
51210 OVERTIME	19,149	9,400	22,961	22,961
51220 SEASONAL/TEMPORARY	10,225	36,191	90,053	90,053
51235 STANDBY	37,690	40,830	40,789	40,789
51240 RETIREMENT/TERMINATION SICK	4,745	4,994	0	0
51245 RETIREMENT/TERM VACATION	1,253	3,382	0	0
51255 CONVERSION OF SICK LEAVE	2,341	1,560	2,010	2,010
51610 PERA	36,873	38,089	47,910	51,364
51615 WORKER'S COMPENSATION	16,143	12,611	13,188	12,541
51620 EQUITABLE LIFE INSURANCE	1,212	1,273	1,626	1,681
51625 VISION CARE	404	318	505	505
51640 DENTAL INSURANCE	1,931	1,928	2,688	3,040
51655 RETIRED EMP MEDICAL INS	466	1,106	320	320
51665 CASH BACK	1,592	2,206	0	0
51690 MEDICARE	3,690	4,078	6,241	6,434
51695 CITY EPO MEDICAL PLAN	19,990	24,348	43,854	50,608
TOTAL SALARIES & BENEFITS	458,102	509,274	675,141	628,601
52105 MISCELLANEOUS OPERATING	1,962	(15,967)	0	0
52110 OFFICE SUPPLIES	2,070	18,755	1,500	1,500
52111 PAPER SUPPLIES	0	48	620	620
52115 MEDICAL SUPPLIES	0	321	50	50
52120 SOFTWARE-MICRO/WORD PROCESS	2,081	2,223	3,500	3,500
52125 GENERAL SUPPLIES	2,299	1,021	2,200	2,200
52135 POSTAGE	1,884	1,025	500	500
52140 WEARING APPAREL	926	55	500	500
52145 PAINT & CHEMICAL	485	398	400	400
52155 AUTOMOTIVE	207	328	200	200
52160 FUEL	0	8	0	0
52165 LICENSES & TAGS	0	12,170	4,500	4,500
52190 JANITORIAL SUPPLIES	0	499	400	400
52220 MAINT-OFFICE MACHINES	0	0	200	200
52225 MAINT-MICROS/WORD PROCESSOR	138	1,701	1,475	1,475
52235 MAINT-MACHINERY & APPARATUS	6,295	875	2,500	2,500
52265 MAINT-BUILDINGS & STRUCTURE	16,115	9,258	20,547	20,547
52405 ADVERTISING SERVICES	1,370	0	0	0
52445 JANITORIAL SERVICES	0	5,376	5,376	5,376
52450 LAUNDRY & CLEANING SERVICES	825	793	628	628
52575 GENERAL SERVICES	70,171	247	1,815	1,815
52590 TEMPORARY EMPLOYMENT	0	51,572	0	0
52615 DUES & MEMBERSHIP	180	180	160	160
52625 MEETING EXPENSES IN TOWN	403	224	506	506
52630 TRAINING	0	8,603	8,298	8,298
52635 EMPLOYEE EDUCATIONAL ASSIST	9,613	0	0	0
52655 TRAVEL OUT OF TOWN	6,421	3,866	2,025	2,025
52705 COMMUNICATIONS	3,644	11,151	9,910	9,410
52725 RENTAL OF PROPERTY	30,546	40,320	38,126	38,126
52735 TELEPHONE-LONG DIST CALLS	1,010	562	760	760

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
RADIO COMMUNICATIONS**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52745 UTILITIES	16,716	17,319	14,650	14,650
52775 MINOR EQUIPMENT	8,593	27,001	5,567	5,567
52795 RENTAL OF EQUIPMENT	2,259	1,582	1,308	1,308
52805 ADMIN PRORATED CHARGES	38,904	41,988	41,988	97,557
52872 MAINT-FLEET VEHICLES/EQP	12,817	18,081	15,929	15,929
52874 OFFICE SERVICES PRINTING	51	20	100	100
52876 PASS THROUGH EXPENSES	0	0	92,176	162,651
52880 PURCHASES FOR RESALE	68,918	117,020	96,671	96,671
52882 PURCH FOR RESALE-COMMERCIAL	0	46	0	0
52921 TEL/COM PASSTHRU	7,130	0	0	0
TOTAL OPERATING EXPENSE	314,032	378,671	375,085	500,629
53050 MACHINERY & APPARATUS	39,178	5,843	19,500	19,500
53070 VEHICLES-REPLACEMENT	35,133	0	0	0
TOTAL CAPITAL OUTLAY	74,311	5,843	19,500	19,500
				0
TOTAL ORGANIZATION	846,445	893,788	1,069,726	1,148,730

Real Estate Services



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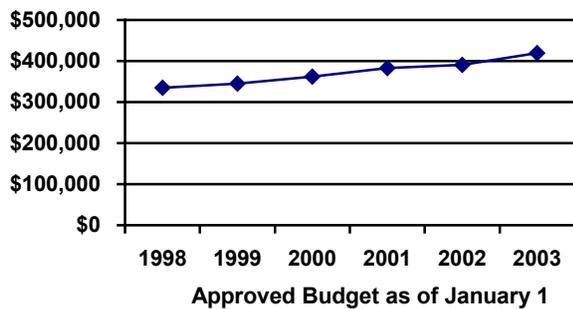
MISSION

To provide real estate services including property acquisition, disposition, relocation, facilities leasing, and information and management services to all City Departments and the public in a manner that assures consistent and equitable treatment of all parties and protects the integrity of the City and Colorado Springs Utilities' real property and capital project interests.

SERVICES

- Acquire land, easements, rights-of-way, (appraisal, just compensation, negotiations, closings) in support of General City and Colorado Springs Utilities (CSU) projects
- Dispose of (sell) City property
- Provide facility leasing services
- Provide relocation services for parties dislocated by a City project
- Provide document and record services
- Provide property acceptance services
- Provide information and research services
- Provide easement administration services
- Provide valuation services

BUDGET HISTORY



BUDGET SUMMARY

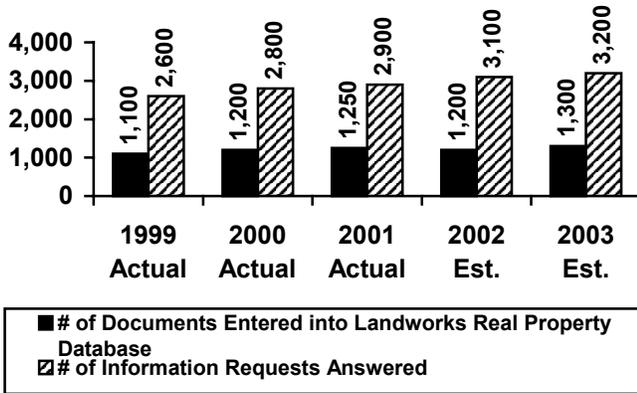
	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$280,973	\$286,161	\$318,393	\$334,300
Operating	71,767	61,548	72,010	84,847
Capital Outlay	0	0	0	0
Total	\$352,740	\$347,709	\$390,403	\$419,147

PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Manager	1	1	1	1
Professional	2	2	2	2
Paraprofessional	0	1	1	1
General	2	1	1	1
FTE Total	5	5	5	5

PERFORMANCE INDICATORS

of Documents Entered & # of Information Requests Answered

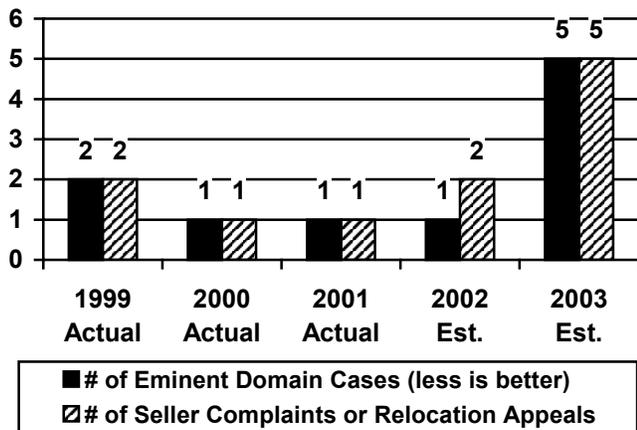
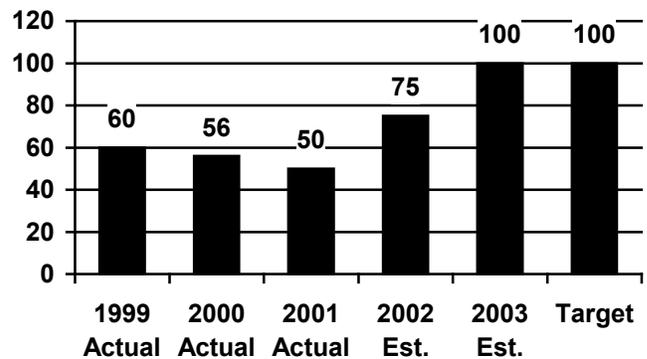


Completed Documents - As a measure of general activity, this indicator has been constantly rising in proportion to the growth of general economic and housing stock growth.

Information Requests - Both internal City and CSU and public information requests have been increasing as a function of economic activity.

Increasing acquisition, disposition, relocation, and leasing activities have been absorbed by a constant number of FTEs over the past ten years.

of Transactions per FTE



Seller complaints and eminent domain cases indicate effectiveness of negotiation outcomes. The fewer cases of each indicates that the people affected by real property taking and relocation feel that they are being treated fairly by the City representatives. These numbers have been consistently low over the years.

CHANGES TO THE BUDGET

- An increase of \$15,907 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Admin Prorated Charges increased \$12,837 due to a recently completed full cost allocation study.

MAJOR OBJECTIVES

OBJECTIVE – Continue to develop and implement automated land record information system.

Records will continue to be prepared for scanning/automation. Real Estate Services staff will continue to be active in the Standard Procedures for Easements Team (SPEAR).

OBJECTIVE – Accommodate real estate needs of the City more efficiently through improved communications and processes.

The continued use of customer services level agreements with the City and CSU and participation on cross-organizational teams will continue to build upon processes and structures to improve the delivery of real estate services to customers.

OBJECTIVE – Provide information and acquisition support for City and Utilities' projects.

The projects include strategic transportation improvement projects utilizing Colorado Department of Transportation (CDOT) funding mechanisms such as Woodmen Corridor, Garden of the Gods Road, The Rock Island Trail, and Southern Water Delivery System.

OBJECTIVE – Respond to customer requests.

Respond to requests for information and assistance from the public concerning City and CSU property interests and easements.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
REAL ESTATE SERVICES**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	208,804	234,872	253,434	263,094
51207 WAGE PKG-PERFORMANCE	5,281	2,930	0	0
51210 OVERTIME	91	0	0	0
51220 SEASONAL/TEMPORARY	12,008	0	6,434	6,434
51240 RETIREMENT/TERMINATION SICK	1,512	3,804	0	0
51245 RETIREMENT/TERM VACATION	6,751	(5,771)	0	0
51255 CONVERSION OF SICK LEAVE	1,112	1,412	0	0
51260 VACATION BUY	648	381	0	0
51299 SALARIES REIMBURSEMENTS	(1,534)	(1,306)	0	0
51610 PERA	22,091	22,350	24,016	26,024
51615 WORKER'S COMPENSATION	1,119	474	681	664
51620 EQUITABLE LIFE INSURANCE	951	946	1,014	1,053
51625 VISION CARE	283	318	315	315
51640 DENTAL INSURANCE	1,429	1,607	1,680	1,900
51655 RETIRED EMP MEDICAL INS	1,143	3,318	2,305	2,305
51665 CASH BACK	2,331	0	0	0
51670 PARKING FOR EMPLOYEES	1,440	1,460	1,680	1,680
51690 MEDICARE	916	970	1,759	1,894
51695 CITY EPO MEDICAL PLAN	14,598	18,397	25,075	28,937
TOTAL SALARIES & BENEFITS	280,973	286,161	318,393	334,300
52105 MISCELLANEOUS OPERATING	0	(18)	0	0
52110 OFFICE SUPPLIES	2,665	1,426	1,050	1,050
52120 SOFTWARE-MICRO/WORD PROCESS	2,436	0	1,000	1,000
52125 GENERAL SUPPLIES	3	201	350	350
52135 POSTAGE	329	181	400	400
52140 WEARING APPAREL	0	59	0	0
52220 MAINT-OFFICE MACHINES	184	511	1,200	1,200
52225 MAINT-MICROS/WORD PROCESSOR	0	0	625	625
52230 MAINT-FURNITURE & FIXTURES	0	0	100	100
52575 SERVICES	4,611	8,173	7,064	7,064
52605 CAR MILEAGE	0	118	0	0
52615 DUES & MEMBERSHIP	620	648	490	490
52625 MEETING EXPENSES IN TOWN	92	85	91	91
52630 TRAINING	0	445	0	0
52635 EMPLOYEE EDUCATIONL ASSIST	1,616	1,345	2,200	2,200
52655 TRAVEL OUT OF TOWN	5,023	4,763	3,600	3,600
52705 COMMUNICATIONS	2,700	12,155	12,573	12,573
52725 RENTAL OF PROPERTY	28,320	13,124	22,052	0
52735 TELEPHONE-LONG DIST CALLS	505	414	350	350
52775 MINOR EQUIPMENT	463	44	0	0
52805 ADMIN PRORATED CHARGES	15,060	17,028	17,880	52,769
52872 MAINT-FLEET VEHICLES/EQP	251	116	675	675
52874 OFFICE SERVICES PRINTING	288	730	310	310
52921 TEL/COM PASSTHRU	6,401	0	0	0
65352 EMPLOYEE AWARDS PROGRAM	200	0	0	0
TOTAL OPERATING EXPENSES	71,767	61,548	72,010	84,847
TOTAL CAPITAL OUTLAY	0	0	0	0
TOTAL ORGANIZATION	352,740	347,709	390,403	419,147

Risk Management



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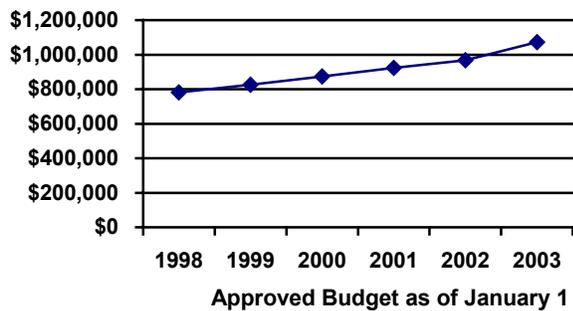
MISSION

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

SERVICES

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

BUDGET HISTORY



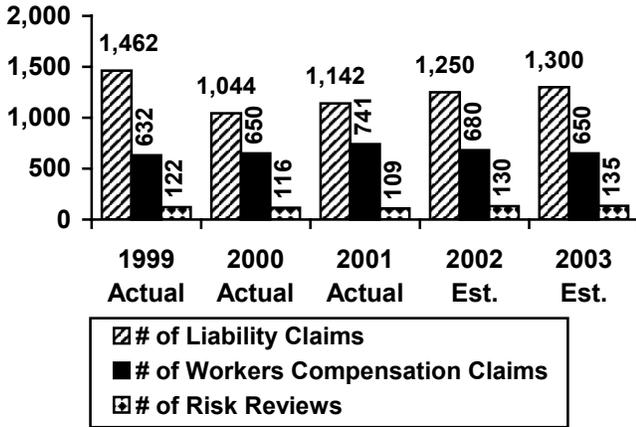
BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$610,249	\$652,349	\$689,680	\$ 724,822
Operating	232,608	201,691	277,526	347,598
Capital Outlay	8,130	6,789	0	0
Total	\$850,987	\$860,829	\$967,206	\$1,072,420

PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Manager	1	1	1	1
Professional	6	6	6	6
Paraprofessional	1	1	1	1
General	3	3	3	3
FTE Total	11	11	11	11

PERFORMANCE INDICATORS



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

City claims handled in 2001: 591
 CSU claims handled in 2001: 551

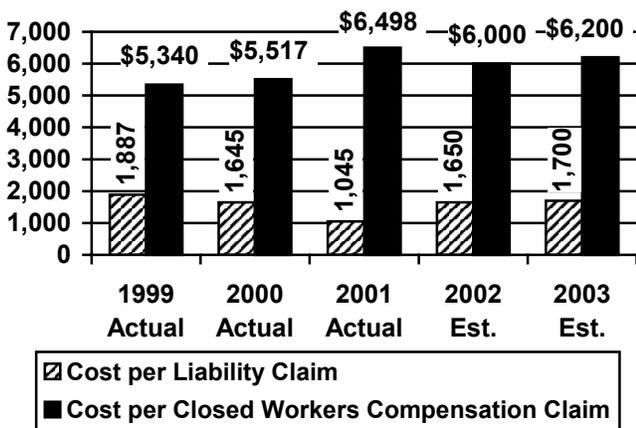
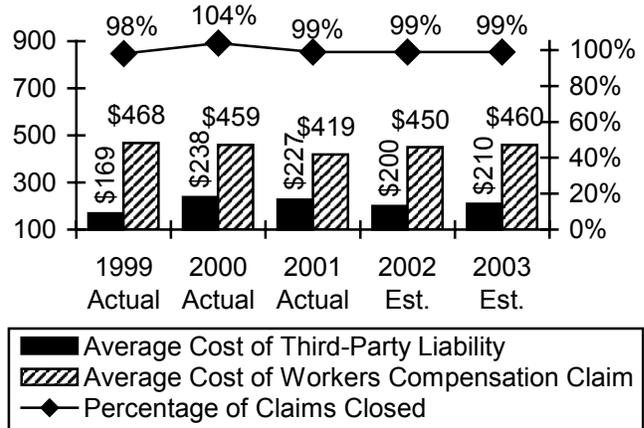
Risk manages and controls Workers Compensation claims brought under statute. Risk strives to help the employees recover from on-the-job injuries and return to work as soon as practical. Staffing is adequate to handle the claim volume.

City claims handled in 2001: 541
 CSU claims handled in 2001: 200

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

Risk places a high priority on handling claims efficiently and to provide competitively priced services. The cost to handle Workers Compensation claims and investigate and seek disposition of third-party liability claims is less than third-party administrator pricing by at least \$98 per claim. The calculation is based on current pricing.

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



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

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

CHANGES TO THE BUDGET

- An increase of \$35,142 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Admin Prorated Charges increased by \$71,072 due to the recent completion of a full cost allocation study.
- A reduction in cell phone usage of \$1,000 was made in 2002 and continued in 2003.

MAJOR OBJECTIVES

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

Risk Management utilizes insured and self-insured programs and alternative methods. An in-house staff provides prompt, fair and courteous claims handling of liability and workers compensation claims. Risk evaluations, inspections and operational reviews are performed to ensure risks are properly identified. Insurance policies are reviewed to ensure any unintended uninsured losses are incurred. The Division's claim information system tracks claim history and assists in the identification of the root cause of accidents. This enables Risk Management to employ methods of loss control and prevention. To meet customer's expectations, internal quality control checks of work are done, claim costs are monitored, and the funding allocations for the cost of risk and the use of privatized services are reviewed.

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

Risk Management will provide service that is competitively priced and exceeds industry standards for quality. A cost analysis study will be completed each year evaluating the program compared to the purchase of insurance and claim adjusting services. Employee satisfaction surveys are reviewed, and comments are

solicited from claimants to examine adjustment practices. Risk Management will continue to maintain and evaluate existing programs for medical bill fee scheduling and utilization audits, use of the City physical therapy clinic, case management and return to work practices, all of which save claim costs. The work of the adjusters is reviewed to assure handling of claims includes prompt contact of the claimants, claim control and mitigation, open and honest communication, and fairness.

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

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

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
RISK MANAGEMENT**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	478,434	519,931	564,223	585,658
51207 WAGE PKG-PERFORMANCE	10,280	6,627	0	0
51210 OVERTIME	0	92	3,186	3,186
51240 RETIREMENT/TERMINATION SICK	4,925	7,868	0	0
51245 RETIREMENT/TERM VACATION	8,215	3,153	0	0
51255 CONVERSION OF SICK LEAVE	4,083	4,354	0	0
51299 SALARIES REIMBURSEMENTS	(313)	0	0	0
51610 PERA	47,915	48,506	51,168	55,529
51615 WORKER'S COMPENSATION	2,340	1,762	2,499	2,411
51620 EQUITABLE LIFE INSURANCE	2,094	2,189	2,276	2,362
51625 VISION CARE	641	573	697	697
51640 DENTAL INSURANCE	3,230	3,527	3,697	4,181
51655 RETIRED EMP MEDICAL INS	2,070	4,424	0	0
51665 CASH BACK	3,064	192	0	0
51670 PARKING FOR EMPLOYEES	0	1,080	0	0
51690 MEDICARE	4,349	4,726	6,321	6,621
51695 CITY EPO MEDICAL PLAN	38,922	43,346	55,613	64,177
TOTAL SALARIES & BENEFITS	610,249	652,350	689,680	724,822
52105 MISCELLANEOUS OPERATING	1,851	0	5,670	2,958
52110 OFFICE SUPPLIES	3,540	5,846	2,500	9,500
52120 SOFTWARE-MICRO/WORD PROCESS	3,365	1,360	14,500	10,500
52125 GENERAL SUPPLIES	4,096	2,528	3,500	2,500
52135 POSTAGE	5,527	5,000	8,500	8,500
52140 WEARING APPAREL	0	534	250	250
52155 AUTOMOTIVE	0	0	150	150
52165 LICENSES & TAGS	12	0	0	100
52220 MAINT-OFFICE MACHINES	415	415	750	750
52225 MAINT-MICROS/WORD PROCESSOR	0	0	11,237	11,237
52240 MAINT-NONFLEET VEHICLES/EQP	109	72	250	250
52405 ADVERTISING SERVICES	1,468	0	0	0
52450 LAUNDRY & CLEANING SERVICES	0	75	0	0
52575 SERVICES	1,615	3,847	15,698	13,998
52615 DUES & MEMBERSHIP	1,991	1,245	2,240	940
52625 MEETING EXPENSES IN TOWN	411	1,127	880	880
52630 TRAINING	0	7,028	11,665	14,665
52635 EMPLOYEE EDUCATIONL ASSIST	6,037	0	0	0
52645 SUBSCRIPTIONS	1,332	2,465	3,165	3,165
52655 TRAVEL OUT OF TOWN	3,941	2,260	6,413	7,125
52705 COMMUNICATIONS	16,426	48,021	46,713	45,713
52725 RENTAL OF PROPERTY	105,508	57,402	0	0
52735 TELEPHONE-LONG DIST CALLS	2,610	1,720	3,250	3,250
52775 MINOR EQUIPMENT	634	518	3,200	3,100
52795 RENTAL OF EQUIPMENT	13,889	11,081	13,750	13,750
52805 ADMIN PRORATED CHARGES	29,784	36,600	108,430	179,502
52872 MAINT-FLEET VEHICLES/EQP	3,757	6,580	7,855	7,855
52874 OFFICE SERVICES PRINTING	2,153	3,428	5,500	5,500
52875 OFFICE SERVICES RECORDS	1,743	2,540	1,460	1,460

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**INTERNAL SERVICES FUND
INTERNAL SUPPORT DEPARTMENT
RISK MANAGEMENT**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52921 TEL/COM PASSTHRU	17,568	0	0	0
52923 TEL/COM PASSTHRU	2,825	0	0	0
TOTAL OPERATING EXPENSE	232,608	201,691	277,526	347,598
53005 CAPITAL EXPEND FIXED ASSETS	0	(20,550)	0	0
53020 COMPUTERS/NETWORKS	8,130	1,290	0	0
53030 FURNITURE & FIXTURES	0	3,967	0	0
53090 BUILDINGS & STRUCTURES	0	22,081	0	0
TOTAL CAPITAL OUTLAY	8,130	6,789	0	0
TOTAL ORGANIZATION	850,987	860,829	967,206	1,072,420

Safety Services

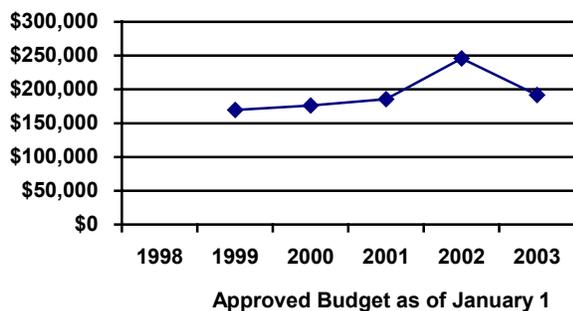


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MISSION

To ensure that City employees have the knowledge and skills to safely perform job duties and administer a cost-effective program designed for safety awareness, employee feedback, guidance in training, and the prevention of employee injuries. The highest practical degree of care will be used in complying with safety and health standards.

BUDGET HISTORY



SERVICES

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

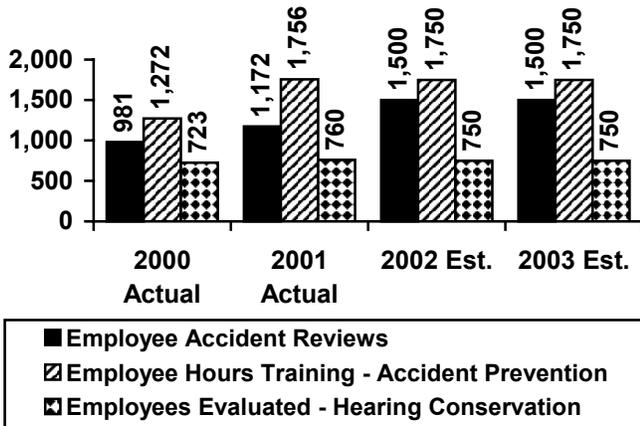
BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Uses of Funds				
Salary/Benefits	\$107,894	\$149,861	\$177,059	\$131,048
Operating	62,261	72,051	68,802	68,322
Capital Outlay	228	16,931	0	0
Total	\$170,383	\$238,843	\$245,861	\$199,370

PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Classification				
Professional	1.00	1	1	1
Paraprofessional	0.25	1	1	1
General	0.75	0	0	0
FTE Total	2.00	2	2	2
Special Positions	0	0	1	0

PERFORMANCE INDICATORS



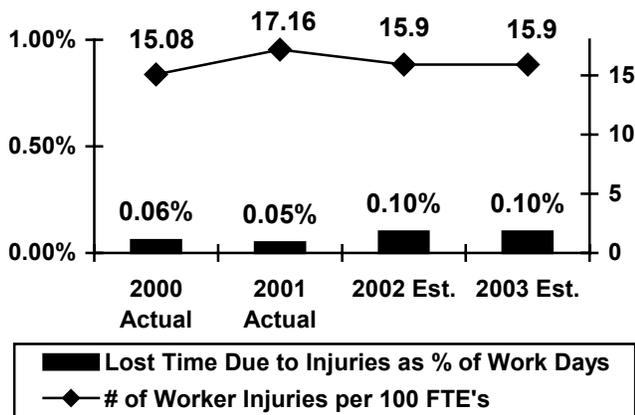
The number of employee accident reviews should remain constant in 2003. The target will remain at 1,500 as the more reviews Safety conducts the more that is learned to help prevent future accidents.

The aggressiveness of the education programs undertaken by Safety Services pushed the hours up in 2,000 and these hours should remain level for 2002 and 2003. The target number of training hours will remain at 1,750.

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

The cost of the Safety Program per Employee rose in 2001 and 2002 from the 2000 Actual with the addition of the AED coordinator special position. The Cost of the Safety Program per Employee is calculated using all employees because the Division of Labor requires reporting all full time and temporary employees on payroll reports. Our target is \$70.00 per person.

The evaluated cost of workers' compensation is to identify trends in closed claim costs. This information is used to identify needs in education and early reporting of accidents. Early intervention in the handling of claims reduces costs. The target is \$5,500.



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

The number of worker injuries per 100 full-time employees should decrease slightly from the 2001 figures. Our target is 15.

CHANGES TO THE BUDGET

- An increase of \$7,509 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Onetime funding of \$54,000 is transferred to General Costs for the AED coordinator, which is a special position.

MAJOR OBJECTIVES

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

The Safety staff will respond to all safety-related matters that are of concern for our employees. We will perform these duties; but on occasion, we may use the expertise of outside consultants, such as industrial hygienists.

OBJECTIVE – We will support all departments within the City to make sure employees have the knowledge and skills to safely perform their work.

This objective will encompass a wide variety of safety-related subjects. All departments will conduct safety training on a scheduled basis. The Safety Office will be an integral part of the planning and will assist in training. Most of the training will be conducted by the Safety staff or coordinated through outside agencies.

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

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

OBJECTIVE – Support all departments within the City with medical-related safety services.

The Safety Office will coordinate the pre-employment physicals and all fitness-for-duty medical evaluations.

ADA physicals will also be coordinated through this office. The Safety Office will coordinate respiratory physicals and other special personal protective equipment medical issues. This office will oversee contracts for pre-employment physicals, protective eyewear, and protective footwear.

OBJECTIVE – The Safety Office will establish a program that will require and encourage employees and supervisors to be accountable for employee safety.

This goal will be met by creating an employee behavior-based safety program. We will review employee accidents to identify the root cause of our risks. Employees and supervisors will be trained on accident investigation and prevention. We will give employees information about how accidents occur within their work environment, along with guidance about how to prevent injuries.

OBJECTIVE – Maintain a comprehensive Automated External Defibrillator (AED) Program within the City of Colorado Springs.

The Safety Office operates a quality AED Program in full compliance with State of Colorado Department of Public Health & Environment Regulations. We conduct CPR training, Initial and First Responder training, AED training, and quarterly AED recertifications. We ensure that all equipment is ready for use at all times. This program will increase the chance of survival in case of sudden cardiac arrest at any of our identified high-risk facilities. The program is designed for City use but is available for modeling within the community.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

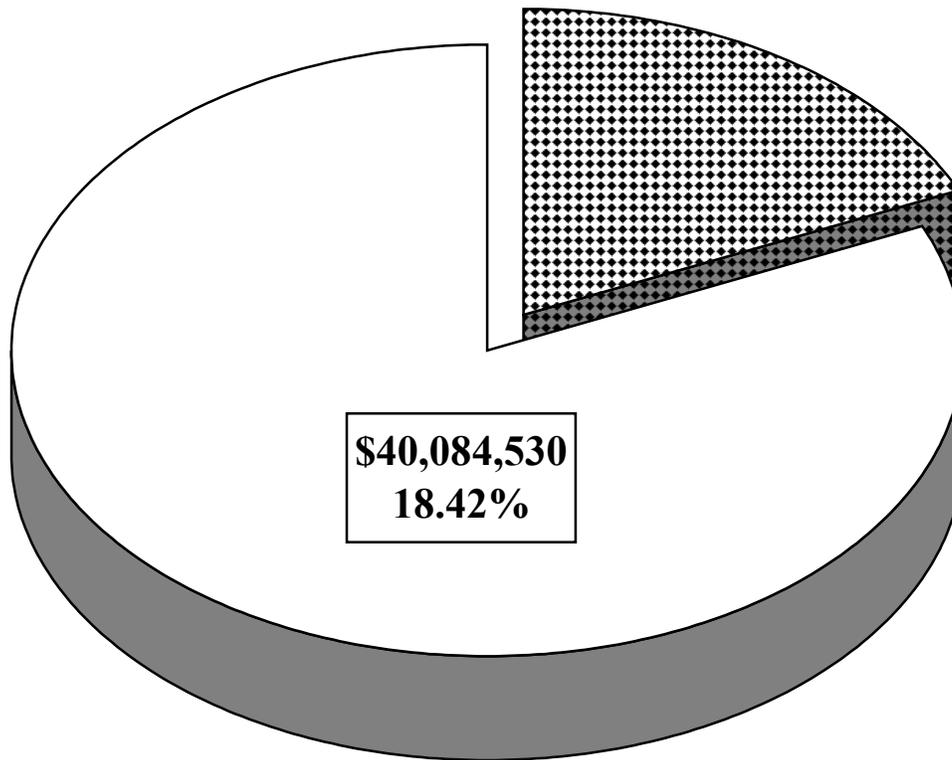
**GENERAL FUND
INTERNAL SUPPORT DEPARTMENT
SAFETY SERVICES**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	87,405	121,802	144,721	104,251
51207 WAGE PKG-PERFORMANCE	2,703	2,272	0	0
51610 PERA	8,722	11,357	13,362	10,253
51615 WORKER'S COMPENSATION	254	342	445	341
51620 EQUITABLE LIFE INSURANCE	232	352	584	422
51625 VISION CARE	121	168	173	126
51640 DENTAL INSURANCE	610	851	874	786
51665 CASH BACK	115	124	0	0
51670 PARKING FOR EMPLOYEES	0	260	0	480
51690 MEDICARE	1,266	1,748	2,120	1,533
51695 CITY EPO MEDICAL PLAN	6,466	10,585	14,780	12,856
TOTAL SALARIES & BENEFITS	107,894	149,861	177,059	131,048
52105 MISCELLANEOUS OPERATING	1,859	0	1,000	0
52110 OFFICE SUPPLIES	986	3,238	1,655	1,655
52120 SOFTWARE-MICRO/WORD PROCESS	362	1,288	1,000	520
52125 GENERAL SUPPLIES	6,861	6,320	5,000	5,000
52135 POSTAGE	66	119	500	210
52140 WEARING APPAREL	0	1,300	0	500
52165 LICENSES & TAGS	100	110	100	100
52225 MAINT-MICROS/WORD PROCESSOR	0	0	250	250
52405 ADVERTISING SERVICES	0	1,115	0	0
52575 SERVICES	32,711	45,000	48,800	48,800
52615 DUES & MEMBERSHIP	861	1,016	1,100	1,100
52625 MEETING EXPENSES IN TOWN	281	771	135	250
52630 TRAINING	0	5,338	0	4,937
52635 EMPLOYEE EDUCATIONL ASSIST	5,457	0	3,937	0
52645 SUBSCRIPTIONS	79	431	500	500
52655 TRAVEL OUT OF TOWN	4,734	3,315	1,800	1,800
52705 COMMUNICATIONS	271	925	2,025	1,500
52735 TELEPHONE-LONG DIST CALLS	0	1	0	0
52775 MINOR EQUIPMENT	6,748	483	0	0
52874 OFFICE SERVICES PRINTING	885	1,280	1,000	1,200
TOTAL OPERATING EXPENSE	62,261	72,050	68,802	68,322
53020 COMPUTERS/NETWORKS	0	4,199	0	0
53030 FURNITURE & FIXTURES	228	1,882	0	0
53070 VEHICLES-REPLACEMENT	0	4,000	0	0
53090 BUILDINGS & STRUCTURES	0	6,850	0	0
TOTAL CAPITAL OUTLAY	228	16,931	0	0
TOTAL ORGANIZATION	170,383	238,843	245,861	199,370



CITY OF COLORADO SPRINGS

General Costs



General Costs	\$6,497,527
SCIP Pay-As-You-Go Projects	\$5,587,489
Transfer to Ongoing CIP Fund	\$6,489,254
SCIP – Debt Service Payment	\$5,257,033
Internal Services Charges / Allocations	\$12,898,332
Debt Management	\$3,354,895

General Costs

MISSION

To provide a funding source for the general expenses of City government which are common to multiple programs or cannot be identified with a specific program.

BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Bus Passes - City Share	\$ 1,972	\$ 1,518	\$ 2,200	\$ 2,200
Retired Employees Insurance	1,211,829	1,616,544	1,931,042	1,931,042
Unemployment Insurance	41,815	41,748	50,000	50,000
Total Salaries and Benefits	\$ 1,255,616	\$1,659,810	\$ 1,983,242	\$ 1,983,242
Animal Control Contract	693,031	0	0	0
Automated Payroll/Financial System	586,762	769,586	616,938	203,245
Automatic External Defibrillators Program	0	100,000	0	54,000
City Hall COP Payment	0	56,741	216,127	471,552
City Hall Furniture	0	78,195	0	0
City Hall Operating Expenses	0	0	288,825	308,825
City Health - Miscellaneous Medical	18,591	19,213	0	0
Communications Reduction	0	0	(75,000)	0
Dangerous Building Inspection	9,057	9,800	0	0
Dues and Memberships	139,945	160,264	277,332	280,808
Educational Assistance	419	0	10,000	10,000
Employee Awards	73,659	110,295	108,000	108,000
Environmental Protection Program	343,140	343,140	342,639	342,639
General Insurance	165,724	89,375	200,000	200,000
Global Advisory Council	0	0	0	25,000
Grievance Investigations	0	0	12,000	12,000
Health Programs	77,876	80,819	96,980	96,980
Justice Information System (JIS)	0	0	0	335,000
Legal Defense Reserve	122,838	102,780	170,000	170,000
Machine/Weld Shop	79,686	83,847	84,390	84,390
Maint. Costs – City Admin Building (CAB)	538,183	396,252	585,010	585,010
Move to City Admin Building	0	451,050	0	0
Prebles Mouse and Migratory Bird	0	36,840	134,000	134,000
Purchasing - Utilities Share	40,380	44,244	44,244	44,244
Rental Costs – City Admin Building	444,504	592,674	740,833	659,418
Rental Costs – Regional Building	0	61,535	87,460	87,460
Services	446,652	573,638	270,000	286,714
Streetlights – Utilities	3,844,463	0	0	0
Strategic Plan Update	0	0	0	15,000
Transfer to Other Funds	72,933	21,500	21,500	0
Workforce Management Council	51,544	71,493	0	0
Year 2000 Program	3,993	0	0	0
Total Operating Expenses	\$ 7,753,380	\$ 4,253,281	\$ 4,231,278	\$ 4,514,285

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
CIP - Street Overlay	0	500,000	0	0
SCIP Pay-as-you-go Projects	0	0	7,974,397	5,587,489
Transfer to Ongoing CIP Fund	14,495,017	13,413,301	14,441,061	6,489,254
SCIP – Debt Service Payment	0	0	0	5,257,033
Total Capital Outlay	\$14,495,017	\$13,913,301	\$22,415,458	\$17,333,776
Organization Total	\$23,504,013	\$19,826,392	\$28,629,978	\$23,831,303

DEFINITIONS OF EACH EXPENDITURE

SALARIES AND BENEFITS

Bus Passes - City Share – The City pays 50 percent of the cost for employees who ride the bus regularly, and the employee pays 50 percent.

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

Unemployment Insurance – This is set aside for the possibility of paying unemployment to separated employees who have been awarded payments by an administrative or judicial process related to the condition of their termination.

OPERATING

Animal Control Contract – City cost for annual contract with the Humane Society for animal control services within the Colorado Springs city limits. Funding for this contract was moved to the Police Department budget in 2001.

Automated Payroll/Financial System – Payments for the new automated payroll/financial system remain the same for 2003. However, the General Cost share of the payment was reduced by \$100,000 in 2002 due to a City Council mandate that the Cable Franchise Grant would contribute \$100,000 toward City information technology expenses. In 2003, the General Cost share was reduced. The \$413,693 reduction was transferred to the Cable Grant.

Automatic External Defibrillators (AED) – The \$100,000 was onetime funding in 2001 for the purchase of AED units. The City has installed numerous AEDs in City buildings during 2002. The 2003 funding is for a special position to administer the AED program.

City Hall and the Police Training Academy COP Payments – Lease-purchase payment on certificates of participation (COPs) that were used to finance the renovation of City Hall and the acquisition of the Police Training Academy and Police Impound Lot. The portion of the COP payment for the Police Impound Lot and Training Academy is budgeted in the Police Department (\$137,553). For 2002, interest on the COP, as it was being spent, helped offset the COP payment. The full payment is funded for 2003.

City Hall Furniture – New furniture for the common use areas. This was onetime funding in 2001.

City Hall Operating Expenses – The costs for security, utilities, and maintenance for City Hall. An additional \$20,000 has been added in 2003 as the warranty on items replaced during the renovation expires.

City Health - Miscellaneous Medical – Payments to hospitals or clinics for victim evaluation or legal testing related to law enforcement. City-owned Memorial Hospital began providing these services in 2000.

Communications Reduction – City Council mandated a \$75,000 reduction in cellular phone expenditures in 2002. The \$75,000 has been taken from the appropriate divisions during 2002 and has not been added back for 2003.

Dangerous Building Inspections – Costs for services provided by the Regional Building Department (RBD) for investigations related to complaints of dangerous buildings within the city. Complaints can result in the boarding and placarding of dangerous buildings for the protection of citizens. The RBD began including this service in their charges in 2000.

Dues and Memberships – City share of membership costs for Council-approved organizations deemed beneficial to the interests of the City. These costs are shared on a 50 percent basis with the Colorado Springs Utilities. Examples include the Pikes Peak Area Council of Governments (PPACG) and the Colorado Municipal League (CML). A 2.2 percent increase for PPACG is included in 2003.

Educational Assistance – Tuition assistance and educational expenses for smaller programs which are unable to budget for this item.

Employee Awards – As part of the new employee salary system, funds are provided for individuals who perform in an exemplary manner over and above the normal performance pay criteria.

Environmental Protection Program – The City's share of the Environmental Protection Program, which is included in the Colorado Springs Utilities (CSU) budget.

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

Global Advisory Council – Funding of \$25,000 for the operation of the Office of International Affairs which provides centralized coordination of many international activities with the City aimed at increasing foreign visitors, foreign investments in Colorado Springs, and sales by Colorado Springs employers in international markets.

Grievance Investigations – Funding for grievance investigations.

Health Programs – City share of the Employee Assistance Program, Health Plan Communication/Printing, and medical claims administration audits as necessary. The Drug Testing and Counseling Program is provided by City-owned Memorial Hospital.

Justice Information System (JIS) – The first of a five-year financing plan to acquire and modify a web-based JIS system for Municipal Court and the City Attorneys Office. Purchasing the system, hardware, software, and training costs are included.

Legal Defense Reserve – Appropriation established by City Council annually or as required to pay for costs not covered by self-insurance for specialized legal services and expenses associated with legal actions against the City. An increase of \$20,000 was added in 2002 for Regional Water Infrastructure Authority legal expenses.

Machine/Weld Shop – Payment from the City to the Colorado Springs Utilities for its share of Machine/Weld services. No change in funding from 2002 is necessary.

Maintenance Costs - CAB – Payments made to the Colorado Springs Utilities for the maintenance and janitorial services for the City Administration Building, which are prorated on the basis of space occupied by City offices. 2001 funding provided for the City to occupy the entire building for the last six months of the year, with full occupancy by the City starting in 2002.

Move to City Administration Building (CAB) – This was onetime funding and is not necessary in 2003.

Prebles Mouse and Migratory Bird – There is \$4,000 for migratory bird surveys for the Park Maintenance, Trails and Open Space Division; \$80,000 for Prebles Mouse and migratory bird surveys for the Streets Division; and \$50,000 for the City Engineering Division for the development of a Regional Habitat Conservation Plan and Incidental Take Permit for the Prebles Mouse in conjunction with El Paso County and the towns of Monument and Palmer Lake.

Purchasing Share - Utilities – This is the City's payment to CSU for the portion of the property disposal function that CSU provides. No change has been made for 2003.

Rental Costs - CAB – Rental payments to CSU for office space used by City operations housed in the City Administration Building. 2001 funding was provided for the City to occupy the entire building for the last six months of the year and a full year of occupancy starting in 2002. The City anticipates purchasing the CAB from CSU, and the 2003 payments would decrease by \$81,415 annually.

Rental Costs – Regional Building – Rental payments to Regional Building for office space used by City operations.

Services – Costs for services required by the City that do not relate to or directly benefit a particular organizational Division such as the annual financial audit (\$50,000), bonding/processing charges (\$15,000), banking services contract (\$50,000), legislative liaison (\$40,000), recodification expense (\$25,000), and miscellaneous services (\$90,500). New for 2003, funds are included for the biannual Citizens Survey (\$17,600).

Strategic Plan Update – Onetime funds are included in 2003 for updating the Strategic Plan.

Streetlights - Utilities – This item is for the utility payment on the city’s streetlights. Starting in 2001, these funds were moved into the Transportation Engineering budget. For 2003, CSU will fund and manage the streetlight program.

Transfer to Other Funds – Payment for the General Fund’s share of the Colorado Springs Companies Group Support Manager’s budget that is incorporated into the Airport’s budget. This transfer is no longer necessary due to the City’s reorganization during 2002.

Workforce Management Council – Funds were provided for a diversity consultant to assist the Workforce Management Council in developing and implementing a diversity plan for the City. In 2001, the funds were moved to the Employee Services budget to coordinate and implement the diversity plan.

Year 2000 (Y2K) Program – Onetime funds in 1999 to address needs arising from the Y2K conversion of the City's computer and electronic systems.

CAPITAL OUTLAY

CIP - Street Overlay – In 2001, a onetime General Fund contribution of \$205,088 was added to the street overlay program to restore the program funding beyond its 1999 level. For 2002 and 2003, this funding is not available.

SCIP Pay-as-you-go Projects – Funds earmarked for transportation and drainage capital improvement projects with the specific projects to be determined in 2003. In addition to this funding, \$1,786,908 will be funded directly from the SCIP Fund for construction of the Monterey Drive Channel and Storm Sewer project.

Transfer to Ongoing CIP Fund – In accordance with City Council’s strategic priority, the General Fund commits funding each year for SCIP and the ongoing capital maintenance program. For 2000 through 2002, funding for the SCIP Debt Service Payment was transferred from this line account to the SCIP Fund. For 2003, funding is set at \$6,489,254 for the ongoing capital maintenance program; and funding of \$5,257,033, which is a portion of the SCIP Debt Service payment, will be paid directly from the General Fund.

SCIP – Debt Service Payment – For 2000 through 2002, funding for the SCIP Debt Service Payment was transferred into the SCIP Fund from the General Fund and included in the line account “Transfer to Ongoing CIP Fund.” For 2003, funding of \$5,257,033, which is a portion of the SCIP Debt Service payment, will be paid directly from the General Fund. The remaining portion, \$2,590,788, will be paid directly from the SCIP Fund.

Internal Services Charges/Allocations

MISSION

To monitor and account for all charges and allocations which come from the various Internal Service programs to the General Fund.

BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Fleet Management	\$ 4,468,008	\$ 4,536,593	\$ 5,178,827	\$ 5,517,774
Facilities Management	816,885	623,820	646,483	712,428
Information Technology	3,337,028	2,041,836	2,376,743	3,503,094
Office Services	386,148	426,936	476,249	627,098
Radio Communications	774,420	853,920	1,020,480	1,099,984
Real Estate Services	180,960	191,628	195,202	209,574
Risk Management	471,900	498,672	501,207	555,728
Barricading	114,070	172,652	172,652	172,652
General Insurance	503,076	517,648	500,000	500,000
Total Program Resources	\$11,052,495	\$9,863,705	\$11,067,843	\$12,898,332

OVERVIEW

These charges support general municipal operations. In addition to the salary and medical insurance increases, the following explanations are provided. For more detail, see the Internal Support section of this budget document.

The Administrative (Admin) Prorated Charges for all of the above programs, with the exception of Barricading and General Insurance, increased substantially for 2003. These are charges that the General Fund receives for services provided to the Support Services Fund programs. The services include payroll, accounting, purchasing, auditing functions, legal services, a share of City Council and City Clerk, human resources management, and budgeting services. The increase is due to a 2002 completed full cost allocation plan.

In Information Technology, the large increase is due to removing a portion of the telecommunications charges (indirect charges) from each of the General Fund departments and transferring it into this section. This leaves only the direct charges in the departments budgets.

Beginning in 2003, Facilities Management is transferred to Colorado Springs Utilities (CSU). The funding reflects the City's payment to CSU for facility services.

Debt Management

MISSION

To provide for payment of principal and interest incurred in the issuance of interest-bearing financial instruments for the City of Colorado Springs.

BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2003 Budget
Police/Powers Bonds-1989 & Refunding-1993	\$3,356,054	\$3,354,445	\$3,352,815	\$3,354,895
	\$3,356,054	\$3,354,445	\$3,352,815	\$3,354,895

OVERVIEW

In April of 1989, voters approved two bond issues. One for the extension of Powers Boulevard (\$17,500,000) and the other for the construction of a new Police Operations Center (\$10,000,000). In 1993, these bonds were refinanced to provide taxpayers with a savings of \$234,446. This reduced the property tax mill levy by 0.131 mills.

The City's total debt limit per the City Charter is 10 percent of the assessed valuation. The total debt limit is \$388,119,337. The total bonded indebtedness for the City in 2003 will be \$19,355,000. This leaves a debt margin of \$368,764,337, which is 95 percent of the total debt limit.

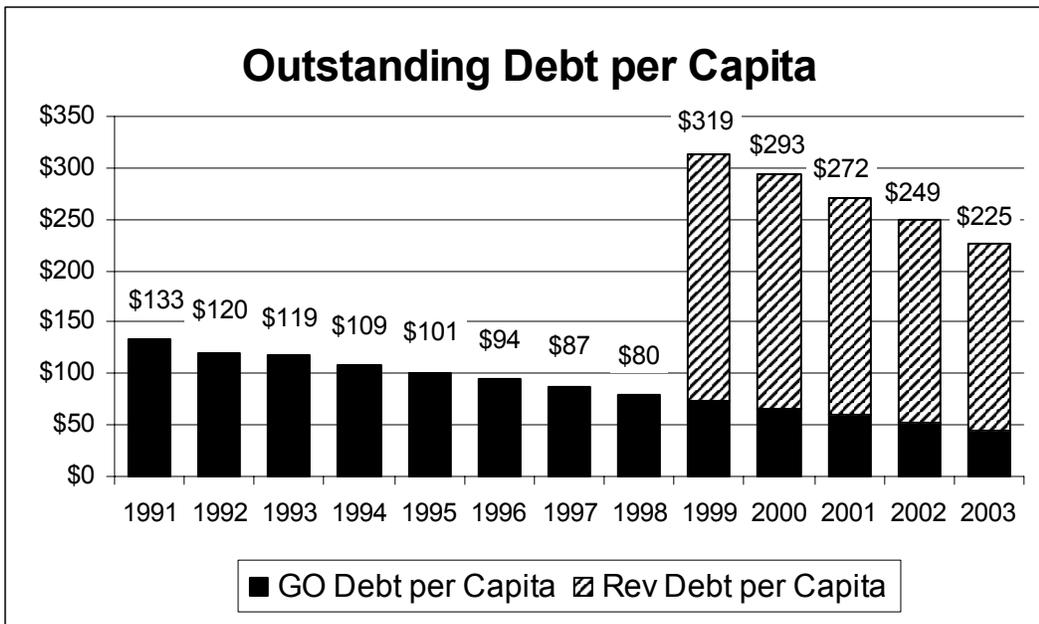
In May of 1999, the City issued \$87,975,000 in Sales Tax Revenue Bonds. The bonds were issued for various capital improvement projects recommended by Springs Community Improvements Program (SCIP) citizen committees. For a list of the projects included in this bond, see Section 17. While these bonds do not count against the City's debt limit, they do commit sales tax revenue to pay them. In 2003, there will be \$73,550,000 outstanding debt on these bonds. The debt service payment will be paid in 2003 partially from the General Fund and the remaining portion from the SCIP fund.

In July of 2000, 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 Old City Hall project in the amount of \$7,265,000. This project includes a major renovation of Old City Hall and the acquisition of both the Police Training Academy and the Police Impound Lot.

BOND RATINGS

The City's latest bond ratings are as follows:

	Moody's	Standard & Poors	Fitch
General Obligation Bonds	Aa3	AA	n/a
1997 Certificates of Participation (COPs)	A2	n/a	n/a
1999 Certificates of Participation	A2	AA-	n/a
2000 Certificates of Participation	A1	AA-	n/a
Sales and Use Tax Revenue Bonds	A1	AA	n/a
Parking Revenue Bonds (*Insured)	Aaa*	n/a	n/a
Airport Revenue Bonds	A3	A-	A-



This calculation includes the SCIP Sales Tax Bonds which account for the 1999 increase. For 2003, G.O. Debt per Capita is \$44, Sales Tax Debt per Capita is \$181. The City's total outstanding debt per person is \$225.

The following table reflects the future debt service requirements for all general obligation bonds to maturity.

Total Outstanding Principal and Interest Payments for General Obligation Bonds to Maturity

Police/Powers Bonds – 1989 & Refunding – 1993
Interest Rates on Debt Outstanding: 2.800 Percent – 5.250 Percent

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2003	\$ 2,385,000	\$ 969,895	\$ 3,354,895
2004	\$ 2,500,000	\$ 857,800	\$ 3,357,800
2005	\$ 2,620,000	\$ 737,800	\$ 3,357,800
2006	\$ 2,745,000	\$ 609,420	\$ 3,354,420
2007	\$ 2,885,000	\$ 472,170	\$ 3,357,170
2008	\$ 3,030,000	\$ 325,035	\$ 3,355,035
2009	\$ 3,190,000	\$ 167,475	\$ 3,357,475
Total	\$19,355,000	\$4,139,595	\$23,494,595

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

**Total Outstanding Principal and Interest
Payments for Sales Tax Revenue Bonds
to Maturity**

**Springs Capital Improvements Program (SCIP) – Series 1999
Interest Rates on Debt Outstanding: 4.00 Percent – 5.00 Percent**

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2003	\$ 4,435,000	\$ 3,412,821	\$ 7,847,821
2004	\$ 4,625,000	\$ 3,224,334	\$ 7,849,334
2005	\$ 4,820,000	\$ 3,027,771	\$ 7,847,771
2006	\$ 5,025,000	\$ 2,822,921	\$ 7,847,921
2007	\$ 5,240,000	\$ 2,609,359	\$ 7,849,359
2008	\$ 5,460,000	\$ 2,386,659	\$ 7,846,659
2009	\$ 5,700,000	\$ 2,146,419	\$ 7,846,419
2010	\$ 5,955,000	\$ 1,889,919	\$ 7,844,919
2011	\$ 6,235,000	\$ 1,614,500	\$ 7,849,500
2012	\$ 6,545,000	\$ 1,302,750	\$ 7,847,750
2013	\$ 6,870,000	\$ 975,500	\$ 7,845,500
2014	\$ 7,215,000	\$ 632,000	\$ 7,847,000
2015	\$ 5,425,000	\$ 271,250	\$ 5,696,250
Total	\$73,550,000	\$26,316,203	\$99,866,203

Note: The debt service on the Series 1999 bonds will be paid in 2003 partially from the General Fund and the remaining portion from the SCIP fund.

The following table reflects the lease-purchase agreement to maturity.

**Total Outstanding Principal and Interest Payments
for the Lease Purchase Agreement for the Old City Hall Project to Maturity
Interest Rates on Debt Outstanding: 4.50 Percent – 5.50 Percent**

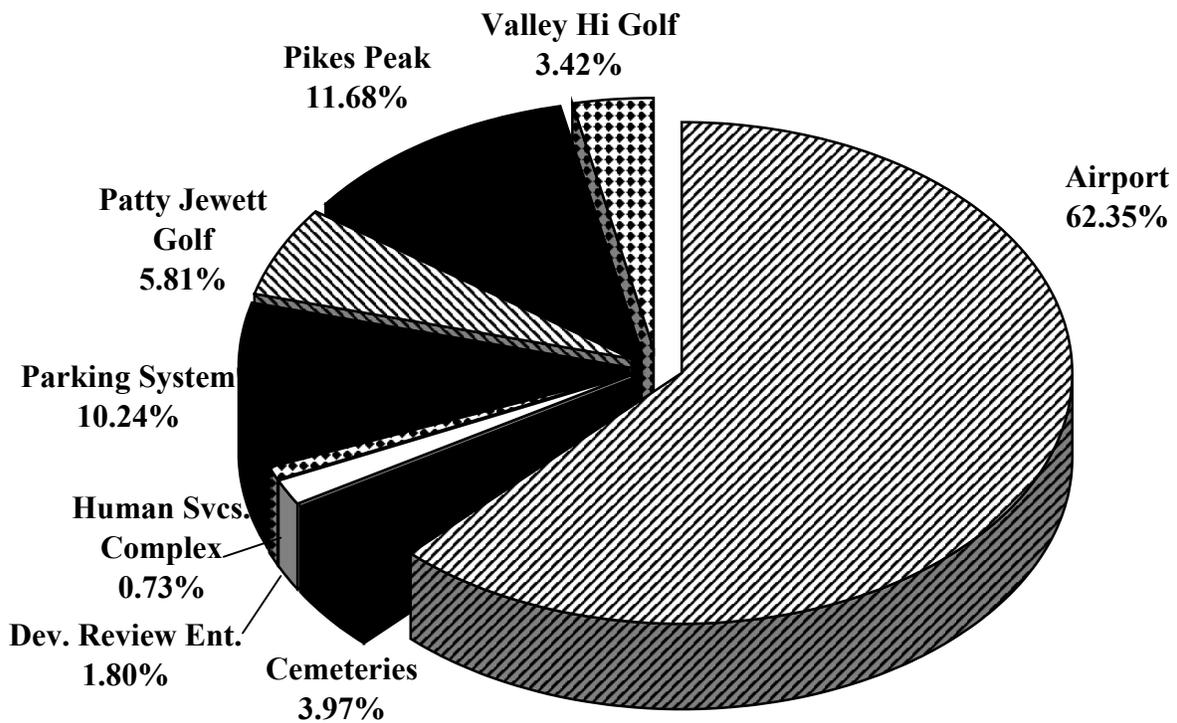
<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2003	\$ 245,000	\$ 364,105	\$ 609,105
2004	\$ 255,000	\$ 352,958	\$ 607,958
2005	\$ 270,000	\$ 341,228	\$ 611,228
2006	\$ 285,000	\$ 328,673	\$ 613,673
2007	\$ 295,000	\$ 315,278	\$ 610,278
2008	\$ 315,000	\$ 301,265	\$ 616,265
2009	\$ 330,000	\$ 285,515	\$ 615,515
2010	\$ 345,000	\$ 269,015	\$ 614,015
2011	\$ 365,000	\$ 251,765	\$ 616,765
2012	\$ 385,000	\$ 233,515	\$ 618,515
2013	\$ 405,000	\$ 213,688	\$ 618,688
2014	\$ 425,000	\$ 192,425	\$ 617,425
2015	\$ 450,000	\$ 169,900	\$ 619,900
2016	\$ 475,000	\$ 145,825	\$ 620,825
2017	\$ 500,000	\$ 120,175	\$ 620,175
2018	\$ 530,000	\$ 92,675	\$ 622,675
2019	\$ 560,000	\$ 63,525	\$ 623,525
2020	\$ 595,000	\$ 32,725	\$ 627,725
Total	\$7,030,000	\$4,074,255	\$11,104,255

Note: The payments on the lease-purchase agreement for the Old City Hall project are paid from General Costs and Police Department accounts.



CITY OF COLORADO SPRINGS

Enterprises



Airport	\$20,814,086
Cemeteries	\$1,324,327
Development Review Enterprise	\$600,341
Human Services Complex	\$243,835
Parking System	\$3,418,860
Patty Jewett Golf Course	\$1,940,658
Pikes Peak – America’s Mountain	\$3,900,846
Valley Hi Golf Course	<u>\$1,140,577</u>
	\$33,383,530

Airport



Gary Green, Director of Aviation • 7770 Drennan Road, Colorado Springs, CO 80916 • (719) 550-1900 • ggreen@ci.colospgs.co.us

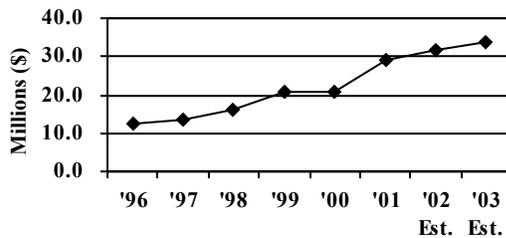
MISSION

To enhance our role as a national transportation gateway to the Pikes Peak Region and the State of Colorado by providing convenient, friendly, and readily accessible air and passenger support services in a safe and efficient manner.

SERVICES

- Maintenance of buildings, structures, and associated systems
- Maintenance of runways, taxiways, and associated lighting systems
- Management of terminal areas and airfield operations
- Compliance with all FAA requirements including security and flight operations
- Concession development and parking management
- Airport property development
- Air service marketing and community relations
- Environmental compliance
- Construction of new facilities and airfield improvements
- Federal Grant and Passenger Facility Charge (PFC) Administration
- Cultural Gateway to the Rockies Art Program

ESTIMATED FUND BALANCE



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2002 Est. Year End	2003 Budget
Sources of Funds					
Airline Revenues	\$ 6,283,048	\$ 8,390,528	\$ 8,495,863	\$ 7,991,936	\$ 9,198,471
Non-Airline Revenues					
Public Parking	6,131,834	5,600,105	6,052,000	6,169,000	6,367,000
Rental Car	3,914,362	3,543,629	3,806,120	3,593,400	3,747,300
Terminal Concessions and Other	2,231,654	2,678,105	2,241,500	2,701,771	2,655,500
Interest Income	897,409	926,392	908,387	902,721	928,596
Other Sources of Funds	147,967	128,455	140,600	58,000	0
Total	\$19,606,274	\$21,267,214	\$21,644,470	\$21,416,828	\$22,896,867
Uses of Funds					
Salary/Benefits	\$ 5,150,090	\$ 5,781,575	\$ 5,960,838	\$ 6,196,633	\$ 6,734,263
Operating	5,853,300	5,886,136	6,823,464	6,355,330	7,226,127
Capital Outlay	231,016	438,658	458,191	335,968	726,698
Debt Service	6,132,798	6,132,998	6,131,550	6,131,550	6,126,998
Total	\$17,367,204	\$18,239,367	\$19,374,043	\$19,019,481	\$20,814,086

The estimated ending fund balance is not the same amount as the fund balance as stated on the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Division.

PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2002 Est. Year End	2003 Budget
Classification					
Senior Manager	2	2	2	1	1
Manager	4	4	4	5	5
Supervisor	12	12	13	12	12
Professional	3	3	3	4	4
Paraprofessional	18	20	21	20	20
General	54	52	50	51	54
Uniform	14	14	14	17	20
FTE Total	107	107	107	110	116
Special Positions	1	1	1	0	0

As a result of the City reorganization in May 2002, the Group Support Manager was transferred to the General Fund as Deputy City Manager and one administrative technician was transferred to the Parking System.

During 2002, three additional police officers were added for passenger screening checkpoints in response to the Transportation Security Administration's (TSA) directive to replace the National Guard coverage in response to September 11.

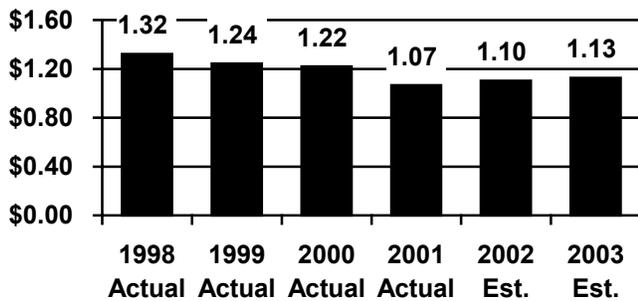
For 2003, three new police officers are included to reduce extra duty overtime added in response to September 11. The Airport also reclassified a parking enforcement officer from a special position and added an additional position for new upper and lower curbside enforcement.

One FTE was reclassified in 2002 from an office specialist to an environmental health and safety coordinator to develop and administer the Airport's environmental program.

For 2003, two maintenance technicians will be added to maintain the expanding taxiway system, additional roadside landscaped areas and additional ramp. One electronics maintenance technician will also be added for 2003 to assist with growing security requirements and new equipment outlined by the Transportation Security Administration.

PERFORMANCE INDICATORS

of Passenger Boardings in Millions



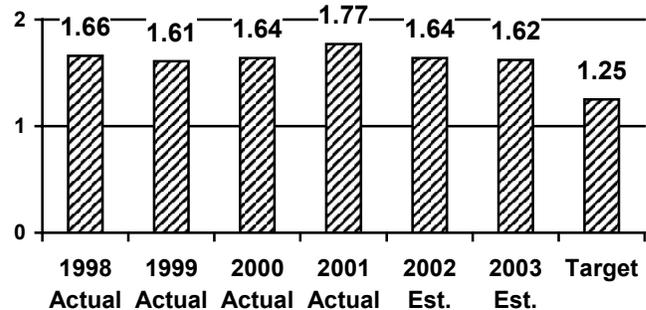
Passenger boardings for 2002 have been revised downward to 1.10 million from the original 2002 estimate of 1.16 million which is still a 4 percent increase over 2001. The slowdown in the economy and reaction to the tragic events of 9-11 have impacted both business and leisure passenger levels. The Airport's traffic, as compared to the previous year, has rebounded favorably based on the national average. In 2003, the Airport is projecting 1.125 million enplaned passengers, an increase of 2 percent over the projected 1.10 million for 2002.

This ratio depicted is the Airport's net revenues divided by principal and interest requirements for the year. This ratio measures annual funding available to make debt service payments and is an industry standard.

Moody's Investor Services June 2001 report states the average debt service coverage is 2.06x for airports nationwide. Colorado Springs is required to maintain at least a 1.25x coverage ratio. The Airport is below the industry average in all years due primarily to the revenue sharing formula in the Airline Use and Lease Agreement.

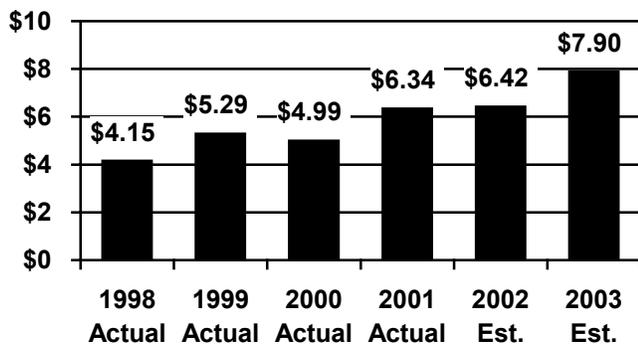
The Airport's ratio has remained and is projected to be consistent and stable between 1.60x and 1.66x.

Debt Service Coverage on Bond Ordinance Basis



This cost ratio measures the revenue derived from the airlines on an enplaned passenger basis. In June 2001, Moody's Investor Services reported the nationwide average cost per enplaned passenger is \$5.50.

Airline Cost per Enplaned Passenger



In 2001 the Airport was slightly above the national average at \$6.34 and is anticipated to be \$6.43 for 2002 and \$7.90 for 2003. While remaining very competitive, the recent upward trend is a reflection of higher expenses in airline cost centers. An increase in the national average is anticipated due to additional security requirements and limited reimbursements from the TSA. Most airports will likely report higher cost per enplaned passenger in 2002 and 2003.

CHANGES TO THE BUDGET

- An increase of \$315,680 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Increases of \$498,884 for additional law enforcement coverage at the passenger screening checkpoint and the upper and lower curbside.
- An increase of \$150,860 in salaries and benefits for maintenance of additional pavement and electronics support for new security systems.
- Funding for maintenance of runways and taxiways is increased by \$78,750 for repair of joint seals and maintenance of additional pavement.
- Increases of \$54,000 in advertising to enhance air service and market Colorado Springs Airport.
- Funding of \$40,000 for retail concession and rental car facility master planning.
- An increase of \$48,700 for higher Airport liability insurance costs.
- Funding of \$43,413 for an upgrade to the telephone switch for expanded capacity and capabilities to Airport users.
- Removal of \$216,268 for the Colorado Springs Companies Group Support Manager.
- Funding of \$125,000 for a Lease Management System to integrate revenue contracts with the billing process and track gross sales, airline traffic and leased space.
- The Admin Pro-Rate charge has been increased \$300,344 as a result of updating the total cost allocation model.

MAJOR OBJECTIVES

OBJECTIVE – Develop and maintain a first-class airport facility to provide for efficient movement of the air traveler from origination to destination and return.

The Airport will continue to review each program to determine the funding necessary to fulfill its strategy of furnishing a first-class airport. This objective includes a high level of service at its public parking operation, maintaining facilities that reflect a positive image of the community, and managing a comprehensive passenger services program.

OBJECTIVE – Enhance airline service and educate the community and airlines about the Airport facility and the local economy.

The Airport will continue an aggressive marketing and advertising program for new air service development and to reduce passenger leakage to other airports. A \$514,000 budget provides for television, radio, and print ads in the Southern Colorado region. The Airport also anticipates cooperative advertising with local business organizations to educate and encourage passengers to visit the Pikes Peak Region via the Colorado Springs Airport.

OBJECTIVE – Design and construct infrastructure through implementation of the Five Year Capital Improvement Plan (CIP).

Planning, funding, and implementation of the five-year CIP is ongoing. Projects planned for 2003 include the construction of a Category II Instrument Landing System (ILS) for Runway 35R, construction of a vehicle service road and ground service equipment ramp, and the

reconstruction of Taxiway A-2. Since Federal Aviation Administration (FAA) grants and Passenger Facility Charges (PFC) are a major source of funding for many of the projects in the CIP, the Airport follows all federal requirements closely to coordinate, report, and manage these programs.

OBJECTIVE – Provide public safety procedures, as established per FAA guidelines, to secure the air operations area.

The Airport will monitor the Air Operations Area and public areas with staff, via patrol and camera surveillance. The more stringent security requirements issued by the TSA will be met through increased law enforcement at the passenger screening checkpoint and curbside areas. Access to the air carrier ramp will be controlled with new fencing and gates, and points of entry will be staffed with security personnel.

OBJECTIVE – Ensure environmental compliance and monitor aircraft noise impacts.

The management of the environmental program ensures compliance with all applicable environmental regulations by the Airport and its tenants. Major points of emphasis are the Stormwater Management Plan, disposal of electronic universal waste, and the Spill Prevention Control and Countermeasure Plan.

Seasonal noise monitoring tracks noise levels and its impacts on the local community, and the Airport also reviews and makes zoning recommendations to City and County Planning on land use items.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**AIRPORT FUND
COLORADO SPRINGS AIRPORT**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	3,138,054	3,491,796	3,814,223	3,942,529
51207 WAGE PKG-PERFORMANCE	104,029	71,356	0	0
51210 OVERTIME	124,710	134,719	155,481	165,832
51220 SEASONAL/TEMPORARY	91	0	0	60,000
51225 SHIFT WORKER HOLIDAY	42,756	47,608	50,689	50,107
51230 SHIFT DIFFERENTIAL	27,444	22,866	25,716	26,266
51235 STANDBY	1,149	12,332	20,278	16,986
51240 RETIREMENT/TERMINATION SICK	(46,061)	51,272	0	0
51245 RETIREMENT/TERM VACATION	(5,356)	16,956	0	0
51250 SPECIAL ASSIGNMENT PAY	1,229	0	0	0
51255 CONVERSION OF SICK LEAVE	15,316	13,544	0	0
51260 VACATION BUY	7,786	4,256	0	0
51299 SALARIES REIMBURSEMENTS	(33,602)	(16,473)	0	0
51405 UNIFORM SALARIES	740,624	740,242	780,187	1,152,686
51406 WAGE PKG-UNIFORM	0	0	0	0
51410 UNIFORM OVERTIME	15,674	206,558	25,000	25,000
51415 UNIFORM SPECIAL OVERTIME	518	0	0	0
51425 UNIFORM SHIFT DIFFERENTIAL	8,436	6,757	0	12,000
51445 LONGEVITY	12,931	10,392	0	0
51455 THIRD WEEK	3,324	3,259	0	0
51465 UNIFORM COURT OVERTIME	216	523	0	0
51470 UNIFORM RETIREMENT COST	26,491	6,602	0	0
51610 PERA	336,450	349,640	350,463	367,216
51615 WORKER'S COMPENSATION	122,201	91,496	88,483	95,867
51620 EQUITABLE LIFE INSURANCE	13,668	14,079	18,374	20,385
51625 VISION CARE	5,346	5,362	6,624	7,002
51635 CITY MAJOR MEDICAL PLAN	1,144	0	0	0
51640 DENTAL INSURANCE	26,702	29,771	35,327	42,234
51650 POLICE PENSION PLAN	105,434	62,998	70,217	107,658
51655 RETIRED EMP MEDICAL INS	8,470	18,662	13,500	22,594
51665 CASH BACK	25,124	17,137	0	0
51670 PARKING FOR EMPLOYEES	960	960	1,080	600
51675 UNEMPLOYMENT INSURANCE	3,707	0	0	0
51690 MEDICARE	39,513	47,663	48,649	68,705
51695 CITY EPO MEDICAL PLAN	275,612	319,242	456,547	550,596
TOTAL SALARIES AND BENEFITS	5,150,090	5,781,575	5,960,838	6,734,263
52110 OFFICE SUPPLIES	24,970	33,897	34,525	32,350
52111 PAPER SUPPLIES	0	0	0	2,700
52115 MEDICAL SUPPLIES	1,755	1,352	3,300	3,300
52120 SOFTWARE-MICRO/WORD	14,118	19,854	11,500	14,800
52122 CELL PHONE EQUIPMENT/SUPPLIES	0	0	0	1,130
52125 GENERAL SUPPLIES	59,240	26,907	34,550	34,220
52126 ELECTRICAL SUPPLIES	47,197	35,993	37,000	44,300
52127 CONSTRUCTION SUPPLIES	22,023	22,215	25,300	34,600
52128 PLUMBING SUPPLIES	5,648	8,081	7,040	18,580
52129 HVAC-HEAT, VENTILATN, AIR SUPPLI	53,522	30,936	30,000	29,000
52135 POSTAGE	19,479	18,137	22,800	28,400
52140 WEARING APPAREL	14,195	12,457	15,150	27,600
52145 PAINT & CHEMICAL	93,330	13,677	59,000	26,500

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**AIRPORT FUND
COLORADO SPRINGS AIRPORT**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52146 DEICING CHEMICALS & MATERIALS	99,563	111,601	114,980	116,980
52150 SEED & FERTILIZER	16,591	10,687	40,000	35,600
52155 AUTOMOTIVE	497	110	0	0
52160 FUEL	87,620	101,489	114,521	114,521
52165 LICENSES & TAGS	165	1,041	5,700	3,200
52170 SPECIAL, PHOTOGRAPHY, ETC	984	11,061	2,500	1,600
52175 SIGNS	6,397	11,911	14,800	46,725
52180 ASPHALTIC MATERIAL	2,347	3,327	7,000	8,000
52185 AGGREGATE MATERIAL	6,801	1,321	7,000	4,500
52190 JANITORIAL SUPPLIES	84,481	70,293	90,000	80,300
52195 ENVIRONMENTAL SUPPLIES ETC	476	1,351	0	3,500
52205 MAINT-LANDSCAPING	2,145	13,882	11,640	11,640
52215 MAINT-GROUNDS	21,766	19,640	12,000	15,000
52220 MAINT-OFFICE MACHINES	9,466	6,927	11,739	10,015
52225 MAINT-MICROS/WORD PROCESSOR	12,171	5,839	31,700	36,700
52230 MAINT-FURNITURE & FIXTURES	40	0	5,600	7,600
52235 MAINT-MACHINERY & APPARATUS	18,543	10,826	8,660	6,040
52236 MAINT-LOADING BRIDGES	70,651	45,364	30,000	36,000
52237 MAINT-BAGGAGE	0	7,228	12,060	7,410
52240 MAINT-NONFLEET VEHICLES/EQP	238	0	0	0
52250 MAINT-RADIOS-ALLOCATION	24,052	39,996	0	21,800
52255 MAINT-SIGNS	30	0	0	0
52265 MAINT-BUILDINGS & STRUCTURE	180,129	186,787	394,575	298,275
52275 MAINT-RUNWAYS	45,220	196,134	175,000	253,750
52278 MAINT-RNWX LIGHTING	55,272	33,922	60,000	60,000
52280 MAINT-ROADS & BRIDGES	7,985	28,329	0	5,000
52305 MT-SOFTW	0	0	4,250	4,850
52405 ADVERTISING SERVICES	510,396	387,229	467,800	519,300
52410 BUILDING SECURITY SERVICES	15,845	28,198	36,000	20,000
52420 EMPLOYEE SERVICES	0	6,750	5,000	7,500
52423 TELECOM SV	0	0	70,000	70,000
52425 ENVIRONMENTAL SERVICES	37,712	40,666	72,900	83,975
52430 FINANCIAL SERVICES	146,902	3,215	60,000	100,000
52435 GARBAGE REMOVAL SERVICES	44,141	29,470	50,400	33,240
52445 JANITORIAL SERVICES	225	0	0	0
52450 LAUNDRY & CLEANING SERVICES	9,690	11,509	12,200	1,700
52565 PEST CONTROL	1,481	1,142	1,200	1,200
52574 LEGAL SERVICES	0	2,500	0	0
52575 SERVICES	264,139	292,273	373,650	399,255
52590 TEMPORARY EMPLOYMENT	109,336	121,113	56,000	29,500
52605 CAR MILEAGE	2,459	3,079	3,370	1,398
52615 DUES & MEMBERSHIP	23,658	22,744	31,750	26,775
52625 MEETING EXPENSES IN TOWN	21,937	17,384	12,510	16,950
52630 TRAINING	0	36,592	68,799	93,820
52635 SCHOOLING	24,248	5,055	14,408	19,325
52645 SUBSCRIPTIONS	9,475	15,038	19,925	20,685
52655 TRAVEL OUT OF TOWN	37,873	26,547	52,637	48,475
52705 COMMUNICATIONS	87,142	121,541	52,300	73,000
52725 RENTAL OF PROPERTY	15,626	7,935	9,420	0
52735 TELEPHONE-LONG DIST CALLS	18,427	16,329	28,950	8,500

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**AIRPORT FUND
COLORADO SPRINGS AIRPORT**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52736 CELL PHONE/AIR	0	0	0	4,450
52740 GENERAL INSURANCE-CITY	150,351	164,898	209,900	258,600
52745 UTILITIES	996,493	1,140,748	1,154,660	0
52746 UTILITIES-ELECTRIC	0	0	0	784,420
52747 UTILITIES-GAS	0	0	0	248,202
52748 UTILITIES-SEWER	0	0	0	11,246
52749 UTILITIES-WATER	0	0	0	92,306
52755 COMMUNICATIONS-EQUIPMENT	4,462	12,498	10,000	22,000
52775 MINOR EQUIPMENT	29,003	32,138	17,760	32,340
52795 RENTAL OF EQUIPMENT	9,533	10,771	20,751	10,800
52805 ADMIN PRORATED CHARGES	327,360	340,464	362,000	662,344
52859 INSURANCE-OTHER	75,000	50,000	50,000	50,000
52872 MAINT-FLEET VEHICLES/EQP	448,643	428,052	498,755	507,130
52874 OFFICE SERVICES PRINTING	6,275	3,240	10,630	9,130
52875 OFFICE SERVICES RECORDS	497	591	700	700
52970 ENVIRON PROTECTION PROGRAM	51,936	51,936	60,000	20,000
65070 ADM FEE-AIRPORT REV BONDS	5,542	9,828	7,200	10,875
65175 TRANSFER TO GENERAL FUND	0	30,000	32,000	32,000
65352 EMPLOYEE AWARDS PROGRAM	400	0	0	0
65359 PARKING MGMT	1,257,986	1,272,092	1,456,000	1,408,500
TOTAL OPERATING	5,853,300	5,886,137	6,823,464	7,226,127
53010 OFFICE MACHINES	6,825	1,125	0	15,000
53020 COMP/NTWRK	42,762	90,137	45,500	198,668
53030 FURNITURE & FIXTURES	37,457	30,807	105,141	100,821
53050 MACHINERY & APPARATUS	57,257	127,360	56,500	75,795
53070 VEHICLES-REPLACEMENT	0	26,151	0	48,500
53080 VEHICLES-ADDITIONS	25,575	23,520	61,000	73,500
53090 BUILDINGS & STRUCTURES	56,322	115,898	136,250	195,014
53100 LAND	0	3,974	0	0
65401 RADIO FUND PURCHASES	4,818	19,688	53,800	19,400
TOTAL CAPITAL OUTLAY	231,016	438,660	458,191	726,698
65075 INTEREST	3,827,798	4,457,501	4,482,585	4,501,143
65207 PRIN-AIRPORT BONDS	2,305,000	1,675,497	1,648,965	1,625,855
TOTAL DEBT SERVICE	6,132,798	6,132,998	6,131,550	6,126,998
ORGANIZATION TOTAL	17,367,204	18,239,370	19,374,043	20,814,086

NOTES:

The 2000 and 2001 actual results used for comparison purposes are different from the Airport's financial statement results. The differences are due to entries required under Generally Accepted Accounting Principles (GAAP). The adjusting entries include the accrual of expenses for Sick and Vacation Pay and Interest Accretion on the 1992 C Airport Revenue Bonds. In addition, the financial statements included the capitalization of fixed assets and a reduction of Revenue Bonds Payable due to principal payments. These adjustments do not have an impact on cash and are outside of the controls established by the budget.

Some figures may vary slightly due to rounding of the actual amounts.

Cemeteries



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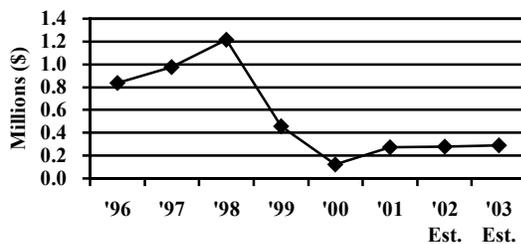
MISSION

To provide self-supportive, quality cemetery services for the public for the interment of the deceased in a dignified and respectful manner and to maintain the perpetual care responsibilities to the cemetery grounds.

SERVICES

- Perform burials, inurnments, and disinterments
- Sales of cemetery spaces and niches
- Sales of burial vaults and flush memorials
- Pre-need sales of cemetery spaces, niches and burial services
- Maintain cemeteries' grounds and honor perpetual care responsibilities
- Maintain burial records and historical data and provide cemetery information
- Install memorial foundations and Veterans Administration (VA) markers

ESTIMATED FUND BALANCE



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2002 Est. Year End	2003 Budget
<u>Sources of Funds</u>					
Interments and Removals	\$ 418,155	\$ 427,264	\$ 483,750	\$ 456,810	\$ 446,800
Sales of Lots	401,697	375,369	418,575	376,545	436,625
Interest-Endowment & Other	239,383	213,549	265,000	256,000	265,000
Sales Burial Vaults & Bronze Markers	113,247	113,909	142,895	121,251	144,000
Miscellaneous	37,402	183,320	36,620	34,777	46,173
Total	\$1,209,884	\$1,313,411	\$1,346,840	\$1,245,383	\$1,338,598
<u>Uses of Funds</u>					
Salary/Benefits	\$ 626,105	\$ 642,752	\$ 712,411	\$ 709,786	\$ 754,378
Operating	428,831	438,688	519,698	481,902	516,949
Capital Outlay	917,035	179,752	90,000	\$50,000	\$53,000
Total	\$1,971,971	\$1,261,191	\$1,322,109	\$1,241,688	\$1,324,327

The estimated ending fund balance is not the same amount as the fund balance as stated on the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Division.

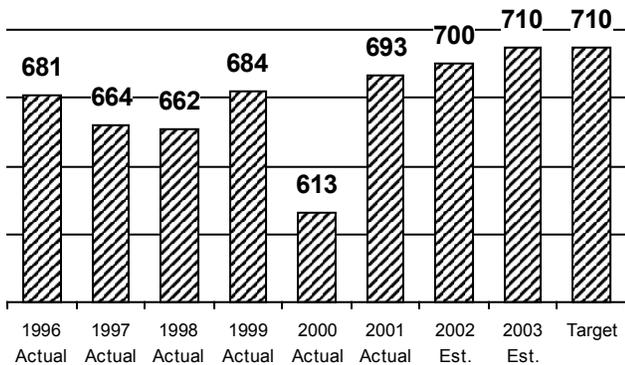
PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2002 Est. Year End	2003 Budget
Classification					
Manager	1	1	1	1	1
Supervisor	3	3	3	3	3
General	9	9	8	8	8
FTE Total	13	13	12	12	12

One office specialist (1.0 FTE) was removed for 2002. The duties were absorbed by the current staff.

PERFORMANCE INDICATORS

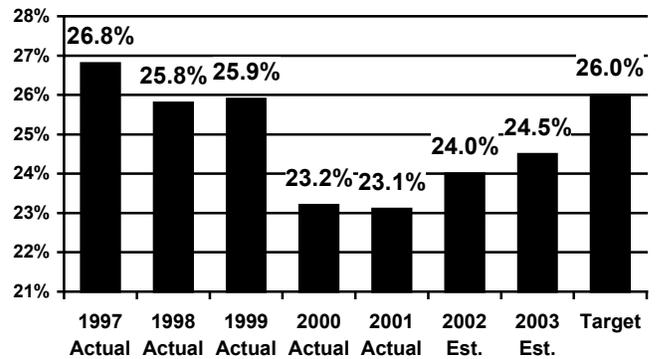
of Burial Services



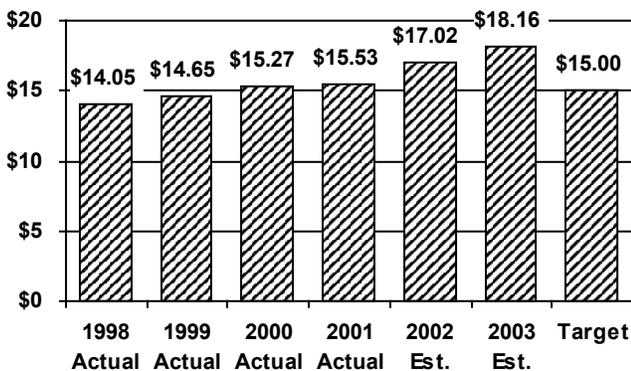
In 2001, the cemeteries performed 80 more burial services than in 2000. There were 155 more deaths in 2001 in El Paso County than in 2000. The cemeteries should see moderate growth in burial services over the next few years, which will mirror population increases and slight increases in the death rate. The challenge for the cemeteries will be to increase the number of cremation customers through the addition of new features geared towards attracting that clientele. New features are tied directly to the cemeteries' ability to sustain positive cash flow and hold a line on expenses. Nearly 54 percent of all deaths in the area resulted in cremation in 2001 and experts predict that percentage to be 65 percent of all dispositions by 2020.

Market share for the cemeteries is calculated by the number of burial services performed annually versus the number of deaths in El Paso County minus the deceased that are donated to the anatomical board or shipped out of state. Factors influencing the market share include cremations without memorialization, burials at national cemeteries that offer free interments for veterans and spouses and local competition with cemeteries and mausoleums.

% of Market Share



Maintenance Cost per Grave Site



The cost per gravesite is formulated by dividing a baseline figure of 70,000 graves into annual salaries and benefits and operating expenses less capital expenditures. The cost per gravesite maintained has consistently increased over time but the cemeteries have held the line on burial charges. In 2003 the cemeteries will have to increase prices in several areas in order to maintain its status as self-supportive City business. Over time it has become increasingly onerous for the average citizen to afford a traditional casket burial and cemetery plot with a stone. As the cost of doing business increases the cost of burial at Evergreen and Fairview will continue to proportionally rise.

CHANGES TO THE BUDGET

- An increase of \$34,646 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- Funding of \$7,240 is included to address the increased water and other utility rates.
- The Admin Pro-Rate charge has been increased \$5,424 as a result of updating the total cost allocation model.

MAJOR OBJECTIVES

OBJECTIVE – Ensure cemeteries' revenues meet or exceed expenses.

The City cemeteries continue to monitor every expense and every revenue opportunity. As salaries, benefits and operating costs escalate, many above current inflation rates, the cemeteries will continue to struggle with providing high quality care at prices the average citizen can afford. With local cremation rates among the highest in the country, the cemeteries will continue to work towards attracting more of those potential customers. The cemeteries, because of their self-supportive responsibilities, will raise charges to cover expenses. Unfortunately, as charges and costs increase, a traditional or casket burial will become more unachievable for many families.

OBJECTIVE – Maintain and improve cemeteries' grounds appearance and honor perpetual care responsibilities.

The automated sprinkler system at Evergreen has made a tremendous difference in the appearance and overall health of the turf and trees found at this facility. In 2003 Cemeteries staff will begin to formulate estimates for an irrigation plan for Fairview cemetery which is still watered by hand over the entire growing season. As revenue allows, we will make plans to install an automated irrigation system at Fairview in the next few years. The appearance of the cemetery grounds has an integral effect on sales, both current and future, and the public's perception of honoring our perpetual care responsibilities.

OBJECTIVE – Continue to market cemeteries to general public and try to attract more cremation customers.

American funeral rituals are continuing to change. As revenues allow, we will continue to tastefully market the City cemeteries as a place for the living to reconnect both spiritually and physically with the dead. Recognizing the increasing cremation rates as a huge factor in our future, cremation areas and features will be added as revenues allow. One of the main reasons families opt for cremation is cost. The cemeteries will continue to focus on the selling of the value of owning cemetery property for both today and for generations to come. By instilling to citizens the value of the cemetery ownership and keeping the grounds aesthetically pleasing and inviting, we should be able to at least maintain market share in our area.

OBJECTIVE – Increase public awareness about City cemeteries and continue restoration projects.

As time allows, Cemeteries staff will continue to offer speaking engagements, tours, and presentations to school groups and other people interested in local history free of charge. By sharing the cemeteries with citizens for reasons other than a funeral, the cemeteries become a place for the living to experience and learn about those that built this community. Cemetery activities and tours are considered a form of indirect marketing so that when death does call in your family you should think of Evergreen and Fairview as a final resting-place. Cemeteries staff will continue to work towards acquiring funding for restoration projects with finishing the 1909 stone chapel as the primary objective.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**CEMETERY FUND
CEMETERIES**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	456,232	477,175	507,922	530,595
51207 WAGE PKG-PERFORMANCE	(1,767)	(372)	0	0
51210 OVERTIME	9,875	13,385	16,500	16,500
51215 ACHIEVEMENT AWARD	0	0	2,400	1,000
51220 SEASONAL/TEMPORARY	29,420	25,473	37,440	37,440
51250 SPECIAL ASSIGNMENT PAY	344	0	0	0
51255 CONVERSION OF SICK LEAVE	2,248	1,951	0	0
51610 PERA	49,542	47,487	43,760	54,576
51615 WORKER'S COMPENSATION	24,154	17,752	17,191	17,650
51620 EQUITABLE LIFE INSURANCE	1,861	1,838	1,996	2,137
51625 VISION CARE	724	709	756	756
51640 DENTAL INSURANCE	3,354	3,261	4,048	4,578
51655 RETIRED EMP MEDICAL INS	8,759	12,835	18,972	18,972
51665 CASH BACK	5,388	2,467	6,000	6,000
51690 MEDICARE	4,063	3,894	3,899	4,999
51695 CITY EPO MEDICAL PLAN	31,909	34,896	51,527	59,175
SALARIES AND BENEFITS TOTAL	626,105	642,752	712,411	754,378
52110 OFFICE SUPPLIES	2,832	1,516	2,500	2,500
52115 MEDICAL SUPPLIES	379	552	1,000	500
52120 SOFTWARE-MICRO/WORD PROCESS	200	0	250	250
52125 GENERAL SUPPLIES	2,290	1,386	3,500	3,500
52135 POSTAGE	514	685	1,000	1,000
52140 WEARING APPAREL	454	120	1,000	750
52145 PAINT & CHEMICAL	0	0	1,000	750
52150 SEED & FERTILIZER	6,897	10,868	15,000	15,000
52165 LICENSES & TAGS	10	16	100	100
52175 SIGNS	319	0	250	250
52190 JANITORIAL SUPPLIES	597	120	850	850
52205 MAINT-LANDSCAPING	4,508	10	3,500	3,500
52210 MAINT-TREES	3,023	4,265	12,000	12,000
52215 MAINT-GROUNDS	5,118	6,629	5,000	6,000
52220 MAINT-OFFICE MACHINES	55	50	50	50
52225 MAINT-MICROS/WORD PROCESSOR	140	0	1,000	500
52235 MAINT-MACHINERY & APPARATUS	17,029	19,384	17,500	18,500
52240 MAINT-NONFLEET VEHICLES/EQP	2,092	4,013	3,500	3,000
52265 MAINT-BUILDINGS & STRUCTURE	2,378	619	2,500	2,500
52270 MAINT-WELLS & RESERVOIRS	1,270	6,776	5,000	5,000
52405 ADVERTISING SERVICES	10,946	21,516	24,000	20,000
52450 LAUNDRY & CLEANING SERVICES	226	0	1,000	750
52575 SERVICES	117,223	125,198	112,075	121,250
52605 CAR MILEAGE	0	0	150	150
52615 DUES & MEMBERSHIP	1,175	1,030	1,200	1,200
52625 MEETING EXPENSES IN TOWN	117	302	270	270
52630 TRAINING	0	405	0	0
52635 EMPLOYEE EDUCATIONL ASSIST	818	0	2,000	2,000
52645 SUBSCRIPTIONS	127	0	150	150
52655 TRAVEL OUT OF TOWN	27	17	1,350	1,500
52705 COMMUNICATIONS	7,210	14,508	16,750	16,750
52735 TELEPHONE-LONG DIST CALLS	1,352	571	600	600

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**CEMETERY FUND
CEMETERIES**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52740 GENERAL INSURANCE-CITY	0	0	2,200	2,000
52745 UTILITIES	96,527	81,178	120,000	16,500
52749 UTILITIES-WATER	0	0	0	110,740
52775 MINOR EQUIPMENT	316	1,296	5,000	5,000
52795 RENTAL OF EQUIPMENT	15	263	750	750
52805 ADMIN PRORATED CHARGES	63,984	66,540	74,600	80,024
52806 PAYMENT IN LIEU OF TAXES	3,089	7,000	11,453	5,165
52872 MAINT-FLEET VEHICLES/EQP	12,912	17,346	10,000	10,000
52874 OFFICE SERVICES PRINTING	471	752	1,000	1,000
52875 OFFICE SERVICES RECORDS	74	73	50	50
52880 PURCHASES FOR RESALE	43,009	30,776	45,000	42,500
52921 TEL/COM PASSTHRU	6,025	0	0	0
52923 TEL/COM PASSTHRU	975	0	0	0
65170 TRANSFER TO OTHER FUNDS	10,032	10,440	11,500	0
52970 ENVIRON PROTECTION PROGRAM	2,076	2,469	2,100	2,100
OPERATING TOTAL	428,831	438,688	519,698	516,949
53020 COMPUTERS/NETWORKS	2,595	0	0	0
53050 MACHINERY & APPARATUS	0	29,793	20,000	15,000
53070 VEHICLES-REPLACEMENT	0	(496)	30,000	15,000
53090 BUILDINGS & STRUCTURES	914,440	152,115	40,000	23,000
65040 MISCELLANEOUS	0	(1,660)	0	0
CAPITAL OUTLAY TOTAL	917,035	179,752	90,000	53,000
ORGANIZATION TOTAL	1,971,971	1,261,191	1,322,109	1,324,327

2000 actual amounts are not audited amounts and are taken from financial report GFSY0810 1/22/2001

2001 actual amounts are not audited amounts and are taken from financial report GFSY0810 2/01/2002

Development Review Enterprise



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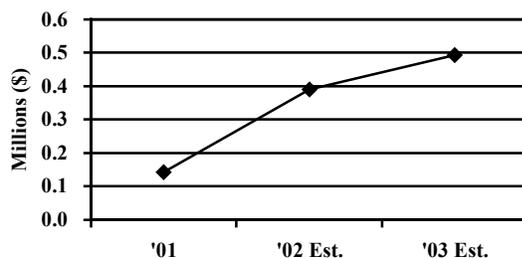
MISSION

To ensure compliance with City land use regulations by conducting a review of all required building permits. The Enterprise will be a financially self-sufficient organization supported by the fees it collects.

SERVICES

- Review residential, multi-family and commercial building permits to ensure compliance with the zoning and subdivision regulations
- Conduct review and inspection of hillside site plans to ensure compliance with the Hillside ordinance and with the Hillside Design Manual
- Review sign permits to ensure compliance with the zoning codes
- Provide inspections for certificates of occupancy to ensure compliance with the approved development plan
- Provide contractor and public information services on a walk-in or call-in basis regarding permit review, zoning, and land use information
- Collect and manage financial assurances associated with building permits and certificates of occupancy

ESTIMATED FUND BALANCE



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2002 Est. Year End	2003 Budget
Sources of Funds					
Administration Review Fees	N/A	\$670,936	\$640,000	\$790,000	\$700,000
Interest	N/A	2,795	N/A	3,800	3,500
Total	N/A	\$673,731	\$640,000	\$793,800	\$703,500
Uses of Funds					
Salary/Benefits	N/A	\$358,488	\$448,354	\$420,522	\$481,510
Operating	N/A	86,314	123,092	94,432	113,856
Capital Outlay	N/A	30,665	3,300	29,300	4,975
Total	N/A	\$475,467	\$574,746	\$544,254	\$600,341

The estimated ending fund balance is not the same amount as the fund balance as stated on the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Division.

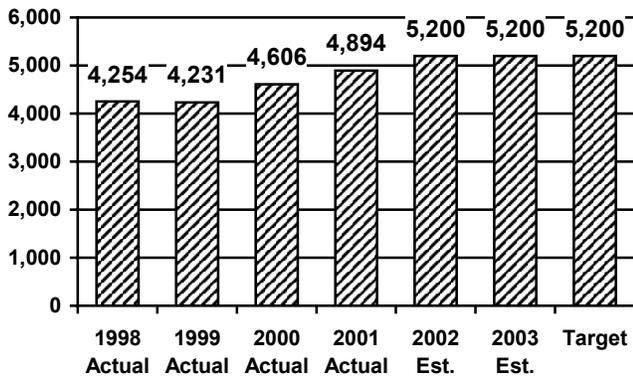
PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2002 Est. Year End	2003 Budget
Classification					
Manager	N/A	1.0	1.0	1.0	1.0
Professional	N/A	3.0	3.0	3.0	3.0
Paraprofessional	N/A	2.5	2.5	2.5	2.5
General	N/A	1.0	1.0	1.0	1.0
FTE Total	N/A	7.5	7.5	7.5	7.5

In 2001, 6.5 FTE were transferred to this Division from the General Fund Development Review Division. Also, one planner position was added.

PERFORMANCE INDICATORS

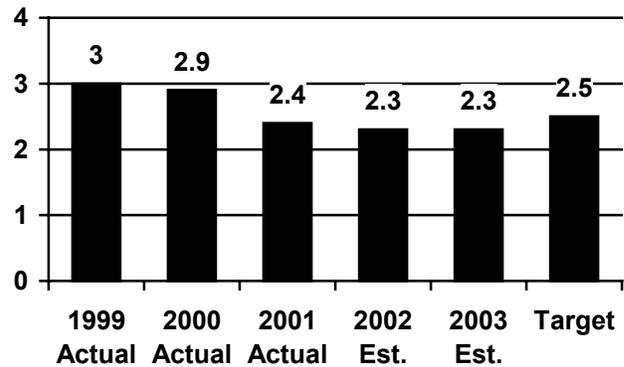
of Approved Building Permits



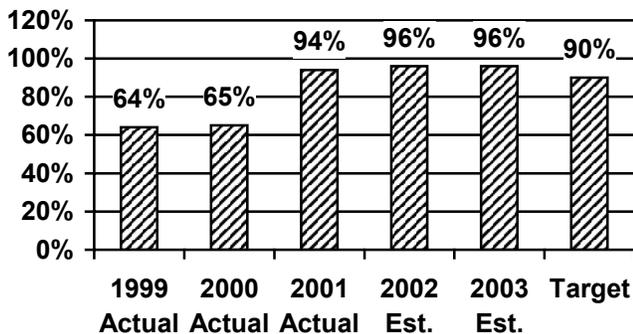
Since 1999, the number of approved building permits has reflected the city's continuing trend toward growth. However, given the uncertainties of predicting rates of new construction, a conservative estimate is utilized for developing the 2003 budget.

Between 1999 and 2002, this indicator saw steady improvement. This reduction in plan review times can be attributed to across-the-board staff training, which resulted in all staff members contributing to the plan review process. In 2003, this figure is expected to plateau.

Average # of Review Days per Plan



% of Plans Reviewed within 4 Review Days



The Development Review Enterprise strives to maintain customer satisfaction by reviewing a large majority of plans within four working days. The large increase seen in 2001 was the result of hiring one additional staff member.

CHANGES TO THE BUDGET

- An increase of \$22,200 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- In 2002, a vehicle purchase increased the budgeted capital outlay. This purchase had been scheduled for

the previous year. Funds for this purchase were transferred from the operating budget.

- The Admin Pro-Rate charge has been decreased \$7,301 as a result of updating the total cost allocation model.

MAJOR OBJECTIVES

OBJECTIVE – Provide a building and sign permit review program, which has a strong customer service orientation and ensures that all projects are permitted and constructed in compliance with all applicable zoning code and subdivision regulations.

This will be accomplished by ensuring that all plan reviewers have a thorough knowledge of City plan requirements and processes and have the necessary tools and resources to manage a heavy load of reviews in a timely and efficient manner.

OBJECTIVE – Improve the efficiency and speed of the plan review process.

Since fast review times is one of the most important factors in maintaining customer satisfaction, this Division will increase the number of plans reviewed at the front counter to speed up the plan review process. The goal is to reduce the number of days it takes to conduct plan reviews.

OBJECTIVE – Improve public and customer access to information.

This will be accomplished through the continued development and fine-tuning of outreach programs such as increased automation of the review process. Plan

review records including status, comments, turnaround times, and location will be available through the City and Regional Building Department Internet sites. Development plan requirements and bulk and setback information will also be available through these resources.

OBJECTIVE – Manage a certificate of occupancy and financial assurance inspection program to ensure developments comply with City zoning and landscape ordinances.

This will be accomplished by providing a timely program for inspections and financial assurances to ensure that the requirements of the approved development plans have been satisfied prior to building occupancy. To enhance the efficiency of this program, financial assurances currently managed by Enterprise staff will be transferred to the appropriate City agencies.

OBJECTIVE – To perform hillside site reviews and follow-up inspections to obtain compliance with the Hillside ordinance.

A program will be staffed to ensure hillside sites are in compliance with the City Hillside ordinance, which involves conducting follow-up inspections and necessary enforcement actions ensuring builders adherence to approved hillside site plans.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**DEVELOPMENT REVIEW ENTERPRISE FUND
DEVELOPMENT REVIEW ENTERPRISE**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	0	289,454	361,784	385,463
51207 WAGE PKG-PERFORMANCE	0	8,770	0	0
51210 OVERTIME	0	138	0	0
51220 SEASONAL/TEMPORARY	0	1,081	0	0
51245 RETIREMENT/TERM VACATION	0	141	0	0
51255 CONVERSION OF SICK LEAVE	0	1,452	0	0
51260 VACATION BUY	0	1,148	0	0
51610 PERA	0	27,420	39,306	42,390
51615 WORKER'S COMPENSATION	0	911	1,422	3,370
51620 EQUITABLE LIFE INSURANCE	0	1,087	1,709	1,766
51625 VISION CARE	0	374	568	568
51640 DENTAL INSURANCE	0	1,769	3,000	3,393
51665 CASH BACK	0	1,486	0	0
51670 PARKING FOR EMPLOYEES	0	700	576	0
51690 MEDICARE	0	3,646	6,191	6,390
51695 CITY EPO MEDICAL PLAN	0	18,911	33,798	38,170
SALARIES AND BENEFITS TOTAL	0	358,488	448,354	481,510
52105 MISCELLANEOUS OPERATING	0	0	100	100
52110 OFFICE SUPPLIES	0	1,787	3,500	3,500
52120 SOFTWARE-MICRO/WORD PROCESS	0	106	625	625
52122 CELL PHONES EQUIP & SUPPLIES	0	0	600	720
52125 GENERAL SUPPLIES	0	258	1,500	1,500
52135 POSTAGE	0	203	500	545
52165 LICENSES & TAGS	0	0	30	30
52220 MAINT-OFFICE MACHINES	0	2,723	1,800	1,000
52405 ADVERTISING SERVICES	0	186	300	300
52575 SERVICES	0	0	4,160	2,020
52615 DUES & MEMBERSHIP	0	722	750	750
52625 MEETING EXPENSES IN TOWN	0	425	630	600
52630 TRAINING	0	0	0	3,800
52635 EMPLOYEE EDUCATIONL ASSIST	0	795	4,000	0
52645 PUBLICATIONS	0	0	0	200
52655 TRAVEL OUT OF TOWN	0	279	972	700
52705 COMMUNICATIONS	0	9,807	12,260	12,260
52725 RENTAL OF PROPERTY	0	13,990	26,632	26,632
52735 TELEPHONE-LONG DIST CALLS	0	407	300	500
52740 GENERAL INSURANCE-CITY	0	0	5,000	5,000
52775 MINOR EQUIPMENT	0	127	250	250
52805 ADMIN PRORATED CHARGES	0	25,140	26,440	19,139
52872 MAINT-FLEET VEHICLES/EQP	0	3,439	1,925	1,925
52874 OFFICE SERVICES PRINTING	0	117	520	541
52875 OFFICE SERVICES RECORDS	0	0	46	47
53010 OFFICE MACHINES	0	0	1,000	920
65170 TRANSFER TO OTHER FUNDS	0	11,539	13,252	13,252
65275 COST OF COLLECTION	0	14,264	16,000	17,000
OPERATING TOTAL	0	86,314	123,092	113,856

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**DEVELOPMENT REVIEW ENTERPRISE FUND
DEVELOPMENT REVIEW ENTERPRISE**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
53020 COMPUTERS/NETWORKS	0	3,822	2,500	2,800
53030 FURNITURE & FIXTURES	0	26,843	800	2,175
CAPITAL OUTLAY TOTAL	0	30,665	3,300	4,975
 ORGANIZATION TOTAL	 0	 475,467	 574,746	 600,341

2000 actual amounts are not audited amounts and are taken from financial report GFSY0810 1/22/2001

2001 actual amounts are not audited amounts and are taken from financial report GFSY0810 2/01/2002

Human Services Complex



Lamont Gizzi, Manager • 1434 North Hancock Avenue, Colorado Springs, CO 80903 • (719) 385-6952 • lgizzi@ci.colospgs.co.us

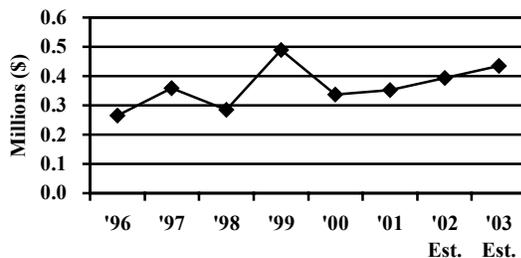
MISSION

To create an appropriate mix of commercial business and nonprofit services effectively networking to serve the needs of the elderly and the surrounding neighborhood.

SERVICES

- Manage property
- Continue the implementation of the Use Plan

ESTIMATED FUND BALANCE



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2002 Est. Year End	2003 Budget
<u>Sources of Funds</u>					
Rental Income	\$232,120	\$269,395	\$232,000	\$232,000	\$232,000
Interest	35,054	22,088	15,000	15,000	15,000
Environmental Reimbursement	29,947	14,220	30,000	30,000	30,000
Senior Classes	6,985	10,339	4,000	4,000	4,000
Gain/loss Inv Mkt Value	13,924	7,995	0	0	0
Miscellaneous	3,845	4,259	3,500	3,500	3,500
Total	\$321,875	\$328,296	\$284,500	\$284,500	\$284,500
<u>Uses of Funds</u>					
Salary/Benefits	\$ 35,888	\$ 37,863	\$ 42,195	\$ 42,195	\$ 44,553
Operating	116,090	138,901	121,355	121,355	149,282
Capital Outlay	0	0	0	0	0
Capital Improvement Projects	24,970	148,962	80,000	80,000	50,000
Total	\$176,947	\$325,726	\$243,550	\$243,550	\$243,835

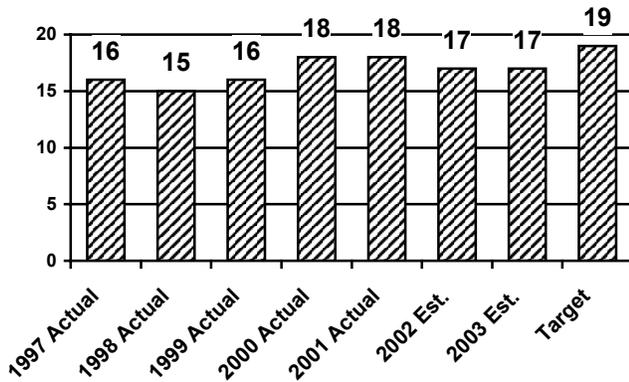
The estimated ending fund balance is not the same amount as the fund balance as stated on the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Division.

PERSONNEL

Classification	2000 Actual	2001 Actual	2002 Budget	2002 Est. Year End	2003 Budget
General	1	1	1	1	1
FTE Total	1	1	1	1	1

PERFORMANCE INDICATORS

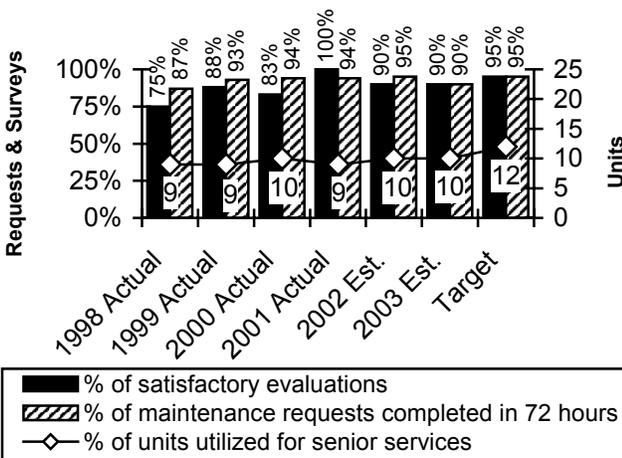
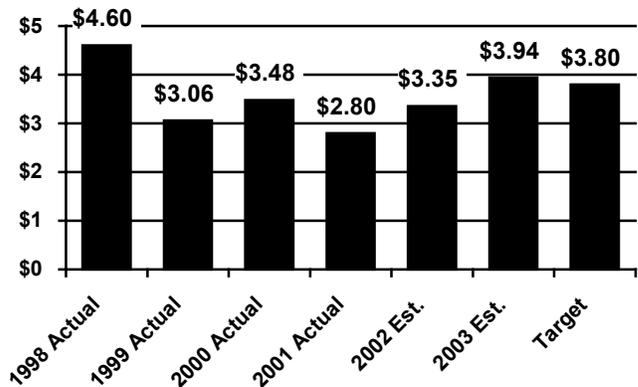
of Rental Spaces Occupied



Since 2000, the number of occupied spaces within the complex has stabilized at or near 18. In 2003, the number of units is projected at 17. Eight leases expire in 2003 and all current tenants are expected to renew their leases. The target number of units for occupancy is 19.

Since the number of occupied spaces has stabilized, the operational costs per square foot for the Complex has remained fairly consistent from 2000 -2002 (\$2.75-\$3.35). However, unavoidable increases in the admin prorate charges and insurance have greatly increased the projected operational costs in 2003. The target cost per square foot is \$3.80

Cost per Square Foot



The timely completion of maintenance requests is an important component of customer and tenant services. The percentage of work requests completed within 72 hours has remained approximately 90 percent, resulting in a customer satisfaction rating of approximately 90 percent. Although occupancy rates are important to the Complex, in terms of efficiencies and revenues, the number of tenants providing services to the seniors is key to the mission. It is expected that in 2003 the number of tenants providing these services will slightly decrease (from 10 to 9). The target for the completion of maintenance requests within 72 hours is 95 percent. A 95 percent rating is the target for positive facility evaluations and the target of businesses that provide services to seniors is 10.

CHANGES TO THE BUDGET

- An increase of \$2,205 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- The Admin Pro-Rate charge has been increased \$21,804 as a result of updating the total cost allocation model.

MAJOR OBJECTIVES

OBJECTIVE – Implement the Use Plan.

Provide, through rental leases, the delivery of services to the elderly and the surrounding neighborhood in accordance with the Use Plan.

OBJECTIVE – Coordinate the Petroleum Remediation and Perchloroethylene cleanup projects.

Meet the guideline of the State's Oil Inspection Section and work with the Environmental Services staff to address the environmental projects at the Complex.

OBJECTIVE – Fund the Colorado Springs Senior Center Activities.

Provide funding and resources to the Senior Center to avoid additional costs to the City's budget.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**HUMAN SERVICES COMPLEX FUND
HUMAN SERVICES COMPLEX**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	25,493	27,687	28,586	29,758
51207 WAGE PKG-PERFORMANCE	(124)	(85)	0	0
51210 OVERTIME	228	154	0	0
51220 SEASONAL/TEMPORARY	0	0	2,304	2,304
51230 SHIFT DIFFERENTIAL	1,300	1,140	1,400	1,400
51610 PERA	2,605	2,588	2,934	3,175
51615 WORKER'S COMPENSATION	2,048	1,439	1,040	1,003
51620 EQUITABLE LIFE INSURANCE	100	108	114	119
51625 VISION CARE	60	64	63	63
51640 DENTAL INSURANCE	305	321	336	380
51690 MEDICARE	378	398	483	500
51695 CITY EPO MEDICAL PLAN	3,495	4,050	4,935	5,851
SALARIES AND BENEFITS TOTAL	35,888	37,863	42,195	44,553
52125 GENERAL SUPPLIES	1,413	921	650	650
52145 PAINT & CHEMICAL	83	0	100	100
52190 JANITORIAL SUPPLIES	56	0	0	0
52407 TRAVEL PROGRAMS	6,754	5,671	5,000	5,000
52455 LAWN MAINTENANCE SERVICE	0	489	500	500
52475 MISCELLANEOUS SERVICES	0	36,003	32,500	32,500
52575 SERVICES	40,817	62,077	57,000	60,000
52590 TEMPORARY EMPLOYMENT	0	0	500	500
52630 TRAINING	0	0	0	500
52725 RENTAL OF PROPERTY	40,799	12,908	0	0
52740 GENERAL INSURANCE-CITY	0	0	2,488	5,255
52775 MINOR EQUIPMENT	6,207	0	450	450
52795 RENTAL OF EQUIPMENT	0	104	0	0
52805 ADMIN PRORATED CHARGES	6,396	6,396	6,615	28,419
52806 PAYMENT IN LIEU OF TAXES	3,798	3,941	4,644	5,608
52876 PASS THROUGH EXPENSES	8,758	9,335	9,800	9,800
65170 TRANSFER TO OTHER FUNDS	1,008	1,056	1,108	0
OPERATING TOTAL	116,090	138,901	121,355	149,282
53090 BUILDINGS & STRUCTURES	24,970	148,962	80,000	50,000
CAPITAL OUTLAY TOTAL	24,970	148,962	80,000	50,000
ORGANIZATION TOTAL	176,947	325,726	243,550	243,835

2000 actual amounts are not audited amounts and are taken from financial report GFSY0810 1/22/2001

2001 actual amounts are not audited amounts and are taken from financial report GFSY0810 2/01/2002

Parking System

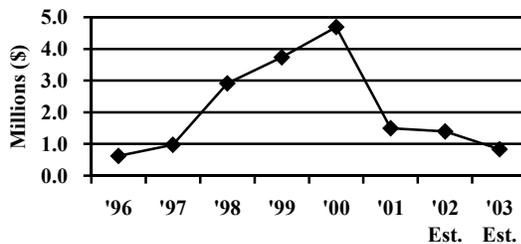


Gregory Warnke, Administrator • 30 South Nevada Ave., Colorado Springs, CO 80901 • (719) 385-5682 • gwarnke@ci.colospgs.co.us

MISSION

To provide safe and convenient public parking in the Central Business District and major activity centers throughout the City of Colorado Springs in a cost-effective manner.

ESTIMATED FUND BALANCE



SERVICES

- Provide monthly public off-street parking
- Provide hourly public off-street parking
- Collect revenues and maintain and install short-term public on-street parking
- Investigate public parking concerns in commercial and residential areas
- Maintain structural integrity, appearance and operations of off-street public parking facilities
- Provide technical expertise in parking operations and related issues for other City agencies: Airport, Municipal Court, CSPD, etc.
- Provide funding to CSPD for parking enforcement personnel
- Administer the collection and maintenance of on-street trash receptacles in the downtown and Old Colorado City areas
- Evaluate existing and future public parking needs and plan for additional system capacity

BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2002 Est. Year End	2003 Budget
<u>Sources of Funds</u>					
Monthly Parking	\$ 967,779	\$ 962,513	\$1,032,480	\$1,032,480	\$1,128,540
Transient Parking	153,102	193,374	137,300	137,300	190,200
Parking Meters and Hoods	1,297,630	1,330,118	1,323,200	1,323,200	1,289,540
Misc./Transit Lease	47,670	49,098	39,570	39,570	39,570
Interest Earned Fund Balance	259,415	303,294	125,000	125,000	75,000
POC Garage Loan Payment	0	0	77,000	33,000	132,000
Total	\$2,725,596	\$2,838,397	\$2,735,250	\$2,691,250	\$2,854,850

	2000 Actual	2001 Actual	2002 Budget	2002 Est. Year End	2003 Budget
Uses of Funds					
Salary/Benefits	\$ 276,511	\$ 309,525	\$ 549,031	\$ 549,031	\$ 495,078
Operating	577,656	636,378	799,368	799,368	905,443
Capital Outlay	365,929	55,697	119,000	119,000	195,000
Bond Payment – Principal	325,000	335,000	345,000	345,000	360,000
Bond Payment – Interest	379,926	370,026	359,139	359,139	345,339
Cap Improvements – Elec. Meters	0	74,250	210,000	245,000	0
Cap Improvements – POC Garage	0	0	0	2,325,000	0
Cap Improvements – OCH Lot	0	317,568	0	220,872	0
Cap Improvements – Downtown BID	0	0	350,000	375,000	700,000
Cap Improvements – Bijou./Cascade Gar.	0	0	0	682,000	0
Cap Improvements – Transit Facility	0	0	0	0	418,000
Total	\$1,925,022	\$2,098,444	\$2,731,538	\$6,019,410	\$3,418,860

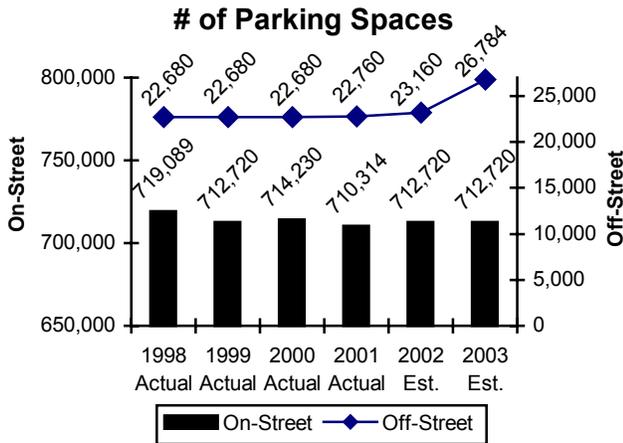
The estimated ending fund balance is not the same amount as the fund balance as stated on the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Division.

PERSONNEL

	2000 Actual	2001 Actual	2002 Budget	2002 Est. Year End	2003 Budget
Classification					
Manager	1	1	1	1	1
Professional	1	1	1	1	1
Paraprofessional	1	1	1	1	1
General	6	6	6	6	6
FTE Total	9	9	9	9	9

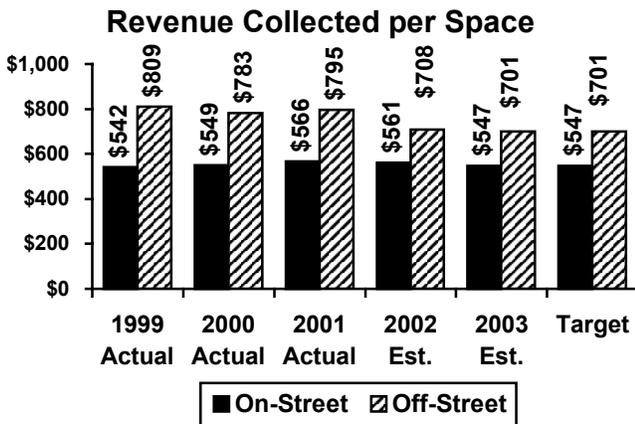
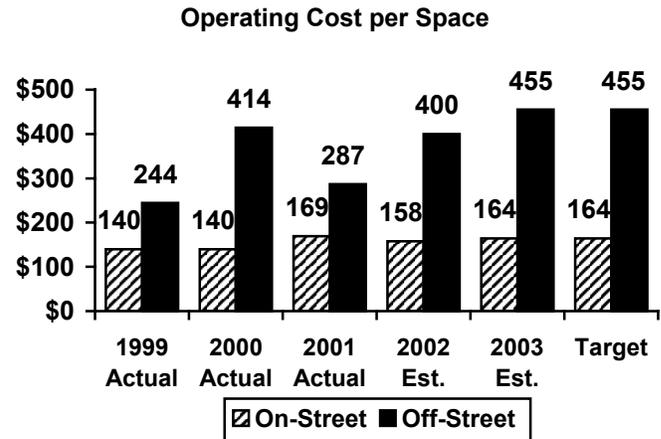
With the City Manager's reorganization in 2002, an administrative technician was transferred from the Airport to fill one of the Parking System's two vacancies. An analyst position will remain vacant until workload demands filling the position.

PERFORMANCE INDICATORS



Total parking spaces supplied are forecast to increase with the completion of the City Hall Surface Lot and the Bijou Cascade Parking Garage along with several additional on-street spaces installed on Boulder Street.

Operational costs per on-street metered space are forecast to only increase slightly with the completion of the conversion from mechanical meters to electronic meters. Costs per off-street space are also forecast to increase with the addition of the City Hall Surface Lot and the Bijou Cascade Parking Garage.



Revenue collected from on-street metered spaces is forecast to decline slightly with additional construction being planned. Off-street revenue should begin to rebound with the completion of the Bijou Cascade Garage.

CHANGES TO THE BUDGET

- An increase of \$24,547 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- A supplemental appropriation in the amount of \$682,000 was approved in 2002 for the construction of the Bijou Cascade Parking Garage, and added to the 2002 year end estimate of expenditures. (see Ordinance #02-73)
- An increase of \$104,403 is included in total operating cost to cover operations of City Hall Surface Lot and the Bijou Cascade Parking Garage along with unavoidable increases in product and services costs.
- Capital Outlay increased by \$76,000 for capital contingency for City Hall Surface Lot and Bijou Cascade Parking Garage.
- An increase of 350,000 is added for the Downtown Action Plan (DAP) improvements.
- The Admin Pro-Rate charge has been increased \$9,516 as a result of updating the total cost allocation model.
- \$418,000 was approved during the City Council balancing session to help fund the Downtown Transit Facility.

MAJOR OBJECTIVES

OBJECTIVE – Maintain operations of a self-supported, cost-efficient public parking system.

Operating funds are budgeted to maintain and/or enhance operations of the Public Works Parking System Enterprise.

OBJECTIVE – Continue funding for the Downtown Action Plan (DAP).

Capital funds are budgeted to complete the design and construction of DAP improvements on the two block faces on Tejon Street between Pikes Peak Avenue and Colorado Avenue within the original BID project area.

OBJECTIVE – Develop and implement operations at the New Bijou Cascade Parking Garage.

Operating funds are budgeted to open and begin operations of this new facility.

OBJECTIVE – Complete operational conversion to electronic parking meters.

Develop operational procedures and database for collection and storage of information from new meters.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**PARKING SYSTEM FUND
PARKING SYSTEM**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	223,676	249,703	439,412	398,794
51207 WAGE PKG-PERFORMANCE	(714)	(1,047)	0	0
51210 OVERTIME	2,225	4,095	2,000	3,000
51220 SEASONAL/TEMPORARY	0	355	0	0
51245 RETIREMENT/TERM VACATION	116	1,246	0	0
51255 CONVERSION OF SICK LEAVE	0	60	0	0
51260 VACATION BUY	414	533	0	0
51610 PERA	22,918	24,578	39,213	37,093
51615 WORKER'S COMPENSATION	4,699	3,294	5,605	4,067
51620 EQUITABLE LIFE INSURANCE	824	871	1,680	1,596
51625 VISION CARE	276	256	681	567
51640 DENTAL INSURANCE	1,410	1,995	3,600	3,420
51665 CASH BACK	1,974	1,959	0	0
51670 PARKING FOR EMPLOYEES	160	0	0	0
51690 MEDICARE	2,012	2,310	5,311	4,253
51695 CITY EPO MEDICAL PLAN	16,521	19,317	51,529	42,288
SALARIES AND BENEFITS TOTAL	276,511	309,525	549,031	495,078
52110 OFFICE SUPPLIES	31	844	400	500
52111 PAPER SUPPLIES	0	86	400	500
52120 SOFTWARE-MICRO/WORD PROCESS	0	355	0	0
52125 GENERAL SUPPLIES	971	116	600	600
52135 POSTAGE	110	194	100	100
52140 WEARING APPAREL	293	1,348	1,000	1,200
52145 PAINT & CHEMICAL	938	2,650	2,800	3,000
52190 JANITORIAL SUPPLIES	0	0	100	100
52225 MAINT-MICROS/WORD PROCESSOR	0	0	500	500
52235 MAINT-MACHINERY & APPARATUS	70	82	2,500	2,500
52260 MAINT-METERS	27,408	26,994	16,000	20,000
52265 MAINT-BUILDINGS & STRUCTURE	9,402	8,604	29,000	29,000
52405 ADVERTISING SERVICES	0	206	0	500
52410 BUILDING SECURITY SERVICES	0	0	27,400	42,000
52415 CONTRACTS & SPEC PROJECTS	0	25,505	334,759	405,500
52435 GARBAGE REMOVAL SERVICES	0	6,501	21,600	28,840
52575 SERVICES	313,955	311,417	38,250	41,600
52576 AUDIT SERVICES	6,900	7,300	6,500	6,500
52615 DUES & MEMBERSHIP	725	795	900	1,200
52625 MEETING EXPENSES IN TOWN	159	126	0	0
52630 TRAINING	0	0	0	1,500
52635 EMPLOYEE EDUCATIONL ASSIST	360	0	500	500
52655 TRAVEL OUT OF TOWN	0	0	1,800	1,800
52705 COMMUNICATIONS	5,037	9,726	9,770	10,520
52725 RENTAL OF PROPERTY	15,367	7,935	9,500	0
52735 TELEPHONE-LONG DIST CALLS	389	353	300	300
52740 GENERAL INSURANCE-CITY	0	0	12,185	14,054
52745 UTILITIES	67,962	76,952	102,800	128,100
52775 MINOR EQUIPMENT	560	91	3,000	3,500
52805 ADMIN PRORATED CHARGES	66,336	75,792	97,765	110,265
52806 PAYMENT IN LIEU OF TAXES	22,337	37,246	41,897	45,664
52872 MAINT-FLEET VEHICLES/EQP	2,070	2,667	2,000	3,000

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**PARKING SYSTEM FUND
PARKING SYSTEM**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52874 OFFICE SERVICES PRINTING	237	1,126	1,750	2,000
52875 OFFICE SERVICES RECORDS	25	47	100	100
52921 TEL/COM PASSTHRU	5,306	0	0	0
52923 TEL/COM PASSTHRU	600	0	0	0
65170 TRANSFER TO OTHER FUNDS	30,108	31,320	33,192	0
OPERATING TOTAL	577,656	636,378	799,368	905,443
53030 FURNITURE & FIXTURES	0	0	1,000	1,000
53050 MACHINERY & APPARATUS	50,000	76,675	226,000	43,000
53090 BUILDINGS & STRUCTURES	314,059	52,103	452,000	1,269,000
65040 MISCELLANEOUS	0	(231)	0	0
65051 ADM FEE	1,870	1,400	0	0
CAPITAL OUTLAY TOTAL	365,929	129,947	679,000	1,313,000
65075 INTEREST	379,926	370,026	359,139	345,339
65185 PRINCIPAL	325,000	335,000	345,000	360,000
DEBT TOTAL	704,926	705,026	704,139	705,339
ORGANIZATION TOTAL	1,925,022	1,780,876	2,731,538	3,418,860

2000 actual amounts are not audited amounts and are taken from financial report GFSY0810 1/22/2001

2001 actual amounts are not audited amounts and are taken from financial report GFSY0810 2/01/2002

* The electronic meter capital project was expended from account code #53050 in 2001 and is listed separately in the "Uses of Funds" section.

The Downtown Action Plan and the Downtown Transit Facility appropriated in 2003 are partially funded in account code #53090 and are listed separately in the "Uses of Funds" section.

The Old City Hall Lot project funds were appropriated in 2000 and expended in 2001 under project #9750004.



Patty Jewett Golf Course

Dal Lockwood, Manager • 900 East Espanola, Colorado Springs, CO 80907 • (719) 385-6931 • dlockwood@ci.colospgs.co.us

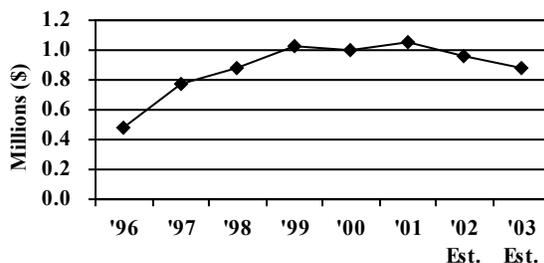
MISSION

To provide a high quality golf experience at the lowest possible cost while being a financially responsible and self-supporting golf course.

SERVICES

- 27-hole golf course
- Driving range
- Group and individual lesson programs for children and adults
- Putting green
- Full-service clubhouse and banquet facility
- Golf cart and club rentals
- Tournament and group outings
- Junior golf programs
- High school and middle school golf programs
- Corporate/industrial leagues
- Men's and women's associations

ESTIMATED FUND BALANCE



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2002 Est. Year End	2003 Budget
<u>Sources of Funds</u>					
Annual Permit Fees	\$ 101,336	\$ 100,982	\$ 97,325	\$ 95,929	\$ 97,325
Daily 9 & 18 Hole Green Fees	970,015	1,051,057	1,121,585	1,009,714	1,107,562
Cart Fees	229,810	250,437	218,726	247,264	246,554
Concessions	97,688	110,015	85,362	108,443	94,575
Operating Fee Daily	184,290	237,732	235,515	209,683	232,903
Miscellaneous	10,194	9,965	10,314	9,878	9,748
Gain Loss on Sales of Assets	0	0	0	0	0
Interest	64,168	66,610	64,168	52,480	66,611
Total	\$1,657,501	\$1,826,798	\$1,832,995	\$1,733,391	\$1,855,278
<u>Uses of Funds</u>					
Salary & Benefits	\$ 538,057	\$ 565,063	\$ 645,598	\$ 614,979	\$683,289
Operating	783,641	833,546	842,571	869,033	872,369
Capital Outlay	360,923	416,589	332,130	331,140	385,000
Total	\$1,682,621	\$1,815,198	\$1,820,299	\$1,815,152	\$1,940,658

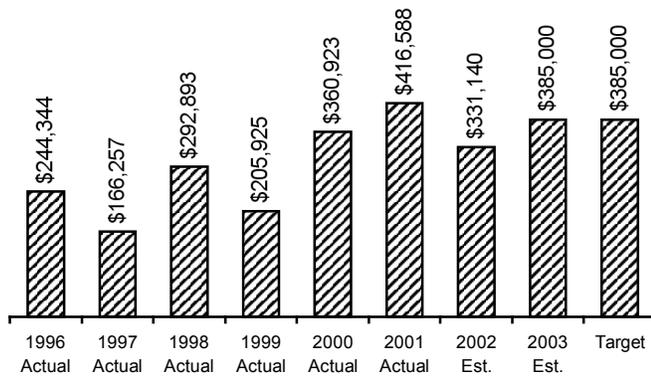
The estimated ending fund balance is not the same amount as the fund balance as stated on the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Division.

PERSONNEL

Classification	2000 Actual	2001 Actual	2002 Budget	2002 Est. Year End	2003 Budget
Manager	1.0	1.0	1.0	1.0	1.0
Supervisor	1.0	1.0	1.0	1.0	1.0
Paraprofessional	1.5	1.5	1.5	1.5	1.5
General	6.0	6.0	6.0	6.0	6.0
FTE Total	9.5	9.5	9.5	9.5	9.5

PERFORMANCE INDICATORS

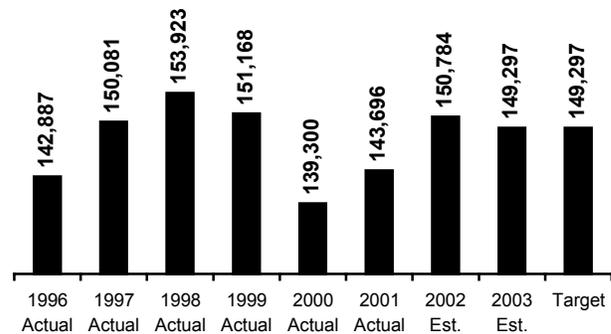
Dollars Spent on Capital



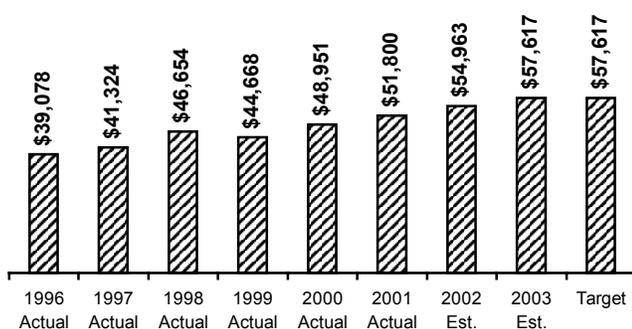
Dollars spent on capital indicate commitment to maintaining and improving golf facilities for customers. This is a crucial aspect of maintaining the value of the Patty Jewett Golf Course assets and the primary function of the fee maintenance program.

Number of rounds played indicates a broad range of the golf market being served. Rounds also reflect an increase in local competition.

of Rounds Played



Maintenance Cost per Hole



Maintenance cost per hole is indicative of our commitment to provide a high quality golf experience at the lowest possible cost. The cost per hole reflects a strong commitment to quality while continuing to provide a reasonably priced golf experience. These costs do not include capital expenditures as they are not considered part of an annual maintenance cost of a golf course and, therefore, are measured in separate capital categories.

The variance in maintenance cost per hole when comparing Patty Jewett versus Valley Hi is comprised of the Golf manager's and senior office specialist's salaries/benefits which is a cost component in Patty Jewett but not in Valley Hi.

CHANGES TO THE BUDGET

- An increase of \$27,760 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- The Admin Pro-Rate charge has been decreased \$1,584 as a result of updating the total cost allocation model.

MAJOR OBJECTIVES

OBJECTIVE – Provide a high quality golf experience.

Through the use of state-of-the-art maintenance practices and equipment, high quality playing surfaces and facilities will continue to be provided to Patty Jewett Golf Course customers.

OBJECTIVE – Install a new pump house for the irrigation system.

Installing the new pump house will allow for greater economy and efficiency in the pumping of water for the irrigation system and in the use of electricity. Also, the moderation of pressure will assist in extending the life of the irrigation system pipes.

OBJECTIVE – Design and install the next phase of the golf course master plan.

This continued implementation of the golf course master plan will involve a new tee complex for the #1 tee, cart path for the remainder of the 1st hole, and replacement or addition of the remaining fairway and greenside bunkers for the 9-hole course and the 18-hole course.

OBJECTIVE – Ensure the golf course remains financially responsible and self-supporting.

Initiate another phase of the fee maintenance philosophy with fee increase discussions beginning in September and concluding with a presentation to City Council in Late October or early November. Fee increases would take place in January of 2003.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GOLF FUND
PATTY JEWETT GOLF COURSE**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	340,760	357,526	418,741	435,766
51207 WAGE PKG-PERFORMANCE	(1,410)	(169)	0	0
51210 OVERTIME	17,161	19,679	12,000	12,000
51215 ACHIEVEMENT AWARD	0	0	900	900
51220 SEASONAL/TEMPORARY	77,555	85,903	88,865	93,865
51235 STANDBY	1,558	3,269	1,000	1,000
51245 RETIREMENT/TERM VACATION	19	714	0	0
51250 SPECIAL ASSIGNMENT PAY	213	0	3,771	3,771
51610 PERA	42,832	42,093	45,148	50,525
51615 WORKER'S COMPENSATION	15,821	11,466	11,356	14,218
51620 EQUITABLE LIFE INSURANCE	1,400	1,458	1,704	1,782
51625 VISION CARE	541	542	599	599
51640 DENTAL INSURANCE	2,575	2,740	3,192	3,609
51655 RETIRED EMP MEDICAL INS	1,096	2,212	2,148	2,148
51665 CASH BACK	1,516	24	0	0
51690 MEDICARE	5,075	5,322	6,278	6,515
51695 CITY EPO MEDICAL PLAN	31,345	32,284	49,896	56,591
SALARIES AND BENEFITS TOTAL	538,057	565,063	645,598	683,289
52105 MISCELLANEOUS OPERATING	28,050	0	0	0
52110 OFFICE SUPPLIES	1,014	2,895	2,500	2,500
52115 MEDICAL SUPPLIES	0	1,952	525	525
52120 SOFTWARE-MICRO/WORD PROCESS	370	1,501	0	0
52125 GENERAL SUPPLIES	12,443	13,386	12,000	12,000
52135 POSTAGE	194	446	0	0
52140 WEARING APPAREL	1,762	3,343	3,000	3,000
52145 PAINT & CHEMICAL	224	532	3,000	3,000
52150 SEED & FERTILIZER	53,233	59,182	50,000	65,000
52155 AUTOMOTIVE	273	649	2,500	2,500
52175 SIGNS	517	5,505	2,500	2,500
52190 JANITORIAL SUPPLIES	1,242	4,106	1,000	5,000
52205 MAINT-LANDSCAPING	0	3,094	4,500	4,500
52210 MAINT-TREES	15,375	11,581	12,000	12,000
52215 MAINT-GROUNDS	18,202	20,627	26,000	26,000
52220 MAINT-OFFICE MACHINES	849	1,508	700	700
52225 MAINT-MICROS/WORD PROCESSOR	140	234	1,000	1,000
52230 MAINT-FURNITURE & FIXTURES	1,610	518	1,250	1,250
52235 MAINT-MACHINERY & APPARATUS	29,375	31,053	33,600	33,600
52240 MAINT-NONFLEET VEHICLES/EQP	1,875	360	9,000	6,000
52250 MAINT-RADIOS-ALLOCATION	0	2,073	6,360	6,360
52265 MAINT-BUILDINGS & STRUCTURE	9,608	14,313	15,000	15,000
52270 MAINT-WELLS & RESERVOIRS	13,571	14,171	19,000	22,000
52280 MAINT-ROADS & BRIDGES	36	2,559	9,000	9,000
52405 ADVERTISING SERVICES	11,843	8,321	13,000	13,000
52450 LAUNDRY & CLEANING SERVICES	3,406	1,356	6,000	6,000
52565 PEST CONTROL	0	304	600	600
52575 SERVICES	273,769	289,552	255,000	280,000
52605 CAR MILEAGE	366	195	1,400	1,400
52615 DUES & MEMBERSHIP	2,465	2,800	2,300	2,300
52625 MEETING EXPENSES IN TOWN	337	2,239	225	1,225

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GOLF FUND
PATTY JEWETT GOLF COURSE**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52630 TRAINING	0	3,759	1,200	1,200
52635 EMPLOYEE EDUCATIONL ASSIST	3,747	62	4,000	4,000
52645 SUBSCRIPTIONS	15	18	300	300
52655 TRAVEL OUT OF TOWN	3,151	3,476	4,950	4,950
52705 COMMUNICATIONS	19,958	42,387	36,839	36,839
52735 TELEPHONE-LONG DIST CALLS	522	671	600	600
52740 GENERAL INSURANCE-CITY	0	0	4,662	4,662
52745 UTILITIES	132,278	143,736	145,868	150,868
52775 MINOR EQUIPMENT	2,699	8,578	8,000	8,000
52795 RENTAL OF EQUIPMENT	2,010	2,634	3,000	3,000
52805 ADMIN PRORATED CHARGES	93,720	97,464	104,324	102,740
52872 MAINT-FLEET VEHICLES/EQP	11,879	11,291	14,000	15,000
52874 OFFICE SERVICES PRINTING	301	245	1,500	1,500
52921 TEL/COM PASSTHRU	12,435	0	0	0
52923 TEL/COM PASSTHRU	550	0	0	0
52970 ENVIRON PROTECTION PROGRAM	768	704	750	750
65170 TRANSFER TO OTHER FUNDS	17,460	18,168	19,618	0
OPERATING TOTAL	783,641	833,546	842,571	872,369
53050 MACHINERY & APPARATUS	118,459	167,053	136,230	147,500
53090 BUILDINGS & STRUCTURES	242,464	249,536	195,900	237,500
CAPITAL OUTLAY TOTAL	360,923	416,589	332,130	385,000
ORGANIZATION TOTAL	1,682,621	1,815,198	1,820,299	1,940,658

2000 actual amounts are not audited amounts and are taken from financial report GFSY0810 1/22/2001

2001 actual amounts are not audited amounts and are taken from financial report GFSY0810 2/01/2002

Pikes Peak America's Mountain



Preston Kimler, Manager • 5069 Pikes Peak Highway, Cascade, CO 80809 • (719) 385-7701 • pkimler@ci.colospgs.co.us

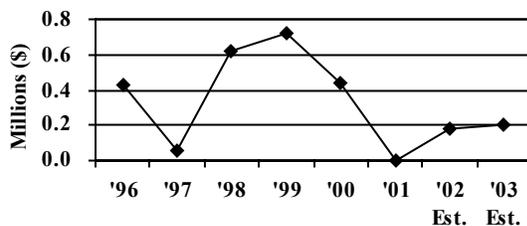
MISSION

To create an unforgettable "Peak" experience by developing and enhancing first-class interpretive programs, world-class facilities, and safe, environmentally sensitive access to "America's Mountain" for the educational and recreational enjoyment of the visitors.

SERVICES

- Business development and administration
- Visitor and ranger services
- Interpretive and education services
- Special event coordination
- Erosion and sedimentation management
- Highway maintenance and construction
- Facilities maintenance and construction
- Capital projects planning and implementation
- Capital campaign management
- Intergovernmental relations

ESTIMATED FUND BALANCE



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2002 Est. Year End	2003 Budget
Sources of Funds					
Hall at the Mall Sales	\$ 0	\$ 298	\$ 0	\$ 0	\$ 0
Tollgate Entry Fees	1,946,555	1,906,170	2,355,000	1,941,046	2,070,308
ARAMARK Concession Fee	459,625	445,057	599,550	457,700	539,600
Crystal Reservoir Center	16,817	0	0	0	0
Tower Optical Viewers	1,349	1,468	2,400	1,500	1,500
Miscellaneous	31,878	59,846	250,000	100,000	100,000
Admin. Revenue	5,392	8,422	5,000	8,000	8,000
Colorado Springs Store	0	86,853	0	0	0
Pikes Peak Endowment	0	4,196	0	0	0
Gain/Loss Inventory Market Value	16,012	(4,348)	0	0	0
Cash Over/Short Tollgate	925	708	0	0	0
Cash Over/Short Crystal	1	(85)	0	0	0
Sale of Property	0	179	0	18,020	0
Sale of Scrap	10	11	0	0	0
Interest	28,786	1,577	30,000	0	0
Transfer From Other Funds (LART)	30,000	0	0	0	200,000
WPCRF Loan	0	0	0	0	1,000,000
Total	\$2,537,350	\$2,510,352	\$3,241,950	\$2,526,266	\$3,919,408

	2000 Actual	2001 Actual	2002 Budget	2002 Est. Year End	2003 Budget
Uses of Funds					
Salary/Benefits	\$1,278,938	\$1,396,641	\$1,535,104	\$1,370,563	\$1,400,564
Operating	1,325,567	1,777,110	1,684,860	973,800	1,039,082
Capital Outlay	89,135	159,197	16,786	2,700	11,200
Capital Project - Erosion	N/A	N/A	N/A	N/A	1,450,000
Grand Total	\$2,693,640	\$3,332,948	\$3,236,750	\$2,347,063	\$3,900,846

The estimated ending fund balance is not the same amount as the fund balance as stated on the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Division.

Court decreed erosion and sedimentation projects are scheduled to continue in 2003. The anticipated revenues to be obtained through the Lodgers and Automobile Rental Tax (LART); Water Pollution Control Revolving Fund Loan (WPCRF); concession revenue through contract negotiations with ARAMARK; Grants from the Department of Local Affairs; net operating revenues; and scheduled fee increases in tollgate admissions will offset the \$1.45M in scheduled projects.

PERSONNEL

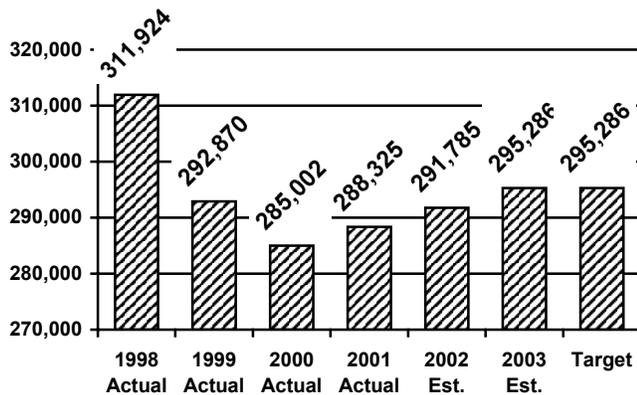
	2000 Actual	2001 Actual	2002 Budget	2002 Est. Year End	2003 Budget
Classification					
Manager	1	1	1	1	1
Supervisor	2	2	2	1	1
Professional	4	3	3	2	2
Paraprofessional	7	7	7	6	6
General	9	11	11	11	11
FTE Total	23	24	24	21	21

In March 2000, one professional position was dissolved to fund two general positions.

During 2002, due to budget constraints and operating necessities, 3 positions were eliminated including 1 supervisor position, 1 paraprofessional position, and 1 general position. This FTE count is proposed to remain in 2003.

PERFORMANCE INDICATORS

of Visitors

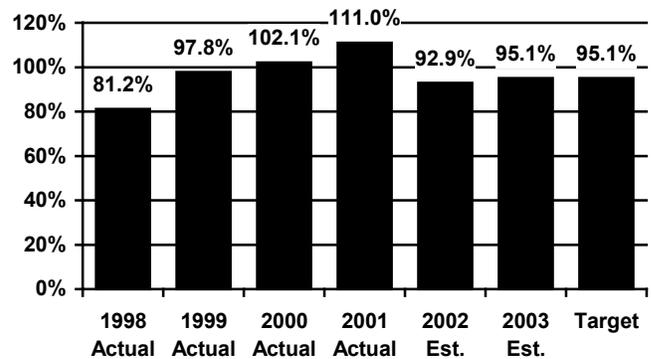


1998's visitation count of 311,924 has been difficult to duplicate. These numbers are extremely hard to predict and are of primary concern while consuming our strategic planning agendas. There is a modest 1.2 percent increase in the estimated year-end for 2002 and the 2003 predictions.

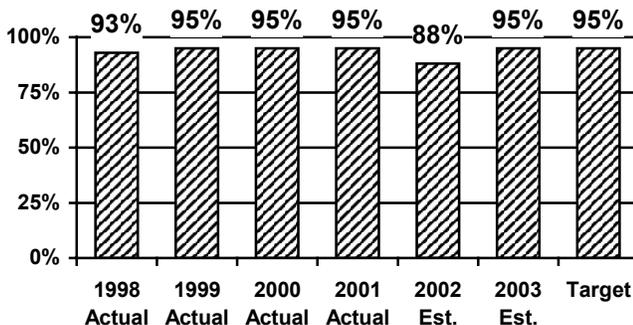
The Hayman Fire, national publicity from the fire, Pike National Forest closure, bridge construction, and paving of Highway 24 have been the contributing factors for the poor visitation during June and July of 2002. In May of 2002, visitation was up by 16 percent; and the trend was continuing until the 9th of June when the fire broke out. Year-to-date figures through June show a 3 percent decline in visitation, June alone was down 20 percent. The North Pole, Royal Gorge, and many other attractions in the area shared this figure. Local activities such as the Focus on the Family anniversary, the State Games, and the Fireman Memorial Ceremony have made us optimistic about the year-end totals.

A near 100 percent operating ratio indicates all revenues received by Pikes Peak are used for the expenses of running Pikes Peak – America's Mountain. Operating ratios are calculated by dividing expenses by revenues. A 100+ percent operating ratio indicates expenses outweigh the revenues and money is being expended from the fund balance. This graph is indicative of the court-dictated expenses taking place. Although fund balance money has previously covered the costs, additional funds will become necessary in the near future. Continued efforts for loans, federal funds, and contribution avenues will be energetically campaigned for in 2003.

% of Operating Ratio



% of Visitors Rating the "Peak" Experience as Good or Excellent



Eighty-eight percent of the Pikes Peak - America's Mountain visitors rated the total "Peak" experience good to excellent in 2002. In recent years, some visitors mentioned the possibility of installing more road guardrails to improve the road conditions and the overall experience. However, the lack of guardrails does not seem to have greatly impacted the visitors "Peak" experience. The staff speculates the drought and forest fires have caused a slight decrease in their good/excellent rating. However, it is anticipated to recover in 2003.

CHANGES TO THE BUDGET

- An increase of \$66,671 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- The Admin Pro-Rate charge has been increased \$89,433 as a result of updating the total cost allocation model.

MAJOR OBJECTIVES

OBJECTIVE – Provide safe, environmentally sensitive access to “America’s Mountain.”

Additional efforts to protect and enhance the natural environment will be addressed during the 2003 budget year. \$122,500 is budgeted for ongoing maintenance activities, to include elements of the erosion sedimentation project plan. Erosion redesign and the \$1.45 million in construction costs have been legally dictated, and the existing revenue avenues cannot cover these costs. Research and participation into federal funds, loans, Lodgers and Automobile Rental Tax (LART) funds, and grants are being investigated.

OBJECTIVE – Maintain and develop world-class facilities.

Pikes Peak's facilities goals are to provide high quality architectural consistency which responds to the environmental context of the mountain. We strive to enhance, upgrade, replace, and remove existing facilities in the Pikes Peak corridor and add new facilities as deemed necessary. In 2003, the existing facility maintenance program will be continued. The in-house program for maintenance, repair, and upgrading of existing facilities will cost approximately \$27,000.

OBJECTIVE – Develop and enhance first-class interpretive programs.

Interpretive programs have been designed to enhance the average visitor's experience on Pikes Peak. While interpretation has been planned to appeal to and be used by all of the many interest groups enjoying the mountain, touring families and local repeat-visit families and individuals have been a primary concern. An ongoing implementation of master plan projects for signage and interpretive turnouts and programs has been postponed for 2003 unless additional funding is located at the federal level.

OBJECTIVE – Provide educational and recreational opportunities.

Additional investigation and curriculum material development is necessary to provide personal service interpretation and answer visitor questions. Curriculum materials will guide the experience by educating the visitors in issues such as the environment, climate, weather, water, geology, geography, wildlife, life zones, trees, wildflowers, people of Pikes Peak, and history. Events and activities are planned to enhance the recreational opportunities and entice local and out-of-state visitors to Pikes Peak.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**PIKES PEAK FUND
PIKES PEAK – AMERICA’S MOUNTAIN**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	840,329	920,109	1,074,094	970,299
51207 WAGE PKG-PERFORMANCE	(2,643)	(3,106)	0	0
51210 OVERTIME	51,166	51,130	42,350	41,272
51220 SEASONAL/TEMPORARY	150,415	181,109	119,600	99,969
51235 STANDBY	0	35	0	0
51245 RETIREMENT/TERM VACATION	1,494	1,013	2,000	2,000
51255 CONVERSION OF SICK LEAVE	204	0	1,500	1,500
51260 VACATION BUY	631	486	0	0
51610 PERA	93,845	99,738	109,686	103,971
51615 WORKER'S COMPENSATION	49,577	38,732	45,064	43,068
51620 EQUITABLE LIFE INSURANCE	3,332	3,501	4,291	3,882
51625 VISION CARE	1,293	1,247	1,815	1,323
51640 DENTAL INSURANCE	6,479	7,194	8,064	7,980
51655 RETIRED EMP MEDICAL INS	2,367	6,636	4,090	4,090
51665 CASH BACK	6,605	3,001	0	0
51670 PARKING FOR EMPLOYEES	1,920	2,000	1,500	1,500
51690 MEDICARE	9,790	11,201	13,182	10,516
51695 CITY EPO MEDICAL PLAN	62,134	72,615	107,868	109,194
SALARIES AND BENEFITS TOTAL	1,278,938	1,396,641	1,535,104	1,400,564
52110 OFFICE SUPPLIES	3,830	10,274	3,000	4,000
52115 MEDICAL SUPPLIES	1,090	1,441	1,000	1,870
52120 SOFTWARE-MICRO/WORD PROCESS	6,509	1,040	12,000	1,000
52122 CELL PHONES EQUIP & SUPPLIES	0	1,389	0	1,000
52125 GENERAL SUPPLIES	14,855	18,088	17,000	14,500
52126 ELECTRICAL SUPPLIES	0	65	0	0
52127 CONSTRUCTION SUPPLIES	0	14	0	0
52128 PLUMBING SUPPLIES	0	24	0	0
52135 POSTAGE	1,358	994	1,600	1,600
52140 WEARING APPAREL	5,418	4,945	8,000	3,000
52145 PAINT & CHEMICAL	0	432	1,000	0
52155 AUTOMOTIVE	1,891	7,122	4,000	5,000
52160 FUEL	67,798	(1,742)	0	0
52165 LICENSES & TAGS	306	130	1,000	1,000
52170 SPECIAL, PHOTOGRAPHY, ETC	0	1,021	500	500
52175 SIGNS	375	183	500	500
52180 ASPHALTIC MATERIAL	0	3,068	0	0
52190 JANITORIAL SUPPLIES	2,542	4,959	3,500	3,500
52195 ENVIRONMENTAL SUPPLIES ETC	0	0	500	500
52215 MAINT-GROUNDS	0	0	15,000	7,500
52220 MAINT-OFFICE MACHINES	0	110	3,000	3,000
52225 MAINT-MICROS/WORD PROCESSOR	140	0	0	5,000
52235 MAINT-MACHINERY & APPARATUS	8,419	7,720	6,000	6,000
52240 MAINT-NONFLEET VEHICLES/EQP	134,589	(12)	4,000	4,000
52250 MAINT-RADIOS-ALLOCATION	10,008	12,000	10,000	5,000
52265 MAINT-BUILDINGS & STRUCTURE	91,608	22,323	32,200	28,500
52280 MAINT-ROADS & BRIDGES	127,430	320,050	182,500	122,500
52403 MARKETING	0	0	0	42,600
52405 ADVERTISING SERVICES	188,639	145,850	200,000	500
52410 BUILDING SECURITY SERVICES	0	0	2,000	2,000
52415 CONTRACTS & SPEC PROJECTS	0	0	0	75,000
52425 ENVIRONMENTAL SERVICES	0	121	0	0

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**PIKES PEAK FUND
PIKES PEAK – AMERICA’S MOUNTAIN**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52435 GARBAGE REMOVAL SERVICES	0	3,399	0	4,260
52440 HUMAN SERVICES	59	0	0	0
52445 JANITORIAL SERVICES	0	8,365	12,960	0
52450 LAUNDRY & CLEANING SERVICES	10,206	4,962	7,800	10,800
52570 REIMBURSABLE SERVICES	(89,650)	(54,456)	50,000	0
52574 LEGAL SERVICES	0	144,658	200,000	0
52575 SERVICES	240,374	444,626	242,200	27,600
52590 TEMPORARY EMPLOYMENT	0	1,729	0	0
52605 CAR MILEAGE	147	85	200	200
52615 DUES & MEMBERSHIP	950	2,334	2,300	750
52625 MEETING EXPENSES IN TOWN	1,815	3,320	1,710	2,000
52630 TRAINING	0	2,301	5,100	2,630
52635 EMPLOYEE EDUCATIONL ASSIST	6,987	0	0	0
52645 SUBSCRIPTIONS	366	209	400	0
52655 TRAVEL OUT OF TOWN	13,078	8,157	12,600	5,000
52705 COMMUNICATIONS	31,318	61,216	49,510	45,019
52725 RENTAL OF PROPERTY	0	8,900	0	0
52735 TELEPHONE-LONG DIST CALLS	1,636	2,791	1,050	1,250
52736 CELLULAR PHONES AIRTIME	0	0	0	2,500
52740 GENERAL INSURANCE-CITY	14,189	2,914	27,690	20,000
52745 UTILITIES	36,671	34,643	48,710	0
52746 ELECTRIC UTILITIES	0	0	0	18,800
52747 GAS UTILITIES	0	0	0	24,000
52749 WATER UTILITIES	0	0	0	1,700
52765 LEASE/PURCHASE PAYMENTS	84,938	84,938	135,000	85,000
52775 MINOR EQUIPMENT	12,335	13,060	16,000	15,000
52795 RENTAL OF EQUIPMENT	11,301	36,522	10,000	2,500
52805 ADMIN PRORATED CHARGES	97,668	101,568	107,720	197,153
52872 MAINT-FLEET VEHICLES/EQP	2,498	4,164	0	0
52874 OFFICE SERVICES PRINTING	718	1,898	3,000	4,000
52875 OFFICE SERVICES RECORDS	34	9	50	50
52880 PURCHASES FOR RESALE	15,602	57,464	20,000	11,000
52881 PURCH FOR RESALE - FUEL	0	52,533	46,500	56,500
52882 PURCH FOR RESALE-COMMERCIAL	0	57,691	15,000	45,000
52883 PURCH FOR RESALE NON STCK PART	0	63,497	94,400	94,400
52884 PURCH FOR RESALE - STOCK PARTS	0	14,584	12,000	12,000
52893 RENTAL OF FLEET VEHICLES	0	0	3,600	3,600
52921 TEL/COM PASSTHRU	16,965	0	0	0
52923 TEL/COM PASSTHRU	1,625	0	0	0
52970 ENVIRON PROTECTION PROGRAM	6,792	5,660	6,800	6,800
65150 LEGAL DEFENSE FUND	100,000	0	0	0
65170 TRANSFER TO OTHER FUNDS	40,140	41,760	44,260	0
OPERATING TOTAL	1,325,567	1,777,110	1,684,860	1,039,082
53005 CAPITAL EXPENDITURES - EROSION	0	0	0	1,450,000
53020 COMPUTERS/NETWORKS	4,829	4,434	0	2,000
53050 MACHINERY & APPARATUS	4,768	38,807	16,786	9,200
53070 VEHICLES-REPLACEMENT	79,538	114,413	0	0
53090 BUILDINGS & STRUCTURES	0	1,543	0	0
CAPITAL OUTLAY TOTAL	89,135	159,197	16,786	1,461,200
ORGANIZATION TOTAL	2,693,640	3,332,948	3,236,750	3,900,846

2000 actual amounts are not audited amounts and are taken from financial report GFSY0810 1/22/2001

2001 actual amounts are not audited amounts and are taken from financial report GFSY0810 2/01/2002



Valley Hi Golf Course

Dal Lockwood, Manager • 610 South Chelton, Colorado Springs, CO 80910 • (719) 385-6931 • dlockwood@ci.colospgs.co.us

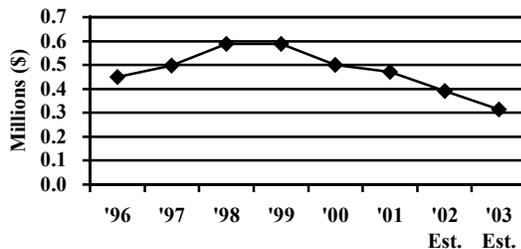
MISSION

To provide a high quality golf experience at the lowest possible cost while being a financially responsible and self-supporting golf course.

SERVICES

- 18-hole golf course
- Driving range
- Group and individual lesson programs for children and adults
- Putting green
- Full-service clubhouse and banquet facility
- Golf cart and club rentals
- Tournament and group outings
- Junior golf programs
- High school and middle school golf programs
- Corporate/industrial leagues
- Men's and women's associations

ESTIMATED FUND BALANCE



BUDGET SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2002 Est. Year End	2003 Budget
<u>Sources of Funds</u>					
Annual Permit Fees	\$ 59,275	\$ 59,681	\$ 57,550	\$ 64,256	\$ 57,550
Daily 9 & 18 Hole Green Fees	499,289	577,003	601,147	550,455	584,750
Cart Fees	175,440	203,005	199,386	201,935	192,775
Concessions	36,944	32,154	27,832	31,049	30,587
Operating Fee Daily	118,279	154,154	142,048	145,342	149,770
Lessons	1,181	1,571	1,887	1,376	1,633
Miscellaneous	12,767	12,652	12,783	18,884	11,976
Interest	37,866	36,601	47,627	38,032	36,601
Total	\$941,041	\$1,076,821	\$1,090,260	\$1,051,329	\$1,065,642
<u>Uses of Funds</u>					
Salary/Benefits	\$ 272,559	\$ 290,802	\$ 341,775	\$ 314,258	\$ 367,843
Operating	583,002	673,473	619,550	709,616	672,791
Capital Outlay	170,466	99,947	172,797	151,744	99,943
Total	\$1,026,027	\$1,064,222	\$1,134,122	\$1,175,618	\$1,140,577

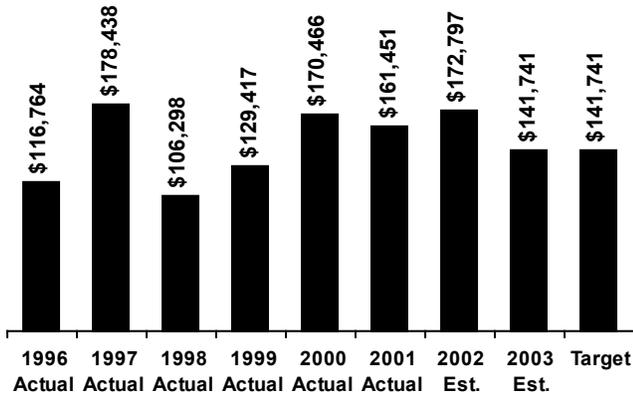
The estimated ending fund balance is not the same amount as the fund balance as stated on the Comprehensive Annual Financial Statements. It is determined by netting current assets and current liabilities less outstanding obligations such as contracts and purchase orders. This allows for only current liquid and available amounts to be appropriated by the Division.

PERSONNEL

Classification	2000 Actual	2001 Actual	2002 Budget	2002 Est. Year End	2003 Budget
Supervisor	1	1	1	1	1
Paraprofessional	1	1	1	1	1
General	3	3	3	3	3
FTE Total	5	5	5	5	5

PERFORMANCE INDICATORS

Dollars Spent on Capital

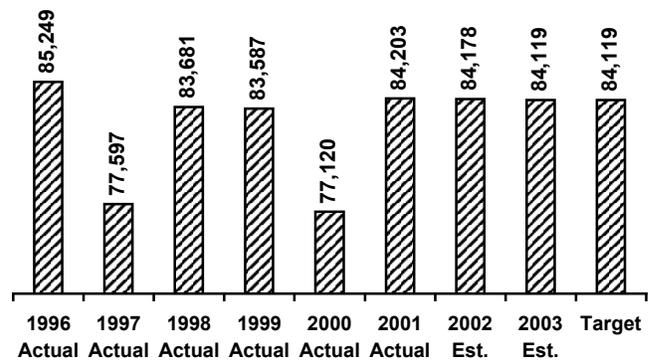


Dollars spent on capital indicate commitment to maintaining and improving golf facilities for customers. This is a crucial aspect of maintaining the value of Valley Hi's assets and the primary function of the fee maintenance program.

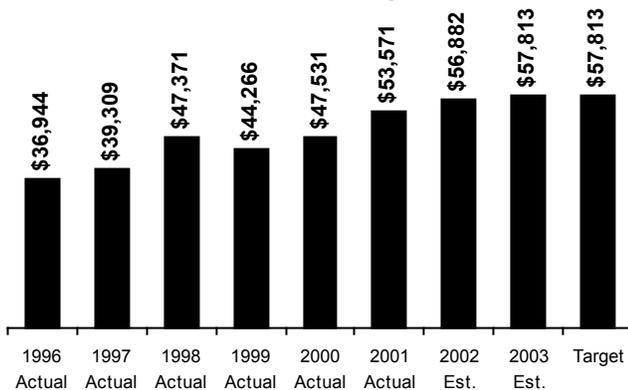
For 2003, \$41,798 is budgeted as a capital lease in the operating section of the budget.

Number of rounds played indicates a broad range of the golf market being served. Rounds also reflect an increase in local competition.

of Rounds Played



Maintenance Cost per Hole



Maintenance cost per hole is indicative of commitment to provide a high quality golf experience at the lowest possible cost. The cost per hole reflects a strong commitment to quality while continuing to provide a reasonably priced golf experience. These costs do not include capital expenditures as they are not considered part of an annual maintenance cost of a golf course and, therefore, are measured in separate capital categories.

The variance in maintenance cost per hole when comparing Patty Jewett versus Valley Hi is comprised of the Golf manager's and senior office specialist's salaries/benefits which is a cost component in Patty Jewett but not in Valley Hi.

CHANGES TO THE BUDGET

- An increase of \$17,733 is included in salaries and benefits to cover the projected market movement. Benefit adjustments include increases in health insurance and the civilian pension plan as well as a reduction in worker's compensation insurance.
- The Admin Pro-Rate charge has been decreased \$3,951 as a result of updating the total cost allocation model.

MAJOR OBJECTIVES

OBJECTIVE – Provide a high quality golf experience.

Through the use of state-of-the-art maintenance practices and equipment, high quality playing surfaces and facilities will continue to be provided to customers.

OBJECTIVE – Install a new pump house for the irrigation system.

Installing the new pump house will allow for greater economy and efficiency in the pumping of water for the irrigation system and in the use of electricity. Also, the moderation of pressure will assist in extending the life of the irrigation system pipes.

OBJECTIVE – Design and install cart paths for various holes on the golf course.

Continue implementation of master plan strategies to improve the golf experience at Valley Hi.

OBJECTIVE – Ensure the golf course remains financially responsible and self-supporting.

Initiate another phase of the fee maintenance philosophy with fee increase discussions beginning in September and concluding with a presentation to City Council in Late October or early November. Fee increases would take place in January of 2003.

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GOLF FUND
VALLEY HI GOLF COURSE**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
51205 CIVILIAN SALARIES	123,053	133,120	204,433	215,765
51207 WAGE PKG-PERFORMANCE	(471)	0	0	0
51210 OVERTIME	9,105	8,357	1,000	1,000
51215 ACHIEVEMENT AWARD	0	0	500	500
51220 SEASONAL/TEMPORARY	93,594	102,788	71,590	76,590
51235 STANDBY	0	0	1,000	1,000
51260 VACATION BUY	692	762	0	0
51299 SALARIES REIMBURSEMENTS	(16)	0	0	0
51610 PERA	22,528	22,581	24,619	26,934
51615 WORKER'S COMPENSATION	10,033	7,352	6,248	9,417
51620 EQUITABLE LIFE INSURANCE	472	482	830	876
51625 VISION CARE	181	191	311	311
51640 DENTAL INSURANCE	915	964	1,679	1,899
51690 MEDICARE	2,695	2,872	4,051	4,210
51695 CITY EPO MEDICAL PLAN	9,779	11,334	25,514	29,341
SALARIES AND BENEFITS TOTAL	272,559	290,802	341,775	367,843
52105 MISCELLANEOUS OPERATING	16,577	14	0	0
52110 OFFICE SUPPLIES	23	2,315	630	630
52115 MEDICAL SUPPLIES	35	127	500	500
52120 SOFTWARE-MICRO/WORD PROCESS	338	531	0	0
52125 GENERAL SUPPLIES	6,152	11,185	8,000	9,000
52140 WEARING APPAREL	288	2,856	2,000	2,000
52145 PAINT & CHEMICAL	95	1,268	3,000	3,000
52150 SEED & FERTILIZER	35,302	43,406	46,200	53,700
52155 AUTOMOTIVE	135	980	1,575	1,575
52165 LICENSES & TAGS	0	0	200	200
52175 SIGNS	45	2,589	1,500	1,500
52190 JANITORIAL SUPPLIES	1,028	3,216	0	0
52205 MAINT-LANDSCAPING	0	885	3,000	3,000
52210 MAINT-TREES	3,230	5,217	6,750	6,750
52215 MAINT-GROUNDS	33,282	15,135	22,000	26,900
52220 MAINT-OFFICE MACHINES	289	171	500	500
52225 MAINT-MICROS/WORD PROCESSOR	0	0	175	175
52230 MAINT-FURNITURE & FIXTURES	0	1,474	1,000	1,000
52235 MAINT-MACHINERY & APPARATUS	26,681	20,901	27,500	27,500
52240 MAINT-NONFLEET VEHICLES/EQP	0	0	1,000	1,000
52250 MAINT-RADIOS-ALLOCATION	900	1,512	900	900
52265 MAINT-BUILDINGS & STRUCTURE	4,838	11,295	15,000	15,000
52270 MAINT-WELLS & RESERVOIRS	17,045	17,990	15,500	15,500
52280 MAINT-ROADS & BRIDGES	4,634	2,945	5,000	5,000
52405 ADVERTISING SERVICES	9,372	13,759	10,000	10,000
52450 LAUNDRY & CLEANING SERVICES	881	881	2,500	2,500
52565 PEST CONTROL	0	200	0	0
52575 SERVICES	185,154	200,087	160,000	170,000
52605 CAR MILEAGE	0	0	300	300
52615 DUES & MEMBERSHIP	1,485	1,560	1,500	1,500
52625 MEETING EXPENSES IN TOWN	170	236	180	180
52630 TRAINING	0	145	0	0
52635 EMPLOYEE EDUCATIONL ASSIST	420	0	2,000	2,000

**CITY OF COLORADO SPRINGS
BUDGET DETAIL**

**GOLF FUND
VALLEY HI GOLF COURSE**

ACCOUNT	2000 ACTUAL	2001 ACTUAL	2002 BUDGET	2003 BUDGET
52645 SUBSCRIPTIONS	18	18	200	200
52655 TRAVEL OUT OF TOWN	52	53	1,800	1,800
52705 COMMUNICATIONS	9,228	26,083	19,902	19,902
52735 TELEPHONE-LONG DIST CALLS	65	333	300	300
52740 GENERAL INSURANCE-CITY	0	0	7,771	7,771
52745 UTILITIES	98,695	113,207	109,000	114,000
52765 LEASE/PURCHASE PAYMENTS	0	41,798	0	41,798
52775 MINOR EQUIPMENT	2,067	7,099	7,000	7,000
52795 RENTAL OF EQUIPMENT	65	133	5,700	3,200
52805 ADMIN PRORATED CHARGES	79,008	82,164	87,948	83,997
52806 PAYMENT IN LIEU OF TAXES	10,389	6,691	11,453	12,026
52872 MAINT-FLEET VEHICLES/EQP	13,322	16,624	12,000	14,000
52874 OFFICE SERVICES PRINTING	451	377	500	500
52921 TEL/COM PASSTHRU	5,171	0	0	0
52923 TEL/COM PASSTHRU	175	0	0	0
52970 ENVIRON PROTECTION PROGRAM	4,260	3,905	4,487	4,487
65170 TRANSFER TO OTHER FUNDS	11,640	12,108	13,079	0
OPERATING TOTAL	583,002	673,473	619,550	672,791
53050 MACHINERY & APPARATUS	51,231	58,785	161,797	0
53090 BUILDINGS & STRUCTURES	119,235	41,162	11,000	99,943
CAPITAL OUTLAY TOTAL	170,466	99,947	172,797	99,943
ORGANIZATION TOTAL	1,026,027	1,064,223	1,134,122	1,140,577

2000 actual amounts are not audited amounts and are taken from financial report GFSY0810 1/22/2001

2001 actual amounts are not audited amounts and are taken from financial report GFSY0810 2/01/2002

Other Funds and Agencies

This section provides a description of all other funds and agencies that have appropriations in 2003 but which have not been previously displayed in this book. These include special revenue funds, capital projects funds, internal services funds, and trust funds. The definitions as well as a summary table of these funds are contained in Section 2, All Funds Summary.

Funds included in this section are as follows:

- **Cable Franchise**
- **Conservation Trust**
- **Lodgers and Automobile Rental Tax (LART)**
- **Ongoing CIP**
- **Other Special Funds**

Special Revenue Funds

Arterial Roadway
Ballfield Capital Improvements
Bicycle Tax Fund
Briargate Special Improvement Maintenance District
Business Development Revolving Loan Fund
Garfield School Maintenance
Gateway Special Improvement Maintenance District
Norwood Special Improvement Maintenance District
Old Colorado City Maintenance and Security District
Platte Avenue Special Improvement Maintenance District
Public Space and Development Fund
Stetson Hills Special Improvement Maintenance District
Street Tree Fund
Subdivision Drainage
Tree City USA Fund
Woodstone Special Improvement Maintenance District

Internal Services

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

Trust Funds

C.D. Smith Trust Fund
Gift Trust Fund
Perkins Trust Fund
Sabine Trust Fund
Senior Programs Fund
Therapeutic Recreation Fund
Woods Trust Fund

Local Improvement Districts

Improvement Districts Fund
Carmel Drive Improvement District
Woodmen Valley Improvement District

Grants Fund

Grants Interest

- **Public Safety Sales Tax**
- **Springs Community Improvements Program (SCIP)**
- **Trails, Open Space and Parks**

Cable Franchise

MISSION

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

OVERVIEW

In July of 2000, City Council approved Ordinances 00-118 and 00-119 establishing the terms, fees, compensation, conditions, and other matters of franchise between the City and Adelphia Communications and WideOpen West. On November 7, 2000, Colorado Springs voters approved Measures 2A and 2B to grant nonexclusive franchise agreements to Adelphia Communications and WideOpen West. In accordance with the agreement, the SCETC will receive 20 percent of the funds; and the City will apply its share towards information technology and communication needs.

2003 Cable Franchise Grant	
Revenue	
1 percent decrease in number of subscribers, no change in rate (90,000 subscribers at \$1.20 per month)	\$1,296,000
Total Revenue	\$1,296,000
Expenditures	
City Information Technology strategic needs	\$ 904,000
Southern Colorado Educational Television Consortium (SCETC) 20 percent share	259,200
SpringsTV implementation equipment and staffing	132,800
Total Expenditures	\$1,296,000

City Information Technology strategic needs: **\$904,000**

Automated Payroll/Financial System Upgrades and Maintenance – A total of \$513,693 from the cable franchise fund is budgeted for support of the City’s financial, payroll, and human resources information systems (PeopleSoft). These funds contribute to server upgrades, annual software maintenance fees, and implementation of enhanced functionality for these systems.

Fire Department: Weather/Flood Monitoring System – A total of \$41,000 is budgeted to fund the maintenance of the weather stations and subscription fee for software with Meterorlogix.

Information Technology: I-Net Optical Multiplexer Infrastructure – Funding of \$176,000 is included to upgrade eight nodes on the City’s network through installation of multiplexors connected to fiber optic cable.

Police: Criminal Justice Information System (CSPDCore) – A total of \$173,307 is budgeted for the development of basic police records management systems to replace the current CJIS. Requirements analysis, design work, development tools, and contracted services are included in the funding.

Southern Colorado Educational Television Consortium share: **\$259,200**

Southern Colorado Educational Television Consortium (SCETC) – A total of \$259,200 is provided for the SCETC to continue implementing a connector loop network to cable cast from remote sites for increased learning opportunities. Partial funding for a mobile studio van is included for the 2003 budget.

SpringsTV:**\$132,800**

SpringsTV – A total of \$132,800 is included for equipment maintenance, program promotions, production contract services, interns, basic operational supplies, a server and T-1 phone line. The server and phone line will support video and audio streaming of live City Council sessions, Planning Commission, and E-Town Hall meetings. This will also support encoding of video clips to be made available on SpringsGOV.com.

Conservation Trust

MISSION

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

BUDGET SUMMARY

	2001 Actual	2002 Budget	2003 Budget
Lottery-Funded Projects	\$2,497,614	\$2,999,892	\$3,450,000
Total	\$2,497,614	\$2,999,892	\$3,450,000

OVERVIEW

Local government receives 40 percent of the total revenue generated by the State Lottery, and the City share is distributed based on population. These funds are received and expended from the Special Conservation Trust Fund. A total of \$2,946,452 is the allocation of the Lottery funds expected to be received during 2003. This estimate is based upon a weighted city population of 374,316 and a \$7.87 per capita distribution. Interest earnings of \$60,000 and a draw from the unappropriated/unrestricted fund balance of \$443,548 bring the total available for appropriation in 2003 to \$3,450,000.

A detailed list of projects to be funded in 2003 is presented in Section 17, "Capital Improvements and SCIP."

Lodgers and Automobile Rental Tax Fund (Bed & Car Tax)

MISSION

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

ACCOUNT CATEGORY	2000 Budget	2001 Budget	2002 Budget	2003 Request	2003 Recommend
Fine Arts Center – Free Admission Days and SpringSpree	\$ 30,121	\$ 0	*\$ 19,879	\$ 85,000	\$ 0
Transfer to General Fund for Tourist-Related Expenses	1,138,593	1,089,050	1,033,486	1,064,921	864,921
Summer Symphony Contract	20,115	0	** 39,929	160,044	0
Pikes Peak-America's Mountain	0	0	0	500,000	200,000
Pikes Peak-America's Mountain Hill Climb	30,000	0	0	0	0
Global Advisory Council – Office of International Affairs Staffing	0	50,000	0	50,000	0
Urban Renewal Authority – Downtown Convention Center Project	0	50,000	0	0	0
Cheyenne Mountain Zoo	0	0	0	100,000	0
Subtotal – City Share	\$1,218,829	\$1,189,050	\$1,093,294	\$1,959,965	\$1,064,921
Convention and Visitors Bureau Promotion Contract	2,437,650	2,437,650	2,186,580	2,129,837	2,129,837
TOTAL	\$3,656,479	\$3,626,700	\$3,279,874	\$4,089,802	\$3,194,758

* A total of \$85,000 was requested from the City. The 2002 request is net of the \$30,121 that is included in the General Fund. The 2002 budget is the 2002 request less the \$35,000 from Colorado Springs Utilities.

** A total of \$160,044 was requested from the City. The 2002 request is net of the \$95,115 that is included in the General Fund. The 2002 budget is the 2002 request less the \$25,000 from Colorado Springs Utilities.

OVERVIEW

Revenue resulting from the City's 2 percent lodging and 1 percent auto rental tax are deposited into the Lodgers and Automobile Rental Tax Fund (LART). Uses of LART revenue is limited to tourist promotion and visitor attraction as well as for economic development activities. LART revenue collections through the first eight months of 2002 are down 5.7 percent from the same period one year ago. The surprise terrorist attack on the U.S. on September 11, 2001, has had an adverse impact on air travel throughout the country. Yet, the national recession appears to have had a greater impact on both business and leisure travel to the region. The fires in neighboring forests this past summer also served to dampen the summer tourist season. Finally, the supply of lower-cost hotel rooms has surged in recent years which has placed some downward pressure on average room rates charged. All of these factors are estimated to push LART revenue down to a level 6.35 percent below actual 2001 collections. The 2002 revenue total is estimated to fall \$210,000 below the budgeted amount. However, the LART fund began 2002 with an unappropriated fund balance of \$200,669, which will serve to help soften the shortfall anticipated for 2002.

Barring any further acts of terrorism in coming months which could further damage consumer confidence in travel, LART collections in 2003 are projected to post a modest increase of 4 percent from the 2002 year-end estimate. The 2003 LART budget has been designed to maintain past policy regarding the allocation of a two-thirds share of revenue to the Convention and Visitors Bureau while maximizing the General Fund cost recovery for tourist-related expenses.

Fine Arts Center – A total of \$85,000 was requested to allow free public access on Saturdays, Family Days programs, free admission to annual Holiday Lights, and visual arts activities for SpringSpree, and the Indian~Spanish Market. Due to budgetary constraints, no LART funding for the request was approved. However, the Colorado Springs Utilities will fund \$62,000 in 2003.

Transfer to General Fund for Tourist-Related Expenses – The General Fund incurs significant expenses each year in providing services and infrastructure supporting local tourist activity and economic development efforts. These include operating expenses incurred by City Departments in providing public safety and other support services for various special events. Additionally, the costs of operating and maintaining various regional parks including Garden of the Gods, Rockledge Ranch, North Cheyenne Canon, Palmer Park, and the North Slope Recreation Area are borne by the General Fund. Further, operation of the Pioneer’s Museum and the City’s Economic Development Unit are funded through the General Fund. This transfer represents reimbursement for a portion of these expenses.

Summer Symphony – A total of \$160,044 was requested by the Colorado Springs Symphony to provide a series of four summer concerts including the “Fabulous Fourth” concert in Memorial Park on the Fourth of July. Due to budgetary constraints, no LART funding for the request was approved. However, the Colorado Springs Utilities will fund \$62,600 for three concerts and the City General Fund will fund \$72,500 for the Fabulous Fourth concert.

Pikes Peak – America’s Mountain – A \$500,000 contribution was requested to assist with the implementation of the erosion and sedimentation project on Pikes Peak. The project is the result of a consent decree stemming from litigation with the Sierra Club. A total of \$200,000 was approved for this request. In accordance with the consent decree, Pikes Peak – America’s Mountain is slated to construct \$1.45 million erosion and sedimentation improvements. Through cost cutting, some revenue enhancements, and a proposed loan from the State, the City-operated enterprise can generate approximately \$1.25 million of the 2003 requirement, leaving an unfunded amount of \$200,000. The City is presently engaged in the process of applying for State energy impact assistance funds from the State Department of Local Affairs (DOLA) for the remaining \$200,000. The receipt of those grant funds is uncertain given that they are awarded on a competitive and discretionary basis by the State. As a result, the 2003 LART budget has been constructed to provide \$200,000 to Pikes Peak – America’s Mountain should it not receive any energy impact assistance funds from the State in 2003.

Global Advisory Council – Office of International Affairs – The Global Advisory Committee requested \$50,000 to continue to assist with the operation of the Office of International Affairs. The funds would be used to help support the salaries and benefits of the two staff members of the Office. The Office, housed at the Colorado Springs Chamber of Commerce, provides centralized coordination of many international activities in the city aimed at increasing foreign visitors, foreign investment in Colorado Springs, and sales by Colorado Springs employers in international markets. Due to budgetary constraints, no LART funding for the request was approved. However, the Colorado Springs Utilities will fund \$25,000 and the City General Fund will fund \$25,000.

Cheyenne Mountain Zoo – A total of \$100,000 was requested by the Cheyenne Mountain Zoo to help cover the cost of the construction of its new African Rift Valley exhibit. Once completed, the permanent exhibit will replace the decades-old hoof-stock barns at the Zoo with a large open yard for giraffes mixed with antelope, gazelle, and ground birds. The new exhibit will also offer new interactive learning experiences for visitors. Due to budgetary constraints, no funding for the request was approved.

Convention and Visitors Bureau (CVB) Promotion Contract – A total of \$2,129,837 is included to fund a visitor promotion contract in accordance with City Code. The contract calls for the promotion of tourism, recreational visitors, business meetings, conventions, and other special events which attract visitors to the city and the greater Pikes Peak Region. The amount of the contract is in accordance with the past policy of allocating two-thirds of Lodgers and Automobile Rental Tax revenue to the visitor promotion contract. The 2003 contract amount represents a 2.6 percent reduction from the 2002 contract amount.

Ongoing CIP

MISSION

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

BUDGET SUMMARY

	2001 Actual	2002 Budget	2003 Budget
Ongoing CIP Maintenance	\$5,566,242	\$7,324,000	\$6,979,328
Total	\$5,566,242	\$7,324,000	\$6,979,328

OVERVIEW

In 2003, the City will provide a total of \$6,979,328 for ongoing capital maintenance. This amount includes \$6,489,254 from the General Fund, \$295,074 in rebudgeted 2002 funds, and \$195,000 in anticipated interest earnings from unexpended capital accounts.

These funds are not part of the SCIP Phase I financing. A detailed list of projects is in Section 17, "Capital Improvements and SCIP."

INTERNAL SERVICES

Claims Reserve Self-Insurance Fund

2002 Budget: **\$1,000,000** **2003 Budget:** **\$1,000,000**

Purpose: Provide the City with a self-insurance fund for liabilities.

Source of Revenue: City organizational units.

Designated Expenditure: Payment of liability claim settlements against the City.

Employee Benefits Self-Insurance Fund

2002 Budget: **\$26,000,000** **2003 Budget:** **\$29,900,000**

Purpose: Collect insurance premiums from the City and its employees to be used for payment of claims.

Source of Revenue: City and employee health insurance premiums.

Designated Expenditure: Current year premium and increases.

Workers' Compensation Self-Insurance Fund

2002 Budget: **\$5,600,000** **2003 Budget:** **\$5,600,000**

Purpose: Provide a source of funding for worker claims due to injury or other debilitating events.

Source of Revenue: City operating organizational unit budgets.

Designated Expenditure: Payments of Workers' Compensation claims.

TRUST FUNDS

C. D. Smith Trust Fund

2002 Budget **\$45,000** **2003 Budget:** **\$85,000**

Purpose: Provide funding for senior programs.

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

Designated Expenditure: Senior programs.

Gift Trust Fund

2002 Budget: **\$1,000,000** **2003 Budget:** **\$1,000,000**

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

Source of Revenue: Donations from private individuals or businesses.

Designated Expenditure: As designated by donor.

Perkins Trust Fund

2002 Budget: **\$150** **2003 Budget:** **\$500**

Purpose: Account for the Willard B. Perkins Trust.

Source of Revenue: Income from investments from the Perkins Trust.

Designated Expenditure: Two-thirds to School District #11 and one-third to the Pikes Peak Library District.

Public Safety Sales Tax (PSST)

MISSION

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

BUDGET SUMMARY

	2001 Actual	2002 Budget	2003 Budget
Uses of Funds			
Salaries/Benefits	N/A	\$ 3,488,762	\$ 7,399,619
Operating	N/A	2,599,835	2,031,150
Capital Outlay	N/A	2,202,681	1,609,668
CIP	N/A	14,027,000	10,796,121
Total	N/A	\$22,318,278	\$21,836,558

PERSONNEL

	2001 Actual	2002 Budget	2003 Budget
Uniformed FTE	N/A	65.00	89.00
Civilian FTE	N/A	14.75	32.25
FTE Total	N/A	79.75	121.25

OVERVIEW

In November 2001, City voters approved ballot question B4 which authorized a City Sales and Use Tax rate increase of 0.4 percent to be used to fund public safety operating and capital improvement needs. As approved by voters, all revenue from the 0.4 percent tax is placed in a dedicated fund (Public Safety Sales Tax Fund) and is not used to replace any local funds already budgeted for public safety operations. In conjunction with the approval of the 2002 Public Safety Sales and Use Tax Fund (PSST) budget, Council also adopted a ten-year plan for the fund. That plan presented a multiyear perspective on what is planned to be expended to achieve the purpose and intent of ballot question B4. The 2002 ten-year plan projected total PSST revenue of \$24.6 million for 2003. However, the timetables for the additional staff and capital projects in 2003 has been modified due to lower projections of available Sales and Use Tax revenue. PSST revenue for 2003 is now projected to total \$22.5 million, or \$2.1 million below the original amount contained in the 2002 ten-year plan.

Given the volatility of sales and use tax revenue, City Council directed that an unappropriated fund balance be built up and maintained at a level of at least 10 percent of current PSST revenue to help protect against any revenue shortfalls and unforeseen fiscal events. For 2003, \$22.5 million in PSST revenue is projected. A total of \$631,119 is set aside to bring the PSST fund balance up to the 10 percent level which leaves \$21.8 million available for appropriation in 2003.

A total of \$10,087,196 is allocated to the Fire Department in 2003 allowing the Department to staff the new Station 19 slated to be completed early in 2003 and to begin construction of new Stations 20 and 21. A total of \$5.8 million is allocated for the construction of those two stations that are slated to open in 2004. A total of 24 FTE positions are added in 2003 with 19 of that total being uniformed personnel. In addition to the 15 uniformed positions to staff Station 19, three battalion chiefs for a third fire district and a fire investigator are added. A total of 5 FTE civilian personnel are also added including a fire education coordinator for the FireWise program, a senior GIS analyst, a staff support position in personnel, an audiovisual specialist to operate the distance learning system for firefighter training, and six months of a fleet technician.

PSST funding for the Police Department in 2003 totals \$11.6 million. A large portion (\$4.9 million) of that total is allocated to finish the construction of the new 4th Division substation in the northeast portion of the city and for land acquisition and construction of a new substation for the Gold Hill Division. A total of 17 FTE positions are added in 2003 with 5 of that total being uniformed personnel. Two new sergeant positions, one each in Internal Affairs and Metro Vice, Narcotics and Intelligence (VNI), are added along with a robbery investigator position. A portion of the command staff (1 commander, 1 lieutenant) for the new 4th Division is added in 2003 to help with the planning for the new facility. A total of 12 new civilian personnel are also added including 5 information technology analysts, a crime scene technician, four clerical support staff, and two drivers for ferrying police vehicles. This is in addition to the 60 Police officers hired in 2002.

Support Services expenditures for 2003 total \$143,614. This allows the addition of a one-half FTE position in Fleet and continued funding for a clerical support position in Human Resources and an accounts payable clerk in the City Finance Office that were added in 2002.

While the drop in PSST Sales and Use Tax revenue has required some adjustments in the plans for hiring additional staff and constructing public safety capital projects, the original schedule of opening Fire Station 19 and constructing Stations 20 and 21 in 2003 is being maintained. However, the opening of the new 4th Division Police substation and a new substation for the Gold Hill Division have been delayed but by less than a year. Additionally, the hiring of 13 new Police officers, originally slated to occur in 2003, had to be postponed.

**City of Colorado Springs
Public Safety Sales Tax Fund
Ten-Year Plan 2003-2012**

	2003 Budget	2004 Forecast	2005 Forecast	2006 Forecast	2007 Forecast	2008 Forecast	2009 Forecast	2010 Forecast	2011 Forecast	2012 Forecast
Existing FTE Employees	79.75	121.25	198.25	230.25	245.25	246.75	253.75	256.75	270.25	271.25
New Public Safety Positions										
Uniformed	24.00	43.00	18.00	15.00	0.00	3.00	0.00	13.00	0.00	0.00
Civilian	17.00	31.00	3.00	0.00	1.50	4.00	3.00	0.00	1.00	0.00
New Support Services Positions	0.50	3.00	11.00	0.00	0.00	0.00	0.00	0.50	0.00	0.00
Total FTE Employees	121.25	198.25	230.25	245.25	246.75	253.75	256.75	270.25	271.25	271.25
Beginning Fund Balance	\$1,583,133	\$2,270,042	\$2,300,660	\$2,335,612	\$2,415,759	\$2,497,565	\$2,584,218	\$2,626,767	\$2,665,644	\$2,707,017
Revenue										
Sales & Use Tax	22,472,200	23,539,630	24,657,762	25,829,006	27,055,883	28,341,038	29,687,237	31,097,381	32,574,506	34,121,796
Interest	51,267	69,018	72,296	75,730	79,327	83,095	87,042	91,177	95,508	100,044
Total Fund Revenue	22,523,467	23,608,648	24,730,058	25,904,736	27,135,210	28,424,133	29,774,279	31,188,558	32,670,014	34,221,840
Expenditures										
Public Safety										
Salaries and Benefits	7,266,529	13,502,500	16,197,674	18,526,003	19,887,062	21,141,235	22,044,959	23,630,419	24,513,030	25,370,142
Operating Expenses	2,020,626	2,936,884	3,676,674	3,243,761	3,211,886	3,511,743	4,179,187	3,825,268	4,115,283	4,419,830
Capital Outlay	1,609,668	1,720,712	1,403,877	1,592,158	1,477,011	1,165,881	946,551	990,008	1,254,240	1,956,189
Public Safety CIP	10,796,121	4,594,443	2,080,405	1,130,094	1,104,895	1,104,895	1,104,895	1,104,895	1,104,895	1,104,895
Sub-total	21,692,944	22,754,539	23,358,630	24,492,016	25,680,854	26,923,754	28,275,592	29,550,590	30,987,448	32,851,056
Support Services										
Salaries and Benefits	133,090	334,883	1,146,866	1,181,272	1,216,710	1,253,211	1,290,807	1,414,595	1,457,032	1,500,743
Operating Expenses	10,524	23,674	146,894	151,301	155,840	160,515	165,331	178,797	184,161	189,684
Capital Outlay	0	36,813	42,717	0	0	0	0	5,700	0	0
Support Services CIP	0	428,120	0	0	0	0	0	0	0	0
Sub-total	143,614	823,491	1,336,477	1,332,573	1,372,550	1,413,726	1,456,138	1,599,091	1,641,193	1,690,428
Total Fund Expenditures	21,836,558	23,578,030	24,695,107	25,824,589	27,053,404	28,337,480	29,731,730	31,149,681	32,628,641	34,541,484
Annual Revenue Surplus (Deficit)	686,909	30,618	34,951	80,147	81,806	86,653	42,549	38,877	41,373	(319,644)
Ending Fund Balance	\$2,270,042	\$2,300,660	\$2,335,612	\$2,415,759	\$2,497,565	\$2,584,218	\$2,626,767	\$2,665,644	\$2,707,017	\$2,387,373
Fund Balance %	10.40%	9.76%	9.46%	9.35%	9.23%	9.12%	8.83%	8.56%	8.30%	6.91%

Fire

Ten-Year Plan 2003 - 2012

	2003 Budget	2004 Projected	2005 Projected	2006 Projected	2007 Projected	2008 Projected	2009 Projected	2010 Projected	2011 Projected	2012 Projected
Salary/Benefits	2,505,070	4,706,719	6,457,501	8,040,413	9,027,856	9,746,953	10,305,131	10,774,374	11,173,643	11,508,853
Operating	848,810	1,440,330	1,711,830	1,696,420	1,747,540	1,891,600	2,066,221	2,134,572	2,218,713	2,367,167
Capital Outlay	911,316	1,174,211	1,217,000	1,153,759	714,563	453,549	400,819	422,106	632,807	872,790
CIP	5,822,000	3,669,443	2,080,405	1,130,094	1,104,895	1,104,895	1,104,895	1,104,895	1,104,895	1,104,895
TOTAL	10,087,196	10,990,703	11,466,736	12,020,686	12,594,854	13,196,997	13,877,066	14,435,947	15,130,058	15,853,705
<i>Uniformed FTE</i>	<i>24.00</i>	<i>46.00</i>	<i>63.00</i>	<i>78.00</i>	<i>78.00</i>	<i>79.00</i>	<i>79.00</i>	<i>80.00</i>	<i>80.00</i>	<i>80.00</i>
<i>Civilian FTE</i>	<i>8.75</i>	<i>11.75</i>	<i>13.75</i>	<i>13.75</i>	<i>15.25</i>	<i>19.25</i>	<i>22.25</i>	<i>22.25</i>	<i>23.25</i>	<i>23.25</i>

Service Packages and Capital Improvement Projects

2003			
Eight minute response	2003	Land, design, construction of Fire Sta. 20	\$ 2,911,000
Facilities	2003	Ventilation Improvements in Stations, Phase II	\$ 70,000
12-min fire response	2003	Land, design, construction of Fire Sta. 21	\$ 2,911,000
EMS	2003	Balance of salary and operating for EMS quality assurance coordinator (2 months)	\$ 11,966
Operational readiness	2003	Balance of salary and operating for officer for recruiting, testing, and professional standards (2 months)	\$ 15,856
Operational readiness	2003	Balance of special assignment pay for certified relief apparatus drivers (2 months)	\$ 13,008
Planning and Admin	2003	Balance of salary and operating for staff lieutenant for Ops (2 months)	\$ 16,598
Operational readiness	2003	Balance of funding for Training lieutenant (2 months)	\$ 15,666
Planning and Admin	2003	Balance of funding for I.S. Analyst III (2 months)	\$ 14,016
Operational readiness	2003	Balance of salary and operating for senior office specialist for Logistics and Transportation (2 months)	\$ 7,959
Wildland Risk Mgmt	2003	Balance of salary and operating for Wildland Fire Risk Management Program (2 months)	\$ 23,045
Eight minute response	2003	Open new Fire Station 14 (7/1)	\$ 49,332
Eight minute response	2003	Complete apparatus purchase for Station 19	\$ 262,363
Eight minute response	2003	Open Fire Station 19 (7/1) [Operations]	\$ 1,153,341
Eight minute response	2003	Purchase chassis for Station 20 apparatus	\$ 137,917
Eight minute response	2003	Train 4 PMs for Station 21	\$ 153,585
Eight minute response	2003	Battalion chiefs to staff third district [Operations]	\$ 248,900
Fire Prev/Pub Ed	2003	Wildland Risk Management Coordinator and program	\$ 145,131
Fire Prev/Pub Ed	2003	AV Specialist [Support Services]	\$ 82,173
Fire Prev/Pub Ed	2003	Fire investigator and increase in Investigations overtime budget [Fire Prevention]	\$ 76,385
Operational readiness	2003	One-time equipment replacement (medical, firefighting, communications, IT)	\$ 149,200
Operational readiness	2003	Fleet technician (EVT certified) [Support Services]	\$ 32,945
Planning and Admin	2003	Admin technician for Personnel Office [Support Services]	\$ 60,256
Technology	2003	Senior GIS Analyst [Fiscal, I. S., and Planning]	\$ 83,663

Service Packages and Capital Improvement Projects

2004			
Facilities	2004	Feasibility and Design of Station 8 remodel	\$ 104,000
Facilities	2004	Station 8 remodel	\$ 1,329,000
Facilities	2004	Design of Station 6 remodel	\$ 65,000
Facilities	2004	Station 6 remodel	\$ 685,000
Facilities	2004	Health, Safety and Accessibility Study	\$ 286,443
Facilities	2004	Remodel of Maintenance Center/Warehouse	\$ 1,200,000
12-min fire response	2004	Purchase chassis for truck 19	\$ 218,545
12-min fire response	2004	Open Fire Station 21 and move Truck 4 there and equip ALS	\$ 181,094
Eight minute response	2004	Balance of full year funding for Station 19	\$ 582,737
Eight minute response	2004	Complete apparatus purchase for Station 20	\$ 265,225
Eight minute response	2004	Open Station 20 (7/1)	\$ 1,186,465
EMS	2004	Three lieutenants for medical office [Operations]	\$ 437,037
Fire Prev/Pub Ed	2004	Fire code inspector II [Prevention]	\$ 97,572
OEM	2004	Weather and flood alert system for city	\$ 119,882
Operational readiness	2004	Driver trainer (Lt) and senior office specialist for Training [Support Services]	\$ 153,344
Operational readiness	2004	One-time equipment purchases	\$ 38,000
Planning and Admin	2004	Office specialist for Operations Division [Operations]	\$ 45,995
Technology	2004	IS technician to support mobiles, additional users, and hardware [Fiscal, I. S., and Planning]	\$ 59,216
Technology	2004	Senior Information Systems Analyst [Fiscal, I. S., and Planning]	\$ 105,549
Wildland Risk Mgmt	2004	Wildland Risk Management Program vegetation control	\$ 360,600
2005			
Facilities	2005	Station 17 Phase II	\$ 980,000
Facilities	2005	Design of Phase II of FDC	\$ 623,000
Facilities	2006	Ventilation Improvements for Stations	\$ 477,405
12-min fire response	2005	Complete apparatus purchase for truck 19	\$ 281,377
12-min fire response	2005	Open truck company at Station 19 (7/1) [Operations]	\$ 1,205,711
12-min fire response	2005	Purchase chassis for truck for Station 17	\$ 218,545
Eight minute response	2005	Balance of full year funding for Station 20	\$ 600,219
Fire Prev/Pub Ed	2005	Hazmat specialist [Prevention]	\$ 105,458
Operational readiness	2005	Warehouse supply technician for L & T center [Support Services]	\$ 89,459
Operational readiness	2005	One-time equipment replacement	\$ 85,000
Operational readiness	2005	Lieutenant for Personnel	\$ 131,596
2006			
Facilities	2006	Design of Station 1 remodel	\$ 362,303
Facilities	2006	Phase II of FDC construction, first of ten COP payments	\$ 767,792
12-min fire response	2006	Balance of full year funding for truck company at Station 19	\$ 618,225
12-min fire response	2006	Complete purchase of Truck 17	\$ 289,819
12-min fire response	2006	Open truck company at Station 17 (7/1) [Operations]	\$ 1,241,579
Operational readiness	2006	One-time equipment replacement	\$ 410,000

Service Packages and Capital Improvement Projects

2007			
Facilities	2007	Station 1 remodel construction, first of ten COP payments	\$ 337,103
12-min fire response	2007	Balance of funding for Truck 17	\$ 636,772
Eight minute response	2007	Senior analyst for curriculum development in Training [Support Services]	\$ 99,556
Operational readiness	2007	Apparatus replacement	\$ 650,000
Facilities	2007	Phase 2 of FOC - operating costs: 1/2 maintenance services worker [Support Services]	\$ 62,023
2008			
Operational readiness	2008	Fleet technician (EVT certified)	\$ 72,498
Fire Prev/Pub Ed	2008	Fire investigator [Fire Prevention]	\$ 153,764
Technology	2008	IS technician to support additional users and hardware [Fiscal, I. S. and Planning]	\$ 78,577
Fire Prevention	2008	Senior fire protection engineer [Fire Prevention]	\$ 139,643
Technology	2008	Ongoing equipment replacement (medical, firefighting, IT, communications)	\$ 87,900
Technology	2008	Senior information systems analyst [Fiscal, I. S., and Planning]	\$ 117,567
2009			
Technology	2009	Senior network engineer [Fiscal, I.S. and Planning]	\$ 116,134
Planning and Admin	2009	Senior analyst for FISP [Fiscal, I. S., and Planning]	\$ 106,629
Operational readiness	2009	Ongoing equipment replacement (medical, firefighting, IT, communications)	\$ 128,000
Operational readiness	2009	SCBA technician [Support Services]	\$ 86,096
2010			
Operational readiness	2010	Increase FD facilities maintenance budget	\$ 27,000
Operational readiness	2010	Training Captain	\$ 174,518
2011			
Operational readiness	2011	Ongoing equipment replacement/support (medical, firefighting, communications)	\$ 42,500
Operational readiness	2011	Increase apparatus replacement budget	\$ 80,000
Fire Prev/Pub Ed	2011	Fire code inspector [Prevention]	\$ 120,515
Facilities	2011	Increase FD facilities maintenance budget	\$ 55,000
2012			
Operational readiness	2012	Operations baseline increase	\$ 90,000
Operational readiness	2012	Equipment Purchases (IT, medical, communications, firefighting, etc.)	\$ 103,000
Facilities	2012	Facilities Maintenance	\$ 150,000

Police

Ten-Year Plan 2003 - 2012

	2003 Budget	2004 Projected	2005 Projected	2006 Projected	2007 Projected	2008 Projected	2009 Projected	2010 Projected	2011 Projected	2012 Projected
Salary/Benefits	4,761,459	8,795,781	9,740,173	10,485,590	10,859,206	11,394,282	11,739,828	12,856,045	13,339,387	13,861,289
Operating	1,171,816	1,496,554	1,964,844	1,547,341	1,464,346	1,620,143	2,112,966	1,690,696	1,896,570	2,052,663
Capital Outlay	698,352	546,501	186,877	438,399	762,448	712,332	545,732	567,902	621,433	1,083,399
CIP	4,974,121	925,000	0	0	0	0	0	0	0	0
TOTAL	11,605,748	11,763,836	11,891,894	12,471,330	13,086,000	13,726,757	14,398,526	15,114,643	15,857,390	16,997,351
<i>Uniformed FTE</i>	<i>65</i>	<i>87</i>	<i>88</i>	<i>88</i>	<i>88</i>	<i>90</i>	<i>90</i>	<i>102</i>	<i>102</i>	<i>102</i>
<i>Civilian FTE</i>	<i>21</i>	<i>48</i>	<i>49</i>							

Service Packages and Capital Improvement Projects

2003			
Capital Projects	2003	Police Substation - Fourth Division North East	\$ 1,900,000
Capital Projects	2003	Police Substation - Gold Hill Division	\$ 3,025,000
Patrol Services	2003	Uniform Staffing, operating and equipment	\$ 3,637,563
Patrol Services	2003	Fourth Division Command Uniform Staffing, operating and equipment	\$ 429,174
Patrol Services	2003	VNI Lease	\$ 226,034
Operations Support	2003	Uniformed Investigations Staffing, operating and equipment	\$ 210,410
Police Services	2003	Civilian Staffing, operating and equipment	\$ 1,334,152
Police Services	2003	Acacia Park Community Services Facility Maintenance	\$ 19,570
Police Services	2003	Fleet Maintenance	\$ 140,800
Information Technology	2003	IT Projects	\$ 682,625

2004			
Capital Projects	2004	Police Substation - Fourth Division North East	\$ 600,000
Patrol Services	2004	Uniform Staffing, operating and equipment	\$ 4,194,370
Patrol Services	2004	Fourth Division Command Uniform Staffing, operating and equipment	\$ 2,030,207
Patrol Services	2004	Fourth Division Command Uniform Staffing, operating and equipment	\$ 213,681
Patrol Services	2004	VNI Lease	\$ 236,205
Operations Support	2004	Uniformed Investigations Staffing, operating and equipment	\$ 189,206
Police Services	2004	Civilian Staffing, operating and equipment	\$ 1,280,528
Police Services	2004	Acacia Park Community Services Facility Maintenance	\$ 20,157
Police Services	2004	Fleet Maintenance	\$ 204,640
Information Technology	2004	IT Projects	\$ 295,459
Capital Projects	2004	Gold Hill Renovation	\$ 325,000
Patrol Services	2004	Fourth Division operating and maintenance	\$ 54,636
Patrol Services	2004	Fourth Division Fixed Post Uniform Staffing, operating and equipment	\$ 443,629
Patrol Services	2004	Fourth Division Civilian Staffing, operating and equipment	\$ 1,041,214
Patrol Services	2004	Gold Hill operating and maintenance	\$ 54,636

Service Packages and Capital Improvement Projects

Patrol Services	2004	Gold Hill Division - 7 new Police Service Representatives, operating and equipment	\$ 380,803
Patrol Services	2004	4 Civilian Staff, operating and equipment	\$ 199,465
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2005			
Police Services	2005	Ongoing expenditures	\$ 11,162,728
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2006			
Police Services	2006	Ongoing expenditures	\$ 12,195,349
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2007			
Police Services	2007	Ongoing expenditures	\$ 13,021,575
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2008			
Police Services	2008	Ongoing expenditures	\$ 13,497,702
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2009			
Police Services	2009	Ongoing expenditures	\$ 13,712,493
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2010			
Police Services	2010	Ongoing expenditures	\$ 15,044,243
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2011			
Police Services	2011	Ongoing expenditures	\$ 15,637,911
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2012			
Police Services	2012	Ongoing expenditures	\$ 16,781,358
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Support Services

Ten-Year Plan 2003 - 2012

	2003 Budget	2004 Projected	2005 Projected	2006 Projected	2007 Projected	2008 Projected	2009 Projected	2010 Projected	2011 Projected	2012 Projected
Salary/Benefits	133,090	334,883	1,146,866	1,181,272	1,216,710	1,253,211	1,290,807	1,414,595	1,457,032	1,500,743
Operating	10,524	23,674	146,894	151,301	155,840	160,515	165,331	178,797	184,161	189,684
Capital Outlay	0	36,813	42,717	0	0	0	0	5,700	0	0
CIP	0	428,120	0	0	0	0	0	0	0	0
TOTAL	143,614	823,491	1,336,477	1,332,573	1,372,550	1,413,726	1,456,138	1,599,091	1,641,193	1,690,428
<i>FTE</i>	<i>2.50</i>	<i>5.50</i>	<i>16.50</i>	<i>16.50</i>	<i>16.50</i>	<i>16.50</i>	<i>16.50</i>	<i>17.50</i>	<i>17.50</i>	<i>17.50</i>

Service Packages and Capital Improvement Projects

2003			
Fleet	2003	0.5 Body Shop Technician	\$ 30,310
2004			
Capital Projects	2004	City Attorney - Office Buildout for Additional Staff	\$ 115,000
Capital Projects	2004	Municipal Court - Construct additional Courtroom	\$ 313,120
Employee Services	2004	1 Analyst II, operating and capital outlay	\$ 77,766
Facilities	2004	1 Skilled Maintenance Technician, operating and capital outlay	\$ 104,421
Fleet	2004	1 Fleet technician, operating and capital outlay - includes fuel and parts for additional Public Safety vehicles	\$ 63,724
2005			
City Attorney	2005	4 Staff, operating and capital outlay	\$ 271,103
Finance	2005	1 Purchasing Analyst II, operating and capital outlay	\$ 85,631
Municipal Court	2005	6 Staff, operating and capital outlay	\$ 613,706
2006			
Support Services	2006	Ongoing expenditures	\$ 1,332,573
2007			
Support Services	2007	Ongoing expenditures	\$ 1,372,550
2008			
Support Services	2008	Ongoing expenditures	\$ 1,413,726
2009			
Support Services	2009	Ongoing expenditures	\$ 1,456,138

Service Packages and Capital Improvement Projects

2010

Finance	2010	1 Accountant, operating and capital outlay	\$	99,270
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2011

Support Services	2011	Ongoing expenditures	\$	1,641,193
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2012

Support Services	2012	Ongoing expenditures	\$	1,690,429
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Springs Community Improvements Program (SCIP)

MISSION

To provide a dedicated source of revenue to fund city capital improvements.

BUDGET SUMMARY

	2001 Actual	2002 Budget	2003 Budget
SCIP Projects	\$7,847,059	\$15,823,056	\$4,377,696
Total	\$7,847,059	\$15,823,056	\$4,377,696

OVERVIEW

Per the recommendations of the SCIP Committee, a new Capital Improvements Fund was established in 1999. This ensures interest earnings on this fund remain for funding future capital projects.

SCIP Projects - Debt Service – In April 1999, voters approved the sale of \$88 million in bonds that will be repaid with existing revenue. The annual \$7.85 million debt payment is included in the SCIP Fund via a transfer of revenue from the General Fund into the SCIP Fund. The SCIP bonded debt will be retired in 2015.

The Budget Summary amount for 2001 reflects the debt service on the bond issue.

The 2002 amount reflects the \$7,848,659 debt service payment on the 1999 bond issue and a City Council approved appropriation of \$7,974,397 (previously set aside for debt retirement of the two voter-denied bond issues) to accomplish SCIP projects on a pay-as-you go basis. However, in January 2002, City Council adjusted this amount down by \$600,000 to offset a \$703,986 revenue reduction from the City's share of the El Paso County Road and Bridge revenue. The remainder, \$103,986, was removed from the City's 2002 Street Overlay program. Thus in 2002, \$7,374,397 was allocated for seven pay-as-you go projects.

In November 2002, another budget adjustment occurred. Unbudgeted revenue from project savings of SCIP projects completed under budget and interest earned from the unexpended balance of the SCIP bond proceeds in excess of previously budgeted amounts was used for the \$7,848,659 2002 SCIP bond debt payment. The balance of this revenue will help offset the SCIP capital needs previously funded from the General Fund in 2003. The 2002 General Fund savings will be used for 2003 SCIP and capital improvements funding.

In 2003, \$4,377,696 from the SCIP Fund interest earnings/savings is available. A total of \$2,590,788 will supplement a \$5,257,033 General Fund allocation for the 2003 SCIP bond debt payment. The remaining \$1,786,908 from the SCIP Fund is allocated for construction of the Monterey Drive Storm Sewer project. A total of \$2,166,000 was included in the 2002 Budget for this project, however, due to lower-than-budgeted revenue collections in 2002, this amount was reduced mid-year to \$230,000 to complete the design of the project. The 2003 CIP budget includes \$1,786,908 from the SCIP Fund and \$149,092 from the General Fund for construction of this project.

Trails, Open Space and Parks (TOPS)

MISSION

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

BUDGET SUMMARY

	2001 Budget	2002 Budget	2003 Budget
Funded Projects	\$5,183,941	\$4,075,086	\$5,720,705
Total	\$5,183,941	\$4,075,086	\$5,720,705

OVERVIEW

This revenue is generated from a 0.1 percent sales tax adopted by voters in April 1997. The Trails, Open Space and Parks (TOPS) fund is projected to provide \$5,720,705 in 2003. The sources of the revenue are an estimated \$5,682,292 in 2003 collections and onetime allocation of \$38,413 from the 2002 unappropriated TOPS fund balance. The majority of funds are designated to purchase open space and fund associated maintenance, fund the development and maintenance of trails, and acquire and develop new parks. Two percent of collections will fund program administrative expenses and salary and benefits for a landscape architect for the TOPS program.

The TOPS open space/land acquisition funding has been used to purchase the Big Johnson Reservoir, Blodgett Peak and High Chaparral open spaces. For 2003, funds have been earmarked for final payments on these three properties. The development of the Horace Shelby and the Soaring Eagles park sites will be funded from the TOPS park development allocation. Additionally, seven trails throughout the city will be funded from the TOPS trails development allocation.

Administrative Costs – Provisions of the ordinance allocate 2 percent of all revenue collected to be deposited into an account to be used by City Council as recommended by the TOPS nine-member advisory committee for planning of trails, open space and parks.

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

Trails Land Acquisition, Development and Maintenance – Funding for trails land acquisition, development and maintenance will receive a maximum of 20 percent of revenue collected.

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

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Capital Improvements Program and SCIP

Municipal government provides needed and desired urban services and programs to the public by building and maintaining capital facilities such as police and fire facilities, storm sewers, roads, bridges, parks, and public buildings. Capital improvements are significant as they impact the life of each city resident and visitor through the provision of safety, transportation, recreation, and other services upon which the community depends. To accomplish this, the City of Colorado Springs is budgeting approximately \$45.4 million in 2003 for its capital improvements program.

The total \$45.4 million is from a multitude of revenue sources. However, for explanation, the use of the revenue has been consolidated into two broad categories: General Use (General Fund revenue) and Restricted Use. Of the \$45.4 million 2003 capital improvements funding, nearly \$27.6 million carries use restrictions and funds projects that meet the designated criteria respective to the fund. The remaining \$17.8 million is from 2003 General Fund revenue.

In 2003, \$17,823,850 is budgeted from General Fund revenue for the capital improvements program. A total of \$6,489,254 is appropriated to maintain the city's existing infrastructure. This amount is augmented by \$295,074 rebudgeted from 2002 and \$195,000 from anticipated interest earnings to total just under \$7 million for ongoing capital improvement maintenance. An additional \$5,587,489 is budgeted to address four capital improvement projects with \$5,257,033 budgeted for the 2003 SCIP bond debt payment. The balance of the \$45.4 million 2003 CIP budget includes approximately \$27.6 million from restricted-use revenue sources.

One of the larger restricted-use sources of revenue is the Public Safety Sales Tax (PSST). Revenue is generated from a voter-approved .4% increase in the City Sales and Use tax. Voters supported the tax increase in November 2001 to fund 20 Police and Fire capital improvements projects and operations needs. Ten of the 20 voter-approved PSST projects were budgeted in 2002. In 2003, \$10.7 million in PSST revenue will fund construction of three public safety projects: Fire Stations #20 and #21 and two new Police substations.

In 2003, the City will utilize approximately \$4.4 million of unbudgeted monies from the Springs Community Improvements Program -- SCIP fund to offset 2003 SCIP capital needs previously funded from the General Fund. This revenue resulted from project savings of SCIP projects completed under budget and from interest earned on the unexpended balance of the SCIP bond proceeds in excess of previously budgeted amounts. Of the \$4.4 million, approximately \$2.6 million has been allocated to fund the 2003 SCIP bond debt payment for the 1999 SCIP voter-approved projects. The remaining \$1.8 million will fund the construction of a high priority SCIP drainage project, the Monterey Road Storm Sewer.

The remaining restricted-use sources total \$12.5 million. For 2003, \$3.5 million in lottery revenues will allow the continued maintenance of the existing parks and trails systems. The Transportation Equity Act for the 21st Century (TEA-21) federal transportation grants will provide about \$2.6 million to construct specific transportation projects. Just over \$5.7 million is from the Trails, Open Space, and Parks (TOPS) \$.001 sales tax revenues which will fund purchases of open space and associated maintenance, development and maintenance of trails, and development of new parks. A total of \$575,000 in Community Development Block Grant program (CDBG) funds will pay for community improvements in designated neighborhoods with the City's Bicycle Tax revenue of \$176,000 matching TEA-21 Enhancement grants for trails development citywide.

Combining all available sources for CIP, the 2003 capital improvements program budget totals \$45,428,551. This total is up \$4.1 million from the \$41.3 million included in the adjusted 2002 Budget. In January 2002, City Council adjusted the 2002 General Fund Ongoing CIP and the SCIP Pay-As-You-Go project allocations to offset a \$703,986 revenue reduction from the City's share of the El Paso County Road and Bridge revenue. To cover this shortfall, the Street Overlay program in the General Fund Ongoing CIP fund was reduced \$103,986 and the SCIP Pay-As-You-Go amount reduced \$600,000. Additionally, Council appropriated \$14 million in 2002 Public Safety Sales Tax revenue. However, in June, expenditures in the amount of \$3,971,000 from the SCIP Pay-As-You-Go allocation were suspended due to lower-than-budgeted revenue collections for 2002. Correspondingly, \$1,950,000 in expenditures were suspended in the PSST Fund: the Fire Department suspended expenditures in the amount of \$650,000; the Police Department suspended \$1,300,000.

In comparing 2003 against 2002 funding for CIP, the 2003 budget contains \$4.1 million more for capital improvements than the 2002 adjusted CIP budget.

2003 CAPITAL IMPROVEMENTS BUDGET

Collectively, 2003 capital improvements funding is approximately \$45.4 million. Approximately \$27.6 million carries use restrictions and funds projects that meet the designated criteria respective to the fund. The remaining \$17.8 million is from 2003 General Fund revenues.

The \$17.8 million General Fund CIP allocation funds three components of the City's capital improvements program: the City's Ongoing CIP, the SCIP 01 Pay-As-You-Go projects and partial payment of the 1999 SCIP bond debt retirement.

GENERAL FUND - ONGOING CIP: \$6,979,328

The City's Ongoing CIP commitment includes funding immediate financial obligations, federal mandates, transportation grant matches, the street overlay program, emergency stormwater drainage repairs, and Police, Fire, and City facility repairs. The City will provide a total of \$6,979,328 for ongoing CIP in 2003. The \$6.9 million includes \$6,489,254 from the General Fund, \$295,074 in rebudgeted 2002 funds, and \$195,000 in anticipated interest earnings from unexpended capital accounts. Retention of the interest earnings within the capital fund for capital improvements was a SCIP leadership recommendation. Specific SCIP information is presented beginning on page 5 in this section.

- ◇ 7 percent pays the City's capital financial commitments and federal and state-mandated requirements
- ◇ 63 percent paves city streets
- ◇ 11 percent addresses infrastructure repair, replacement, or addition of traffic signals, sidewalks and repairs to drainage channels
- ◇ 9 percent funds City facilities repairs
- ◇ 10 percent provides the local match required to obtain about \$2.6 million in TEA-21 federal transportation grants

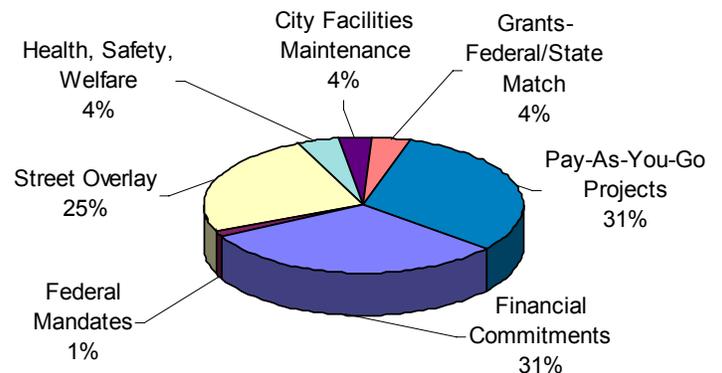
GENERAL FUND - SCIP 01 PAY-AS-YOU-GO PROJECTS: \$5,587,489

The remaining \$5.6 million of the \$12.6 million General Fund contribution will fund SCIP projects on a pay-as-you go basis.

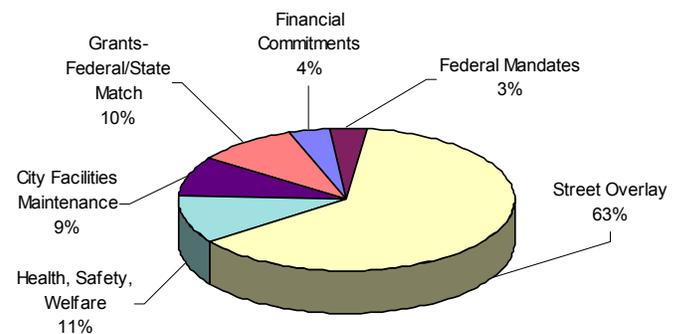
This revenue emerged in 2001 as a result of a failed attempt to gain voter support for a .9% increase in the City Sales and Use tax in April to fund over 100 capital projects and public safety operational needs. City Council, in an aggressive effort to secure funding for capital improvements, worked with staff to identify additional revenue to bond SCIP 01 transportation and drainage capital projects. Having identified this revenue, City Council could ask voters to approve bonds that would not require a tax increase to retire the bond debt. In November 2001, City Council presented voters with six separate ballot questions, including two bond issue questions for transportation and drainage projects. Neither of these bond questions required a tax increase since City Council had previously identified and set aside revenues to retire these bond debts. Neither of these bond questions passed. Consequently, in January 2002, City Council allocated the revenue, previously set aside for debt retirement of the bond issues, to accomplish SCIP projects on a pay-as-you go basis. For 2003, approximately \$5.6 million will address capital improvement projects.

Of this \$5.6 million from the General Fund, a total of \$3.9 million is allocated for high priority components of the East-West Mobility Study. Specifically, a total of \$2.2 million is proposed to be used to pay the annual debt service, or lease-purchase payment, on a proposed issuance of \$27.5 million of certificates of participation (COPs) or City Sales Tax revenue bonds to finance the construction of the Austin Bluffs/Union interchange. This project is a key element of the East-West Mobility Study and the design of the grade-separated interchange was funded from the 2002 General Fund allocation for the SCIP 01 pay-as-you go projects. An additional \$1.7 million is proposed to be used to develop preliminary designs and associated

2003 Capital Improvements Program General Fund Contribution \$17,823,850



2003 Ongoing CIP \$6,979,328



construction cost estimates for the East-West transportation system management and roadway projects that should be constructed over the next eight years.

The balance of the \$5.6 million funds two additional projects. Just over \$1.5 million is proposed to be used to make immediate traffic capacity and safety improvements to Drennan Road. Also, the Drennan Road corridor will be preserved for ultimate improvements that provide a direct, higher-speed connection between Interstate 25 and Powers Boulevard to better access the Colorado Springs Airport. The remaining \$149,000 will supplement funding allocated from the SCIP Fund for the Monterey Road Storm Sewer project.

GENERAL FUND - 1999 SCIP BOND DEBT RETIREMENT: \$5,257,033

The third and final component of the \$45.4 million General Fund contribution, approximately \$5.3 million, has been allocated toward the 2003 bond debt payment for the 1999 SCIP voter-approved projects. In 1998, the City pledged approximately \$7.85 million annually to retire the SCIP \$88 million bond debt so no tax increase was associated with the bond issuance. In April 1999, SCIP successfully obtained voter approval for the City to sell \$88 million in bonds to fund 29 capital projects. The SCIP bonded debt will be retired in 2015. The 2003 bond debt payment is \$7,847,821; \$5,257,033 will come from the General Fund with the balance provided from the SCIP fund.

RESTRICTED USE SOURCES - \$27,604,701

The other portion of the \$45.4 million includes approximately \$27.6 million from restricted use sources. These restricted use sources are designated to fund specific types of projects and may not be used for any other purpose.

SCIP FUND – \$4,377,696: In 2003, approximately \$4.4 million of unbudgeted monies from the SCIP Fund will be allocated to offset 2003 SCIP capital needs previously funded from the General Fund. This revenue resulted from project savings of SCIP projects completed under budget and from interest earned on the unexpended balance of the SCIP bond proceeds in excess of previously budgeted amounts.

Specifically, \$2,590,788 of the SCIP Fund interest earnings/savings will supplement the above mentioned \$5.3 million General Fund allocation to fully fund the 2003 SCIP bond debt payment.

The remaining \$1,786,908 from the SCIP Fund is allocated for construction of the Monterey Drive Storm Sewer project. A total of \$2,166,000 was included in the 2002 Budget for this project, however, due to lower-than-budgeted revenue collections in 2002, this amount was reduced mid-year to \$230,000 to complete the design of the project. The 2003 CIP budget includes \$1,786,908 from the SCIP Fund and \$149,092 from the General Fund for construction of this project.

PUBLIC SAFETY SALES TAX (PSST) FUND – \$10,747,000: The November 6, 2001, El Paso County coordinated election resulted in the passage of the .4% increase in the City Sales and Use Tax for 20 Police and Fire capital improvements projects and operations needs. Ten of the 20 voter-approved PSST projects were budgeted in 2002. In 2003, PSST revenue will fund construction of Fire Stations #20 and #21 at a cost of \$2,911,000 each. Also, construction for the Gold Hill Police Substation project is budgeted at \$3,025,000 with \$1,900,000 budgeted for the 4th Division Northeast Police Substation.

LOTTERY – \$3,450,000: In 2003, Lottery revenues are anticipated to provide \$3.4 million allowing continued maintenance of the existing parks and trails systems. Also included in this allocation is funding for the annual financial commitments for the Adult Softball Complex in the amount of \$225,000 and \$160,000 for the Hillside Community Center.

TEA-21 – \$2,557,600: The Transportation Equity Act for the 21st Century (TEA-21) federal transportation grants will provide about \$2.6 million to construct specific transportation projects as approved by the regional Transportation Advisory Committee. These grants usually award 80 percent of the total project cost, provided the City funds the local 20 percent share. The 2003 TEA-21 local match of \$524,400 is provided from the General Fund Ongoing CIP commitment for transportation grant matches.

TOPS – \$5,720,705: The TOPS Fund is projected to provide \$5,720,705 in 2003. TOPS revenue is generated from a .01 percent sales tax adopted by voters in April 1997. The majority of funds are designated to purchase open space and fund associated maintenance, fund development and maintenance of trails, and fund development of new parks. Two percent of collections will fund program administrative expenses, and salary and benefits for a landscape architect for the TOPS program.

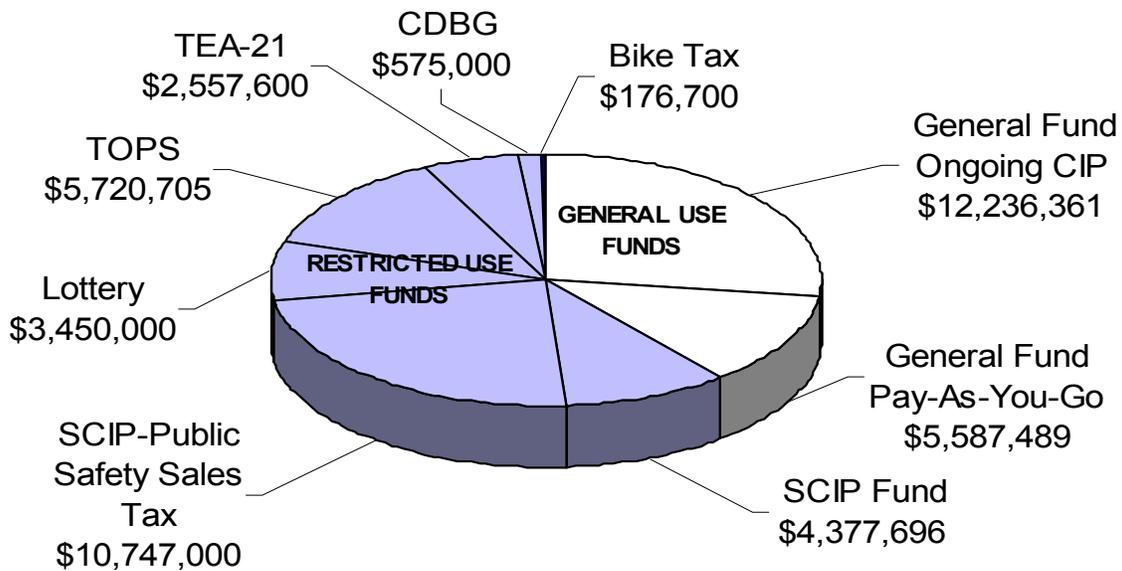
The TOPS open space/land acquisition funding has been used to purchase the Big Johnson Reservoir, Blodgett Peak and High Chaparral open spaces. 2003 funds have been earmarked for these three final payments. The development of the Horace Shelby and the Soaring Eagles park sites will be funded from the TOPS park development allocation. Additionally, seven trails throughout the city will be funded from the TOPS trails development allocation.

COMMUNITY DEVELOPMENT BLOCK GRANT – \$575,000: A projected \$575,000 from the Community Development Block Grant program (CDBG) will fund community improvements in designated neighborhoods.

BICYCLE TAX – \$176,700: The City’s Bicycle Tax revenues complete the restricted-use funding. This revenue is generated from a \$4 fee assessed on bicycles at the time of purchase. The 2003 budget recommends appropriation of \$176,700 for the development of bicycle trails as per the City’s Bicycle Plan and to match TEA-21 Enhancement grants for trail development. When additional projects are identified, supplemental appropriations will be made pending City Council approval.

Combining all available sources for CIP, General Fund and Restricted Use, the 2003 capital improvements budget totals \$45,428,551.

2003 CIP Funding by Revenue Source
\$45,428,551



SCIP HISTORY AND RECOMMENDATIONS

In May 1997, City Council implemented the Springs Community Improvements Program (SCIP) to address funding the city's backlog of capital improvements. SCIP establishes citizen committees responsible for deciding which projects to construct, determining which mechanisms should be used to fund these projects, and acquiring Council and voter approval of their recommendations.

In January 1998, City Council finalized the appointment of the 16-member Citizens Coordination Committee (CCC). The official SCIP process kickoff was in February. The number of citizens involved and their dedication to the success of the SCIP process was impressive. The project subcommittees convened 2-3 hours weekly for approximately 5 months with active and regular attendance ranging from 25-45 members per subcommittee. In addition to subcommittee participation, SCIP had strong support from The Chamber, Greater Colorado Springs Economic Development Corporation, Pikes Peak Association of Realtors, and the Colorado Springs Housing and Builders Association.

By July, all Subcommittees had completed their respective missions. The CCC presented their final recommendations to City Council at the end of July 1998.

In support of the SCIP list of projects and financing recommendations, City Council agreed to present the 1997 and 1998 TABOR refunds retention and an \$88 million bond issue to the voters. In November 1998, Colorado Springs voters overwhelmingly supported (2:1) using the \$6.6 million 1997 TABOR refund to construct five of the SCIP prioritized projects. Through the General Fund budget, approximately \$7.85 million was pledged annually to retire the SCIP \$88 million bond debt; thus, ensuring no tax increase was associated with the bond issuance. At the April 1999 municipal election, voters rejected retaining the \$790,600 of the 1998 TABOR refund for the Northeast and Southeast Recreation Centers but approved the sale of \$88 million in bonds to fund 29 SCIP recommended projects.

In May 1999, \$87.975 million of Series 1999 bonds were sold at an average interest rate of 4.72%; the bonds closed on June 9, 1999. The bond proceeds will be combined with interest earnings on unexpended balances along with funds already on hand to finance the \$103 million of 1998 SCIP projects. Moodys Investor's Service assigned a rating of A1 to the Series 1999 bonds while Standard & Poor's issued a AA rating to the proposed bonds. The financing achieved all of the objectives recommended by the SCIP Citizens Coordination Committee and established by City Council: 1. Minimizing the principal repayment period (16 years vs. the 20 years approved by voters) with a total repayment cost of \$127.8 million vs. the \$157 million approved by voters, a savings of \$29.2 million; 2. The size of the issue was kept below the \$88 million approved by voters; and, 3. The annual debt service on the bonds has been maintained as close as possible to \$7.85 million. The SCIP bonded debt will be retired in 2015.

Approved 1998-1999 SCIP Financing – Phase I

Funding Source	1999	2000	2001	Total
General Fund -- \$7,850,000 1998 Contribution	\$7,850,000			\$7,850,000
1999 Series Bond Proceeds	\$85,995,058			\$85,995,058
Interest Earnings from Bond Proceeds	\$2,439,194	\$2,439,193	\$2,439,193	\$7,317,580
Interest Earnings on Project Fund Balance	\$449,000			\$449,000
Half Cent Sales Tax Fund Balance	\$2,256,607			\$2,256,607
1997 TABOR Refund – Approved by voters 11-4-98	\$6,608,101			\$6,608,101
1998 TABOR Refund -- Rejected by voters 4-6-99	\$0			\$0
Totals	\$105,597,960	\$2,439,193	\$2,439,193	\$110,476,346

Combining all sources, \$110 million was provided for the SCIP projects.

The SCIP CCC recommended to City Council expenditures totaling \$110,476,346 in the following areas:

Public Safety	\$28,700,000
Transportation	\$28,154,946
Drainage	\$20,812,000
Community Enhancements	\$11,100,000
Parks and Public Facilities	\$18,709,400
Special Projects	\$3,000,000

PROJECTS FUNDED THROUGH 1997 \$6,608,101 TABOR REFUND

Academy/Airport Drainage	Project Complete	\$506,000
Arrawanna/Platte Storm Sewer	Project Complete	\$897,000
Garden of the Gods Road at Mark Dabling Intersection Imp.	Project Complete	\$565,000
Colorado Springs Youth Sports Complex	Project Complete	\$1,640,101
Animal Shelter	Project Complete	<u>\$3,000,000</u>
Total Refund – Recommended Project Costs		<u>\$6,608,101</u>

PROJECTS FUNDED THROUGH SCIP BOND - PLAN OF FINANCE**Public Safety**

Emergency Communications Network	Project Complete	\$16,000,000
Fire Department Operations and Training Center	Project Complete	\$8,600,000
Police Evidence Building	Project Complete	\$1,250,000
Police Helicopter Hangar	Project Complete	\$250,000
Fire Station #18	Project Complete	\$2,600,000
		\$28,700,000

Transportation – Congestion Relief

Academy Blvd. Reconstruction - Union to Montebello South	Project Complete	\$9,370,000
Fillmore Street Safety Projects - I-25 to Union		\$3,200,000
Neighborhood Intersection Safety Improvements	Project Complete	\$1,843,200
Academy Boulevard Reconstruction - Maizeland to Galley		\$7,167,000
Neighborhood Pedestrian Improvements	Project Complete	\$320,000
Citywide Neighborhood and School Traffic Calming		\$500,000
Woodmen Road Widening- Buckhorn Circle to Peregrine		\$614,400
Rusina Road Improvements		\$1,200,746
Tejon Street at Brookside Street Intersection Improvements	Project Complete	\$865,400
Union Boulevard- Research to Powers - Construct Six Lanes		\$600,000
Roswell Neighborhood Truck Route Improvements	Project Complete	<u>\$1,909,200</u>
		\$27,589,946

Drainage -- Flood Control

Fountain Creek Improvements - Monument Creek Confluence to 21st Street		\$11,500,000
Shooks Run Downtown Interceptor	Project Complete	\$400,000
Shooks Run Culverts		\$5,024,000
Sand Creek Channel Improvements - Main Stem	Project Complete	\$2,345,000
Academy and Dublin Storm Sewer	Project Complete	\$30,000
Alta Loma Road/Cambria Drive Drainage	Project Complete	\$66,000
Valley Hi Avenue Drainage	Project Complete	<u>\$44,000</u>
		\$19,409,000

Parks and Public Facilities

Community Recreation Centers	Facilities Complete	\$12,069,299
Aquatics and Fitness Center	Project Complete	\$4,000,000
Sertich Ice Center – Memorial Park	Project Complete	<u>\$1,000,000</u>
		\$17,069,299

Community Enhancements

Confluence Park Redevelopment Area		<u>\$11,100,000</u>
		\$11,100,000

Total Bond - Plan of Finance Recommended Project Cost \$103,868,245**Total SCIP Phase I Project Funding \$110,476,346**

RELATIONSHIP OF SCIP BUDGET TO ANNUAL OPERATING BUDGET

The SCIP Citizens Coordination Committee's recommendations are coordinated with the City Budget to ensure the General Fund can support the financial requirements of the proposal. Although bringing some facilities on-line will increase the demand on the City budget, the City is committed to supporting and implementing the recommendations presented by the SCIP Citizens Coordination Committee. In 2003, approximately \$2.6 million is budgeted from the General Fund to operate and maintain the facilities added to the City's inventory from the 1998-1999 SCIP. Additionally, approximately \$1.2 million is budgeted from the Public Safety Sales Tax Fund to operate and maintain the facilities added to the City's inventory from the public safety component of the SCIP 01 effort. The anticipated operating impacts are as follows:

ESTIMATED ONGOING GENERAL FUND COSTS FOR 1999 SCIP PROJECTS

<u>Project Title</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>
Academy Boulevard/Airport Road Drainage	\$0	\$0	\$0	\$0
Arrawanna/Platte Storm Sewer	\$0	\$0	\$0	\$0
Animal Shelter	\$0	\$0	\$0	\$0
Garden of the Gods Road at Mark Dabling Intersection Improvement	\$0	\$0	\$0	\$0
Colorado Springs Youth Sports Complex	\$138,000	\$144,757	\$144,757	\$144,757
Emergency Communications Network	\$0	\$50,000	\$30,000	TBD
Fire Operations and Training Center	\$0	\$0	\$66,000	\$66,000
Police Evidence Building	\$0	\$0	\$0	\$37,150
Police Helicopter Hangar	\$5,000	\$39,700	\$39,700	\$39,700
Fire Station #18	\$1,271,202	\$1,401,272	\$1,519,994	\$1,565,590
Academy Blvd. Reconstruction – Union to Montebello South	\$0	\$0	\$0	\$0
Fillmore Street Safety Projects - I-25 to Union	\$0	\$0	\$0	\$0
Neighborhood Intersection Safety Improvements	\$0	\$0	\$0	\$0
Academy Blvd. Reconstruction – Maizeland to Galley	\$0	\$0	\$0	\$0
Neighborhood Pedestrian Improvements	\$0	\$0	\$0	\$0
Citywide Neighborhood and School Traffic Calming	\$0	\$0	\$0	\$0
Woodmen Road Widening- Buckhorn Circle to Peregrine	\$0	\$0	\$0	\$0
Rusina Road Improvements	\$0	\$0	\$0	\$0
Tejon Street at Brookside Street Intersection Improvements	\$0	\$0	\$0	\$0
Union Boulevard- Research to Powers – Construct Six Lanes	\$0	\$0	\$0	\$0
Roswell Neighborhood Truck Route Improvements	\$0	\$0	\$0	\$0
Fountain Creek Improvements - Monument Creek Confluence to 21 st St.	\$0	\$0	\$0	\$0
Shooks Run Culverts and Downtown Interceptor	\$0	\$0	\$0	\$0
Sand Creek Channel Improvements – Main Stem	\$0	\$0	\$0	\$0
Academy and Dublin Storm Sewer	\$0	\$0	\$0	\$0
Alta Loma Road/Cambria Drive Drainage	\$0	\$0	\$0	\$0
Valley Hi Avenue Drainage	\$0	\$0	\$0	\$0
Cottonwood Creek Recreation Center	\$0	\$0	\$303,591	\$312,700
Aquatics and Fitness Recreation Center at Memorial Park	\$0	\$0	\$104,869	\$108,015
Northwest Recreation Center	\$0	\$194,863	\$292,295	\$301,063
Sertich Ice Center – Memorial Park	\$0	\$0	\$0	\$0
Confluence Park Redevelopment Area	\$0	\$0	\$0	\$0
TOTAL	<u>\$1,414,202</u>	<u>\$1,830,592</u>	<u>\$2,501,206</u>	<u>\$2,574,975</u>

ESTIMATED ONGOING COSTS FOR PUBLIC SAFETY SALES TAX PROJECTS – PSST Fund

<u>Project Title</u>	<u>2003</u>
Funded 2002	
Police Helicopter Hangar, Phase II	\$0 Reflected in SCIP impacts
Police Evidence Building, Phase II	\$0 Reflected in SCIP impacts
Police Substation – 4th Division Northeast	\$0 Operational 2004
Police Substation – Gold Hill Division	\$0 Operational 2004
Police Acacia Park Facility	\$19,570
Fire Training Tower	\$0
Fire Station #14 Relocation	\$30,236
Fire Station #19	\$1,153,341
Fire Station Health, Safety & Accessibility Study	\$0
Ventilation Improvement in Fire Stations	\$0
 Funded 2003	
Fire Station #20	\$0 Operational 2004
Fire Station #21	\$0 Operational 2004
Police Substation – Gold Hill Division	\$0 Operational 2004
Police Substation – 4 th Division Northeast	\$0 Operational 2004
TOTAL	<u>\$1,203,147</u>

FUTURE CAPITAL PROJECT FUNDING

Although 1998-1999 SCIP-Phase I funded approximately \$110 million in capital projects, a backlog of nearly \$315 million in unfunded projects remained. The SCIP Citizens Coordination Committee (CCC) recognized the bond issue was not a long-term solution to funding infrastructure and viewed the April 1999 bond election as a “jump start” to fund the City’s highest priority capital projects as determined by the citizen subcommittees. The CCC realized additional revenues must be pursued for future capital funding.

SCIP Project Requests - May 1998

SCIP Subcommittee Projects	SCIP 1998 Recommended	Funded SCIP Phase I	1998 Unfunded Projects	Potential Other Revenue	Recommended Fiscal Action
Transportation Projects	\$151,000,000	\$28,154,946	\$122,845,054	2000 Estimate \$3,123,488	Vehicle Registration Fee
Drainage Projects	\$160,000,000	\$20,812,000	\$139,188,000	Unknown	Stormwater District
Community Enhancements Projects	\$35,000,000	\$11,100,000	\$23,900,000	-	None identified at this time
Parks and Public Facilities Projects	\$30,000,000	\$18,709,400	\$11,290,600	-	None identified at this time
Public Safety and Special Projects	\$49,000,000	\$31,700,000	\$17,300,000	-	None identified at this time
Totals	\$425,000,000	\$110,476,346	\$314,523,654		

To address the shortfall, the CCC recommended a number of revenue enhancement sources to complement the SCIP 1998 finance plan. Staff and City Council supported these recommendations and initiated institution of a vehicle registration fee, establishment of a stormwater district, and development of impact fees. While these efforts were pursued, additional revenue from these sources did not materialized.



In April 2000, City Council initiated its next SCIP phase – SCIP 01. Once again, the subcommittees reviewed and prioritized the city’s list of capital projects which was a compilation of:

- Unfunded projects from SCIP 1998
- SCIP proposed Phase II projects
- Unfunded portions of the 1998 SCIP projects that emerged through the public input processes
- Newly identified capital projects
- Capital projects that have associated operating and service delivery costs
- Citizen-requested projects received from the SCIP Project Request Forms distributed at project meetings and published in the SCIP inserts
- Additionally, a citizen’s committee reviewed public safety services.

Staff updated the project cost estimates and established costs of new projects. To assist the project subcommittees in their prioritization deliberations, projects were rated as high, medium or low priority. Also included were the anticipated operating costs associated with the projects.

While staff provided the list of projects, the SCIP subcommittees had the latitude to add or modify the projects as they proceeded through their processes. The SCIP CCC established that they would use their previously identified Phase II list of recommendations as a starting point for the prioritization basis.

For this second phase of SCIP, the SCIP subcommittees were presented with a daunting list of projects exceeding \$1 billion in cost.

The updated list of projects compared the SCIP 01 list of requests to the 1998 SCIP recommended list of projects; this comparison reflected a significant cost increase from the 1998 SCIP list of projects.

Several factors contributed to the difference in cost:

1. In 1998, the SCIP subcommittees “dropped” a number of projects identified as lower priority as they narrowed their respective list of projects from \$627 million to \$425 million. SCIP-Phase I funds approximately \$110 million of this list, leaving a backlog of about \$315 million in unfunded projects with projects cost estimates in 1998 dollars. It is the responsibility of staff to submit all unfunded projects for SCIP funding consideration if the need for the improvement remains; hence, the SCIP 01 list includes projects dropped from the 1998 SCIP list;
2. The size and scope of repairs may have changed as a result of delaying repairs for existing projects;
3. New projects had surfaced in two years. The greatest increase in project costs was in the transportation requests. There were 45 new transportation projects submitted to SCIP 01, accounting for \$447.9 million in added project costs. 89% of the new transportation projects were attributable to two major corridor projects, three interchanges, an East/West non-beltway improvement project, and improvements to an existing Expressway;
4. Additional features of the SCIP 1998 projects were identified through the public input process. 1998 SCIP funding was insufficient for these components;
5. The SCIP 01 project costs were estimated for construction anticipated in 2001-2003;

SCIP Project Requests – April 2000

SCIP Subcommittee Projects	1998 Unfunded Projects	SCIP Project Requests 2000
Transportation Projects	\$122,845,054	\$574,776,000
Drainage Projects	\$139,188,000	\$326,610,022
Community Enhancements Projects	\$23,900,000	\$44,508,325
Parks and Public Facilities Projects	\$11,290,600	\$50,300,494
Public Safety and Special Projects	\$17,300,000	\$36,709,500
Totals	\$314,523,654	\$1,032,904,341

6. Additionally, conditions in the local construction industry had significantly increased the costs of capital improvements construction. Colorado Springs experienced a 40.4% increase the number of building permits issued in 2000 from 1998. While a busy market was ideal for the local economy, the prosperity came with a cost.

The construction boom resulted in materials shortages and quality control problems;

The City experienced a low number of bidders for projects; thus reduced competitive pricing;

With the shortage of an available skilled labor workforce, contractors had a difficult time finding and retaining a quality workforce. This is compounded by increased enforcement of a drug-free work environment and enhanced workplace safety requirements.

The SCIP 01 citizen subcommittees concluded their review of over \$1 billion in CIP requests in October and the respective subcommittee chairs forwarded committee recommendations to the CCC. Staff coordinated with the CCC to identify the operating impacts associated with their recommended projects and verify cost estimates to ensure the projects can be accomplished as envisioned by the SCIP participants. In December 2000, the SCIP CCC presented to City Council a recommendation to ask voters for a 1-cent sales and use tax increase to fund a list of 114 capital projects and public safety personnel, equipment and operating needs.

In January 2001, City Council reviewed the SCIP 01 recommendations, made minor adjustments and agreed to present one question to voters in April 2001. The April municipal ballot asked voters to approve a .09% increase in the City’s Sales and Use Tax to fund a list of 107 capital projects and public safety operating, personnel and equipment needs.

Once again, SCIP received strong support from the Colorado Springs Chamber of Commerce, Greater Colorado Springs Economic Development Corporation, Pikes Peak Association of Realtors, and the Colorado Springs Housing and Builders Association. Additionally, the print media, both the police and fire employee organizations and the vast majority of City Council candidates running for office, publicly endorsed the ballot issue. Despite the overwhelming support, the ballot issue failed at the polls.

Following the April election, City Council again revisited the identified needs. Throughout June and July, City Council worked with staff to identify approximately \$8 million in additional revenue to bond SCIP 01 transportation and drainage capital projects. Having identified the \$8 million from increased fees and fines and other fiscal actions, City Council could ask voters to approve bonds that would not require a tax increase to retire the bond debt.

In August after considerable discussion, City Council unanimously agreed to repackage the SCIP 01 projects and services and resubmit the requests to voters. City Council also approved a resolution supporting the El Paso County Board of County Commissioners placing a mill levy increase on the November 2001 ballot to supplement County Road and Bridge revenues. The City's share of the increased funding was estimated to be approximately \$64 million over 10 years and would have funded 29 SCIP 01 road and bridge projects. On September 6, 2001, the County Commissioners voted not to place the mill levy question on the November ballot. Consequently, funding for those 29 SCIP 01 road and bridge projects was not presented to voters for consideration.

The November 2001 coordinated election ballot presented SCIP 01 to voters as 6 separate questions. This provided the voters broader opportunity to support the components that were most important to the community.

- A \$63.47 million bond issue to construct 20 transportation projects citywide. These bonds would not require any increase in taxes. The bond debt would be paid from pledging a portion of the existing city sales and use tax.
- A \$37.825 million bond issue to construct 27 stormwater drainage projects citywide. These bonds would not require any increase in taxes. The bond debt would be paid from pledging a portion of the existing city sales and use tax.
- Retention of the \$1,557,808 of the 2000 TABOR refund for an intersection improvement in the city.
- A .4% increase in the city sales and use tax for 20 Police and Fire capital improvements projects and operations needs. This tax would not sunset since police and fire personnel and operations funding requirements will continue after projects are completed.
- A .1% increase in the city sales and use tax for Public Works personnel, operations and equipment needs. This tax would not sunset since public works personnel and operations funding requirements continue.
- A .1% increase in the city sales and use tax for Parks and Recreation projects. This tax will fund 11 parks and recreation capital projects and sunset in 6 years/end of 2007.

The November 6, 2001 El Paso County coordinated election resulted in passage the .4% increase in the city sales and use tax for Police and Fire capital improvements projects and operations needs. The other 5 ballot issues failed. Consequently, City Council approved the 2002 City budget, which included the appropriation of funds previously set aside for debt retirement of the two bond issues, to accomplish 7 SCIP projects on a pay-as-you go basis.

Although the majority of the ballot questions failed to gain voter support, two additional revenue sources for capital improvements emerged: Public Safety Sales Tax and the General Fund pay-as-you-go allocation.

2001 SPRINGS COMMUNITY IMPROVEMENTS PROGRAM PROCESS AND STRUCTURE (SCIP 01)

OVERVIEW

The initial Springs Community Improvements Program (SCIP) process was adopted by City Council in May 1997. SCIP is a process where citizens have the opportunity to select and prioritize which capital improvement projects are to be constructed in Colorado Springs. These projects will address traffic congestion relief, bridge construction, flood control, bicycle and pedestrian safety measures, additional police and fire stations, construction of parks and recreation centers and other community enhancement projects that protect our community and quality of life in Colorado Springs. In addition to prioritizing projects, the SCIP participants recommend the method and amount of funding for capital maintenance and growth.

In early 2000, City Council expanded the scope of SCIP to include funding for public safety personnel, operations, and equipment.

PROCESS STRUCTURE AND RESPONSIBILITIES

SCIP consists of two components. The internal component focuses on the internal City process of project requests collection and analysis of project and service prioritization. The external component uses citizen subcommittees to select projects for construction and determine the method and amount of funding for capital maintenance and growth.

Internal Component Summary

Capital Improvements

The SCIP internal component process starts with the ongoing effort of collecting, recording and responding to requests for capital projects received from the public, City Council and staff. City staff inspects each project request to establish the scope, design and project cost.

If the request is a legitimate City responsibility, staff identifies the most appropriate funding source. As part of the SCIP process, the General Fund has committed \$15 million annually for capital improvements. About one half of this allocation funds ongoing capital maintenance needs managed by the Unit. The specific projects funded from this allocation are detailed on pages 12-15 of this section.

If the project cannot be funded from the ongoing maintenance allocation, it is then evaluated for funding eligibility through a dedicated funding source, i.e., Lottery, TOPS, Bicycle Tax, etc. If the project qualifies under the designated funding source, the project proceeds through the respective process for funding consideration. If the benefit of a project targets an individual or single neighborhood, the project will be recommended for funding through an improvement district ensuring that those who benefit most from the project pay for the project. Those projects that have greater community benefit are forwarded to the City Manager who then presents his recommendations to City Council for final comments.

Upon Council approval, the City Manager presents the list of projects, available funding options, City Manager's recommendations, City Council's comments, City Council's Strategic Plan, and any unfunded project requests from the dedicated funding sources to the SCIP Citizens Coordination Committee and Subcommittees initiating the External Component of SCIP.

Public Safety

The public safety component initiated as a community-based endeavor to identify and fund unmet public safety operating and service delivery needs. The City Police Chief was charged with organizing the structure and process. As this process evolved, a citizens committee was formed to help assess the community's public safety needs in parallel with the capital project committees of SCIP.

External Component Summary

The Springs Community Improvements Program (SCIP) is led by 16 citizens (the Citizens Coordination Committee - CCC) appointed by City Council. The program is comprised of self-directed subcommittees with the following responsibilities:

The **Citizens Coordination Committee (CCC)** consists of the Chair, Vice Chair, and a Chair and Vice Chair of each of the seven Subcommittees. This 16 member executive body matches the size of the capital program with the funding strategy and presents the final project lists and financing recommendations to Council and voters for final approval. In the original SCIP process, a Finance Subcommittee evaluated, prioritized, and recommended financing options to fund the recommended projects. However, for SCIP 01, the CCC functioned as the Budget/Finance Committee since funding the projects is closely tied to the project recommendations. Additionally, this committee provides financial oversight of the Council/voter-approved capital program projects.

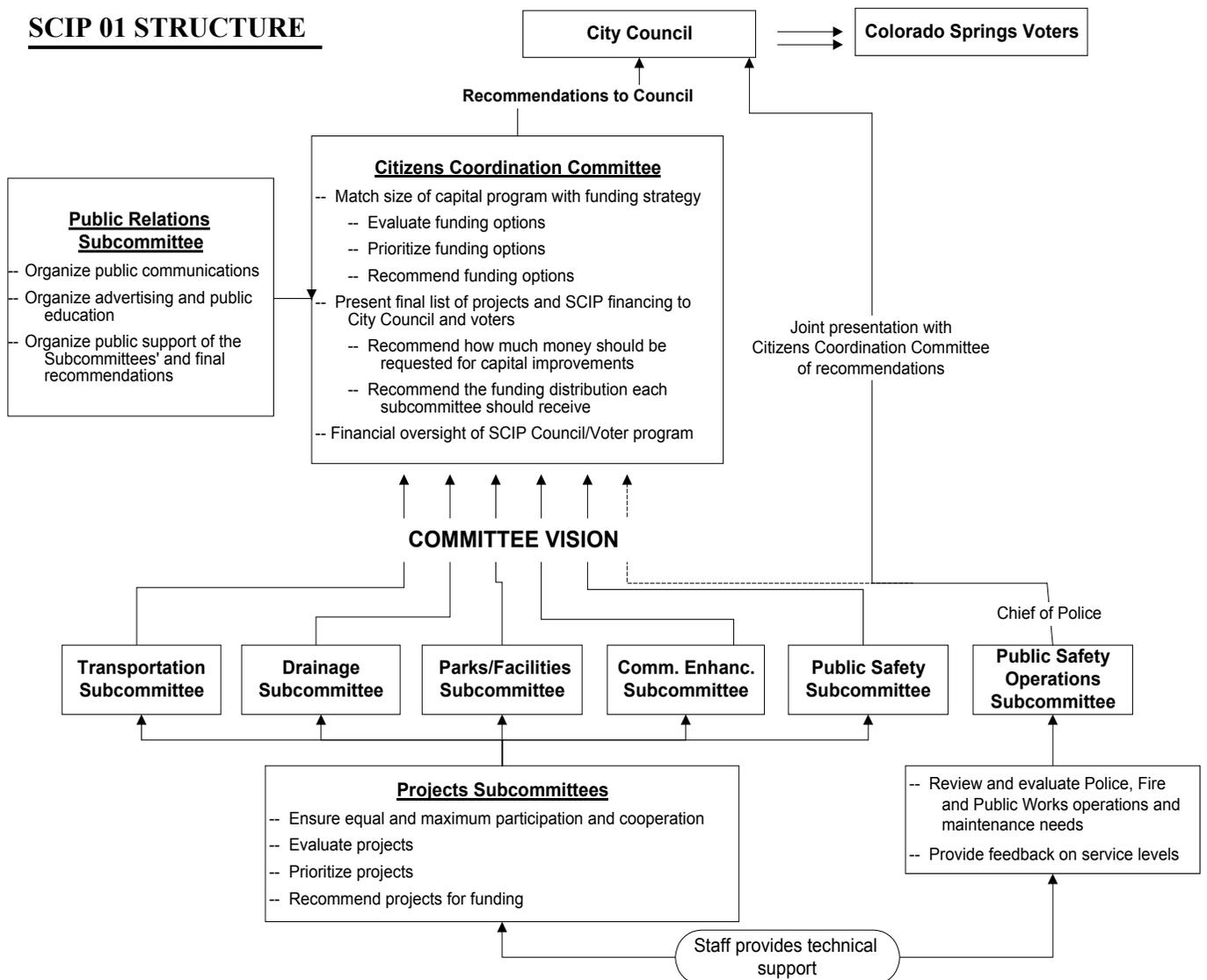
The key responsibilities of the SCIP Oversight Committee are two-fold. The committee monitors progress of implementing the SCIP voter-approved capital program and makes recommendations to City Council on substantial changes to the SCIP program including changes to project budgets, major adjustments in the allocation of resources between projects, or any substantial change in the scope of projects

The **5 Project Subcommittees** Chair and Vice Chair facilitate their respective subcommittee meetings to effectively control group dynamics to ensure equal and maximum participation and cooperation. The Project Subcommittees evaluate, prioritize, and recommend projects for funding relative to their project category. The five subcommittees are Community Enhancements, Drainage, Parks and Public Facilities, Public Safety and Transportation.

The **Public Safety Operations Subcommittee** reviews and evaluates police, fire and public works operations and maintenance needs. The committee provides feedback on service levels.

The **Public Relations Subcommittee** is responsible for organizing public communications, advertising, public education and public support of the citizen subcommittees' progress and final recommendations.

SCIP 01 STRUCTURE



2003 CIP FUNDED PROJECT DETAIL

The following section contains the 2003 capital projects proposed for funding. Each entry includes a brief project description, proposed solution, and cost estimate. Funded projects are listed by funding source and grouped by project category.

2003 Capital Improvements Funding

	GENERAL USE FUNDS			RESTRICTED USE FUNDS						Total Funded
	General Fund Ongoing CIP	General Fund Pay-As-You-Go	SCIP Fund	SCIP-Public Safety Sales Tax	Lottery	TOPS	Grants Fund - TEA-21	CDBG	Bike Tax	
Traffic Signal Upgrades - TEA-21	\$ 60,000						\$ 240,000			\$ 300,000
Woodmen Road - Academy to Lexington	\$ 464,400						\$ 1,857,600			\$ 2,322,000
Fountain Creek Watershed Study	\$ 158,914									\$ 158,914
Rock Island Trail							\$ 460,000		\$ 100,000	\$ 560,000
Intersection Safety Improvements for Trail Crossings					\$ 100,000				\$ 50,000	\$ 150,000
Norwood Reimbursement									\$ 26,700	\$ 26,700
Ivywild Neighborhood Public Improvements								\$ 175,000		\$ 175,000
Knob Hill Neighborhood Public Improvements								\$ 100,000		\$ 100,000
Adams Neighborhood Public Improvements								\$ 100,000		\$ 100,000
Mill Street Neighborhood Public Improvements								\$ 100,000		\$ 100,000
Total	\$ 683,314	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 2,557,600	\$ 475,000	\$ 176,700	\$ 3,992,614

GRANT- FEDERAL/STATE MATCH

	GENERAL USE FUNDS			RESTRICTED USE FUNDS						Total Funded
	General Fund Ongoing CIP	General Fund Pay-As-You-Go	SCIP Fund	SCIP-Public Safety Sales Tax	Lottery	TOPS	Grants Fund - TEA-21	CDBG	Bike Tax	
Building Repairs					\$ 100,000					\$ 100,000
Park Maintenance Equipment					\$ 135,000					\$ 135,000
Trails Development					\$ 100,000					\$ 100,000
Emergency Repairs					\$ 80,000					\$ 80,000
Vandalism Repairs					\$ 40,000					\$ 40,000
Irrigation Renovation					\$ 80,000					\$ 80,000
Playground Renovation					\$ 190,000					\$ 190,000
Facilities Lighting					\$ 20,000					\$ 20,000
Sidewalk Repairs/Replacement					\$ 25,000					\$ 25,000
Tennis Court Repair					\$ 40,000					\$ 40,000
Fencing Repair/Replacement					\$ 20,000					\$ 20,000
Trails Maintenance					\$ 60,000					\$ 60,000
Maintenance of Parks					\$ 500,000					\$ 500,000
Gossage Complex Scorebooth					\$ 30,000					\$ 30,000
Park Design					\$ 75,000					\$ 75,000
Park Development					\$ 50,000					\$ 50,000
City Auditorium Renovation					\$ 50,000					\$ 50,000
Palmer Park Renovation					\$ 150,000					\$ 150,000

PARKS DEVELOPMENT AND MAINTENANCE

2003 Capital Improvements Funding

PAY-AS-YOU-GO PROJECTS

	GENERAL USE FUNDS				RESTRICTED USE FUNDS						Total Funded
	General Fund Ongoing CIP	General Fund Pay-As-You-Go	SCIP Fund	SCIP-Public Safety Sales Tax	Lottery	TOPS	Grants Fund - TEA-21	CDBG	Bike Tax	Total Funded	
Austin Bluffs/Union Interchange (Debt Service)		\$ 2,215,000									\$ 2,215,000
East-West Mobility Study - Design of Projects		\$ 1,712,000									\$ 1,712,000
Dreannan Road		\$ 1,511,397									\$ 1,511,397
Monterey Drive Channel & Storm Sewer		\$ 149,092	\$ 1,786,908								\$ 1,936,000
Total	\$ -	\$ 5,587,489	\$ 1,786,908	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,374,397

ALL FUNDS SUMMARY

	GENERAL USE FUNDS				RESTRICTED USE FUNDS						Total Funded
	General Fund Ongoing CIP 1/	General Fund Pay-As-You-Go	SCIP Fund	SCIP-Public Safety Sales Tax	Lottery	TOPS 2/	Grants Fund - TEA-21	CDBG	Bike Tax	Total Funded	
Financial Commitments	\$ 5,532,033	\$ -	\$ 2,590,788	\$ -	\$ 385,000	\$ 3,117,059	\$ -	\$ -	\$ -	\$ 11,624,880	
Federal Mandates	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 350,000	
Health, Safety, Welfare	\$ 5,146,014	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,146,014	
Infrastructure Maintenance	\$ 625,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 625,000	
Grants- Federal/State Match	\$ 683,314	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 2,557,600	\$ 475,000	\$ 176,700	\$ 3,992,614	
Parks Development and Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 3,065,000	\$ 2,503,646	\$ -	\$ -	\$ -	\$ 5,568,646	
Public Safety Sales Tax Projects	\$ -	\$ -	\$ -	\$ 10,747,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,747,000	
Pay-As-You-Go Projects	\$ -	\$ 5,587,489	\$ 1,786,908	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,374,397	
Total	\$ 12,236,361	\$ 5,587,489	\$ 4,377,696	\$ 10,747,000	\$ 3,450,000	\$ 5,720,705	\$ 2,557,600	\$ 575,000	\$ 176,700	\$ 45,428,551	

1/ Includes a 2003 General Fund contribution of \$6,489,254 plus interest earnings of \$195,000 and 2002 rebudgeted funds of \$295,074.

2/ A total of \$5,720,705 in TOPS revenue is being appropriated in the 2003 Budget. The sources of the revenue are an estimated \$5,682,292 in 2003 collections and one-time allocation of \$38,413 from the 2002 unappropriated TOPS fund balance.

CIP PROJECT DESCRIPTIONS

GENERAL FUND – ONGOING CIP

\$6,979,328

CITY MANAGEMENT \$524,400

➤ **TEA-21 Matches -- \$524,400**

Problem Identification: The federal government established the Intermodal Surface Transportation Act (ISTEA) program in 1996 and reauthorized it as the Transportation Equity Act for the 21st Century (TEA-21) in 1998. The federal and state governments provide grants to local governments for approved regional transportation-related projects such as bridge replacement, installation of additional traffic signals, road widening, etc. These grants usually award 80 percent of the total project cost - provided the City can fund the local 20 percent share.

Recommended Solution: Ensure local match money is available to secure this external funding. The City anticipates receiving approximately \$2,557,600 in TEA-21 funds for 2003 by providing a total local match of \$524,400.

INTERNAL SERVICES \$200,000

➤ **Facilities Repairs -- \$200,000**

Problem Identification: Repairs are needed to maintain the structural integrity of City owned facilities. This will be a continuing program for maintaining satisfactory service levels to the public and City staff.

Recommended Solution: Provide facilities maintenance, repair and replacement funding for emergency repair or replacement of roofs, HVAC systems, minor repair of interior facilities, etc.

COMMUNITY AND SENIOR CENTERS \$100,000

➤ **Community Center Repairs -- \$100,000**

Problem Identification: Repairs are periodically needed in the existing community and senior centers to keep them in proper operating condition. These facilities require ongoing maintenance to roofs, HVAC systems, security systems and other structural and general repairs to provide satisfactory and safe services to the public.

Recommended Solution: Provide facilities repair and replacement funding for repairs and/or replacement of HVAC systems, minor repair of interior facilities, etc.

PARKS, RECREATION AND CULTURAL SERVICES \$50,000

➤ **New Home Street Tree Planting -- \$50,000**

Problem Identification: The City's subdivision ordinances provide for the planting of street trees on new home sites in an effort to enhance both residential properties and the urban streetscape. Developers share in this program by providing for a portion of the tree's cost.

Recommended Solution: Fund the City's portion of the tree planting program.

PUBLIC SAFETY \$325,000

➤ **Fire Facilities Repairs -- \$175,000**

Problem Identification: Fire stations are a visible symbol of City government in Colorado Springs' neighborhoods. The 17 fire stations range in age from 93 years to less than 1 year. Ten stations are 25 or more years old. There are ongoing needs for replacement of roofs and heating systems, installation of ventilation and cooling systems, upgrade of electrical systems, and general repairs.

Recommended Solution: Address maintenance, repair and upgrade issues on a continuing basis by using annual funding for that purpose.

➤ **Police Facilities Repair -- \$150,000**

Problem Identification: The City has invested significant funds to construct a number of Police facilities. These buildings require ongoing maintenance of roofs, heating and ventilation systems, security systems, and other structural improvements to provide sound operating conditions for public safety responsibilities.

Recommended Solution: Funds would be used to maintain, repair, and replace deficiencies in Police facilities. Such repairs may include improvements to public restrooms, underground storage tanks, card readers, wall and carpet, security camera systems, etc.

PUBLIC WORKS..... \$5,779,928

➤ **Legal Obligations -- \$100,000**

Problem Identification: Certain Drainage Basin Planning Studies such as Cottonwood Creek outline some drainage facilities to be cost-shared with the public (City) responsible for a certain portion of the improvement cost. The private entity or developer who constructs the drainage improvement and upfronts the public share would be eligible for reimbursement subject to availability of CIP funds.

Recommended Solution: Reimburse developers/private parties for the approved public cost-share portion of drainage facilities constructed as funds are available and based on date of reimbursement approved by the City/County Drainage Boards.

➤ **Local Drainage Repairs/Improvements -- \$250,000**

Problem Identification: Many significant localized drainage problems are not being addressed and resolved. Property damages and safety problems result from these drainage problems.

Recommended Solution: Establish a base allocation of \$250,000 to address unbudgeted drainage problems that arise during the year, particularly the rainy season.

➤ **Local Improvement Districts -- \$125,000**

Problem Identification: Improvement districts are periodically created in neighborhoods that are in need of paving, curbs and gutters, sidewalks, and other public improvements.

Recommended Solution: The City needs to provide a share of funding the improvements for districts that are Council approved.

➤ **Pedestrian Ramps/ADA Compliance -- \$250,000**

Problem Identification: Pedestrian ramps and curb radius at over 150 locations are regarded as safety and/or liability risks and need to be replaced. Additionally, ramps need to be installed at various locations within the public right-of-way ramp per requests from private citizens, school districts, concerned agencies, and City departments. It is estimated that nearly 50,000 ramps need to be constructed in existing parts of the city. ADA compliance is mandated.

Recommended Solution: Design and construct needed improvements. Funds will be used to construct pedestrian ramps in high-use areas, per individually requested locations and replace deteriorated curbs and ramps at priority locations in conjunction with the road overlay/resurfacing program.

➤ **Sidewalk/Curb and Gutter Replacement -- \$50,000**

Problem Identification: Sidewalks/curbs and gutters citywide need replacement due to potential safety problems or drainage problems. Broken surfaces may be caused by tree roots or other types of damage or deterioration.

Recommended Solution: Replace damaged sidewalks/curbs and gutters in accordance with City Code. A 50/50 City cost share with the property owners funds the needed replacements. This funding is also used by the City to upfront the costs of replacements not completed by notified property owners.

➤ **Street Resurfacing -- \$4,396,014**

Problem Identification: Deteriorating street surfaces are resulting in substandard driving surfaces, potholes, and other surface failures. They need to be repaired in a timely manner or more extensive work will be required as moisture seeps cracks into pavement base. Deteriorated medians and crosspans are resulting in poor drainage and safety problems.

Recommended Solution: The Pavement Management System recommends over \$25,000,000 of pavement rehabilitation needs. Due to financial and physical constraints, such an extensive program is not recommended. Rather, a program designed to treat 10 percent of the roadways for the next five years is recommended.

➤ **Traffic Safety Improvements -- \$150,000**

Problem Identification: There are a number of low-cost traffic safety needs that are not being addressed. These needs, if not addressed, will cause injury to the motoring public. Examples of these projects include guardrail upgrades, impact attenuators for bridge abutments, bike and pedestrian safety improvements, and minor geometric intersection modifications.

Recommended Solution: These funds would be used to install and upgrade guardrail installation, and construct minor geometric modifications to improve capacity and safety and improve pedestrian and bike safety.

➤ **Traffic Signal Upgrades -- \$300,000**

Problem Identification: Traffic signal deficiencies occur at approximately 40 percent of the City's 400 locations and require redesign and reconstruction. Deficiencies involve substandard, inefficient, non-uniform or poorly positioned pedestrian signals, traffic control signals, and signal supports. In addition, the City will need funding to replace defective vehicle detection loops and for new signals not covered by federal funds.

Recommended Solution: Project involves the upgrade of pedestrian and signal heads, installation of new signals, reconstruction of substandard installations, and the installation of internally illuminated street name signs.

➤ **Fountain Creek Watershed Study -- \$158,914**

Problem Identification: The heavy rains of April-May 1999 caused flooding that produced damages in El Paso County in excess of \$65 million and accounted for over 70 percent of statewide damages from the storm. CSU sustained damages in excess of \$5 million. Pueblo experienced over \$1 million in emergency repair costs and damages from the storm. PPACG and PCOG (Pueblo) entered into an agreement to look for federal funding as well as other solutions to this regionwide problem. They and the City were able to secure Congressional funding in 2000 for the Corps of Engineers to complete a Reconnaissance Study to determine if there was a federal interest in solving the regional problem.

Recommended Solution: The US Corps of Engineers determined that there was a federal interest in addressing the problems of erosion and sedimentation as well as flooding in the Fountain Creek Watershed. A total of \$600,000 was secured from the State as part of the local match for the Corps Study. The balance is coming from 11 local governments providing three-year matches based on impervious areas within the Fountain Creek Watershed. The City is the lead sponsor and is developing Intergovernmental Agreements (IGA's) with the other 10 governments to commit their shares from them. The Fountain Creek Watershed Study will be done by the Corps over three years and cost just under \$3 million. The study will provide at least 10 potential projects that will qualify for federal funding. These projects can be in any of the 11 jurisdictions and can address erosion and sedimentation and flooding. Local matches will be needed to secure the federal dollars for construction of these projects. The match requirement may range from 35-65 percent.

TOTAL GENERAL FUND FOR ONGOING CIP -- \$6,979,328

PUBLIC WORKS..... \$5,587,489

➤ **Austin Bluffs/Union Interchange (Debt Service) -- \$2,215,000**

Problem Identification: Union Boulevard and Austin Bluffs Parkway are major, high-volume arterials. This intersection is very congested, especially during morning and evening peak hours; and the intersection experiences a relatively high accident rate.

Recommended Solution: The project will construct a grade-separated interchange at this intersection along with noise mitigation and landscaping, while ensuring accommodation of utility relocations and the intersection of multi-use trails. The total estimated cost of the project is \$30,200,000 with \$2,700,000 already provided in the 2002 General Fund Budget. The balance of the project costs, \$27,500,000, will be paid through either the issuance of certificates of participation (COPs) or City Sales Tax revenue bonds. The \$2,215,000 recommended for 2002 would pay the annual lease-purchase of debt service payment in 2002.

➤ **East-West Mobility Study – Design of Projects -- \$1,712,000**

Problem Identification: An 18-month process, involving extensive public involvement and technical analysis, resulted in recommendations from the East-West Mobility Study process that were recently adopted by City Council and incorporated into the City’s Intermodal Transportation Plan. Scores of necessary transportation capital improvement projects having a projected cost of as much as \$600,000,000 are projected to be necessary over the next 20 years to fully implement the recommendations of the East-West Mobility Study. However, few of these projects have been designed and associated cost estimates prepared. Once preliminary design and construction cost estimates are prepared, a plan for financing the improvements can be developed.

Recommended Solution: Develop design drawings and associated construction cost estimates for all east-west transportation system management and roadway projects that should be constructed from 2003-2010. These projects include: Platte Avenue to I-25 Bijou Interchange mobility improvements; Austin Bluffs corridor improvements-Nevada to Academy; Austin Bluffs Corridor improvements – Barnes Road to Stetson Boulevard; Garden of the Gods/Chestnut Intersection Improvements; Vincent Drive Extension – Dublin South to Nevada; Platte Avenue at Sand Creek Bridge Replacement; and Nevada/Austin Bluffs Parkway intersection improvements.

➤ **Drennan Road -- \$1,511,397**

Problem Identification: Current access to the Colorado Springs Airport is indirect and inadequate. Drennan Road is currently limited to two through lanes (one lane in each direction) between Academy Boulevard and Powers Boulevard. High volume truck traffic on Drennan Road adds to congestion and safety problems.

Recommended Solution: Make immediate traffic capacity and safety improvements to Drennan Road while preserving the corridor for ultimate improvements that provide a direct, higher speed connection between Interstate 25 and Powers Boulevard at the Colorado Springs Airport. Immediate improvement options include: widening the section between Hancock and Powers to four lanes, constructing improvements to the Drennan/Hancock intersection, and purchasing right-of-way for future widening of Drennan Road, with emphasis on the section between Academy and Hancock. The specific solution will be determined through a design process to be completed in summer 2003.

➤ **Monterey Drive Channel & Storm Sewer -- \$149,092**

Problem Identification: Pedestrian and vehicle safety is a concern at the school. The concrete channel is undersized and stormwater floods at the culvert. Guardrail along Monterey Drive Channel is required from Grananda Drive to Laramie Drive.

Recommended Solution: The project will improve the concrete channel to reduce stormwater flows. The total cost of this project is estimated at \$2,166,000. A total of \$230,000 was included in the 2002 General Fund Budget for the design of this project. Additionally, \$1,786,908 in included in the recommended 2003 SCIP Fund budget for this project.

TOTAL GENERAL FUND PAY-AS-YOU-GO -- \$5,587,489

CITY MANAGEMENT \$7,847,821

➤ 1999 SCIP Projects – Debt Retirement -- \$7,847,821

Problem Identification: Through the SCIP process, voters approved the sale of \$88 million in bonds to fund 29 capital projects. Through the SCIP plan of finance, \$7,850,000 is designated to retire the debt; thus, ensuring no tax increase is associated with the bond issuance. A total of \$87.975 million of Series 1999 bonds were sold on May 24, 1999 and closed on June 9, 1999. The 2003 bond payment is \$7,847,821.

Recommended Solution: The bonds were sold at an average interest rate of 4.72 percent. The bond proceeds will be combined with interest earnings on unexpended balances along with over \$14.4 million of funds already on hand to finance the \$103.87 million of 1999 SCIP Phase I projects. The financing achieved all of the objectives recommended by the SCIP Citizens Coordination Committee and established by City Council: 1. Minimizing the principal repayment period (16 years vs. the 20 years approved by voters) with a total repayment cost of \$127.8 million vs. the \$157 million approved by voters; 2. The size of the issue was kept below the \$88 million approved by voters; and, 3. The annual debt service on the bonds has been maintained as close as possible to \$7.85 million.

PUBLIC WORKS \$1,786,908

➤ Monterey Drive Channel & Storm Sewer -- \$1,786,908

Problem Identification: Pedestrian and vehicle safety is a concern at the school. The concrete channel is undersized and stormwater floods at the culvert. A guardrail along Monterey Drive Channel is required from Grananda Drive to Laramie Drive.

Recommended Solution: The project will improve the concrete channel to reduce stormwater flows. The total cost of this project is estimated at \$2,166,000. A total of \$230,000 was included in the 2002 General Fund Budget for the design of this project. Additionally, \$149,092 in included in the recommended 2003 General Fund Budget for this project.

TOTAL SCIP FUND -- \$9,634,729

POLICE DEPARTMENT..... \$4,925,000

➤ Police Substation – Gold Hill Division -- \$3,025,000

Problem Identification: As the City continues to grow in population and developed areas, it has become more difficult for the Police Department to serve the citizens from the existing substations. The existing substations are too small for assigned staff. Existing substation parking lots are also over capacity. It is necessary to construct an additional police substation in the central to west section of Colorado Springs.

Recommended Solution: In 2002, \$1,300,000 was budgeted for this project. However, in June 2002, \$1,300,000 in expenditures (between the two Police substations) was suspended due to lower than budgeted revenue collections in 2002. Consequently, these funds must be rebudgeted in 2003 for the project to proceed. Land acquisition efforts were initiated with remaining 2002 funds. Design and construction of the facility will be accomplished in 2003 by combining the remaining 2002 funds with the 2003 allocation. It is anticipated the new substation will be complete in 2004.

➤ Police Substation – 4th Division -- \$1,900,000

Problem Identification: As the City continues to grow in population and developed areas, it has become more difficult for the Police Department to serve the citizens from the existing substations. The existing substations are too small for assigned staff. Existing substation parking lots are also over capacity. It is necessary to construct an additional police substation in the northeast section of Colorado Springs.

Recommended Solution: In 2002, \$3,675,000 was budgeted for this project. However, in June 2002, \$1,300,000 in expenditures (between the two Police substations) was suspended due to lower than budgeted revenue collections in 2002. Consequently, these funds must be rebudgeted in 2003 for the project to proceed. Land acquisition efforts were initiated with remaining 2002 funds. Design and construction of the facility will be accomplished in 2003 by combining the remaining 2002 funds with the 2003 allocation. It is anticipated the new substation will be complete in 2004.

FIRE DEPARTMENT \$5,822,000

➤ Fire Station #20 -- \$2,911,000

Problem Identification: The current distribution of fire stations was reviewed in light of the Standard of Coverage and the City’s Comprehensive Plan. This review indicates that an additional fire station should be constructed in the Rangewood and Dublin area, which has experienced significant growth and is projected to sustain continued growth.

Recommended Solution: The 2003 funds will pay for land, design, and construction of the new fire station. This station will need to house only an engine company when first opened but will be designed to accommodate future growth and additional response units and/or special Fire Department program needs. It is projected the station will be operational in 2004.

➤ Fire Station #21 -- \$2,911,000

Problem Identification: The current distribution of fire stations was reviewed in light of the Standard of Coverage and the City’s Comprehensive Plan. This review indicates that an additional fire station should be constructed in the Cheyenne Meadows and Highway 115 area, which has experienced significant growth and is projected to sustain continued growth.

Recommended Solution: The 2003 funds will pay for land, design, and construction of the new fire station. This station will need to house only a “quint/ladder truck” when first opened but will be designed to accommodate future growth and additional response units and/or special Fire Department program needs. It is projected the station will be operational in 2004.

TOTAL PUBLIC SAFETY SALES TAX FUND -- \$10,747,000

➤ **Hillside Community Center Payback -- \$160,000**

Problem Identification: Repayment of Certificates of Participation used to finance the construction of the Hillside Community Center.

Recommended Solution: Continuation of funding for annual repayment.

➤ **Building Repairs -- \$100,000**

Problem Identification: Repairs are periodically needed in existing park buildings to keep them in good operating condition. This is a continuing program essential to maintaining service level to the public.

Recommended Solution: Provide funding pool for building repairs.

➤ **Park Maintenance Equipment -- \$135,000**

Problem Identification: New parkland is added annually to the City's parks and recreation system. Funds for new equipment to maintain the infrastructure expansion have not been available through the City's operational budget for capital equipment replacement.

Recommended Solution: Purchase of new equipment to maintain existing infrastructure and new parks.

➤ **Trails Development -- \$100,000**

Problem Identification: The multi-use trails system is a combination of concrete, gravel and asphalt surfaces. There are several projects that need to be constructed on existing trail corridors.

Recommended Solution: Provide funding for trail development including surface treatments, bridges, fencing and erosion control devices.

➤ **Emergency Repairs -- \$80,000**

Problem Identification: Emergency repairs are occasionally needed in the park system to correct safety problems and/or replace damaged items. This is a continuing program essential to the operation of the Parks, Recreation and Cultural Services Department.

Recommended Solution: Provide funding pool for emergency repairs.

➤ **Vandalism Repairs -- \$40,000**

Problem Identification: Acts of vandalism cause various kinds of damage to park system property. In most cases, this can be corrected through immediate response to the problem. This is a continuing program essential to maintaining service levels to the public.

Recommended Solution: Provide funding pool for vandalism repairs.

➤ **Irrigation Renovation -- \$80,000**

Problem Identification: Renovation and repair of existing irrigation systems and the continuation of irrigation system central control and automation is essential to efficient use of landscaping water. Replacement of old piping and sprinkler heads allow water to be conserved.

Recommended Solution: Conversion from manual and semi-automatic systems to computerized systems should realize irrigation water and dollar savings.

➤ **Playground Renovation -- \$190,000**

Problem Identification: There is an ongoing program of providing renovation of existing playgrounds within the Parks, Recreation and Cultural Services system to assure safety of structures. Equipment with catch points, sharp edges or worn parts are replaced with new items. Renovations will comply with required guidelines.

Recommended Solution: Continuation of funding for playground renovation.

➤ **Facilities Lighting -- \$20,000**

Problem Identification: Replacement and repair of tennis court, ballfield, and facility lighting are essential to maintaining service and safety levels to the public.

Recommended Solution: Continuation of funding for facilities lighting.

➤ **Sidewalks Repair/Replacement -- \$25,000**

Problem Identification: Repair of existing and installation of needed sidewalks and ramps/accesses within the park system for differently-abled citizens is essential to maintaining service level to the public.

Recommended Solution: Continuation of funding for sidewalk installation and repair.

➤ **Tennis Court Repair -- \$40,000**

Problem Identification: Repair of existing courts throughout the park system is needed on an annual basis.

Recommended Solution: Continuation of funding for tennis court repair.

➤ **Fencing Repair/Replacement -- \$20,000**

Problem Identification: Repair or replacement of ballfield fences and backstops is essential to maintain safety on playing fields.

Recommended Solution: Provide funding pool for fencing repair or replacement.

➤ **Trails Maintenance -- \$60,000**

Problem Identification: The multi-use trails system is a combination of concrete, gravel, and asphaltic surfaces. Due to weather, use and soil conditions, surface repairs are needed to maintain safety and service levels.

Recommended Solution: Continuation of funding for trails maintenance including surface treatments, fencing, and erosion control devices.

➤ **Maintenance of Parks -- \$500,000**

Problem Identification: The inventory of newly completed parks has grown more rapidly than the operating funds for park maintenance. In order to accommodate requests for new parks during a decline in General Fund operating revenues, maintenance dollars for parks constructed with Lottery funds are proposed to be allocated out of lottery funds.

Recommended Solution: Operating funds are being requested for the new park acreage developed through Lottery funds.

➤ **Gossage Sports Complex West Scorebooth -- \$30,000**

Problem Identification: Gossage Sports Complex has been completed for several years. The previous phases of construction did not include funding for a facility to operate the west side scoreboards.

Recommended Solution: Design and construct some facility for the operation of the west side scoreboards.

➤ **Landscape Architect Position -- \$75,000**

Problem Identification: As the park system expands, there is a need for additional design staff to assist with the volume of projects that need design. One design position has been funded from lottery for the past eight years.

Recommended Solution: Ongoing funding for a landscape architect position to assist with the added workload.

➤ **City Auditorium Renovation -- \$50,000**

Problem Identification: The City Auditorium has many ongoing renovation projects typical of an older public facility.

Recommended Solution: Fund renovation of the balcony seats, restroom tile, curbs replacement, and stage lighting.

➤ **Adult Softball Complex -- \$225,000**

Problem Identification: The Parks, Recreation and Cultural Services Department has completed a new adult softball complex using certificates of participation which are to be paid off using Lottery funds, players fees, and concession revenue.

Recommended Solution: Fund the Lottery portion of the annual payment.

➤ **Park Development -- \$50,000**

Problem Identification: Various park projects need funding that does not warrant a separate account.

Recommended Solution: Establish a contingency fund to complete several of these park projects.

➤ **Park Restroom Replacement -- \$80,000**

Problem Identification: There are two restrooms within the park system that need replacement due to age, condition, and accessibility.

Recommended Solution: Replace the restroom on the southeast side of Memorial Park adjacent to Prospect Lake.

➤ **Memorial Park Renovation -- \$100,000**

Problem Identification: The existing infrastructure is in need of ongoing renovation and repair.

Recommended Solution: The funding proposed would address curb and gutter work on the southwest side and landscape improvements on the southeast side of the park.

➤ **North Cheyenne Canon Renovation -- \$130,000**

Problem Identification: The Master Plan for the redevelopment of North Cheyenne Canon was completed in 1990 and updated in 1998. Numerous road, trail, picnic area, and visitor services improvements need to be made to accommodate the volume of users to this mountain park site.

Recommended Solution: Continue phased redevelopment and implementation of the Master Plan by renovation of the South Canon picnic area.

➤ **Regional Parks Maintenance District Headquarters -- \$35,000**

Problem Identification: Due to the tremendous growth the city has experienced, a new maintenance complex is needed to reduce travel time and increase efficiency.

Recommended Solution: Begin the process of developing the complex by funding the design of the building and complex. Funding for subsequent development of the complex will be requested in future budgets.

➤ **Palmer Park Renovation -- \$150,000**

Problem Identification: The current master plan for Palmer Park was completed in 1998 and identified several projects to enhance the facilities for park users. Some of these projects have been completed over the past several years. The planning team has identified projects for 2003.

Recommended Solution: Funding for completion of the Grandview overlook and new security gates is recommended for 2003.

➤ **Van Diest Park Renovation -- \$150,000**

Problem Identification: A new master plan for Van Diest Park has been completed and identifies several minor changes to the park.

Recommended Solution: Funding for the implementation of the Van Diest Master Plan.

➤ **Sertich Ice Center Lobby Flooring -- \$35,000**

Problem Identification: The lobby flooring of Sertich Ice Center is a specialized product that is in need of replacement due to normal wearing of the surface.

Recommended Solution: Fund the replacement of the flooring of the lobby.

➤ **Adams Park Renovation -- \$200,000**

Problem Identification: The current master plan for Adams Park was completed in 2002 and identified several projects to enhance the park.

Recommended Solution: Fund the master planned improvements to Adams Park.

➤ **Helen Hunt Falls Visitor Center -- \$25,000**

Problem Identification: The existing visitor center at Helen Hunt Falls in North Cheyenne Canon is in need of replacement. This is a very important contact point for visitors to the park.

Recommended Solution: Fund a study to determine the scope of the visitor center and what elements should be offered and are acceptable to the Regional Building Authority.

➤ **Rock Ledge Ranch Renovation -- \$60,000**

Problem Identification: Implementation of the Rock Ledge Ranch Master Plan has been occurring over the past several years. There are several projects remaining to complete the master plan.

Recommended Solution: Continue to implement the Rock Ledge Ranch Master Plan projects by constructing a storage facility for the park caretaker.

➤ **Bronco Playground Partnership -- \$55,000**

Problem Identification: The Parks, Recreation and Cultural Services Department has partnered with the Denver Broncos and Phil Long Dealerships to construct three community built playgrounds throughout the city. It is anticipated that a fourth playground will be constructed in 2003.

Recommended Solution: Fund a matching grant amount for the community-built playground in partnership with the Denver Broncos and Phil Long Dealerships.

➤ **Quail Lake Fishing Piers -- \$25,000**

Problem Identification: The Parks, Recreation and Cultural Services Department has applied for a "Fishing is Fun" grant from the Colorado Department of Wildlife to fund two fishing piers at Quail Lake Park. This will be the match for the grant.

Recommended Solution: Fund the grant match for the "Fishing is Fun" grant.

➤ **Henry Park Renovation -- \$25,000**

Problem Identification: There are citizen and staff requests for a loop sidewalk around Henry Park. This walk would also allow for separating the turfgrass areas from areas that could be converted to native grass.

Recommended Solution: Fund the sidewalk for the park.

➤ **Outdoor Sculpture Maintenance -- \$50,000**

Problem Identification: Over the past several years there has been many outdoor sculptures added throughout the park system. These sculptures are in need of ongoing maintenance. A fund needs to be established for this maintenance.

Recommended Solution: Fund the request for maintenance of outdoor sculpture.

➤ **Ballfield Partnerships -- \$150,000**

Problem Identification: Several private baseball organizations are in need of baseball fields. This funding would be in the form of matching grants for construction of additional ballfields for these leagues.

Recommended Solution: Provide funding for these matching grants.

➤ **El Pomar Youth Sports Complex Parking Lot Paving -- \$100,000**

Problem Identification: The last layer of asphalt needs to be applied to the parking lots at the El Pomar Youth Sports Complex. This funding will be a matching amount by the El Pomar Foundation.

Recommended Solution: Provide matching funding for paving the parking lots at the El Pomar Youth Sports Complex.

➤ **Drought Damage Restoration -- \$100,000**

Problem Identification: The severe drought experienced in 2002 has resulted in damage to many acres of turfgrass. This funding will provide for seed and sod to repair these damaged areas.

Recommended Solution: Fund the damage to turf grass areas due to the 2002 drought.

TOTAL LOTTERY -- \$3,450,000

➤ **TOPS -- 2 percent Administrative Costs -- \$113,646**

Problem Identification: Provisions of the ordinance allocate 2 percent of all revenues collected to be deposited into an account to be used by City Council as recommended by the TOPS nine member advisory committee for planning of trails, open space and parks.

Recommended Solution: 2 percent of collections will fund program administrative expenses and salaries and benefits of a landscape architect and other support staff as necessary.

➤ **Big Johnson Open Space -- \$1,396,354**

Problem Identification: The City of Colorado Springs through the TOPS Program and a partnership with the Trust for Public Land has purchased 650 acres of open space adjacent to Big Johnson Reservoir in southeast Colorado Springs. The total purchase price is \$8,125,000 to be paid over five years beginning in 2001. The second payment of \$1,396,354 is due in 2003.

Recommended Solution: Fund the second payment of \$1,396,354 in 2003 for the purchase of the Big Johnson Open Space.

➤ **High Chaparral Open Space and Blodgett Peak Open Space -- \$1,720,705**

Problem Identification: The City of Colorado Springs, through the TOPS Program, has purchased 54 acres of open space in northeast Colorado Springs (High Chaparral) and 167 acres of open space in northwest (Blodgett Peak) Colorado Springs. These purchases had a three-year payback commitment beginning in 2001. The final payment of \$1,720,705 is due in 2003.

Recommended Solution: Fund the final payment of \$1,720,705 in 2003 for the purchase of the High Chaparral and Blodgett Peak Open Spaces.

➤ **Horace Shelby Park -- \$450,000**

Problem Identification: There is an undeveloped neighborhood park site in the Stetson Hills Ridgeview subdivision area, which is a rapidly growing area of the city.

Recommended Solution: Develop the park site as per the Master Plan.

➤ **Soaring Eagles Park Site -- \$425,000**

Problem Identification: There is an undeveloped neighborhood park site in the Stetson Hills Ridgeview subdivision area, which is a rapidly growing area of the city.

Recommended Solution: Develop the park site as per the Master Plan.

➤ **2003 Trail Projects -- \$1,615,000**

Problem Identification: There are 165 miles of multi-use trails planned throughout the city. About 63 miles have been completed. Several trail projects are underway and funding is needed to complete construction.

Recommended Solution: Fund the following list of trail projects:

Midland Trail Construction (Greenway to 21 st Street)	\$500,000
Rock Island Trail Construction (Murray to Powers)	\$350,000
Pikes Peak Greenway (Rock Island Underpass)	\$140,000
Sand Creek Trail-West Fork (Rock Island to Galley	\$275,000
Cottonwood Creek Trail (Rangewood Underpass)	\$225,000
University Park Open Space Connection (Pioneer Trail)	\$25,000
Trail Crossings at Streets/Safety Improvements (Phase II)	\$100,000

It should be noted that \$50,000 from the Bicycle Tax fund will match funds for the Trail Crossings at Streets/Safety Improvements.

TOTAL TOPS -- \$5,720,705

➤ **Traffic Signal Upgrades -- \$240,000**

Problem Identification: Traffic signal deficiencies at most of the city's 400+ locations require redesign, upgrading and/or reconstruction. Deficiencies include substandard, inefficient, non-uniform or poorly located pedestrian signals, traffic control signals, sensors and signal supports. In addition, the City will need funding to replace defective vehicle detection loops and for new signals not covered by federal funds.

Recommended Solution: Project involves the upgrade of pedestrian and signal heads, installation of new signals, reconstruction of substandard installations, upgrade of signal sensors, and the installation of internally illuminated street name signs. A local match of \$60,000 from the City's General Fund secured this \$240,000 allocation from the TEA-21 federal transportation grant program.

➤ **Woodmen Road Safety Improvements and Widening -- \$1,857,600**

Problem Identification: Woodmen Road is a major east-west arterial operating at an inadequate level of service for peak hour traffic and warrants additional capacity.

Recommended Solution: Woodmen Road requires widening from I-25 to Lexington. A local match of \$464,400 from the City's General Fund secured this \$1,857,600 allocation from the TEA-21 federal transportation grant program.

➤ **Rock Island Trail - TEA-21 Enhancements Match -- \$460,000**

Problem Identification: The Rock Island Trail is planned to extend from the Pikes Peak Greenway at Monument Creek to the eastern city boundary to meet community needs for alternative transportation modes and recreation. It is identified as one of the high priority projects from the East West Mobility Study recently adopted into the City's Intermodal Transportation Plan (ITP). Extension of the trail to the east to Murray Boulevard is now complete, and two TEA-21 Transportation Enhancement grants will allow the City to purchase right-of-way for the next portion from Murray Boulevard to Powers Boulevard.

Recommended Solution: Purchase right-of-way for the Rock Island Trail from Murray Boulevard east to Powers Boulevard with leveraged grant funds from the federal TEA-21 Enhancements grant program. In 2002, the City committed \$50,000 for the Rock Island Trail from the Bicycle Tax fund. Throughout 2002, the TEA-21 Enhancements grant process awarded two grants for Rock Island Trail: a \$260,000 grant, requiring a \$70,000 local match and a subsequent \$200,000 grant requiring an \$80,000 local match. The total local match to secure \$460,000 in grant funds is \$150,000. Since \$50,000 was appropriated in 2002, the remaining \$100,000 balance is recommended for appropriation from the Bicycle Tax fund in the 2003 budget.

TOTAL TEA-21 -- \$2,557,600

➤ **Americans with Disabilities Act (ADA) Pedestrian Ramp Improvements -- \$100,000**

Problem Identification: Pedestrian ramps need to be installed at various locations within the public right-of-way per requests from private citizens, school districts, concerned agencies, and the City. It is estimated that nearly 50,000 ramps need to be constructed in existing parts of the city. ADA compliance is mandated.

Recommended Solution: Provide funding for ADA pedestrian ramps through a public process request, throughout the Neighborhood Strategy Areas, and as identified in the area's Master Plan.

➤ **Ivywild Neighborhood Public Improvements -- \$175,000**

Problem Identification: Ivywild is an identified Neighborhood Strategy Area. Street improvements are needed to meet City standards as well as installation of stormwater drainage facilities, sidewalks, curb and gutter, pedestrian ramps, and development of a neighborhood city park, per the Ivywild Master Plan.

Recommended Solution: Provide funding for sidewalks, curb and gutter, pedestrian ramps, etc., through a public process request, throughout the Neighborhood Strategy Area and as identified in the area's Master Plan. 2003 funds will construct the balance of Phase VI (Cheyenne Boulevard / south side between South. Cascade Avenue and Lorraine Street) sidewalks, curb and gutter, pedestrian ramps, intersection improvements and landscape restoration and the development of the Ivywild Neighborhood Park.

➤ **Knob Hill Neighborhood Public Improvements -- \$100,000**

Problem Identification: Knob Hill is an identified Neighborhood Strategy Area. Street improvements are needed to meet City standards and install sidewalks, curb and gutter, pedestrian ramps per the Knob Hill Master Plan.

Recommended Solution: Provide funding for sidewalks, curb and gutter, pedestrian ramps, etc., through a public request process, throughout the Neighborhood Strategy Area and as identified in the area's Master Plan. 2003 funds will construct public improvements on Gunnison Street (between Weld Street and Pitkin Street) sidewalks, curb and gutter, pedestrian ramps, and landscape restoration.

➤ **Adams Neighborhood Public Improvements -- \$100,000**

Problem Identification: Adams is an identified Neighborhood Strategy Area. Street improvements are needed to meet City standards as well as installation of streetlights, sidewalks, curb and gutter, pedestrian ramps, etc.

Recommended Solution: Provide funding for sidewalks, curb and gutter, pedestrian ramps, etc., through a public process request, throughout the Neighborhood Strategy Area and as identified in the Community Assessment Report. 2003 funds will construct public improvements on Huron Road (Phase IV between Eastlake Avenue and Manitoba Street) sidewalks, curb and gutter, pedestrian ramps, and landscape restoration.

➤ **Mill Street Neighborhood Public Improvements -- \$100,000**

Problem Identification: Mill Street is a newly identified Neighborhood Strategy Area. Street improvements are needed to meet City standards as well as installation of streetlights, sidewalks, curb and gutter, pedestrian ramps, per the 2002 Mill Street Preservation Plan.

Recommended Solutions: Provide funding for sidewalks, curb and gutter, and pedestrian ramps, etc, through a public process request, throughout the Neighborhood Strategy Area, and as identified in the area's Preservation Plan.

TOTAL CDBG -- \$575,000

➤ **Rock Island Trail - TEA-21 Enhancements Match -- \$100,000**

Problem Identification: The Rock Island Trail is planned to extend from the Pikes Peak Greenway at Monument Creek to the eastern city boundary to meet community needs for alternative transportation modes and recreation. It is identified as one of the high priority projects from the East-West Mobility Study recently adopted into the City's Intermodal Transportation Plan (ITP). Extension of the trail to the east to Murray Boulevard is now complete, and two TEA-21 Transportation Enhancement grants will allow the City to purchase right-of-way for the next portion from Murray Boulevard to Powers Boulevard.

Recommended Solution: Purchase right-of-way for the Rock Island Trail from Murray Boulevard east to Powers Boulevard with leveraged grant funds from the federal TEA-21 Enhancements grant program. In 2002, the City committed \$50,000 for the Rock Island Trail from the Bicycle Tax Fund. Throughout 2002, the TEA-21 Enhancements grant process awarded two grants for Rock Island Trail: a \$260,000 grant, requiring a \$70,000 local match and a subsequent \$200,000 grant requiring an \$80,000 local match. The total local match to secure \$460,000 in grant funds is \$150,000. Since \$50,000 was appropriated in 2002, the remaining \$100,000 balance is recommended for appropriation from the Bicycle Tax Fund in the 2003 budget.

➤ **Intersection Safety Improvements for Trails Crossings -- \$50,000**

Problem Identification: The Rock Island Trail is complete from Shook's Run in the west to Murray Boulevard in the east. However, there are significant safety issues where the trail crosses Paseo Drive, Circle Drive, and Union Boulevard. Intersection improvements are currently being designed for these locations, but the bulk of the construction cost is unfunded. This trail is identified in the Intermodal Transportation Plan (ITP) as a high priority for completion throughout the city.

Recommended Solution: This \$50,000 provides the required match to leverage \$100,000 from the City's Trails, Open Space and Parks Fund (TOPS) for intersection improvements associated with the Rock Island Trail. Construct the safety improvements along the Rock Island Trail with Bicycle Tax funds at Paseo Drive, Circle Drive, and Union Boulevard.

➤ **Nor'wood Reimbursement -- \$26,700**

Problem Identification: This is the final installment of a three-year reimbursement for the front-end design and construction of a multi-use trail in the Norwood development. The developer was able to construct a trail as part of their development process well ahead of the City's schedule and funding ability. This construction completed a critical link in the City's Multi-Use Trails Master Plan in a cost-efficient and timely manner.

Recommended Solution: This allocation reimburses Nor'wood for the front-end construction of this section of a multi-use/bike use trail.

TOTAL BICYCLE TAX -- \$176,700

TOTAL 2003 CAPITAL IMPROVEMENTS PROGRAM -- \$45,428,551

Glossary of Terms

Accrual Basis of Accounting – A type of accounting which records revenue at the time earned and expenses when incurred.

Amendment 21 – Proposed amendment to the Colorado constitution that would require the phased elimination of all City revenues derived from property taxes, specific ownership taxes, sales and use taxes on motor vehicles, sales taxes on food and drink, and sales taxes on utilities.

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

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

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

Budget Calendar – The schedule of major events in the budget process.

Capital Improvement – An expenditure for a physical asset, constructed or purchased, that has a minimum useful life of ten years and a minimum cost of \$10,000, or a minimum useful life of three years and a minimum cost of \$25,000.

Capital Improvements Program (CIP) – A component of the Office of Budget and Financial Analysis which oversees planning and budgeting of capital improvements.

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

Certificates of Participation (COPs) – A financing mechanism used to lease purchase property/facilities which are evidence assignments of proportionate undivided interests in certain payments pursuant to an annually renewable lease purchase agreement between an Authority and the City of Colorado Springs.

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

Contingency – An account established for the purpose of meeting unanticipated requirements. Formal City Council action is required for transfers from Contingency.

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

Direction 2000 – Strategic plan goals and objectives established by City Council which serve as a guiding document for budget decisions for the next three years.

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

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

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

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

Facilities Information Management System (FIMS) – Colorado Springs Utilities title for Geographic Information System (GIS).

FDC – Fire Department Complex.

Financial Forecast – Estimates resources available and forecasts the financial condition of the General Fund for a five-year period and is based upon a set of assumptions regarding revenue and expenditure trends.

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

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

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

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

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

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

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

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

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

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

Intermodal Surface Transportation Efficiency Act (ISTEA) – This program was reauthorized as the Transportation Equity Act for the 21st Century (TEA-21) in 1998.

Internal Service – Internal Service Funds sell central services such as fleet, facilities, printing, and information services to other City departments and units. They operate solely on revenues received from the departments and units using their services.

International City/County Management Association (ICMA) – Professional organization of which the City of Colorado Springs is a member. Within ICMA is the Center for Performance Management, and it is from the Center for Performance Management that the City obtains benchmark data enabling the City to make comparisons to other cities.

Key Measures – An indicator which measures the degree of accomplishment of a department or unit’s mission. The major types are:

Output Measure - A quantity of work performed.

Efficiency Measure - A ratio of the amount of input (or cost) to the amount of output (or outcome).

Outcome Measure - Events, occurrences, or conditions that indicate progress towards achievement of the mission and objectives of a program.

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

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

Mill – A mill is equal to one one-thousandth (1/1000) of a dollar of assessed valuation of property.

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

NPOI – No proof of insurance.

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

Office of Budget and Financial Analysis (OBFA) – The department within City Management that plans and administers the City’s budget process which includes preparing instructions, analyzing requests, coordinating the City Manager budget review sessions, and preparing budget documents.

Old City Hall – Until December 1997, this facility was the location of the Municipal Court operations. Funding was obtained in 2000 to renovate this historical building for occupancy late in Year 2001 by City Council and some City Management units.

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

Pay-as-You-Go for Capital Improvements – To pay for capital improvements from current revenues.

POC – Police Operations Center.

Public Safety Sales Tax Fund – On November 6, 2001, voters approved Ballot Question 4 which authorized a City of Colorado Springs Sales and Use Tax rate increase of 0.04 percent to be used to fund public safety operating and capital improvement needs.

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

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

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

Special Position – A position which has a specified ending date in its authorization. Such positions typically do not last beyond one year.

Springs Community Improvements Program (SCIP) – The capital improvements process that identifies, prioritizes, and implements infrastructure projects by engaging citizens to improve the community.

Strategic Plan – See Direction 2000.

Taxpayer Bill of Rights – see TABOR

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

Trails, Open Space, Parks Initiative (TOPS) – Local sales tax dedicated for purchase of open space and development of parks and trails.

Transportation Equity Act for the 21st Century (TEA-21) – The federal government established the Intermodal Surface Transportation Act (ISTEA) program in 1996 and reauthorized it as the Transportation Equity Act for the 21st Century (TEA-21) in 1998. The federal and state governments provide grants to local governments for approved regional transportation-related projects such as bridge replacement, installation of additional traffic signals, road widening, etc. These grants usually award 80 percent of the total project cost - provided the City can fund the local 20 percent share.

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

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

GENERAL FUND REVENUE 2003 BUDGET								
Fund	Org	Source	Account Description	2001 Actual	2002 Budget	2003 Budget	2002-2003 Change	% Change 2002-2003
Taxes								
<i>General Property</i>								
001	1330	45025	TAXES - CURRENT YEAR	16,991,029	17,802,885	18,639,562	836,677	4.70%
001	1330	45050	TAXES - DELINQUENT	40,872	0	0	0	0.00%
001	1330	45055	TAXES-PENALTY	25,533	0	0	0	0.00%
Total				17,057,434	17,802,885	18,639,562	836,677	4.70%
<i>Specific Ownership</i>								
001	1330	45126	STATE AUTOMOBILE TAX	2,910,209	3,013,630	3,158,333	144,703	4.80%
Total				2,910,209	3,013,630	3,158,333	144,703	4.80%
<i>General Sales and Use</i>								
001	1320	45100	SALES AND USE TAX	(4,066)	0	0	0	0.00%
001	1330	45100	SALES AND USE TAX	111,830,577	117,411,000	112,283,985	(5,127,015)	-4.37%
Total				111,826,511	117,411,000	112,283,985	(5,127,015)	-4.37%
<i>Selective Sales and Use</i>								
001	1330	45175	ADMISSIONS TAX	340,259	352,291	417,592	65,301	18.54%
Total				340,259	352,291	417,592	65,301	18.54%
<i>Business</i>								
001	1510	45151	3.2 BEER	45,014	51,900	46,500	(5,400)	-10.40%
001	1510	45152	A HOTEL OR RESTAURANT	107,949	117,200	116,800	(400)	-0.34%
001	1510	45153	ARTS	200	200	200	0	0.14%
001	1510	45154	BEER OR WINE	5,700	6,900	5,400	(1,500)	-21.74%
001	1510	45155	CLUBS	3,600	4,200	4,200	(0)	0.00%
001	1510	45156	DRUG STORE	300	300	300	0	0.14%
001	1510	45157	PACKAGE STORE	26,100	29,750	29,750	0	0.00%
001	1510	45158	PENALTY ON OCC LIQUOR TAX	488	0	0	0	0.00%
001	1510	45159	RACE TRACK	300	300	300	0	0.14%
001	1510	45160	TAVERN	37,145	43,200	38,800	(4,400)	-10.18%
Total				226,796	253,948	242,250	(11,698)	-4.61%
Total Taxes				132,361,209	138,833,754	134,741,723	(4,092,032)	-2.95%
Licenses and Permits								
001	1330	45271	STATE LIQUOR LICENSES	39,130	45,238	38,940	(6,299)	-13.92%
001	1510	45226	AMUSEMENT AND THEATRE	3,105	2,400	2,400	0	0.00%
001	1510	45228	BILLIARDS POOL AND BOWLING	1,455	720	1,050	330	45.74%
001	1510	45229	CONTRACT EXCAVATION CEMENT	19,063	13,870	44,200	30,330	218.68%
001	1510	45230	COIN OPERATED GAMES	49,050	49,360	45,920	(3,440)	-6.97%
001	1510	45231	FOOD PEDDLER	2,970	5,010	8,355	3,345	66.76%
001	1510	45233	GARBAGE AND TRASH	15,420	16,075	16,800	725	4.51%
001	1510	45236	MASSAGE PARLORS	2,805	(0)	0	0	-100.00%
001	1510	45237	MASSAGE THERAPIST	67,538	42,200	74,900	32,700	77.49%
001	1510	45238	MASSAGE APPRENTICE	1,745	800	975	175	21.81%
001	1510	45239	MERCHANT PATROL	70,738	138,131	109,345	(28,786)	-20.84%
001	1510	45240	PAWN BROKER	3,340	3,576	3,940	364	10.17%
001	1510	45243	SEXUALLY ORIENTED BUSINESS	4,075	4,375	4,000	(375)	-8.57%
001	1510	45245	TAXICAB	10,520	14,345	19,625	5,280	36.81%
001	1510	45246	TREE SERVICE	1,948	1,880	4,720	2,840	151.06%
001	5110	45247	PARK AND REC PERMITS/LICENSES	34,636	27,613	20,000	(7,613)	-27.57%
001	1510	45249	ESCORT SERVICES BUSINESS	3,300	5,345	3,265	(2,080)	-38.92%
001	1510	45250	BED AND BREAKFAST PERMITS	100	125	125	(0)	-0.07%
001	1510	45277	GOING OUT OF BUSINESS	1,960	2,450	1,350	(1,100)	-44.90%
001	1510	45278	SALES TAX LICENSES	27,035	28,500	28,500	0	0.00%

GENERAL FUND REVENUE 2003 BUDGET								
Fund	Org	Source	Account Description	2001 Actual	2002 Budget	2003 Budget	2002-2003 Change	% Change 2002-2003
001	1510	45279	ALARM LICENSES	28,135	26,280	27,045	765	2.91%
Total Licenses and Permits				388,068	428,295	455,455	27,160	6.34%
Intergovernmental Revenue								
<i>Federal Grants</i>								
001	1330	46056	HOUSING AUTHORITY	11,400	11,400	11,426	26	0.23%
001	2133	45762	UNIVERSAL HIRING GRANT	0	1,017,678	116,240	(901,438)	-88.58%
001	3505	45428	TRANSIT PREVENTIVE MAINT	1,324,781	922,120	1,296,000	373,880	40.55%
001	3505	45429	PARATRANSIT PREV MAINT	376,740	400,000	400,000	0	0.00%
Total				1,712,921	2,351,198	1,823,666	(527,532)	-22.44%
<i>State Grants</i>								
Total				0	0	0	0	0.00%
<i>State Shared Revenue</i>								
001	1330	45451	STATE CIGARETTE TAX	1,532,672	1,488,112	1,380,000	(108,112)	-7.27%
001	1330	45526	SEVERANCE TAX	703	811	811	0	0.00%
001	1330	45476	HIGHWAY USERS TAX - REGULAR	13,171,633	13,718,048	13,729,312	11,264	0.08%
001	1330	45501	HIGHWAY USERS TAX - ADD FEES	1,206,437	1,201,024	1,308,480	107,455	8.95%
Total				15,911,445	16,407,995	16,418,603	10,608	0.06%
<i>Other Govt Units</i>								
001	1330	45551	ROAD AND BRIDGE	3,870,394	4,134,091	3,574,579	(559,512)	-13.53%
001	1330	43014	METEX LOAN REPAYMENT	566,432	503,200	912,990	409,790	81.44%
001	1330	45631	SHARED FINES	33,904	30,854	40,600	9,746	31.59%
Total				4,470,730	4,668,145	4,528,169	(139,976)	-3.00%
Total Intergovernmental				22,095,096	23,427,338	22,770,438	(656,900)	-2.80%
Charges for Services								
<i>General Government</i>								
001	1510	42730	RESALES	563	0	0	0	0.00%
001	3020	45711	COPIES OF DOCUMENTS	25	0	0	0	0.00%
001	3030	45802	TRAFFIC CONTROL PERMIT	0	0	62,479	62,479	0.00%
001	3030	45711	COPIES OF DOCUMENTS	0	100	100	0	0.00%
001	3030	45712	MAPS, BOOKS, CODES, ETC	0	500	500	0	0.00%
001	3040	43356	CITY ENGINEERING DEV REVIEW FEES	77,282	470,362	684,924	214,562	45.62%
001	3040	45699	DEVELOPMENT INSPECTIONS FEES	190,327	486,903	552,856	65,953	13.55%
001	3040	45692	CONCRETE PERMITS	338,996	272,880	693,624	420,744	154.19%
001	3040	45693	MAPS, BOOKS, CODES, MANUALS	213	2,500	500	(2,000)	-80.00%
001	3040	45695	EXCAVATION PERMITS	373,504	1,465,000	2,321,000	856,000	58.43%
001	1200	44020	MISCELLANEOUS - GENERAL	0	5,000	0	(5,000)	-100.00%
001	1200	45631	LEGAL FEES	100,854	15,000	0	(15,000)	-100.00%
001	1510	45712	MAPS, BOOKS, CODES, ETC	2,663	5,000	4,100	(900)	-18.00%
001	1531	44020	MISCELLANEOUS - GENERAL	0	2	0	(2)	-100.00%
001	1531	45652	BONDSMEN JUDGEMENTS	2,550	12,500	1,000	(11,500)	-92.00%
001	1531	45653	CASH BONDS	36,991	40,000	61,500	21,500	53.75%
001	1531	45654	COURT COSTS	403,856	400,000	410,000	10,000	2.50%
001	1531	45655	JURY FEES	8,930	9,500	9,500	0	0.00%
001	1531	45656	MISC - MUNICIPAL COURT	4,155	5,750	2,000	(3,750)	-65.22%
001	1531	45657	OJW - CITY	90,358	90,000	90,000	0	0.00%
001	1531	45658	TRANSCRIPT FEE	3,444	3,000	6,500	3,500	116.67%
001	1531	45659	WARRANT COSTS	177,360	230,000	175,000	(55,000)	-23.91%
001	1600	44020	MISCELLANEOUS - GENERAL	105	0	0	0	0.00%

GENERAL FUND REVENUE								
2003 BUDGET								
Fund	Org	Source	Account Description	2001 Actual	2002 Budget	2003 Budget	2002-2003 Change	% Change 2002-2003
001	3030	43356	DEVELOPMENT REVIEW FEES	36,829	0	0	0	0.00%
001	3030	45698	TRAFFIC ENG DEV REVIEW FEES	0	192,909	0	(192,909)	-100.00%
001	3030	45811	STATE SAFETY - TRAF DEV	252,444	275,000	275,000	0	0.00%
001	3030	45812	TRAFFIC-REIMB FROM OTHERS	43,366	50,000	50,000	0	0.00%
001	3040	45694	REVOCABLE PERMITS	11	0	0	0	0.00%
001	4840	45671	ADMINISTRATIVE FILING FEES	674,492	804,373	790,594	(13,779)	-1.71%
001	4840	45694	REVOCABLE PERMITS	2,847	80,000	80,000	0	0.00%
001	4840	45711	COPIES OF DOCUMENTS	1,091	1,200	1,200	0	0.00%
001	4840	45712	MAPS, BOOKS, CODES, ETC	1,231	0	0	0	0.00%
001	6110	44020	MISCELLANEOUS - GENERAL	0	2,500	2,500	0	0.00%
001	6110	45691	BID DEPOSITS	0	11,000	11,000	0	0.00%
Total				2,824,487	4,930,979	6,285,877	1,354,898	27.48%
<i>Public Safety</i>								
001	2102	45758	SPECIAL DUTY REIMB - POLICE	700,542	974,547	974,547	0	0.00%
001	2112	45711	COPIES OF DOCUMENTS	24	0	0	0	0.00%
001	2114	45079	AUCTION PROCEEDS	0	181,000	0	(181,000)	-100.00%
001	2114	43140	APPLIED TO EXPENDITURES	42	0	0	0	0.00%
001	2114	45751	AUTO INSPECTION FEES	320	0	0	0	0.00%
001	2114	45753	EXCESS POLICE ALARMS	21,302	0	0	0	0.00%
001	2114	45759	TOW AND STORAGE CHARGES	335,307	328,311	517,188	188,877	57.53%
001	2114	45901	MISCELLANEOUS - POLICE	323,286	162,743	359,430	196,687	120.86%
001	2114	NEW	PARKING FEES	0	0	96,000	96,000	0.00%
001	2131	45901	MISCELLANEOUS	75	0	0	0	0.00%
001	2133	45753	EXCESS POLICE ALARMS	93,758	66,876	94,496	27,620	41.30%
001	2133	45756	PHOTOSTATS	100	0	0	0	0.00%
001	2151	45757	POLYGRAPH TESTS-POLICE	240	2,400	2,400	0	0.00%
001	2152	45757	POLYGRAPH TESTS-POLICE	120	0	0	0	0.00%
001	2154	45754	LAB FEES-POLICE	33,154	28,000	30,000	2,000	7.14%
001	2154	45756	PHOTOSTATS	937	0	0	0	0.00%
001	2154	45759	TOW AND STORAGE CHARGES	1,315	0	0	0	0.00%
001	2155	45754	LAB FEES-POLICE	10	0	0	0	0.00%
001	2155	45756	PHOTOSTATS AND PICTURES	206,707	141,500	220,320	78,820	55.70%
001	2171	45760	WITNESS FEES	1,248	0	1,341	1,341	0.00%
001	2171	45907	SPECIAL EVENTS	58,440	82,086	85,960	3,874	4.72%
001	2172	45752	COMM CTR TAPES	100	0	0	0	0.00%
001	2173	43140	APPLIED TO EXPENDITURES	0	11,700	32,500	20,800	177.78%
001	2173	43140	APPLIED TO EXPENDITURES	67,406	0	0	0	0.00%
001	2174	45752	COMM CTR TAPES	7,320	5,500	7,800	2,300	41.82%
001	2230	43330	JUVENILE FIRE SETTER FEES	805	1,000	1,000	0	0.00%
001	2230	43356	DEVELOPMENT REVIEW FEES	0	0	0	0	0.00%
001	2230	43357	CONSTRUCTION PLAN REVIEW	13,992	358,753	60,000	(298,753)	-83.28%
001	2230	43358	FINAL CONST INSPECTIONS	3,793	0	60,000	60,000	0.00%
001	2230	45784	HAZMAT PLAN REVIEW	0	19,722	2,500	(17,222)	-87.32%
001	2230	45784	HAZMAT PLAN REVIEW	80	130,150	0	(130,150)	-100.00%
001	2230	45785	OFF DUTY INSPECTIONS	0	15,492	15,000	(492)	-3.18%
001	2230	45785	OFF DUTY INSPECTIONS	4,211	0	0	0	0.00%
001	2230	45786	FIRE DEVELOPMENT REVIEW	0	39,960	25,000	(14,960)	-37.44%
001	2230	45786	FIRE DEVELOPMENT REVIEW	11,349	0	0	0	0.00%
001	2230	45787	WATER MAIN/HYDRANT PLAN REV	6,234	12,787	12,000	(787)	-6.15%
001	2230	45788	WALK-IN REVIEWS	20	29,970	0	(29,970)	-100.00%
001	2230	45789	PRE-PLAN CONSTRUCTION CONSULT	559	3,200	2,000	(1,200)	-37.50%
001	2230	45792	STATE LICENSE INSPECTION	2,951	29,508	8,000	(21,508)	-72.89%
001	2230	45793	FINES - SUBSEQUENT PLAN SUBMITT	120	0	0	0	0.00%
001	2230	45794	OVERTIME PLAN REVIEW	3,783	16,783	5,000	(11,783)	-70.21%
001	2230	45957	FINES - NO PERMIT	1,230	0	0	0	0.00%
001	2230	45771	ALARM SYSTEM PLAN REV/INSPEC	62,648	302,632	150,000	(152,632)	-50.43%
001	2230	45773	FIRE-RESTITUTION	2,413	3,500	2,100	(1,400)	-40.00%
001	2230	45774	FIXED FIRE PROTECTION	9,323	16,168	26,000	9,832	60.81%

GENERAL FUND REVENUE								
2003 BUDGET								
Fund	Org	Source	Account Description	2001 Actual	2002 Budget	2003 Budget	2002-2003 Change	% Change 2002-2003
001	2230	45775	HAZARDOUS MATERIAL - FIRE	5,465	0	35,000	35,000	0.00%
001	2230	45776	HAZARDOUS MATERIAL SEARCH	5,147	5,000	5,000	0	0.00%
001	2230	45777	MISCELLANEOUS - FIRE	3,294	5,000	2,400	(2,600)	-52.00%
001	2230	45778	REVOCABLE FIRE PERMITS	23,582	27,409	50,000	22,591	82.42%
001	2230	45779	SPECIAL DUTY REIMB-FIRE	12,925	2,766	7,000	4,234	153.07%
001	2230	45780	SPECIAL FP INSPECTIONS	4,568	0	0	0	0.00%
001	2230	45781	SPRINKLER PERMIT FEES	59,091	156,500	130,000	(26,500)	-16.93%
001	2230	45782	TANK INSPECTION & PERMIT FEE	5,997	20,665	12,000	(8,665)	-41.93%
001	2241	45772	FIRE PROTECTION CONTRACTS	1,000	1,000	1,000	0	0.00%
001	2241	45777	MISCELLANEOUS - FIRE	0	2,100	0	(2,100)	-100.00%
001	2241	45779	SPECIAL DUTY REIMB-FIRE	0	5,533	5,800	267	4.83%
001	2241	45779	SPECIAL DUTY REIMB-FIRE	(716)	0	0	0	0.00%
001	2241	45901	MISCELLANEOUS	0	50,962	0	(50,962)	-100.00%
001	2242	45775	HAZARDOUS MATERIAL FIRE	34,120	0	0	0	0.00%
001	2242	45775	HAZARDOUS MATERIAL - FIRE	0	29,500	25,000	(4,500)	-15.25%
Total				2,129,737	3,270,723	3,063,782	(206,941)	-6.33%
<i>Highways and Streets</i>								
001	3020	43140	AAPLIED TO EXPENDITURES	1,935	0	0	0	0.00%
001	3020	45791	MILLINGS SALES	0	40,000	40,000	0	0.00%
001	3020	45806	PAVEMENT DEGRADATION FEE	0	1,020,120	0	(1,020,120)	-100.00%
Total				0	1,060,120	40,000	(1,020,120)	-96.23%
<i>Culture - Recreation</i>								
001	4015	60346	MERCHANDISE SALES	0	0	5,000	5,000	0.00%
001	4045	45898	CLASSES SENIORS	(13)	0	0	0	0.00%
001	4050	45895	THERAPEUTIC PROGRAMS	13,912	12,000	12,000	0	0.00%
001	4050	45896	CHILD SUMMER PROGRAM	134,500	0	0	0	0.00%
001	4055	45898	CLASSES - SENIORS	46,003	42,000	42,000	0	0.00%
001	4055	45906	SENIOR CENTER RENTAL	3,448	3,750	2,250	(1,500)	-40.00%
001	4060	45896	CHILD SUMMER PROGRAM	8,889	6,500	6,500	0	0.00%
001	4060	45906	OTIS PARK RENTAL	1,980	2,500	1,500	(1,000)	-40.00%
001	4070	45908	WHR-EARLY CHILDHOOD	39,302	32,800	32,800	0	0.00%
001	4070	45893	COMMUNITY PROGRAMS-WESTSIDE	46,033	15,000	15,000	0	0.00%
001	4070	45906	WEST SIDE RENTAL	4,015	2,000	1,200	(800)	-40.00%
001	4075	45896	CHILD SUMMER PROGRAM	18,891	12,500	12,500	0	0.00%
001	4075	45906	DEERFIELD RENTALS	1,867	3,000	1,800	(1,200)	-40.00%
001	4080	40302	MEADOWS PARK COMMUNITY CTR	2	0	0	0	0.00%
001	4080	45896	CHILD SUMMER PROGRAM	7,784	6,000	6,000	0	0.00%
001	4080	45906	MEADOWS RENTAL	3,172	2,900	1,700	(1,200)	-41.38%
001	4085	45911	HILLSIDE PROGRAMS	31,965	20,900	20,900	0	0.00%
001	4085	45906	HILLSIDE RENTAL	11,913	9,000	4,700	(4,300)	-47.78%
001	5110	45907	SPECIAL EVENTS	20	0	0	0	0.00%
001	5110	45901	MISCELLANEOUS	1,224	88,534	1,000	(87,534)	-98.87%
001	5110	45904	RENTAL - WENGER	2,397	1,000	1,000	0	0.00%
001	5131	43032	RT PRT POT	36,270	40,000	40,000	0	0.00%
001	5131	45913	SIMD FLOWERBEDS	0	15,435	15,435	0	0.00%
001	5131	45832	FIELD RESERVATIONS	92,075	73,634	75,000	1,366	1.85%
001	5131	45903	NORTH SLOPE ADMISSIONS	26,925	30,000	30,000	0	0.00%
001	5131	45906	RENTALS	3,025	0	3,000	3,000	0.00%
001	5131	45915	GOG ACDMY RIDING STABLE FEES	0	0	19,000	19,000	0.00%
001	5212	43045	SPECIAL DUTY	21,785	18,000	18,000	0	0.00%
001	5212	45891	AUDITORIUM RENT	104,542	130,000	130,000	0	0.00%
001	5212	45899	CONCESSIONS - AUDITORIUM	9,000	14,000	14,000	0	0.00%
001	5221	45897	CLASSES	15,133	7,159	10,000	2,841	39.69%
001	5241	45907	SPECIAL EVENT	1,900	1,500	1,500	0	0.00%
001	5245	43032	RT PRT POT	30	0	0	0	0.00%
001	5245	45832	FIELD RESERVATIONS	30	0	0	0	0.00%
001	5245	45892	COMM PROG-SONDERMANN PARK	2,640	2,640	0	(2,640)	-100.00%

GENERAL FUND REVENUE								
2003 BUDGET								
Fund	Org	Source	Account Description	2001 Actual	2002 Budget	2003 Budget	2002-2003 Change	% Change 2002-2003
001	5245	45894	CAMPS	10,430	11,550	0	(11,550)	-100.00%
001	5311	45901	MISCELLANEOUS	1,604	0	0	0	0.00%
001	5311	45835	PROGRAM REVENUE	462,357	383,513	398,263	14,751	3.85%
001	5311	45900	EARLY CHILDHOOD	15,957	12,272	13,400	1,128	9.19%
001	5313	45831	BASKETBALL	26,950	29,121	26,660	(2,461)	-8.45%
001	5313	45832	FIELD RESERVATIONS	160	0	0	0	0.00%
001	5313	45833	FOOTBALL	15,351	10,227	18,660	8,433	82.46%
001	5313	45836	SOFTBALL	308,471	275,000	286,825	11,825	4.30%
001	5313	45838	VOLLEYBALL	44,221	46,022	41,315	(4,707)	-10.23%
001	5331	45858	NORTHWEST POOL	196,334	174,350	199,350	25,000	14.34%
001	5331	45914	NORTHEAST REC CTR	66,549	381,700	406,700	25,000	6.55%
001	5331	45853	MUNICIPOOL	350,761	365,000	395,000	30,000	8.22%
001	5331	45857	VALLEY HI	83	0	0	0	0.00%
001	5332	45855	PROSPECT LAKE	34,600	31,500	28,000	(3,500)	-11.11%
001	5333	45858	NORTHWEST POOL	1,331	0	0	0	0.00%
001	5333	45851	DEERFIELD	3,738	5,500	2,190	(3,310)	-60.18%
001	5333	45852	MONUMENT VLY	30,008	34,198	34,198	0	0.00%
001	5333	45853	MUNICIPOOL	150	0	0	0	0.00%
001	5333	45854	PORTAL	57,886	43,000	43,000	0	0.00%
001	5333	45857	VALLEY HI	25,971	15,000	20,000	5,000	33.33%
001	5334	45856	RAMPART	51,331	0	0	0	0.00%
001	5341	45871	ADMISSIONS - ICE CENTER	75,689	79,000	87,663	8,663	10.97%
001	5341	45872	ARENA/ICE RENTAL	211,614	185,000	200,000	15,000	8.11%
001	5341	45873	CONCESSIONS - ICE CENTER	8,302	11,500	15,377	3,877	33.71%
001	5341	45874	LESSONS	47,504	53,500	53,373	(127)	-0.24%
001	5341	45875	MISCELLANEOUS - ICE CENTER	1,475	2,400	3,109	709	29.54%
001	5341	45876	PATCH SKATING	34,874	55,000	42,523	(12,477)	-22.69%
001	5341	45877	SKATE RENTAL	6,246	12,000	6,200	(5,800)	-48.33%
001	5341	45878	SKATE SHARPENING	537	1,500	555	(945)	-63.00%
001	5341	45879	SUMMER HIGH SCHOOL HOCKEY	20,000	15,000	15,000	0	0.00%
Total				2,801,143	2,825,605	2,861,146	35,541	1.26%
Total Charges for Services				7,755,367	12,087,427	12,250,805	163,378	1.35%
Fines and Forfeits								
001	1510	45951	GENERAL VIOLATIONS	3,052	0	0	0	0.00%
001	1531	45951	GENERAL VIOLATIONS	192,351	210,000	200,000	(10,000)	-4.76%
001	1531	45952	PARKING METERS	480,669	900,000	750,000	(150,000)	-16.67%
001	1531	45953	VIOLATION-SURCHARGE	482,374	1,320,000	510,000	(810,000)	-61.36%
001	1531	45954	TRAFFIC VIOLATIONS	2,834,434	3,630,000	4,100,000	470,000	12.95%
Total Fines and Forfeits				3,992,880	6,060,000	5,560,000	(500,000)	-8.25%
Miscellaneous Revenue								
Earnings on Deposits and Invest.								
001	1330	46025	INTEREST	2,360,120	2,250,000	1,975,000	(275,000)	-12.22%
Total				2,360,120	2,250,000	1,975,000	(275,000)	-12.22%
Rents and Royalties				0	0	0	0	0.00%
Transit								
001	3505	43340	BUS SHELTER ADVERTISING	9,031	0	0	0	0.00%
001	3505	44085	ADVERTISING	40,017	50,000	50,000	0	0.00%
001	3505	45732	EL PASO COUNTY	491,282	491,282	525,022	33,740	6.87%

GENERAL FUND REVENUE								
2003 BUDGET								
Fund	Org	Source	Account Description	2001 Actual	2002 Budget	2003 Budget	2002-2003 Change	% Change 2002-2003
001	3505	45733	FARES	1,864,726	1,863,067	1,943,067	80,000	4.29%
001	3505	45734	FOUNTAIN	55,054	55,054	56,418	1,364	2.48%
001	3505	45735	MANITOU SPRINGS	21,527	21,678	44,827	23,149	106.79%
001	3505	45736	MEMORIAL HOSPITAL	280,000	240,000	511,728	271,728	113.22%
001	3505	45737	PARATRANSIT-FARES	112,661	99,726	117,474	17,748	17.80%
001	3505	45738	AMBLCAB FARES	7,404	6,159	6,000	(159)	-2.58%
001	3505	45739	PARA TRANSIT MEDICAID	5,352	6,378	6,500	122	1.91%
001	3505	45740	AMBLCAB MEDICAID	11,204	8,244	7,000	(1,244)	-15.09%
001	3505	45742	LATTICE TOWER COMMUNICATION	14,000	19,200	19,200	0	0.00%
001	3505	45743	PPCC - STUDENT PASSES	58,125	58,125	58,125	0	0.00%
001	3505	45745	SCHREIVER FARES	0	0	135,850	135,850	0.00%
Total				2,970,383	2,918,913	3,481,211	562,298	19.26%
<i>Miscellaneous</i>								
001	1110	46000	MISCELLANEOUS	0	19,152	0	(19,152)	-100.00%
001	1320	46055	MANITOU SPRINGS	0	18,000	18,000	0	0.00%
001	1330	45901	MISCELLANEOUS	2,022	0	0	0	0.00%
001	1330	44015	DAMAGE TO PROPERTY	105	0	0	0	0.00%
001	1330	44020	MISCELLANEOUS - GENERAL	52,499	0	0	0	0.00%
001	1330	44025	CASH OVER/SHORT	20	0	0	0	0.00%
001	1330	44030	ACCT REC COLLECTION	(45,292)	0	0	0	0.00%
001	1330	44040	SALE OF PROPERTY	299,281	0	0	0	0.00%
001	1330	45235	LIQUOR APPLICATION AND FEES	91,923	104,926	98,457	(6,469)	-6.16%
001	1330	46054	EMPLOYEE JURY SERVICE	890	500	500	0	0.00%
001	1510	44026	CASH OVER/SHORT-CLERK	2	0	0	0	0.00%
001	1510	44025	CASH OVER/SHORT	2	0	0	0	0.00%
001	1531	44021	OVER PAYMENTS	171	0	0	0	0.00%
001	1531	44025	CASH OVER/SHORT	(44)	0	0	0	0.00%
001	2102	44025	CASH OVER/SHORT	1	0	0	0	0.00%
001	2114	44025	CASH OVER/SHORT	35	0	0	0	0.00%
001	2114	44040	SALE OF PROPERTY	2,161	0	0	0	0.00%
001	2118	44045	SALE OF SCRAP	58	0	0	0	0.00%
001	2118	44015	DAMAGE TO PROPERTY	4,185	0	0	0	0.00%
001	2118	44040	SALE OF PROPERTY	1,574	0	0	0	0.00%
001	2133	44025	CASH OVER/SHORT	1	0	0	0	0.00%
001	2154	44025	CASH OVER/SHORT	5	0	0	0	0.00%
001	2155	44025	CASH OVER/SHORT	(36)	0	0	0	0.00%
001	2220	44040	SALE OF PROPERTY	172	0	0	0	0.00%
001	3020	44045	SALE OF SCRAP	172	0	0	0	0.00%
001	3020	44040	SALE OF PROPERTY	13,553	0	0	0	0.00%
001	3030	44045	SALE OF SCRAP	783	0	0	0	0.00%
001	3030	44040	SALE OF PROPERTY	2,649	0	0	0	0.00%
001	3040	44040	SALE OF PROPERTY	1,039	0	0	0	0.00%
001	3505	44045	SALE OF SCRAP	107	0	0	0	0.00%
001	3505	44040	SALE OF PROPERTY	5,828	0	0	0	0.00%
001	4010	44020	MISCELLANEOUS - GENERAL	0	200	0	(200)	-100.00%
001	4015	43140	APPLIED TO EXPENDITURES	(425)	0	0	0	0.00%
001	4015	44020	MISCELLANEOUS - GENERAL	0	2,000	0	(2,000)	-100.00%
001	4055	44025	CASH OVER/SHORT	14	0	0	0	0.00%
001	4070	44025	CASH OVER/SHORT	(1)	0	0	0	0.00%
001	4080	44025	CASH OVER/SHORT	(39)	0	0	0	0.00%
001	4085	44025	CASH OVER/SHORT	(1)	0	0	0	0.00%
001	4840	44025	CASH OVER/SHORT	(47)	0	0	0	0.00%
001	5110	44025	CASH OVER/SHORT	(319)	0	0	0	0.00%
001	5112	44040	SALE OF PROPERTY	4,424	0	0	0	0.00%
001	5311	44025	CASH OVER/SHORT	(38)	0	0	0	0.00%
001	5331	44025	CASH OVER/SHORT	(12)	0	0	0	0.00%
001	5332	44025	CASH OVER/SHORT	(2)	0	0	0	0.00%
001	5333	44025	CASH OVER/SHORT	17	0	0	0	0.00%

GENERAL FUND REVENUE 2003 BUDGET								
Fund	Org	Source	Account Description	2001 Actual	2002 Budget	2003 Budget	2002-2003 Change	% Change 2002-2003
001	5334	44025	CASH OVER/SHORT	(29)	0	0	0	0.00%
001	6110	44045	SALE OF SCRAP	429	0	0	0	0.00%
001	6110	45691	BID DEPOSITS	19,340	0	0	0	0.00%
001	6110	43145	STREET-BANNING/LEWIS SERVICES	7,510	10,000	10,400	400	4.00%
001	6110	43150	GEN-BANNING/LEWIS SERVICES	165,375	330,750	343,980	13,230	4.00%
001	6110	44020	MISCELLANEOUS - GENERAL	(18,166)	0	0	0	0.00%
001	6110	44040	SALE OF PROPERTY	26,459	0	0	0	0.00%
Total				638,356	485,528	471,337	(14,191)	-2.92%
Total Miscellaneous Revenue				5,968,859	5,654,441	5,927,548	273,107	4.83%
Transfers From Other Funds								
<i>Utilities</i>								
001	1330	43190	SHARE OF POLICE PROTECTION	102,132	70,273	73,084	2,811	4.00%
001	1330	46126	SHARE OF CITY ATTORNEY	657,900	657,900	692,591	34,691	5.27%
001	1330	46127	SHARE OF CITY AUDITOR	263,160	263,160	257,157	(6,003)	-2.28%
001	1330	46128	SHARE OF GENERAL ADMIN	131,316	131,316	136,569	5,253	4.00%
001	1330	46130	SHARE OF PPACG	74,772	74,772	74,772	0	0.00%
001	1330	46132	SHARE OF CITY COUNCIL	93,252	93,252	96,982	3,730	4.00%
001	1330	46133	SHARE OF ECON DEV COORDINAT	152,328	152,328	202,117	49,789	32.69%
001	1330	46136	SHARE OF CITY CLERK	228,108	228,108	237,232	9,124	4.00%
Total				1,702,968	1,671,109	1,770,504	99,395	5.95%
<i>Other Transfers</i>								
001	1330	46152	TRANSFER FM LODGERS/AUTO RENT	992,443	1,033,486	864,909	(168,577)	-16.31%
001	1330	46153	TRANSFER FROM OTHER FUNDS	483,808	309,702	460,337	150,635	48.64%
Total				1,476,251	1,343,188	1,325,246	(17,942)	-1.34%
<i>Administrative Charges</i>								
001	1330	46052	ADMIN CHARGES - NON TAX	1,396,284	1,666,280	3,191,229	1,524,949	91.52%
Total				1,396,284	1,666,280	3,191,229	1,524,949	91.52%
<i>Utilities-in-Lieu of Tax</i>								
001	1330	45611	UTILITIES IN LIEU OF TAX	22,887,858	24,027,961	23,720,000	(307,961)	-1.28%
001	1330	45612	CEMETERY IN LIEU OF TAX	7,000	11,198	5,165	(6,033)	-53.88%
001	1330	45613	HUMAN SVCS COMP IN LIEU OF TAX	3,941	4,644	5,608	964	20.76%
001	1330	45615	PARKING SYSTEM IN LIEU OF TAX	37,246	41,897	45,664	3,767	8.99%
001	1330	45617	VALLEY HI IN LIEU OF TAX	6,691	6,234	6,351	117	1.88%
Total				22,942,736	24,091,934	23,782,788	(309,146)	-1.28%
Total Transfers From Other Funds				27,518,239	28,772,511	30,069,767	1,297,256	4.51%
Subtotal				200,079,718	215,263,766	211,775,736	(3,488,030)	-1.62%
Rebudgeted				0	2,111,677	5,257,033	3,145,356	148.95%
Total General Fund Revenues				200,079,718	217,375,443	217,032,769	(342,674)	-0.16%
Draw Fr Fund Balance				0	0	527,619	527,619	0.00%
Total Estimated Revenues				200,079,718	217,375,443	217,560,388	184,945	0.09%

SPECIAL FUNDS REVENUE								
2003 BUDGET								
Fund	Org	Source	Account Description	2001 Actual	2002 Budget	2003 Budget	2002-2003 Change	% Change 2002-2003
Ballfield CIP								
115	5000	41150	MISCELLANEOUS CONCESSIONS	28,000	0	0	0	0.00%
115	5000	43180	GAIN/LOSS INV MKT VALUE	8,798	0	0	0	0.00%
115	5000	45836	SOFTBALL	80,979	90,000	85,000	(5,000)	-5.56%
115	5000	46025	INTEREST	23,235	26,000	25,000	(1,000)	-3.85%
			TOTAL	141,012	116,000	110,000	(6,000)	-5.17%
Sales & Use Tax CIP								
116	1300	43180	GAIN/LOSS INV MKT VALUE	(2,342)	0	0	0	0.00%
116	1300	45100	SALES AND USE TAX	0	0	0	0	0.00%
116	1300	46025	INTEREST	44,790	0	0	0	0.00%
			TOTAL	42,448	0	0	0	0.00%
Bicycle Tax								
117	5000	43180	GAIN/LOSS INV MKT VALUE	5,188	0	0	0	0.00%
117	5000	43325	BICYCLE EXCISE TAX	129,253	105,200	130,000	24,800	23.57%
117	5000	46025	INTEREST	19,581	10,000	10,000	0	0.00%
			TOTAL	154,022	115,200	140,000	24,800	21.53%
TOPS								
118	5901	40113	MISCELLANEOUS	8	0	0	0	0.00%
118	5901	43180	GAIN/LOSS INV MKT VALUE	27,643	0	0	0	0.00%
118	5902	43320	CAPITAL LEASE PROCEEDS	3,200,000	0	0	0	0.00%
118	5901	45100	SALES AND USE TAX	5,583,058	5,998,300	5,618,050	(380,250)	-6.34%
118	5901	46025	INTEREST	32,331	40,950	12,527	(28,423)	-69.41%
118	5902	46025	INTEREST	0	123,900	37,903	(85,997)	-69.41%
118	5903	46025	INTEREST	0	40,950	12,527	(28,423)	-69.41%
118	5904	46025	INTEREST	0	4,200	1,285	(2,915)	-69.40%
			TOTAL	8,843,040	6,208,300	5,682,292	(526,008)	-8.47%
Conservation Trust								
119	5000	43020	STATE LOTTERY FUNDS	3,112,908	2,939,892	2,946,452	6,560	0.22%
119	5000	43180	GAIN/LOSS INV MKT VALUE	42,252	0	0	0	0.00%
119	5000	46025	INTEREST	90,817	60,000	60,000	0	0.00%
			TOTAL	3,245,977	2,999,892	3,006,452	6,560	0.22%
Old Colo City Maint								
131	5410	45025	TAXES - CURRENT YEAR	62,850	77,569	77,966	397	0.51%
131	5410	45050	TAXES - DELIQUENT	58	0	0	0	0.00%
131	5410	45055	TAXES-PENALTY	456	0	0	0	0.00%
131	5410	45126	STATE AUTOMOBILE TAX	10,559	8,160	10,915	2,755	33.76%
131	5410	46025	INTEREST	7,897	6,270	4,453	(1,817)	-28.98%
			TOTAL	81,821	91,999	93,334	1,335	1.45%
Norwood SIMD								
132	5411	43180	GAIN/LOSS INV MKT VALUE	6,640	0	0	0	0.00%
132	5411	45025	TAXES - CURRENT YEAR	308,791	364,470	416,709	52,239	14.33%
132	5411	45050	TAXES - DELIQUENT	153	0	0	0	0.00%
132	5411	45055	TAXES-PENALTY	218	0	0	0	0.00%
132	5411	45126	STATE AUTOMOBILE TAX	51,940	41,173	58,339	17,166	41.69%
132	5411	45901	MISCELLANEOUS	41	0	0	0	0.00%
132	5411	46025	INTEREST	24,945	5,225	13,238	8,013	153.36%
			TOTAL	392,728	410,868	488,286	77,418	18.84%
Briargate SIMD								
133	5412	43180	GAIN/LOSS INV MKT VALUE	11,566	0	0	0	0.00%
133	5412	45025	TAXES - CURRENT YEAR	576,455	619,698	639,529	19,831	3.20%
133	5412	45050	TAXES - DELIQUENT	1,436	0	0	0	0.00%

SPECIAL FUNDS REVENUE								
2003 BUDGET								
Fund	Org	Source	Account Description	2001 Actual	2002 Budget	2003 Budget	2002-2003 Change	% Change 2002-2003
133	5412	45055	TAXES-PENALTY	516	0	0	0	0.00%
133	5412	45126	STATE AUTOMOBILE TAX	96,482	65,192	89,534	24,342	37.34%
133	5412	45901	MISCELLANEOUS	182	0	0	0	0.00%
133	5412	46025	INTEREST	34,753	12,540	20,268	7,728	61.63%
			TOTAL	721,391	697,430	749,331	51,901	7.44%
Stetson Hill SIMD								
134	5405	45025	TAXES - CURRENT YEAR	110,509	127,647	138,534	10,887	8.53%
134	5405	45050	TAXES - DELIQUENT	1	0	0	0	0.00%
134	5405	45055	TAXES-PENALTY	117	0	0	0	0.00%
134	5405	45126	STATE AUTOMOBILE TAX	18,499	15,067	19,395	4,328	28.73%
134	5405	46025	INTEREST	5,612	2,090	4,178	2,088	99.90%
			TOTAL	134,739	144,804	162,107	17,303	11.95%
Woodstone SIMD								
135	5406	45025	TAXES - CURRENT YEAR	13,747	14,389	14,391	2	0.01%
135	5406	45055	TAXES-PENALTY	10	0	0	0	0.00%
135	5406	45126	STATE AUTOMOBILE TAX	2,296	1,514	2,015	501	33.09%
135	5406	46025	INTEREST	3,958	1,045	2,240	1,195	114.35%
			TOTAL	20,011	16,948	18,646	1,698	10.02%
Gateway SIMD								
136	5407	45025	TAXES - CURRENT YEAR	3,738	2,526	2,623	97	3.84%
136	5407	45050	TAXES - DELIQUENT	2	0	0	0	0.00%
136	5407	45055	TAXES-PENALTY	35	0	0	0	0.00%
136	5407	45126	STATE AUTOMOBILE TAX	629	466	367	(99)	-21.24%
136	5407	46025	INTEREST	446	209	221	12	5.74%
			TOTAL	4,850	3,201	3,211	10	0.31%
Platte Ave SIMD								
137	5408	45025	TAXES - CURRENT YEAR	8,587	8,499	8,499	0	0.00%
137	5408	46025	INTEREST	1,835	1,045	1,017	(28)	-2.68%
			TOTAL	10,423	9,544	9,516	(28)	-0.29%
Park Dev Easement								
150	5400	43355	DEVELOPER FEES	1,146	0	0	0	0.00%
150	5400	46025	INTEREST	1,023	1,000	1,000	0	0.00%
			TOTAL	2,169	1,000	1,000	0	0.00%
Public Space & Dev								
151	5000	40001	ROY PRING AGREEMENT	264,798	0	0	0	0.00%
151	5000	43065	PARK FEES NEW ORDINANCE	950,678	800,000	610,000	(190,000)	-23.75%
151	5000	43180	GAIN/LOSS INV MKT VALUE	48,139	0	0	0	0.00%
151	5000	46025	INTEREST	111,928	60,000	90,000	30,000	50.00%
			TOTAL	1,375,542	860,000	700,000	(160,000)	-18.60%
Subdivision Drainage								
152	4880	40080	C S RANCH	843	0	0	0	0.00%
152	4880	40081	PEREGRINE SUBDIV DRAINAGE	805	0	1,400	1,400	0.00%
152	4880	40087	SAND CREEK BASIN	65,622	200,000	342,000	142,000	71.00%
152	4880	40088	SPRING CREEK BASIN	7,599	0	0	0	0.00%
152	4880	40089	TEMPLETON GAP BASIN	51,531	0	4,900	4,900	0.00%
152	4880	40090	DOUGLAS CREEK BASIN	95,432	0	21,500	21,500	0.00%
152	4880	40092	PETERSON FIELD BASIN	12,500	0	21,500	21,500	0.00%
152	4880	40094	COTTONWOOD CREEK BASIN	109,748	0	268,500	268,500	0.00%
152	4880	40095	MISCELLANEOUS BASINS	38,645	0	8,800	8,800	0.00%
152	4880	40096	MESA BASIN	29,101	0	0	0	0.00%
152	4880	40097	BEAR CREEK BASIN	993	0	0	0	0.00%

SPECIAL FUNDS REVENUE								
2003 BUDGET								
Fund	Org	Source	Account Description	2001 Actual	2002 Budget	2003 Budget	2002-2003 Change	% Change 2002-2003
152	4880	40098	SOUTHWEST BASIN	92,228	0	34,700	34,700	0.00%
152	4880	40099	BLACKSQUIRREL CREEK	43,229	0	164,000	164,000	0.00%
152	4880	40100	MIDDLE TRIBUTARY	50,812	0	0	0	0.00%
152	4880	40128	COTTONWOOD CREEK POND	22,569	0	13,000	13,000	0.00%
152	4880	40129	SAND CREEK POND	350,301	360,000	1,020,000	660,000	183.33%
152	4880	40160	SAND CRK POND LAND	70,910	0	252,000	252,000	0.00%
152	4880	40161	MIDDLE TRIBUTARY POND	15,427	0	0	0	0.00%
152	4880	40249	MONUMENT BRANCH POND	2,060	0	0	0	0.00%
152	4880	40264	NORTH ROCKRIMMON BASIN	10,395	0	0	0	0.00%
152	4880	40268	LITTLE JOHNSON RESERVOIR	0	0	153,000	153,000	0.00%
152	4880	40281	19TH STREET	0	0	6,600	6,600	0.00%
152	4880	40330	SMITH CREEK DRAINAGE	0	300,000	0	(300,000)	-100.00%
152	4880	40333	COTTONWOOD SURCHARGE	78,802	0	36,000	36,000	0.00%
152	4880	40363	LITTLE JOHNSON POND	0	0	12,000	12,000	0.00%
152	4880	43180	GAIN/LOSS INV MKT VALUE	60,029	0	0	0	0.00%
152	4880	46025	INTEREST	171,799	90,000	110,000	20,000	22.22%
			TOTAL	1,381,381	950,000	2,469,900	1,519,900	159.99%
Arterial Roadway								
153	4870	40087	SAND CREEK BASIN	116,378	100,000	222,000	122,000	122.00%
153	4870	40089	TEMPLETON GAP BASIN	448	5,000	53	(4,947)	-98.94%
153	4870	40090	DOUGLAS CREEK BASIN	8,383	0	2,825	2,825	0.00%
153	4870	40091	POPE'S BLUFF	0	0	400	400	0.00%
153	4870	40092	PETERSON FIELD BASIN	17,721	2,000	0	(2,000)	-100.00%
153	4870	40094	COTTONWOOD CREEK BASIN	125,746	0	77,000	77,000	0.00%
153	4870	40097	BEAR CREEK BASIN	11,083	5,000	350	(4,650)	-93.00%
153	4870	40099	BLACKSQUIRREL CREEK	59,514	4,000	30,000	26,000	650.00%
153	4870	40284	WINDMILL GULCH	3,011	0	0	0	0.00%
153	4870	40332	SMITH CREEK BRIDGE	0	4,000	0	(4,000)	-100.00%
153	4870	43180	GAIN/LOSS INV MKT VALUE	13,015	0	0	0	0.00%
153	4870	46025	INTEREST	33,455	30,000	21,000	(9,000)	-30.00%
			TOTAL	388,753	150,000	353,628	203,628	135.75%
Bus Dev Rev Loan								
165	9861	40006	PRINCIPAL CD REVOLVING	6,106	5,880	6,000	120	2.04%
165	9861	40007	PRINCIPAL - PPRDC - COMM	0	72,260	0	(72,260)	-100.00%
165	9861	43110	INTEREST PPRDC - COMM	0	5,960	0	(5,960)	-100.00%
165	9861	43115	INTEREST CD REVOLVING PYMT	900	0	1,000	1,000	0.00%
165	9861	43125	PRINCIPAL PAYMENTS - ED	127,917	216,200	66,000	(150,200)	-69.47%
165	9861	43130	INTEREST ON LOANS -ED	13,185	18,700	5,000	(13,700)	-73.26%
165	9861	43180	GAIN/LOSS INV MKT VALUE	23,718	0	0	0	0.00%
165	9861	44070	COLLECTION SERVICE FEE	21,625	0	0	0	0.00%
165	9861	46025	INTEREST	71,621	31,000	21,000	(10,000)	-32.26%
			TOTAL	265,071	350,000	99,000	(251,000)	-71.71%
LART								
166	1300	45100	SALES AND USE TAX	3,275,102	3,269,874	3,189,758	(80,116)	-2.45%
166	1300	46025	INTEREST	1,524	10,000	5,000	(5,000)	-50.00%
			TOTAL	3,276,626	3,279,874	3,194,758	(85,116)	-2.60%
Street Tree Fee								
167	5000	43060	TREE FEES	127,735	100,000	130,000	30,000	30.00%
167	5000	43180	GAIN/LOSS INV MKT VALUE	13,870	0	0	0	0.00%
167	5000	46025	INTEREST	32,598	31,000	30,000	(1,000)	-3.23%
			TOTAL	174,203	131,000	160,000	29,000	22.14%
Tree City - USA								
168	5740	43050	DAMAGED TREES AND SHRUBS	1,769	26,000	5,000	(21,000)	-80.77%

SPECIAL FUNDS REVENUE 2003 BUDGET								
Fund	Org	Source	Account Description	2001 Actual	2002 Budget	2003 Budget	2002-2003 Change	% Change 2002-2003
168	5740	43055	MISC DAMAGED TREE & SHRUBS	(4,880)	0	0	0	0.00%
168	5740	44030	ACCT REC COLLECTION	(12,085)	0	0	0	0.00%
168	5740	46000	MISCELLANEOUS	(714)	0	0	0	0.00%
168	5740	46025	INTEREST	451	2,000	25	(1,975)	-98.75%
			TOTAL	(15,459)	28,000	5,025	(22,975)	-82.05%
Garfield School								
169	4200	43030	RENTS MULTI PURPOSE CENTER	0	22,000	22,000	0	0.00%
169	4200	45905	RENTAL INCOME	22,794	0	0	0	0.00%
169	4200	46025	INTEREST	1,271	0	1,500	1,500	0.00%
			TOTAL	24,065	22,000	23,500	1,500	6.82%
Cable Franchise								
170	1300	41420	LATE FEES	1,652	0	0	0	0.00%
170	1300	43180	GAIN/LOSS INV MKT VALUE	11,647	0	0	0	0.00%
170	1300	46025	INTEREST	15,779	0	0	0	0.00%
170	1300	46057	CABLE FRANCHISE FEE	1,190,330	1,310,400	1,296,000	(14,400)	-1.10%
			TOTAL	1,219,409	1,310,400	1,296,000	(14,400)	-1.10%
PSST								
171	1330	45100	SALES AND USE TAX	0	22,318,278	22,472,200	153,922	0.69%
171	1330	46025	INTEREST	0	0	51,267	51,267	0.00%
			TOTAL	0	22,318,278	22,523,467	205,189	0.92%
Surplus Deficiency								
180	7920	43015	ASSESS REC ID80 WINEWOOD	197	0	0	0	0.00%
180	7920	43130	INTEREST ON LOANS -ED	18	0	0	0	0.00%
180	7920	43200	ASSESSMENTS RECEIVABLE	50	0	0	0	0.00%
180	7920	46025	INTEREST	11,251	0	0	0	0.00%
180	7920	46153	TRANSFER FROM OTHER FUNDS	3,172	0	0	0	0.00%
			TOTAL	14,688	0	0	0	0.00%
Woodmen Vly Water								
181	7921	43200	ASSESSMENTS RECEIVABLE	82,798	0	0	0	0.00%
181	7921	43201	PENALTY ON ASSESSMENTS	612	0	0	0	0.00%
181	7921	46025	INTEREST	65,272	0	0	0	0.00%
			TOTAL	148,683	0	0	0	0.00%
Mesa Springs ID-V								
182	7922	43200	ASSESSMENTS RECEIVABLE	0	0	0	0	0.00%
182	7922	46025	INTEREST	209	0	0	0	0.00%
			TOTAL	209	0	0	0	0.00%
Carmel Drive LID								
183	7914	43200	ASSESSMENTS RECEIVABLE	46,650	0	0	0	0.00%
183	7914	43201	PENALTY ON ASSESSMENTS	7,009	0	0	0	0.00%
183	7914	46025	INTEREST	14,529	0	0	0	0.00%
			TOTAL	68,187	0	0	0	0.00%
ID								
184	7930	43075	CITY SHARE	35,287	0	0	0	0.00%
184	7930	43085	OTHER SHARE	3,491	0	0	0	0.00%
184	7911	43200	ASSESSMENTS RECEIVABLE	3,056	0	0	0	0.00%
184	7912	43200	ASSESSMENTS RECEIVABLE	2,943	0	0	0	0.00%
184	7913	43200	ASSESSMENTS RECEIVABLE	998	0	0	0	0.00%
184	7915	43200	ASSESSMENTS RECEIVABLE	5,318	0	0	0	0.00%
184	7916	43200	ASSESSMENTS RECEIVABLE	3,271	0	0	0	0.00%
184	7918	43200	ASSESSMENTS RECEIVABLE	6,525	0	0	0	0.00%

SPECIAL FUNDS REVENUE								
2003 BUDGET								
Fund	Org	Source	Account Description	2001 Actual	2002 Budget	2003 Budget	2002-2003 Change	% Change 2002-2003
184	7919	43200	ASSESSMENTS RECEIVABLE	9,317	0	0	0	0.00%
184	7930	43200	ASSESSMENTS RECEIVABLE	18,595	0	0	0	0.00%
184	7912	43201	PENALTY ON ASSESSMENTS	222	0	0	0	0.00%
184	7918	43201	PENALTY ON ASSESSMENTS	133	0	0	0	0.00%
184	7930	43201	PENALTY ON ASSESSMENTS	225	0	0	0	0.00%
184	1300	43230	PREVIOUS YRS REVENUE	(40,300)	0	0	0	0.00%
184	7911	46025	INTEREST	1,744	0	0	0	0.00%
184	7912	46025	INTEREST	1,833	0	0	0	0.00%
184	7913	46025	INTEREST	712	0	0	0	0.00%
184	7915	46025	INTEREST	1,808	0	0	0	0.00%
184	7916	46025	INTEREST	517	0	0	0	0.00%
184	7918	46025	INTEREST	4,475	0	0	0	0.00%
184	7919	46025	INTEREST	6,833	0	0	0	0.00%
184	7930	46025	INTEREST	1,014	0	0	0	0.00%
			TOTAL	68,017	0	0	0	0.00%
ID 90								
188	7926	43240	ASSESS REC ID90 REGULAR	616	0	0	0	0.00%
188	7926	43290	ASSESS REC ID90 MESA SPRING	162	0	0	0	0.00%
188	7926	46025	INTEREST	60	0	0	0	0.00%
			TOTAL	838	0	0	0	0.00%
ID 91								
189	7927	43300	ASSESS REC ID91 REGULAR	269	0	0	0	0.00%
189	7927	43305	ASSESS REC ID90 GOG RD	8,171	0	0	0	0.00%
189	7927	46025	INTEREST	1,348	0	0	0	0.00%
			TOTAL	9,788	0	0	0	0.00%
ID 92								
190	7928	43315	ASSESS REC ID92 MESA SPGS	1,378	0	0	0	0.00%
190	7928	46025	INTEREST	229	0	0	0	0.00%
			TOTAL	1,607	0	0	0	0.00%
ID 93								
191	7929	43295	ASSESS REC-BROADMOOR/STRAT	1,632	0	0	0	0.00%
191	7929	46025	INTEREST	555	0	0	0	0.00%
			TOTAL	2,187	0	0	0	0.00%
SCIP								
201	1300	43105	BOND INTEREST	2,717,691	0	0	0	0.00%
201	1300	43180	GAIN/LOSS INV MKT VALUE	262,227	0	0	0	0.00%
201	1300	46025	INTEREST	1,055,960	0	0	0	0.00%
			TOTAL	4,035,878	0	0	0	0.00%
Ongoing CIP								
202	1300	43180	GAIN/LOSS INV MKT VALUE	154,314	0	0	0	0.00%
202	1300	46025	INTEREST	458,694	222,059	195,000	(27,059)	-12.19%
202	1300	46153	TRANSFER FROM OTHER FUNDS	7,277,000	14,095,399	6,489,254	(7,606,145)	-53.96%
202	1300	46154	RESIDUAL EQUITY TRANSFER IN	185,835	0	0	0	0.00%
			TOTAL	8,075,843	14,317,458	6,684,254	(7,633,204)	-53.31%
Adult Sports Comp								
203	1300	43105	BOND INTEREST	34,645	0	0	0	0.00%
			TOTAL	34,645	0	0	0	0.00%

SPECIAL FUNDS REVENUE								
2003 BUDGET								
Fund	Org	Source	Account Description	2001 Actual	2002 Budget	2003 Budget	2002-2003 Change	% Change 2002-2003
Old City Hall COP								
204	1300	43105	BOND INTEREST	279,934	0	0	0	0.00%
204	1300	44060	GAIN/LOSS ON SALE	70,884	0	0	0	0.00%
			TOTAL	350,818	0	0	0	0.00%
Airport Gross Rev								
401	7201	41000	LANDING	2,550,127	2,966,018	3,310,394	344,376	11.61%
401	7201	41030	LOADING BRIDGES	411,148	424,240	347,601	(76,639)	-18.07%
401	7201	41050	TERMINAL RENT	4,215,819	4,981,190	5,353,305	372,115	7.47%
401	7201	41070	DIVERSION LANDING FEES	43,885	31,100	30,000	(1,100)	-3.54%
401	7201	41080	GATE USAGE	331,000	93,315	157,171	63,856	68.43%
401	7201	41099	AIRLINE R&C DEFFERAL	820,574	0	0	0	0.00%
401	7201	41100	FOOD,BEVERAGES	261,176	267,300	326,200	58,900	22.04%
401	7201	41103	LUGGAGE CART	14,400	14,400	13,500	(900)	-6.25%
401	7201	41104	RETAIL-GIFT/SPEC	333,980	344,300	383,800	39,500	11.47%
401	7201	41106	SHOE SHINE	2,427	2,400	2,400	0	0.00%
401	7201	41110	ADVERTISING, OTHER	212,649	238,700	203,200	(35,500)	-14.87%
401	7201	41112	ATM MACHINE	33,866	45,000	36,200	(8,800)	-19.56%
401	7201	41113	COIN MACHINE	1,817	2,400	0	(2,400)	-100.00%
401	7201	41114	TELEPHONE	23,918	35,000	24,000	(11,000)	-31.43%
401	7201	41115	PHONE CARD	2,611	4,000	2,600	(1,400)	-35.00%
401	7201	41116	MISCELLANEOUS ADMIN REVENUE	0	0	0	0	0.00%
401	7201	41120	BUILDING RENTAL	36,350	41,100	44,900	3,800	9.25%
401	7201	41140	RENT CAR COUNTERS	116,865	116,900	128,700	11,800	10.09%
401	7201	41150	MISCELLANEOUS CONCESSIONS	3,610	3,200	3,800	600	18.75%
401	7201	41200	RENT CAR PRIVILEGES	3,198,385	3,575,220	3,504,600	(70,620)	-1.98%
401	7201	41220	RAC RETURN SPACES	57,840	58,000	58,000	0	0.00%
401	7201	41230	RAC SERVICE AREAS	55,961	56,000	56,000	0	0.00%
401	7201	41250	PUBLIC PARKING & FINES	5,600,105	6,052,000	6,367,000	315,000	5.20%
401	7201	41260	GROUND TRANSPORTATION	109,825	127,600	112,500	(15,100)	-11.83%
401	7201	41300	FUEL SALES	110,302	134,500	147,200	12,700	9.44%
401	7201	41310	FUEL TAX-EXCISE & SALES TAX	762,967	228,000	385,600	157,600	69.12%
401	7201	41320	GROUND, BUILDING RENTS	342,953	478,400	413,300	(65,100)	-13.61%
401	7206	41320	GROUND, BUILDING RENTS	58,658	0	0	0	0.00%
401	7201	41340	SUPPORT BUILDING RENTS	121,619	121,600	125,900	4,300	3.54%
401	7201	41365	GROUND,BUILDING RENTS	23,576	24,000	24,000	0	0.00%
401	7201	41370	RAMP OVERNIGHT	(5,750)	0	0	0	0.00%
401	7206	41370	RAMP OVERNIGHT	150	0	0	0	0.00%
401	7201	41400	MISCELLANEOUS ADMIN REVENUE	45,581	8,200	289,500	281,300	3430.49%
401	7206	41400	MISCELLANEOUS ADMIN REVENUE	24,080	0	0	0	0.00%
401	7201	41415	FINGER PRINTING	0	0	5,900	5,900	0.00%
401	7201	41416	LOST BADGES	4,000	0	3,500	3,500	0.00%
401	7201	41420	LATE FEES	36,687	58,400	40,900	(17,500)	-29.97%
401	7206	41420	LATE FEES	9	0	0	0	0.00%
401	7201	41450	PHONE SERVICES	64,279	63,000	66,600	3,600	5.71%
401	7201	41460	CABLE TV SERVICES	1,316	0	0	0	0.00%
401	7201	43080	FEDERAL SHARE	154,930	0	0	0	0.00%
401	7201	43180	GAIN/LOSS INV MKT VALUE	569,941	0	0	0	0.00%
401	7201	44015	DAMAGE TO PROPERTY	2,556	0	0	0	0.00%
401	7201	44040	SALE OF PROPERTY	26,037	0	0	0	0.00%
401	7201	44045	SALE OF SCRAP	80	0	0	0	0.00%
401	7201	44050	GAIN/LOSS ON SALE OF ASSETS	(1,797,342)	0	0	0	0.00%
401	7201	46025	INTEREST	1,481,426	908,387	928,596	20,209	2.22%
401	7298	46151	TRANSFER TO OTHER FUNDS	(6,132,998)	0	0	0	0.00%
401	7299	46151	TRANSFER TO OTHER FUNDS	(3,238,887)	0	0	0	0.00%
401	7207	46153	TRANSFER FROM OTHER FUNDS	128,455	140,600	0	(140,600)	-100.00%
401	7299	46153	TRANSFER FROM OTHER FUNDS	369,478	0	0	0	0.00%
			TOTAL	11,592,440	21,644,470	22,896,867	1,252,397	5.79%

SPECIAL FUNDS REVENUE								
2003 BUDGET								
Fund	Org	Source	Account Description	2001 Actual	2002 Budget	2003 Budget	2002-2003 Change	% Change 2002-2003
Airport CIP								
403	7200	41090	PFC REVENUES	295,563	0	0	0	0.00%
403	7200	43080	FEDERAL SHARE	802,450	0	0	0	0.00%
403	7200	46153	TRANSFER FROM OTHER FUNDS	2,252,452	0	0	0	0.00%
			TOTAL	3,350,465	0	0	0	0.00%
Airport Bond								
404	7219	43105	BOND INTEREST	373,242	0	0	0	0.00%
404	7299	46151	TRANSFER TO OTHER FUNDS	(369,478)	0	0	0	0.00%
404	7298	46153	TRANSFER FROM OTHER FUNDS	6,132,998	0	0	0	0.00%
			TOTAL	6,136,762	0	0	0	0.00%
Airport Passenger Fac								
405	7200	41090	PFC REVENUES	2,910,570	0	0	0	0.00%
405	7200	46151	TRANSFER TO OTHER FUNDS	820,708	0	0	0	0.00%
			TOTAL	3,731,278	0	0	0	0.00%
Airport Equity								
406	7250	41320	GROUND, BUILDING RENTS	144,000	144,000	144,000	0	0.00%
406	7299	46153	TRANSFER FROM OTHER FUNDS	165,727	0	0	0	0.00%
			TOTAL	309,727	144,000	144,000	0	0.00%
Patty Jewett Golf Crs								
451	7111	41705	NONRES GREEN FEES 9 HOLE	5,265	7,492	5,265	(2,227)	-29.73%
451	7111	41710	NONRES GREEN FEES 18 HOLE	16,119	28,539	16,119	(12,420)	-43.52%
451	7111	41720	ANNUAL ADULT	58,775	53,925	53,925	0	0.00%
451	7111	41725	ANNUAL SENIOR	34,500	36,700	36,700	0	0.00%
451	7111	41730	ANNUAL JUNIOR	7,522	6,700	6,700	0	0.00%
451	7111	41735	DAILY 18 HOLE	383,061	400,660	403,500	2,840	0.71%
451	7111	41740	DAILY 9 HOLE	646,684	684,894	682,678	(2,216)	-0.32%
451	7111	41745	HIGH SCHOOLS	2,850	3,600	2,850	(750)	-20.83%
451	7111	41750	CITY CART FEES DAILY	250,470	218,726	246,554	27,828	12.72%
451	7111	41755	CONCESSIONS GRILL	108,240	82,962	92,175	9,213	11.11%
451	7111	41760	CONCESSIONS PRO SHOP	2,400	2,400	2,400	0	0.00%
451	7111	41765	LOCKER RENTAL	3,330	3,459	3,456	(3)	-0.09%
451	7111	41770	VENDING MACHINES	5	0	0	0	0.00%
451	7111	41775	MISCELLANEOUS GOLF	3,436	3,255	3,442	187	5.75%
451	7111	41780	OPERATING FEE-DAILY	237,710	235,516	232,903	(2,613)	-1.11%
451	7111	43180	GAIN/LOSS INV MKT VALUE	19,205	0	0	0	0.00%
451	7111	44040	SALE OF PROPERTY	250	0	0	0	0.00%
451	7111	44045	SALE OF SCRAP	39	0	0	0	0.00%
451	7111	46025	INTEREST	53,545	64,167	66,611	2,444	3.81%
			TOTAL	1,833,406	1,832,995	1,855,278	22,283	1.22%
Valley Hi Golf Course								
455	7121	41705	NONRES GREEN FEES 9 HOLE	3,753	4,955	3,753	(1,202)	-24.26%
455	7121	41710	NONRES GREEN FEES 18 HOLE	9,963	14,067	9,963	(4,104)	-29.17%
455	7121	41720	ANNUAL ADULT	29,838	27,175	27,175	0	0.00%
455	7121	41725	ANNUAL SENIOR	27,094	29,175	29,175	0	0.00%
455	7121	41730	ANNUAL JUNIOR	2,750	1,200	1,200	0	0.00%
455	7121	41735	DAILY 18 HOLE	317,640	315,300	312,440	(2,860)	-0.91%
455	7121	41740	DAILY 9 HOLE	245,648	266,826	258,594	(8,232)	-3.09%
455	7121	41745	HIGH SCHOOLS	2,850	3,600	2,850	(750)	-20.83%
455	7121	41750	CITY CART FEES DAILY	203,005	199,386	192,775	(6,611)	-3.32%
455	7121	41755	CONCESSIONS GRILL	27,005	22,432	25,187	2,755	12.28%
455	7121	41760	CONCESSIONS PRO SHOP	5,150	5,400	5,400	0	0.00%
455	7121	41765	LOCKER RENTAL	405	483	426	(57)	-11.80%
455	7121	41775	MISCELLANEOUS GOLF	9,401	8,700	8,700	0	0.00%

SPECIAL FUNDS REVENUE								
2003 BUDGET								
Fund	Org	Source	Account Description	2001 Actual	2002 Budget	2003 Budget	2002-2003 Change	% Change 2002-2003
455	7121	41780	OPERATING FEE-DAILY	154,165	142,049	149,771	7,722	5.44%
455	7121	42735	SPECIAL FUNDS MISCELLANEOUS	5	0	0	0	0.00%
455	7121	43180	GAIN/LOSS INV MKT VALUE	10,196	0	0	0	0.00%
455	7121	44025	CASH OVER/SHORT	(5)	0	0	0	0.00%
455	7121	44050	GAIN/LOSS ON SALE OF ASSETS	(9,650)	0	0	0	0.00%
455	7121	45874	LESSONS	1,571	1,887	1,633	(254)	-13.46%
455	7121	46025	INTEREST	29,450	47,625	36,601	(11,024)	-23.15%
			TOTAL	1,070,233	1,090,260	1,065,643	(24,617)	-2.26%
Pikes Peak								
460	7301	40214	PIKES PEAK PRESERVATION	4	0	0	0	0.00%
460	7301	40346	MALL SALES	298	0	0	0	0.00%
460	7301	41805	TOLLGATE	1,906,170	2,355,000	1,970,308	(384,692)	-16.34%
460	7301	41810	CONCESSIONS PIKES PEAK HWY	445,057	599,550	539,600	(59,950)	-10.00%
460	7301	41820	TOWER OPTICAL	1,468	2,400	1,500	(900)	-37.50%
460	7301	41835	MISC PIKES PEAK HWY	59,846	250,000	100,000	(150,000)	-60.00%
460	7301	41840	ADMIN REVENUE	8,422	5,000	8,000	3,000	60.00%
460	7301	41845	PIKES PEAK STORE	87,306	0	0	0	0.00%
460	7304	41845	PIKES PEAK STORE	(452)	0	0	0	0.00%
460	7301	41850	PIKES PEAK ENDOWMENT	4,192	0	0	0	0.00%
460	7301	43180	GAIN/LOSS INV MKT VALUE	(4,348)	0	0	0	0.00%
460	7301	44025	CASH OVER/SHORT	708	0	0	0	0.00%
460	7301	44035	CASH OVER/SHORT CO SPGS STORE	(85)	0	0	0	0.00%
460	7301	44040	SALE OF PROPERTY	179	0	0	0	0.00%
460	7301	44045	SALE OF SCRAP	11	0	0	0	0.00%
460	7301	46025	INTEREST	1,577	30,000	0	(30,000)	-100.00%
460	7301	46153	TRANSFER FROM OTHER FUNDS	0	0	200,000	200,000	0.00%
			TOTAL	2,510,352	3,241,950	2,819,408	(422,542)	-13.03%
Human Serv Complex								
465	7600	43180	GAIN/LOSS INV MKT VALUE	7,995	0	0	0	0.00%
465	7600	44010	INSURANCE	4,259	3,500	3,500	0	0.00%
465	7600	44055	REIMBURSEMENT ACCT	14,220	0	0	0	0.00%
465	7600	45898	CLASSES SENIORS	10,339	4,000	4,000	0	0.00%
465	7600	45905	RENTAL INCOME	269,395	232,000	232,000	0	0.00%
465	7600	46025	INTEREST	22,088	15,000	15,000	0	0.00%
465	7600	46055	COLLECT FEE EPC USE TAX	0	30,000	30,000	0	0.00%
			TOTAL	328,296	284,500	284,500	0	0.00%
Parking System								
470	7510	42005	BUS TERMINAL-GARAGE 1	49,098	39,570	39,570	0	0.00%
470	7530	42010	METER HOODS	48,393	32,000	42,280	10,280	32.13%
470	7540	NEW	POC GARAGE LOAN PAYMENT	0	0	132,000	132,000	0.00%
470	7550	42020	MONTHLY PARKING LOT 3	37,777	9,600	163,080	153,480	1598.75%
470	7510	42025	MONTHLY PARKING GARAGE 1	340,059	364,800	351,000	(13,800)	-3.78%
470	7520	42030	MONTHLY PARKING GARAGE 2	582,992	636,600	593,460	(43,140)	-6.78%
470	7560	42035	MONTHLY PARKING LOT 4	1,685	1,800	1,800	0	0.00%
470	7580	42035	MONTHLY PARKING LOT 4	0	19,680	19,200	(480)	-2.44%
470	7530	42040	PARKING METERS	1,282,558	1,320,000	1,247,260	(72,740)	-5.51%
470	7550	42045	TRANSIENT PARKING LOT 3	14,985	6,500	26,400	19,900	306.15%
470	7560	42050	TRANSIENT PARKING LOT 4	1,219	1,200	1,200	0	0.00%
470	7510	42055	TRANSIENT PARKING GARAGE 1	90,297	55,100	86,100	31,000	56.26%
470	7520	42060	TRANSIENT PARKING GARAGE 2	86,873	74,500	76,500	2,000	2.68%
470	7540	43095	REVENUE ACCRUAL	(24,724)	0	0	0	0.00%
470	7540	43105	BOND INTEREST	156,933	0	0	0	0.00%
470	7540	43180	GAIN/LOSS INV MKT VALUE	97,394	0	0	0	0.00%
470	7540	44020	MISCELLANEOUS GENERAL	1,255	0	0	0	0.00%
470	7530	44030	ACCT REC COLLECTION	(852)	0	0	0	0.00%

SPECIAL FUNDS REVENUE								
2003 BUDGET								
Fund	Org	Source	Account Description	2001 Actual	2002 Budget	2003 Budget	2002-2003 Change	% Change 2002-2003
470	7530	44045	SALE OF SCRAP	19	0	0	0	0.00%
470	7540	46025	INTEREST	266,512	173,900	75,000	(98,900)	-56.87%
			TOTAL	3,032,473	2,735,250	2,854,850	119,600	4.37%
Cemetery								
475	7400	41904	CARE OF LOTS	20	525	1,000	475	90.48%
475	7400	41905	INTERMENTS & REMOVALS	427,264	483,750	446,800	(36,950)	-7.64%
475	7400	41910	SALES OF LOTS	375,370	418,575	420,975	2,400	0.57%
475	7400	41915	MEMORIAL OR FOUNDATIONS	30,520	28,595	28,595	0	0.00%
475	7400	41920	MISCELLANEOUS CEMETERY	2,757	2,500	3,000	500	20.00%
475	7400	41925	SALE OF BURIAL VAULTS	63,535	83,395	83,295	(100)	-0.12%
475	7400	41930	SALE OF BRONZE MEMORIALS	2,268	3,000	3,000	0	0.00%
475	7400	41935	VAULT SUPERVISION FEE	48,104	56,500	50,000	(6,500)	-11.50%
475	7400	41940	ENDOWMENTS	(270)	0	0	0	0.00%
475	7400	41945	CONTRACT ADMIN CHARGE	4,775	5,000	5,000	0	0.00%
475	7400	43135	INTEREST ON ENDOWMENT	200,111	250,000	250,000	0	0.00%
475	7400	43180	GAIN/LOSS INV MKT VALUE	4,974	0	0	0	0.00%
475	7400	44025	CASH OVER/SHORT	(41)	0	0	0	0.00%
475	7400	44030	ACCT REC COLLECTION	(567)	0	0	0	0.00%
475	7400	44040	SALE OF PROPERTY	146,194	0	0	0	0.00%
475	7400	44050	GAIN/LOSS ON SALE OF ASSETS	(67)	0	0	0	0.00%
475	7400	46025	INTEREST	8,466	15,000	15,000	0	0.00%
			TOTAL	1,313,412	1,346,840	1,306,665	(40,175)	-2.98%
Dev Review Ent								
480	4810	43180	GAIN/LOSS INV MKT VALUE	4,604	0	0	0	0.00%
480	4810	45763	ADMINISTRATIVE SERVICES FEES	621,916	640,000	700,000	60,000	9.38%
480	4810	46025	INTEREST	6,387	0	3,500	3,500	0.00%
			TOTAL	632,906	640,000	703,500	63,500	9.92%
Support Services								
501	8745	40361	SYSTEM SERVICES	0	20,000	20,000	0	0.00%
501	8139	42605	ENT FUND UTIL/ALLOCATION	542,400	618,360	793,661	175,301	28.35%
501	8141	42605	ENT FUND UTIL/ALLOCATION	134,832	154,147	0	(154,147)	-100.00%
501	8142	42605	ENT FUND UTIL/ALLOCATION	586,344	551,266	0	(551,266)	-100.00%
501	8145	42605	ENT FUND UTIL/ALLOCATION	9,996	10,000	10,000	0	0.00%
501	8149	42605	ENT FUND UTIL/ALLOCATION	244,524	298,042	0	(298,042)	-100.00%
501	8163	42605	ENT FUND UTIL/ALLOCATION	424,800	466,000	516,692	50,692	10.88%
501	8170	42605	ENT FUND UTIL/ALLOCATION	191,628	195,201	209,573	14,372	7.36%
501	8121	42620	ENTERPRISE FUND UTILITIES	4,613,610	5,162,982	5,500,273	337,291	6.53%
501	8139	42625	ENTERPRISE FUND UTIL WORDER	172,369	226,959	171,115	(55,844)	-24.61%
501	8143	42625	ENTERPRISE FUND UTIL WORDER	2,171,194	1,987,611	0	(1,987,611)	-100.00%
501	8144	42625	ENTERPRISE FUND UTIL WORDER	181,965	404,649	0	(404,649)	-100.00%
501	8146	42625	ENTERPRISE FUND UTIL WORDER	15,916	154,980	0	(154,980)	-100.00%
501	8139	42630	GENERAL FUND POSTAGE	270,044	290,000	282,466	(7,534)	-2.60%
501	8745	42640	CITY CHRGS-LONG DIST	0	93,000	93,000	0	0.00%
501	8730	42645	CITY CHRGS-PROGRAMMING	2,041,836	2,118,317	2,366,825	248,508	11.73%
501	8139	42650	CITY WORKORDERS	318,609	400,000	348,782	(51,218)	-12.80%
501	8143	42650	CITY WORKORDERS	425,680	326,497	0	(326,497)	-100.00%
501	8144	42650	CITY WORKORDERS	125,448	361,297	0	(361,297)	-100.00%
501	8146	42650	CITY WORKORDERS	19,886	66,780	0	(66,780)	-100.00%
501	8745	42650	CITY WORKORDERS	460,242	463,309	463,309	0	0.00%
501	8139	42660	CITY ALLOCATION	426,936	476,249	627,098	150,849	31.67%
501	8141	42660	CITY ALLOCATION	23,796	25,324	0	(25,324)	-100.00%
501	8142	42660	CITY ALLOCATION	390,888	492,206	0	(492,206)	-100.00%
501	8145	42660	CITY ALLOCATION	853,920	1,020,480	1,099,984	79,504	7.79%
501	8147	42660	CITY ALLOCATION	0	288,825	0	(288,825)	-100.00%
501	8148	42660	CITY ALLOCATION	0	609,645	0	(609,645)	-100.00%

SPECIAL FUNDS REVENUE								
2003 BUDGET								
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501	8149	42660	CITY ALLOCATION	209,136	128,953	0	(128,953)	-100.00%
501	8163	42660	CITY ALLOCATION	498,672	501,206	555,728	54,522	10.88%
501	8170	42660	CITY ALLOCATION	191,628	195,202	209,574	14,372	7.36%
501	8121	42665	CITY OTHER DEPT	3,318,883	3,596,645	3,832,040	235,395	6.54%
501	8740	42670	CITY CHRGS-OVERHEAD	1,861,469	2,006,073	1,077,472	(928,601)	-46.29%
501	8745	42670	CITY CHRGS-OVERHEAD	0	0	1,018,885	1,018,885	0.00%
501	8121	42680	CITY POLICE UNIT	1,274,053	1,582,182	1,685,734	103,552	6.54%
501	8740	42685	CITY VOICE/DATA	60	0	0	0	0.00%
501	8745	42685	CITY VOICE/DATA	81	0	0	0	0.00%
501	8740	42690	OTHER CHRGS OVERHEAD	606,484	547,741	510,389	(37,352)	-6.82%
501	8121	42705	OTHER	175,992	122,228	130,793	8,565	7.01%
501	8121	42710	OTHER REVENUE	12,630	100,000	0	(100,000)	-100.00%
501	8170	42710	OTHER REVENUE	1,245	0	0	0	0.00%
501	8139	42715	OTHER ALLOCATION	996	14,690	10,196	(4,494)	-30.59%
501	8145	42715	OTHER ALLOCATION	55,512	0	0	0	0.00%
501	8139	42720	OTHER BILLED INVOICES	109,624	80,000	107,141	27,141	33.93%
501	8143	42720	OTHER BILLED INVOICES	37,181	0	0	0	0.00%
501	8144	42720	OTHER BILLED INVOICES	14,350	0	0	0	0.00%
501	8145	42720	OTHER BILLED INVOICES	38,753	39,246	38,746	(500)	-1.27%
501	8139	42725	OTHER WORKORDERS	65,336	60,000	68,181	8,181	13.64%
501	8143	42725	OTHER WORKORDERS	66,591	0	0	0	0.00%
501	8144	42725	OTHER WORKORDERS	19,106	0	0	0	0.00%
501	8146	42725	OTHER WORKORDERS	152,420	198,240	0	(198,240)	-100.00%
501	8121	42735	SPECIAL FUNDS MISCELLANEOUS	863,472	853,329	908,946	55,617	6.52%
501	8139	42766	UTILITIES CONTRACTS	13,721	16,000	15,315	(685)	-4.28%
501	8121	44040	SALE OF PROPERTY	358	0	0	0	0.00%
501	8138	44040	SALE OF PROPERTY	663	0	0	0	0.00%
501	8139	44040	SALE OF PROPERTY	(663)	0	0	0	0.00%
501	8141	44040	SALE OF PROPERTY	1,908	0	0	0	0.00%
501	8145	44040	SALE OF PROPERTY	(3,496)	0	0	0	0.00%
501	8121	44050	GAIN/LOSS ON SALE OF ASSETS	(4,889)	0	0	0	0.00%
501	8139	44050	GAIN/LOSS ON SALE OF ASSETS	(11,665)	0	0	0	0.00%
501	8145	44050	GAIN/LOSS ON SALE OF ASSETS	(27,138)	0	0	0	0.00%
501	8121	45906	RENTALS	30,305	0	0	0	0.00%
			TOTAL	24,219,641	27,323,861	22,671,918	(4,651,943)	-17.03%
Claims Reserve								
502	7750	43180	GAIN/LOSS INV MKT VALUE	46,433	0	0	0	0.00%
502	7750	44020	MISCELLANEOUS GENERAL	500,004	1,000,000	1,000,000	0	0.00%
502	7750	46025	INTEREST	124,889	0	0	0	0.00%
502	7750	46062	CLAIMS REVENUE-AIRPORT	50,000	0	0	0	0.00%
			TOTAL	721,325	1,000,000	1,000,000	0	0.00%
Self Insurance								
503	7730	42770	CITY WORKERS COMP	2,424,409	2,800,000	2,650,000	(150,000)	-5.36%
503	7730	42775	UTILITIES WORKERS COMP	1,579,663	2,800,000	2,400,000	(400,000)	-14.29%
503	7730	43180	GAIN/LOSS INV MKT VALUE	97,959	0	0	0	0.00%
503	7730	46025	INTEREST	304,298	0	0	0	0.00%
			TOTAL	4,406,329	5,600,000	5,050,000	(550,000)	-9.82%
Health Insurance								
504	9895	40075	RETIREEES INSURANCE	524,400	0	0	0	0.00%
504	9895	40113	MISCELLANEOUS	1,313	0	0	0	0.00%
504	9895	40131	DMO DENTAL PREMIUMS	52,354	0	0	0	0.00%
504	9895	40138	DENTAL PREMIUMS	2,616,752	0	0	0	0.00%
504	9895	40139	VISION PREMIUMS	833,244	0	0	0	0.00%
504	9895	40140	MEDICAL PREMIUMS	19,006,762	0	0	0	0.00%
504	9895	43180	GAIN/LOSS INV MKT VALUE	75,107	0	0	0	0.00%

SPECIAL FUNDS REVENUE 2003 BUDGET								
Fund	Org	Source	Account Description	2001 Actual	2002 Budget	2003 Budget	2002-2003 Change	% Change 2002-2003
504	9895	44012	UTILITIES-EAP	94	0	0	0	0.00%
504	9895	46025	INTEREST	140,652	0	0	0	0.00%
504	9895	46063	ADDITIONAL SWORN SUBSIDY	139,859	0	0	0	0.00%
504	9895	46153	TRANSFER FROM OTHER FUNDS	2,000,000	26,000,000	29,900,000	3,900,000	15.00%
			TOTAL	25,390,537	26,000,000	29,900,000	3,900,000	15.00%
CD Smith								
601	9706	43180	GAIN/LOSS INV MKT VALUE	33,182	0	0	0	0.00%
601	9706	44060	GAIN/LOSS ON SALE	(1,414)	0	0	0	0.00%
601	9706	46025	INTEREST	54,716	45,000	85,000	40,000	88.89%
			TOTAL	86,484	45,000	85,000	40,000	88.89%
Perkins Trust								
602	9703	46025	INTEREST	148	150	500	350	233.33%
			TOTAL	148	150	500	350	233.33%
Woods Trust								
603	9705	46025	INTEREST	172	200	200	0	0.00%
			TOTAL	172	200	200	0	0.00%
Sabine Trust								
604	9704	46025	INTEREST	71	75	500	425	566.67%
			TOTAL	71	75	500	425	566.67%
Cemetery Endowment								
605	9709	40113	MISCELLANEOUS	600	0	0	0	0.00%
605	9709	41940	ENDOWMENTS	78,091	80,000	0	(80,000)	-100.00%
605	9709	43180	GAIN/LOSS INV MKT VALUE	(453,994)	0	0	0	0.00%
605	9709	44050	GAIN/LOSS ON SALE OF ASSETS	287,656	500,000	0	(500,000)	-100.00%
			TOTAL	(87,647)	580,000	0	(580,000)	-100.00%
TOPS Maintenance								
607	9711	41940	ENDOWMENTS	0	80,000	80,000	0	0.00%
607	9711	46025	INTEREST	12,805	10,000	7,000	(3,000)	-30.00%
			TOTAL	12,805	90,000	87,000	(3,000)	-3.33%
Gift Trust								
651	1399	40002	EMPLOYEE CHRISTMAS PARTY	2,809	0	0	0	0.00%
651	5199	40004	OLYMPIC PROMANADE	0	0	0	0	0.00%
651	5199	40005	PARK&REC VOLUNTEER	7,826	0	0	0	0.00%
651	2199	40010	POLICE EMPLOY BENEFIT FUND	4,495	0	0	0	0.00%
651	2199	40011	POLICE FLOWER FUND	2,472	0	0	0	0.00%
651	2199	40014	TEDDY BEAR PROGRAM	1,475	0	0	0	0.00%
651	2199	40015	LIGHTS & LOCKS	107	0	0	0	0.00%
651	2199	40016	POLICE COMM REL	3,374	0	0	0	0.00%
651	5199	40017	SAND CREEK YOUTH SOCCER	(141)	0	0	0	0.00%
651	3099	40018	LAKE AVE/CHEYENNE PW	2,393	0	0	0	0.00%
651	2299	40019	FIRE MEDIC EQUIP/TRNG TRUST	1,939	0	0	0	0.00%
651	1399	40020	EMPLOYEE ACTIVITIES	(19,382)	0	0	0	0.00%
651	1199	40021	CITY MGR-ECONOMIC DEV	1,936	0	0	0	0.00%
651	2199	40023	POLICE COMM RELATIONS	368	0	0	0	0.00%
651	2199	40024	POLICE SAFETY PROGRAMS	4,164	0	0	0	0.00%
651	5199	40028	CEMETERY RESTORATION	1,218	0	0	0	0.00%
651	5199	40029	SUNDERMAN PARK SCHOLARSHIP	64	0	0	0	0.00%
651	5199	40030	SUNDERMAN PARK IMPROV	18	0	0	0	0.00%
651	5199	40031	BEIDLEMAN	1,083	0	0	0	0.00%
651	5199	40032	NATURAL RESOURCES	1,233	0	0	0	0.00%
651	2299	40034	FIRE DEPT SCHOOLING	62	0	0	0	0.00%

SPECIAL FUNDS REVENUE 2003 BUDGET								
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651	5199	40035	GARDEN OF THE GODS FNDRN	93,471	0	0	0	0.00%
651	5199	40036	WHITE HOUSE RANCH GENERAL	46,912	0	0	0	0.00%
651	4099	40037	OLD COLO CITY CLOCK TOWER	94	0	0	0	0.00%
651	4099	40038	SENIOR CENTER-GENERAL	30,255	0	0	0	0.00%
651	5199	40039	VISITOR CENTERS	19,714	0	0	0	0.00%
651	4099	40040	GIFT-THERAPEUTIC	549	0	0	0	0.00%
651	5199	40041	CHILDREN'S ACTIVITIES	120	0	0	0	0.00%
651	5699	40042	MUSEUM	34,212	0	0	0	0.00%
651	5699	40043	MUSEUM R-HERITAGE	61	0	0	0	0.00%
651	5699	40044	MUSEUM U ARCHIVES	10,952	0	0	0	0.00%
651	5699	40045	MUSEUM RP WOODS TRUST	5,851	0	0	0	0.00%
651	5699	40046	MUSEUM EB&WS JACKSON TRUST	12,973	0	0	0	0.00%
651	5699	40047	MUSEUM-R HILL	70	0	0	0	0.00%
651	5699	40048	MUSEUM DENTAL ASSOC	704	0	0	0	0.00%
651	5699	40050	MUSEUM R ARCHIVES	5,378	0	0	0	0.00%
651	5699	40051	MUSEUM-R STRATTON	114	0	0	0	0.00%
651	5199	40053	TREE MEMORIALS	762	0	0	0	0.00%
651	5199	40054	ANTLERS PARK LOCOMOTIVE	150	0	0	0	0.00%
651	4099	40055	NEIGH RES-ADMIN	1,857	0	0	0	0.00%
651	5199	40056	PARK&REC SCHOLARSHIPS	469	0	0	0	0.00%
651	5199	40057	PARK&REC MAINTENANCE	1,704	0	0	0	0.00%
651	5199	40058	LEISURE SERVICES	54	0	0	0	0.00%
651	5199	40059	SPORTS & FACILITIES	14,647	0	0	0	0.00%
651	5199	40060	DESIGN & DEVELOP	961	0	0	0	0.00%
651	5199	40062	PARK&REC MATCH	207	0	0	0	0.00%
651	4099	40063	SENIOR CIT GIFT SHOP	8,336	0	0	0	0.00%
651	5199	40064	WHITE HOUSE RANCH STOCK	356	0	0	0	0.00%
651	5199	40065	WHITE HOUSE RANCH RESTORAT	2,786	0	0	0	0.00%
651	5199	40066	CRESTA MEDIAN	27	0	0	0	0.00%
651	5199	40067	SERTICH MEMORIAL FUND	322	0	0	0	0.00%
651	5199	40069	AQUATICS	63	0	0	0	0.00%
651	5199	40070	CHEYENNE MEADOWS PARK	281	0	0	0	0.00%
651	5199	40071	FIREFIGHTERS MEMORIAL	2	0	0	0	0.00%
651	2199	40072	POLICE SCHOOLING/SEMINARS	14,662	0	0	0	0.00%
651	5199	40082	ADOPT-A-PARK	861	0	0	0	0.00%
651	5199	40083	LAND ACQUISITION	6,905	0	0	0	0.00%
651	5699	40086	MEDICAL SOCIETY AUXILIARY	559	0	0	0	0.00%
651	5199	40181	CHEYENNE CANON	367	0	0	0	0.00%
651	2199	40182	POLICE K-9	252	0	0	0	0.00%
651	5199	40183	N CHEY CANON VISITORS CTR	1,628	0	0	0	0.00%
651	5199	40184	ICE CENTER	162	0	0	0	0.00%
651	2199	40185	POLICE YOUTH CRIME PREVENTION	1,551	0	0	0	0.00%
651	5199	40186	NORTH SLOPE	86	0	0	0	0.00%
651	2199	40189	POLICE HORSE PATROL	417	0	0	0	0.00%
651	2299	40190	WILD LAND SAFETY	106	0	0	0	0.00%
651	2299	40191	HOME INSPECTION PROG	1,470	0	0	0	0.00%
651	2299	40193	HAZARDOUS MAT EQUIPMENT	12	0	0	0	0.00%
651	2299	40195	FIRE TEDDY BEAR PROGRAM	7	0	0	0	0.00%
651	2299	40196	FIRE DEPT CONFERENCES	3,226	0	0	0	0.00%
651	2299	40197	FIRE PUPPETS AND CLOWNS	55,368	0	0	0	0.00%
651	5699	40198	MUSEUM U EDISON	427	0	0	0	0.00%
651	5199	40199	TAT/GOG MAINTENANCE	13,133	0	0	0	0.00%
651	2299	40201	FIRE LNTB	2,903	0	0	0	0.00%
651	5699	40202	MUSEUM UNHACS	3,184	0	0	0	0.00%
651	5199	40204	SPECIAL OLYMPIC PROGRAM	63	0	0	0	0.00%
651	2299	40205	FIRE GIFTS FOR STATIONS	2,262	0	0	0	0.00%
651	5199	40206	SANTA FE TRAIL SHEPARD	731	0	0	0	0.00%
651	5199	40207	NANCY LEWIS HOSPICE	20	0	0	0	0.00%

SPECIAL FUNDS REVENUE 2003 BUDGET								
Fund	Org	Source	Account Description	2001 Actual	2002 Budget	2003 Budget	2002-2003 Change	% Change 2002-2003
651	2299	40208	FIRE SAFETY TRAILER	1,280	0	0	0	0.00%
651	5199	40210	N LEWIS PARK MAINTENANCE	19	0	0	0	0.00%
651	5199	40211	GENERAL FORESTRY	8,246	0	0	0	0.00%
651	5199	40213	GREENHOUSE	17,308	0	0	0	0.00%
651	3099	40214	PIKES PEAK PRESERVATION	44,515	0	0	0	0.00%
651	5199	40216	ACQUATIC FRIENDS	2,316	0	0	0	0.00%
651	5199	40217	PALMER PARK PLAYGROUND	6	0	0	0	0.00%
651	5199	40219	KRAUPHEIM GARDEN	85	0	0	0	0.00%
651	1399	40220	TAX CREDIT/HISTORICAL REHAB	1,835	0	0	0	0.00%
651	5699	40246	MUSEUM-R-FOSTER	3,922	0	0	0	0.00%
651	5199	40247	89 TH MEMORIAL MAINTENANCE	69	0	0	0	0.00%
651	5199	40248	ZAMBONI PROCEEDS	324	0	0	0	0.00%
651	5199	40250	FIRST NIGHT	(45)	0	0	0	0.00%
651	2199	40251	HELICOPTER-POLICE	10,808	0	0	0	0.00%
651	5199	40252	GOG/NAVIGATORS	407	0	0	0	0.00%
651	5199	40253	TENNIS CLASSIC	451	0	0	0	0.00%
651	5199	40254	FRANK MARCONI YOUTH SCHOLAR	432	0	0	0	0.00%
651	5199	40255	ROCKLEDGE PHASE I	22,220	0	0	0	0.00%
651	5199	40256	PROSPECT LAKE BOAT PATROL	250	0	0	0	0.00%
651	2299	40257	JUVENILE FIRE SETTER PROG	1,873	0	0	0	0.00%
651	5199	40259	SCHOLARSHIP LEONS KIDS	3,580	0	0	0	0.00%
651	2299	40260	PULL TO THE RIGHT	44	0	0	0	0.00%
651	5199	40272	OPEN SPACE	121	0	0	0	0.00%
651	5199	40273	BOXING PROGRAM	622	0	0	0	0.00%
651	5199	40285	MYRON STRATTON PROP ENHANC	3,601	0	0	0	0.00%
651	2299	40291	DO THE RIGHT THING	1,261	0	0	0	0.00%
651	5199	40292	KATHLEEN MARRIAGE GARDEN	7,454	0	0	0	0.00%
651	5199	40293	REGIONAL PARKS	412	0	0	0	0.00%
651	5199	40297	TENNIS-YOUNG ADULT PROGRAM	20	0	0	0	0.00%
651	5199	40305	BRONCO'S/MCCORMICK FNDATION	305	0	0	0	0.00%
651	5199	40306	MARY STARSMORE – SDC	4,465	0	0	0	0.00%
651	5699	40307	MUSEUM U-HERZBERGER	430	0	0	0	0.00%
651	5199	40308	JL RANCH	21,238	0	0	0	0.00%
651	5199	40310	L STARSMORE/SDC	9	0	0	0	0.00%
651	5699	40311	MUSEUM R-BERGEN	32,578	0	0	0	0.00%
651	5699	40312	MUSEUM U-LOO/COLVIN	1,994	0	0	0	0.00%
651	4099	40315	GIFT-HILLSIDE SCHOLARSHIP	1,645	0	0	0	0.00%
651	4099	40316	GIFT-WEST CENTER	550	0	0	0	0.00%
651	4099	40317	GIFT-DEERFIELD	1,049	0	0	0	0.00%
651	4099	40318	GIFT-MEADOWS PARK	6,646	0	0	0	0.00%
651	4099	40319	GIFT-HILLSIDE	14,736	0	0	0	0.00%
651	4099	40320	GIFT-OTIS PARK	217	0	0	0	0.00%
651	5699	40322	MUSEUM R-KRUPINSKI	13	0	0	0	0.00%
651	1199	40323	GLOBAL ADVISORY GIFT TRUST	465	0	0	0	0.00%
651	5699	40325	R-CRAGIN PROJECT	474	0	0	0	0.00%
651	5199	40326	DOG PARK	4,174	0	0	0	0.00%
651	4099	40328	CITY HALL AT THE MALL	4,366	0	0	0	0.00%
651	5199	40329	CO SPRINGS ASSETS FOR YOUTH	105	0	0	0	0.00%
651	1199	40335	ACACIA PARK ENTRYWAY	61	0	0	0	0.00%
651	5199	40336	TAYLOR PARK	5	0	0	0	0.00%
651	5199	40337	GIFT-COLORADO TRUST	77,920	0	0	0	0.00%
651	5199	40339	RLR-CHAMBERS FAMILY	209	0	0	0	0.00%
651	5199	40341	QUAIL LAKE/ATMEL	40,936	0	0	0	0.00%
651	5199	40342	SUNSET MESA OPEN SPACE	426	0	0	0	0.00%
651	2199	40343	KEEPING KIDS ALIVE DRIVE	8,156	0	0	0	0.00%
651	5199	40344	PARKS & REC MAPS	421	0	0	0	0.00%
651	2299	40345	OEM FAIRS	2,469	0	0	0	0.00%
651	4099	40346	MALL SALES	175	0	0	0	0.00%

SPECIAL FUNDS REVENUE								
2003 BUDGET								
Fund	Org	Source	Account Description	2001 Actual	2002 Budget	2003 Budget	2002-2003 Change	% Change 2002-2003
651	5199	40347	BERGEN SCULPTURE	25,380	0	0	0	0.00%
651	5199	40348	AMERICAN INDIAN AREA	11,017	0	0	0	0.00%
651	5199	40349	COTTONWOOD PLAYGROUNT	129,582	0	0	0	0.00%
651	2199	40350	POLICE APPRECIATION	153	0	0	0	0.00%
651	2199	40351	WHELAN GIFT	17,963	0	0	0	0.00%
651	5699	40352	MUSEUM U-HOFFMAN	76,418	0	0	0	0.00%
651	2199	40353	GIFT-INTEL	15,294	0	0	0	0.00%
651	1399	40354	SPRINGS TV	2,468	0	0	0	0.00%
651	2299	40356	FIRE SENIOR PROGRAM	6,390	0	0	0	0.00%
651	2199	40357	DIWALI SHOW GIFT TRUST	5,048	0	0	0	0.00%
651	3099	40358	ADELPHIA I-NET	39,949	0	0	0	0.00%
651	1399	40359	CLOSED CIRCUIT TV	46,863	0	0	0	0.00%
651	1399	43180	GAIN/LOSS INV MKT VALUE	41,944	0	0	0	0.00%
651	5199	44020	MISCELLANEOUS GENERAL	0	750,000	1,000,000	250,000	33.33%
651	4099	44025	CASH OVER/SHORT	0	0	0	0	0.00%
			TOTAL	1,200,429	750,000	1,000,000	250,000	33.33%
Senior Programs								
653	9707	43005	G KOCH TRUST FUND	6,840	0	0	0	0.00%
653	9707	43010	CURTIS ESTATE	7,389	0	0	0	0.00%
653	9707	43180	GAIN/LOSS INV MKT VALUE	8,336	0	0	0	0.00%
653	9707	46025	INTEREST	22,080	17,500	15,000	(2,500)	-14.29%
			TOTAL	44,645	17,500	15,000	(2,500)	-14.29%
Therapeutic Rec								
654	9708	46025	INTEREST	831	1,000	500	(500)	-50.00%
			TOTAL	831	1,000	500	(500)	-50.00%

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Human Services Contracts

INTRODUCTION

The Neighborhood Services Department contracts annually with nonprofit agencies for services, which address identified human service needs that benefit low and moderate-income persons in the community. Priority is given to nonprofit agencies that provide the following services:

- Emergency Care and Shelter
- Youth Services
- Self-Sufficiency Services

The application process combines City discretionary human services dollars with Community Development Block Grant (CDBG) funds. The process enables nonprofit human service providers to submit only one application to the City. This reduces the time spent in these efforts for both City and agency staff.

The process used to determine funding for the nonprofit agencies consists of committees with representatives from the City, United Way, the Non-Profit Center, the private sector, and the community at large. The committees reviewed all submitted proposals, attended agency presentations, and rated the proposals based on relevant criteria. These ratings were used to determine the funding recommendations to City Council.

The total combined City discretionary and CDBG funds allocated for human services in 2003 is \$871,687.

Agency	2002 Funded Amount	2003 Recommended Amount *	Funding Source
Priority 1 – Emergency Care and Shelter			
American Red Cross	\$133,835	\$116,843	City
Catholic Charities of Colorado Springs	54,055	93,275	City
Catholic Charities of Colorado Springs	52,690	0	CDBG
Homeless Management Information System	0	25,000	CDBG
Interfaith Hospitality Network	6,445	6,014	City
Salvation Army – Emergency Food	16,196	14,498	CDBG
Salvation Army – FreshStart Transitional Services	8,500	7,802	CDBG
Trust, Education, Safety, Support, Action (TESSA)	76,600	67,049	CDBG
Urban Peak	16,000	14,327	City
Subtotal	\$364,321	\$344,808	
Priority 2 - Youth Services			
Children’s Advocacy Center	22,267	\$19,779	CDBG
Colorado Springs Child Nursery Centers	87,300	76,358	CDBG
Colorado Springs Teen Court	13,500	12,152	City
Community and Senior Centers	134,500	100,000	CDBG
Court-Appointed Special Advocates (CASA)	21,500	19,112	CDBG
Special Kids/Special Families (Zach’s Place)	11,000	9,977	CDBG
Tutmose Academy – Enrichment Program	39,000	0	City
Urban League - Child Development Center	23,516	62,274	City
Urban League - Child Development Center	47,596	0	CDBG
Ways Out Academy	9,000	0	CDBG
Women’s Resource Agency	36,000	36,000	CDBG
Subtotal	\$445,179	\$335,652	
Priority 3 – Self-Sufficiency			
Care and Share	\$35,600	\$31,379	CDBG
Ecumenical Social Ministries	7,500	0	City
Full Circle Alternatives	9,000	0	City
Housing Authority - Golden Circle Nutrition Program	9,000	5,427	CDBG
Housing Authority - Golden Circle Nutrition Program	0	2,810	City
Neighborhood Redevelopment Lead Based Paint	2,000	0	CDBG
Partners in Housing	9,500	8,672	City
Pikes Peak Community Action Agency	37,237	32,803	CDBG
Service, Empowerment, Transformation (SET)	16,130	14,440	CDBG
Silver Key Senior Services	86,825	76,758	City
Southern Colorado AIDS Project (S-CAP)	9,000	8,237	City
Urban League – Employment Program	0	6,814	City
Villas at Southgate	4,000	3,887	CDBG
Subtotal	\$225,792	\$191,227	
TOTAL	\$1,035,292	\$871,687	

City Funds \$408,176
CDBG Funds \$463,511

TOTAL HUMAN SERVICE FUNDS AVAILABLE \$871,687

*Budgeted figures could vary within individual agencies’ finalized contracts as funding may change during the federal government’s consolidated budgeting process.

2003 CONTRACT DESCRIPTIONS

American Red Cross - Emergency Shelter - This agency provides the majority of emergency shelter needs for homeless families and individuals in Colorado Springs. Client services include a place to sleep, two meals daily, personal hygiene and personal care including laundry facilities and a Child Enrichment Center. Individual counseling assistance and information and referral is provided through Red Cross case workers and a host of on-site agencies to help alleviate human suffering and to help resolve the homeless issue in Colorado Springs. Funds will be used to cover administrative costs associated with the daily operations of the shelter and on-site security services.

Care and Share - This agency provides bulk food items to local nonprofit agencies that either operate food pantries or provide assistance to low and very low-income families and individuals at no charge. Funds will be used for the food drive program, which provides approximately 495,000 pounds of nonperishable staple food to local human service agencies.

Catholic Charities of Colorado Springs - This agency operates the Marian House Soup Kitchen, Medical Clinic, and Drop-In Center. They provide services to the homeless, poor, working poor, and low-income persons. Funds will be used to cover administrative costs associated with the provision of a hot noon meal.

Children's Advocacy Center - This agency provides a comfortable, private, child-friendly environment for children involved in the investigation of child abuse. The Advocacy Center also provides support and system education to child victims and their non-offending parents in order to strengthen the families abilities to begin the healing process. Funds will be used to cover salaries associated with the provision of medical exams, court preparatory program, investigative team coordination and interviews of alleged victims of abuse.

Colorado Springs Child Nursery Centers, Inc. - This agency provides quality, affordable child care for low and very low-income families and single parents. Funds will be used for toddler, preschool and school-age child care services for limited income families and single parents, drop-in child care services for families who are homeless, and/or victims of family violence. These services will include education, recreation, nutrition, and medical/family support.

Colorado Springs Teen Court - This agency provides an alternative to the traditional sentencing for juvenile offenders (ages 11 - 18) who are charged as first-time offenders in Municipal Court. Teens who are eligible participate in a jury trial conducted by their peers. Teen jurors and lawyers try the case and the teen jury imposes the sentence. Sentences include mandatory community service and participation in the future as a juror. Funds will be used to cover administrative costs of the program.

Community and Senior Centers – This agency provides services for recreation, social issues, health, nutrition, ethnic celebrations, education and socialization for children, teens, adults, seniors and persons with disabilities at the following community centers: Otis Park, Meadows Park, Hillside and West Center for Intergenerational Learning.

Court-Appointed Special Advocates (CASA) - This agency provides and manages CASA volunteer advocates for children who are in out-of-home placements through the courts. Funds will be used to cover salaries associated with the provision of trained community volunteers who monitor child abuse cases in which domestic violence is also present. The volunteer advocates will represent the child's best interest assuring intervention and prevention throughout the case. The goal is a safe and permanent home for each child.

Homeless Management Information System - These funds are being provided to the Colorado Department of Human Services to assist in developing a Homeless Management Information System in Colorado Springs. The system would be used to link homeless service providers and lessen the amount of paperwork required for homeless persons to get assistance. In addition, the system will allow the community to develop and distribute reports regarding the homeless situation in Colorado Springs. The system is presently being utilized in the Denver Metro area and Pueblo. Linking to an already existing system would allow the community to also access statewide data regarding homelessness.

Housing Authority Golden Circle Nutrition Program – This program provides a meal to elderly participants at a variety of locations in Colorado Springs. An analysis of existing assessments indicates that many of the elderly eat one meal per day and that meal is provided by The Golden Circle Nutrition Program which operates five days per week at most of its sites and seven days per week at its main site. Funds will be used to purchase food for the program.

Interfaith Hospitality – This agency provides temporary housing to homeless families with children who are referred by local agencies such as the Red Cross Shelter, Department of Human Services, and other local referral agencies. Strength-based case management is the primary tool to help guest families return to independent living. Funds will be used to cover administrative costs associated with assisting families toward self-sufficiency.

Partners in Housing - This agency assists homeless families with children to attain self-sufficiency over a two-year period. Partners in Housing provides housing, housing support, case management, family therapy, budget counseling, life skills seminars/workshops, emergency assistance, support groups, permanent housing counseling, and formal education guidance. Funds will be used to cover administrative costs associated with assisting families toward self-sufficiency.

Pikes Peak Community Action Agency - This agency moves homeless persons, victims of family violence, low-income families and individuals to an independent life-style. Services include case management, support services, education, child care, transportation, budget counseling, self-development workshops, job training, employment services and other assistance to overcome obstacles to success. Funds will be used to cover a portion of case management salaries and self-sufficiency support services.

SET (Service, Empowerment, Transformation) - This agency provides health-related services to homeless, low and very low-income individuals in the community. Funds will be used to cover costs at the well-being clinics located at Housing Authority senior buildings.

Salvation Army (Emergency Food) – This agency provides, through its mobile canteen at Spruce Street, a warm meal five evenings a week to the homeless and to other people in need. The emergency food pantry provides food boxes to “walk in clients.” The commodity distribution helps senior citizens, the disabled and low-income families by augmenting their food purchases with additional groceries. Funds will be used to cover administrative costs associated with the provision of a hot evening meal, commodity distribution, and equipment maintenance.

Salvation Army (FreshStart Program) – This program provides temporary housing for families that need intensive interventions over a prolonged period of time. Families participating in this program will collectively learn the skills necessary to break out of the cycles of homelessness and poverty. The program will provide housing and support services for families and introduce them to permanent housing resources, helping them secure an income sufficient to afford housing, and maintaining the supportive service relationships that they developed while in the program.

Silver Key Senior Services - This agency provides services to the elderly residents of Colorado Springs. Funds will be used to cover costs associated with the provision of hot meals to homebound elderly residents of the city, as well as Home Care and Social Services Programs.

Southern Colorado Aids Program (S-CAP) - This agency operates a food bank to low-income clients. Funds will provide supplementary food to clients, helping to meet nutritional needs and stretch clients’ personal budgets that are frequently limited due to high medical and pharmaceutical costs associated with managing their HIV care.

Special Kids/Special Families – This agency provides respite and independent life skills training for children between the ages of 5 and 21 with cognitive, physical, neurological and medical disabilities. The focus of the program is directed at preserving the family unit. Funds will be used for program support.

Trust, Education, Safety, Support, Action (TESSA) - This agency, formerly the Center for the Prevention of Domestic Violence, provides intervention services for adult and child victims of domestic violence. Funds will be used to provide emergency care and shelter, support, advocacy, restraining order assistance, case management, individual and group psychotherapy, 24-hour telephone crisis intervention, and information and referral services.

Urban League (Child Development Center) – The Child Development Center provides a multicultural experience to preschool, kindergarten and school age children. The mission is to prepare children socially, physically and educationally for the challenges they will face in school. In addition to preschool through kindergarten full day care, Urban League offers a before and after-school program for children K-6. Operation is on the premises that economically disadvantaged families should have access to quality childcare and education. The Child Development Center provides a diverse, enriching and positive environment where children of all economic, racial and ethnic backgrounds together learn mutual respect and understanding. The program funds will be used to cover administrative/program costs.

Urban League (Employment Continuum) - This program provides training and employment opportunities and referrals for low-income youth and adults. The four-part continuum provides assessment, counseling, mentoring, and training and referral services. The assessment tools used are “Skills Scan” and “Myers Briggs.” Following assessment, the program provides training services in interview techniques, occupational fit, and soft skills, including computer and operational skills. The program serves as a referral resource for corporations and organizations for their search for specific types of employees.

Urban Peak – This is the only agency providing services exclusively to the homeless and runaway youth of Colorado Springs. Street outreach and case management programs serve to link the youth to the full continuum of services. These programs offer the youth assistance with obtaining emergency shelter, counseling services, general education diploma (GED), medical care, legal identification, job placement, food and transportation. They assist youth to develop a plan to permanently exit street life by reunifying with their family, entering placement, or living independently. Urban Peak works with other community agencies in order to meet all the service needs of the youth and avoid duplication of services. Funds will be used to cover administrative costs of the program.

Villas at Southgate – This agency will provide an emergency placement option for memory-impaired seniors who have been witness to or victims of crime. The center will also serve as a day-placement site for a confused senior. Club Villa is an affordable, therapeutic environment developed to meet the needs of confused seniors. The secondary service is to provide relief (respite) care and informational and referral services to care givers of the person with dementia. Funds will be used to cover administrative costs of the program.

Women’s Resource Agency – This agency has formed a collaborative effort among the Women’s Resource Agency, First Visitor, Pikes Peak Family Connections, and the Life Support Center to provide more seamless access to services for target families and their children. Funds will be used for program costs to provide: parenting skills education and intensive case management services for pregnant/parenting teens and economically disadvantaged expectant parents, volunteer-based home visitation, education and support for economically disadvantaged new parents, basic needs to help at-risk parents keep their children healthy and safe, preventive interventions which reduce child abuse/neglect, and self-sufficiency education and training for women who are economically disadvantaged.

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Lease-Purchase Obligations

This appendix is in compliance with State House Bill 90-1164 which requires all local governments to set forth in the budget document all amounts for lease-purchase agreement obligations which involve funding commitments beyond the forthcoming fiscal year.

Description	1-1-03 Balance*	2003 Payment	12-31-03 Remaining
Lease-Purchase Obligations	\$31,777,870	\$4,920,080	\$26,857,790

*Balance is defined as all remaining financial obligations for principal and interest from January 1, 2003, through the retirement of all lease-purchase agreement obligations represented in the figures shown above.

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Uses of General Fund Resources

2002 Budget	\$217,375,443
<i>less:</i>	
2002 Onetime Expenses	(191,805)
2002 General Fund Contribution to CIP	(21,711,472)
Public Streetlighting System Costs to be Borne by CSU	(3,800,000)
<i>plus:</i>	
Supplemental Appropriations	345,537
CAPITAL IMPROVEMENTS	
Allocation for Ongoing Capital Maintenance	6,489,254
Pay-as-you-go Projects	5,587,489
Debt Service – Series 1999 SCIP Bonds	5,257,033
EMPLOYEE COMPENSATION	
Market Adjustment in Employee Base Salaries and Benefits	
Civilian Employees: Professional and Managers 3.7%; Paraprofessional and General 4.1%	2,292,446
Uniformed Police and Fire Employees (4.3%)	2,644,114
Increased Employee Health Insurance Costs (Medical 14.3%; Dental 13.1%; Vision 0%)	1,608,060
Increase in PERA Employer Contribution Rate (from 9.19% to 9.60%)	221,081
Reduced Workers' Compensation Costs	(126,000)
UNAVOIDABLE INCREASE/PRIOR-YEAR COMMITMENTS	
City Clerk – Municipal Election Costs	500,000
Municipal Court – Contractual Increase in Judicial Officers Compensation	71,464
City Hall Maintenance Costs	20,000
Police – Fund POC Parking Garage for Full Year	65,000
Municipal Court/City Attorney – Justice Information System (JIS) First Installment of Five-Year Lease/Purchase	335,000
General Costs – Debt Service on Police/Powers Bonds	2,080
General Costs – City Hall Lease Payment	255,425
Utility Rate Increases (Water 11%; Wastewater 7%; Gas –4%; Electric 0%)	160,000
General Costs – Fleet – Rent Increase by CSU for Fontanero Facility	30,724
Police – Sex Offender Registration – Office Specialist (1 FTE)	57,660
Police – Motorcycle Maintenance for Intersection Safety Program	20,000
Transit – Contractual Increases (Wages 3.5%; Health 21%)	235,735
Transit – Contractual Increases for Memorial Hospital and Schriever AFB (100% Revenue Offset)	407,578
Transit – Auto Liability Insurance Increase	150,000
Transit – Employee Health Insurance (28% Increase)	59,000
City Auditor – Peer Review Costs	3,000
MISCELLANEOUS	
Swearing-in Ceremony for New Mayor and Councilmembers	3,000
City Auditor – Information Technology Auditor (1 FTE) with \$57,420 Revenue Offset	87,000
Police – Purchase of 3 Noise Meters	7,500
Transit – Required Matches for New Downtown Transit Facility and Other Transit Capital Projects	85,300
Human Resources – Employee Training and Leadership Development (1 FTE)	89,753
2003 Citizen Survey	17,600
Strategic Plan Update	15,000
General Costs – Reduction in City Administration Building Lease Costs	(81,415)
City Engineering – Remove Real Estate Specialist Special Position Dedicated to SCIP Projects	(70,000)
Global Advisory Council – Office of International Affairs Staff Support	25,000
Automatic External Defibrillator Program	54,000
Miscellaneous Reductions	(37,200)

Uses of General Fund Resources

less:

TRANSFER OF COSTS TO OTHER FUNDS

Transfer Portion of Automated Payroll/Financial System Upgrades and Maintenance Costs to Cable Grant Fund	(413,693)
Parks, Recreation and Cultural Services – Transfer Beidelman Environmental Center to Colorado Springs Utilities (-1.25 FTE)	(83,845)

REDUCTIONS IN SERVICE

Parks, Recreation and Cultural Services – Fine Arts Center and Summer Symphony Contracts	(52,736)
Police – 10% Reduce Animal Control Contact	(89,602)
Parks, Recreation and Cultural Services – Discontinue Funding for First Night	(10,000)
Parks, Recreation and Cultural Services – Discontinue Prospect Lake Aquatics Programs	(43,278)
City Planning – Eliminate Hearing Office Contract and Associated Operating Costs	(18,253)
Information Technology – Delay Hiring Senior Information Technology Analyst	(46,696)
Fire – Postpone Replacement of 3 Nonemergency Response Light Vehicles	(60,000)
General – Postpone Vehicle Replacement	(80,323)
Public Communications – Discontinue Citizens Community Day Event	(7,070)
Budget – Eliminate Hardcopy of Final Budget	(3,500)
City Engineering – Reduce Non-federal Mandated Stormwater Quality Education Efforts	(20,000)
City Engineering – eliminate Civil Engineer position (-1 FTE)	(70,000)

2003 BUDGETED EXPENDITURES

\$217,560,388

**AN ORDINANCE APPROVING THE ANNUAL BUDGET
AND APPROPRIATING MONIES FOR THE SEVERAL
PURPOSES NAMED IN SAID BUDGET FOR THE YEAR
ENDING DECEMBER 31, 2003**

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLORADO SPRINGS:

Section 1. The City Manager having prepared and presented to this City Council his annual Budget for the year ending December 31, 2003, which Budget is in such detail as to the aggregate sum and the items thereof allowed to each department, group, agency, and fund as he has deemed advisable.

Section 2. Pursuant to Charter, the Council hereby adopts said Budget and upon the basis of said Budget, the several sums of money hereinafter specified are hereby appropriated out of the revenues of the City of Colorado Springs for the Year 2003 and out of the respective fund balances to the several purposes herein named to meet the expenses of the City of Colorado Springs for the Year 2003.

General Fund:

\$217,560,388

Other Funds:

Special Revenue Funds:

Arterial Roadway	\$ 225,000
Ballfield Capital Improvements	110,572
Bicycle Tax	176,700
Briargate Special Improvement Maintenance District	919,331
Business Development Revolving Loan Program	602,031
Cable Franchise Fund	1,296,000
CDBG – Neighborhood Services	4,764,084
Conservation Trust (State Lottery Program)	3,450,000
Emergency Shelter Act Grant	159,246
Garfield School Maintenance	22,000
Gateway Special Improvement Maintenance District	4,712
Home Investment Partnership	2,796,967
HOPE III	668,000
Lodgers and Automobile Rental Tax (Bed and Car)	3,194,758
Norwood Special Improvement Maintenance District	648,286

Special Revenue Funds (continued):

Old Colorado City Maintenance and Security District	93,334
Ongoing CIP	6,979,328
Platte Avenue Special Improvement Maintenance District	9,516
Public Space and Development	350,000
Public Safety Sales Tax	21,836,558
Springs Community Improvements Program (SCIP)	4,377,696
Stetson Hills Special Improvement Maintenance District	162,107
Street Tree	50,000
Subdivision Drainage	2,700,000
Trails, Open Space and Parks (TOPS)	5,720,705
Tree City USA	5,000
Woodstone Special Improvement Maintenance District	18,646

Enterprise Funds:

Airport Gross Income	\$20,814,086
Cemetery	1,324,327
Development Review	600,341
Human Services Complex	243,835
Parking System Gross Income	3,418,860
Patty Jewett Golf Course	1,940,658
Pikes Peak – America’s Mountain	3,900,846
Valley Hi Golf Course	1,140,577

Internal Services Funds:

Claims Reserve Self-Insurance	\$ 1,000,000
Employee Benefits Self-Insurance	29,900,000
Support Services	22,671,918
Workers Compensation Self-Insurance	5,600,000

Trust Funds:

C. D. Smith	\$ 85,000
Gift	1,000,000
Perkins	500
Sabine	500
Senior Programs	50,000
Therapeutic Recreation	1,000
Woods	200

Local Improvement Districts Funds

Improvement Districts Funds	\$ 53,800
Carmel Drive	35,000
Woodmen Valley	145,000

Grants Fund

Grants Interest	\$80,000
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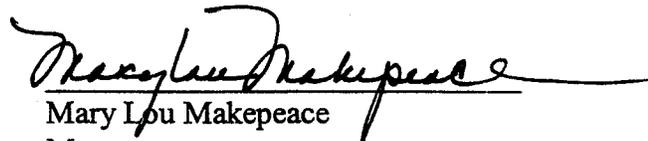
Section 3. Based on the Budget so adopted, this Council by separate ordinance, has estimated and declared the amount of money necessary to be raised by tax levy, taking into account the amounts available from other sources to meet the expenses of the City for the Year 2003.

Section 4. The Mayor and the City Clerk are directed to sign said Budget and Tax Levy estimate as herein adopted, and to file the same with the City Controller.

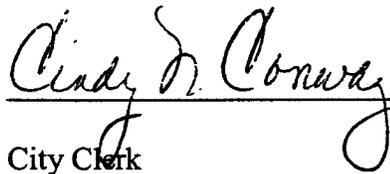
Section 5. All ordinances or parts of ordinances in conflict herewith are hereby repealed and all statutes of the State of Colorado or parts thereof in conflict herewith are hereby superseded.

Section 6. This ordinance approving the annual Budget and appropriating monies shall be in full force and effect on January 1, 2003.

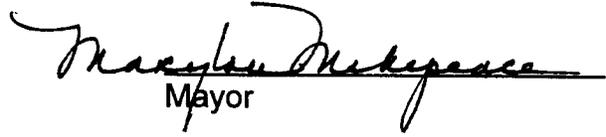
Introduced, read, and passed on first reading and ordered published this 26 th day of November 2002.


Mary Lou Makepeace
Mayor

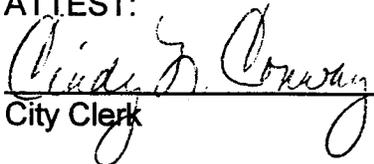
ATTEST:


Deputy City Clerk

Finally passed, adopted and approved this 10th day of December 2002.

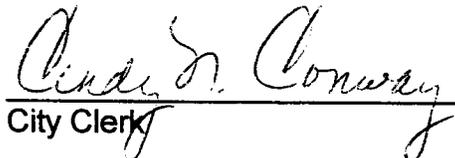

Mayor

ATTEST:


Deputy City Clerk

I HEREBY CERTIFY, that the foregoing ordinance entitled **"AN ORDINANCE MAKING THE ANNUAL BUDGET AND APPROPRIATING MONIES FOR THE SEVERAL PURPOSES NAMED IN SAID BUDGET FOR THE YEAR ENDING DECEMBER 31, 2003"** was introduced and read at a regular meeting of the City Council of the City of Colorado Springs, held on November 26, 2002; that said ordinance was passed at a regular meeting of the City Council of said City, held on the 10^h day of December, 2002, and that the same was published by title and summary, in accordance with Section 3-80 of Article III of the Charter, in the Daily Transcript, a newspaper published and in general circulation in said City, at least ten days before its passage.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the City, this 10th day of December, 2002.


Deputy City Clerk

**AN ORDINANCE MAKING THE ANNUAL TAX LEVY
FOR THE CITY OF COLORADO SPRINGS FOR
THE YEAR ENDING DECEMBER 31, 2003**

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLORADO SPRINGS:

Section 1. Based upon the Budget heretofore presented by the City Manager, this City

Council hereby estimates the revenues of the City of Colorado Springs for the Year 2003 to be:

General Fund:

General Property Taxes -

5.032 mills on estimated valuation of \$3,881,193,370	19,530,165	\$ 19,530,165
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Less -

County Treasurer's Collection fee of 1.5%	(292,952)	
Provision for uncollectable taxes at 1.0%	(195,302)	
Economic Development Rebates	<u>(402,349)</u>	
		\$ (890,603)

Total Property Taxes		\$ 18,639,562
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Other Taxes		\$116,102,161
Licenses and Permits		455,455
Intergovernmental Revenue		22,770,438
Charges for Services		12,250,805
Fines and Forfeits		5,560,000
Miscellaneous Revenues		5,927,548
Transfers from Other Funds		<u>30,069,767</u>

Total General Fund		\$211,775,736
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Rebudgeted		5,257,033
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Draw from Fund Balance		527,619
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Total Revenue		\$217,560,388
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Other Funds:

Special Revenue Funds:

Arterial Roadway	\$ 225,000
Ballfield Capital Improvements	110,572
Bicycle Tax	176,700
Briargate Special Improvement Maintenance District	919,331
Business Development Revolving Loan Program	602,031
Cable Franchise Fund	1,296,000
CDBG – Neighborhood Services	4,764,084
Conservation Trust (State Lottery Program)	3,450,000
Emergency Shelter Act Grant	159,246
Garfield School Maintenance	22,000
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HOPE III	668,000
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Valley Hi Golf Course	1,140,577

Internal Services Funds:

Claims Reserve Self-Insurance	\$ 1,000,000
Employee Benefits Self-Insurance	29,900,000
Support Services	22,671,918
Workers Compensation Self-Insurance	5,600,000

Trust Funds:

C. D. Smith	\$ 85,000
Gift	1,000,000
Perkins	500
Sabine	500
Senior Programs	50,000
Therapeutic Recreation	1,000
Woods	200

Local Improvement Districts Funds

Improvement Districts Funds	\$ 53,800
Carmel Drive	35,000
Woodmen Valley	145,000

Grants Fund

Grants Interest	\$80,000
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Section 2. That the City Council hereby finds, determines and declares that the amount of money necessary to be raised by the tax levy, taking into account the amounts available from other sources to meet the expenses of the City for the ensuing year, is the sum of \$18,639,562.

Section 3. That the property levy in mills necessary to raise said amount of money after due allowance is made for statutory collection fees, uncollectable taxes, and economic development rebates is 5.032 mills and that accordingly there is hereby levied upon each dollar of assessed valuation of all taxable property within the City of Colorado Springs assessed and returned upon the assessment rolls for the Year 2002 of 5.032 mills as a tax levy for City purposes to be due and payable in and during the Year 2003.

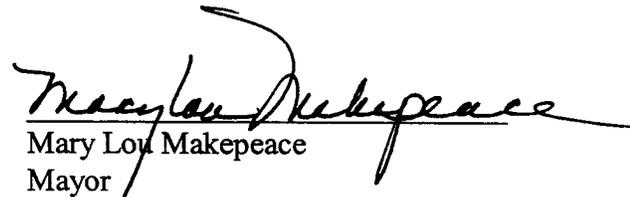
	<u>Mills</u>
For interest on General Obligation Bonds	0.262
For redemption of General Obligation Bonds	0.644
For General Purpose	4.126
Total	5.032

Section 4. The City Clerk is directed to certify a copy of this Ordinance to the County Assessor of El Paso County who shall extend the same upon the tax list for the Year 2003 and shall include said City taxes in the general warrant to the County Treasurer for collection.

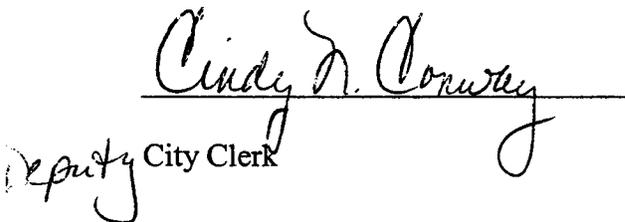
Section 5. All ordinances or parts of ordinances in conflict herewith are hereby repealed and all statutes of the State of Colorado or parts thereof in conflict herewith are hereby superseded.

Section 6. This ordinance making the annual tax levy shall be in full force and effect on January 1, 2003.

Introduced, read, and passed on first reading and ordered published this 26 th day of November, 2002.


Mary Lou Makepeace
Mayor

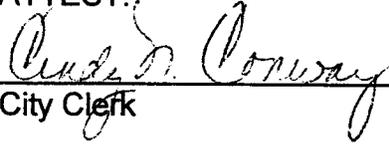
ATTEST:


Deputy City Clerk

Finally passed, adopted and approved this 10th day of December 2002.

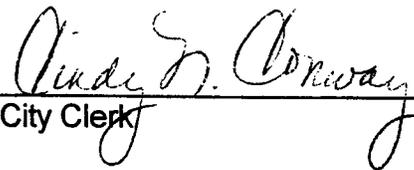

Mayor

ATTEST:

 Deputy

City Clerk

I HEREBY CERTIFY, that the foregoing ordinance entitled "**AN ORDINANCE MAKING THE ANNUAL TAX LEVY FOR THE CITY OF COLORADO SPRINGS FOR THE YEAR ENDING DECEMBER 31, 2003**" was introduced and read at a regular meeting of the City Council of the City of Colorado Springs, held on November 26, 2002; that said ordinance was passed at a regular meeting of the City Council of said City, held on the 10^h day of December, 2002, and that the same was published by title and summary, in accordance with Section 3-80 of Article III of the Charter, in the Daily Transcript, a newspaper published and in general circulation in said City, at least ten days before its passage.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the City, this 10th day of December, 2002.

 Deputy

City Clerk

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